

02

MUNICIPAL PLANNING STRATEGY

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CAMPAPSE PLANNING SCHEME

02.01 CONTEXTDD/MM/20--
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Campaspe Shire is located in north central Victoria, about 200 kilometres north of Melbourne. The Shire covers an area of about 4,500 square kilometres and mainly consists of rural land. The Campaspe and Goulburn Rivers run through the Shire [21.01-1] and the nationally significant Murray River forms the northern boundary of Campaspe. [21.03-1]

The 2016 population of the Shire was estimated to be about 37,900 which is expected to grow to about 42,700 by 2036 (Forecast id). The majority of this growth is expected to occur in Echuca. (ECS pg 3) Echuca interacts with Moama, its New South Wales' counterpart over the border, to give a combined population of about 20,000 persons. Compared to regional Victoria, the Shire has a higher population of younger and older people and this trend is expected to grow which may leave a 'population donut' with less and less working age residents in the municipality. [21.01-1]

The bulk of the population is centred around the northern and eastern points of the Shire. The southern and western areas of the Shire are more sparsely populated. In addition to Echuca, other primary population centres include Kyabram, Rochester, Tongala, Rushworth, Stanhope, Lockington, Gunbower, Girgarre and Colbinabbin. There are about 12,000 residents living in non-urban areas. [21.01-1]

Campaspe has a growing labour force and a low unemployment rate. Agriculture, particularly irrigated primary production and its processing, underpin the economy of the Shire and the region. The economy is also driven by forestry, fishing, manufacturing, health and social assistance sectors; and it has a growing number of tourism visitors. [21.07-1] About 40 percent of all employment is in agriculture, manufacturing and health care. [21.01-1]

Key assets of the Shire that provide a platform for growth and investment include its natural river beauty, climate, agricultural land, manufacturing, processing, a modernised irrigation system, heritage assets, the Port of Echuca and tourism. [21.01-1]

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02.02 CAMPASPE VISIONDD/MM/20--
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The Vision that is contained in the *Council Plan (2017-2021)* is of a:

.....strong, supportive, vibrant and sustainable community.

The Council Plan addresses some key themes relevant to land use planning including *Strong and Engaged Communities; Resilient Economy; Healthy Environment; Balanced Services and Infrastructure; Responsibe Management* and it is supported by a series of objectives, actions and strategies.

The Council Plan (2017-2021) also supports ‘*Campaspe Our Future*’ which has established strategies and actions to support its land use objective of: [21.01-4]

Sustainable use of land, which encourages population growth whilst ensuring the viability of farming and industry, and development which consolidates and respects the historical built environment. [21.01-4]

Council has inherited a Shire with outstanding environmental, social and economic attributes. Council is committed to handing over the Shire to the next generation in as good, or better condition as when they inherited it. [21.01-4]

Council’s decision making in respect of land use planning will always be made with the above vision in mind taking into account the interests of all Campaspe residents. Personal circumstances are not a matter for Council to take into account as either the responsible or planning authority. [21.01-4]

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02.03 STRATEGIC DIRECTIONSDD/MM/20--
Proposed**02.03-1 SETTLEMENT**

Echuca is the largest centre in the Shire with a population catchment area estimated to include 50,000 people within a 70 kilometre radius. Echuca is a hub for commercial, industrial, community, recreational and transportation activity for northern Victoria and southern New South Wales. [21.09-1]Echuca's population is expected to be about 17,300 by 2021 and it is estimated that Echuca will need an average of about 110 new dwellings per year up until 2031. [21.09-1]

Kyabram (7330 persons) has sufficient land zoned for residential purposes to the east and south west of the town to accommodate demands for the next 15 years. High quality irrigated agricultural land surrounds Kyabram, especially to the east. Much of the land on the east side of Bolithos Road is used for intensive agriculture such as orchards and dairying. The mixed use precincts at the northern and western gateways of the town have sensitive interfaces between land uses requiring a strong level of development control. [21.09-2]Kyabram's economic and employment base has been underpinned by the services sector while food processing, construction and dairy food stuffs have become increasingly important. The Kyabram Fauna Park comprises substantial wetland areas and is the home to over 500 species of animals and birds. Buffer zones between the Kyabram Fauna Park and urban development help protect this important resource. [21.09-2]

Rochester (3100) is the principal service centre in the central part of the Shire and is primarily a convenience centre. Milk processing and agricultural-related manufacturing are significant industries in the town. [21.09-3]Limitations to the expansion of the town include the surrounding high quality agricultural land and a wide band of flood prone land on both sides of the Campaspe River. Land to the north, north-east and south of the town is also susceptible to poor drainage. Rochester has a number of vacant residential lots interspersed throughout the town and has capacity for low-density residential development to the south-east along Pascoe Street. The industrial precinct at the northern gateway of the town has sensitive interfaces with land uses requiring protective development control. [21.09-3 added]

Rushworth (1300) has a small economic base focused on tourism, heritage and essential services. The town is nestled within the boundaries of the Rushworth State Forest and is distinguished by its pre-1914 streetscape and landscape character, especially the High Street precinct that has a National Trust classification. The absence of major employment opportunities in Rushworth may result in low growth pressures in the next 15 years. Its population is expected to remain steady. [21.09-5]

Tongala (1920) is located between the larger centres of Echuca and Kyabram and it is the main service centre for its immediate rural community. Tongala has a supply of Township zoned land to meet likely growth rates for the next 15 years. Agriculture, especially dairying, is the most significant industry in the town along with food and meat processing. High quality agricultural land and associated irrigation channels flank the northern and eastern parts of the town, restricting the potential for development. [21.09-4]

Stanhope (820), **Gunbower** (550), **Colbinabbin** (300), **Lockington** (800), **Girgarre** (550), **Toolleen** and **Corop** are small towns that serve their respective agricultural communities with basic retail and community facilities. These towns have small population catchments and tend to have highly constrained economic bases. [21.09-6]

Council's key **strategic directions** relating to 'Settlement' are to:

- Facilitate development in towns subject to land capability, infrastructure availability, environmental considerations and demonstrated demand. [21.02-2 edited]
- Balance the growth of townships with the protection of agricultural, heritage and natural assets. [21.09-1]
- Avoid the growth of towns that encroach on environmentally sensitive areas. [21.09-5]

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02.03-2 ENVIRONMENTAL AND LANDSCAPE VALUES

The Murray River borders the Shire and is an asset of national, state and local significance servicing a variety of environmental, economic, social, recreational and tourist functions. [21.03-1] Other important waterways in the Shire include the Campaspe and Goulburn Rivers, Kow Swamp and Waranga Basin (New).

The Murray Darling Basin Plan limits the amount of water available for irrigation so that it can be allocated for environmental purposes. Water for agricultural purposes has therefore become less available and water affordability is a continuing challenge. [21.05-2]

There are emerging pressures to develop land adjacent to Waranga Basin for agricultural purposes. High use of fertilisers, pesticides and herbicides may have a detrimental impact on the quality of water in the basin. [21.05-2]

Apart from vegetation in State and National Parks, a large proportion of remnant vegetation in Campaspe is found on river corridors and roadsides or on small pockets on private land. The Rushworth State Forest is part of the largest block of Box-Ironbark habitat left in Victoria with numerous threatened species of flora and fauna. [21.03-2]

The Northern Plains Grasslands are a listed community under the *Environment Protection and Biodiversity Conservation Act* and significant native grasses exist in parts of the Echuca Aerodrome and within the road reservation of Old Aerodrome Road. Benson Road and McKenzie Road also contain significant roadside vegetation. The Gobarup/Wanalta Creek and associated wetlands are of National significance. [21.03-2]

Environmental threats to vegetation communities include clearing of remnant and roadside vegetation, loss of hollow bearing trees, over-grazing, isolation and fragmentation of remnant habitat and degradation of soil and riparian habitats. [21.03-2]

Council's key **strategic directions** relating to 'Environmental and landscape values' are to:

- Protect the Murray River corridor and other waterways including their significant environmental values. [21.03-1 added].
- Reduce the environmental impact of urban development on waterways in the Loddon, Campaspe and Goulburn Basin catchments. [22.07-1]
- Minimise the impact of development abutting the Waranga Basin on its water quality. [21.05-2]
- Minimise conflict from agricultural development, urban development, tourism and recreation along rivers and waterways. [21.03-1]
- Protect, manage, retain and replace native vegetation including grasslands, wetland vegetation and habitat. [21.03-2 added]

02.03-3 ENVIRONMENTAL RISKS

Climate change and environmental sustainability challenges in Campaspe include planning for areas that may be affected by increased fire, flooding, drought or other threats; the sustainable and sensitive management of storm water; and the design of sustainable housing and development. [21.04-1 merged]

Irrigated agriculture and tree clearing have caused water tables to rise in some areas bringing waterlogging and high salt concentrations. Where the water table is close to the surface, agricultural productivity can be severely affected. Salinity is likely to increase significantly over the next fifty years threatening agricultural and horticultural activities. [21.04-4]

In the dryland parts of the Shire some traditional agricultural practices have been responsible for serious soil related problems reducing productivity. Common problems include soil compaction, waterlogging, soil erosion and salinity. Areas around Rushworth and the Mt. Camel Range are particularly prone to soil erosion [21.04-4]

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Extensive areas of the Shire are prone to bushfires, especially in the south near Rushworth and Toolleen. Safety and access issues are also evident within bushfire prone areas along the Murray River. [21.04-3]

Sound floodplain management is critical for the economic, social and environmental risks associated with the many floodplains in Campaspe. This level of management is provided by seven local floodplain development plans covering the Shire. [21.04-2]

Sensitive interfaces exist around a number of Campaspe townships where General Residential, Low Density Residential and Rural Living zoned land abut land in an Industrial Zone. Typical impacts of industry on sensitive uses include odour, dust and noise emissions. [21.02-6] Isolated subdivisions in the rural areas can also raise amenity concerns associated with animal keeping and other agricultural pursuits. [21.02-3]

Council's key **strategic directions** relating to 'Environmental risks' are to:

- Promote land use and development that is resilient to climate change impacts.
- Minimise the impact of bushfire, flooding, soil degradation and storms. [21.04-1]
- Protect the viability of industrial and agricultural uses through the separation of sensitive land uses especially at the interface between industrial, farming, residential and rural residential uses. [21.02-6 reworded]

02.03-4 NATURAL RESOURCE MANAGEMENT

The *Regional Rural Land Use Strategy (2008)* identified two categories of Farming Zone land in the Shire with different subdivision and lot size provisions for dwellings in each category: [21.05-1]

- **Growth and Consolidation areas** being areas for the growth and expansion of existing farm businesses and for new investment (with a minimum subdivision size of 60 hectares). [21.05-1]
- **Niche areas** being those areas with productive potential based on existing lot configuration and opportunities for smaller scale and specialised agriculture (with a minimum subdivision size of 40 hectares). [21.05-1]

Farm consolidation to achieve large parcels of land is fundamental to the long term viability of the agricultural base of the Shire. The fragmentation of existing farms is inconsistent with the need to maintain larger and more viable agricultural parcels. Fragmentation also leads to rural living opportunities that can compromise farming by increasing land prices and introducing residents with 'non-farming' amenity expectations. [22.01-1]

The Rural Activity Zone (RAZ) promotes rural based tourism to the west of Echuca building on existing tourism activities and its proximity to the Murray River. [22.06-1]

Intensive animal and intensive agricultural industries such as feed lots, piggeries, aquaculture, dog breeding and poultry farms are important local industries although some are not suited to irrigated areas. [21.05-1]

Council's key **strategic directions** relating to 'Natural resource management' are to:

- Separate subdivision and housing requirements in 'growth' and 'consolidation' areas; and 'niche' areas.
- Limit new rural living opportunities given the extensive supply of lots in the Farming Zone. [22.01-1]
- Encourage accommodation such as bed and breakfast, farm stays, boating, ecotourism and nature retreats in the designated RAZ area to the west of Echuca. [21.07-4]
- Direct intensive animal and intensive agricultural industries to the dryland areas around the Patho Plains as shown on the Strategic Framework Plan at Clause 02.01. [21.05-1]

02.03-5 BUILT ENVIRONMENT AND HERITAGE

The majority of known Aboriginal cultural heritage places occur in the vicinity of the Murray, Lower Goulburn and Campaspe river systems. [21.06-2]

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Places of post-settlement cultural heritage significance include buildings, infrastructure, streetscapes, sites, precincts, landscapes and natural features reflecting the origins of the Shire as an important pastoral area that developed in the 1850's. These heritage places include the Port of Echuca; the Rushworth Town Centre with its intact 19th century main street; the Whroo historic area; the Rochester Town Centre; and some of the older parts of the Echuca commercial and residential precincts. [21.06-2]

The most relevant reference point for an assessment of residential neighbourhood character in the townships in Campaspe is the 'scale' of a residential building including its height, bulk, setbacks and separation from other buildings. Commercial and industrial areas, especially at the gateway to townships, have developed in an ad-hoc manner with little consideration to how buildings relate to one another and to the streetscape. [21.06-1]

Council's key **strategic directions** relating to 'Built environment and heritage' are to:

- Protect heritage places of natural or cultural significance. [22.02-1]
- Focus on the scale and design of a structure as the benchmark reference point for residential neighbourhood character. [21.06-1]
- Manage the impacts of commercial and industrial development on nearby residential areas, major roads, town entrances or natural heritage sites. [21.06-1]
- Promote the redevelopment of existing highway business areas at the gateways to town. [21.09-1]
- Facilitate visual improvements to the Shire's industrial areas, especially in the Echuca South East Industrial Growth Area. [21.07-3]

02.03-6 HOUSING

Residential building approvals indicate that about 90 percent of dwellings in Campaspe are detached houses with the remainder medium density dwellings. *Victoria in Future* indicates that to 2031 there will be a requirement for about 4,600 dwellings compared with an existing residential supply of nearly 9,600 potential lots. While this suggests that there is ample residential land in the Shire, there is very little land available in Echuca pending completion of the Precinct Structure Plan process for Echuca West. [21.02-1 modified]

The *Echuca Housing Strategy 2011* provides a framework to guide the location, sequence and character for this future housing, most of which will occur in Echuca West. Growth potential to the east of Echuca is constrained by the flood plain and to the north by the Murray River. Land to the south and south-east is separated from the existing residential area of the town by the industrial area and to the south west by the airport. [21.09-1]

Nearly all of Campaspe's small towns provide a physical and community infrastructure capacity to support the immediate needs of their communities. [21.02-1]

Rural residential living has been a popular lifestyle choice in Campaspe. Adequate land has been zoned and allocated on the periphery of urban areas to accommodate this demand while providing a compatible transition from the towns to the rural areas. [21.02-3]

Unplanned rural living results in agricultural land being taken out of production. There are a number of limitations with dwellings in rural areas including 'right to farm' issues; inconsistency with state policy; the costs that Council will inherit in servicing these new dwellings; the precise location of the dwelling on the land; and the impact of the dwelling on farming operations. While a rural dwelling will often be needed to support farming the land, new dwellings in rural areas are to be limited to those that genuinely relate to agricultural production. [22.01-1]

Council's key **strategic directions** relating to 'Housing' are to:

- Provide a range of living opportunities in Campaspe townships ranging from low density to medium density. [21.02-1 added]
- Encourage smaller and more compact housing in towns to meet the changing housing needs of the Campaspe community. [21.02-2 Obj]
- Prioritise growth as follows:

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- Ø Direct housing growth to nominated greenfield locations such as at Echuca West and Kyabram or by infill development within the larger towns. [21.02-1]
- Ø Direct housing growth to existing small towns to sustain the 'critical mass' to tap into existing infrastructure; [21.02-1]
- Ø Direct housing growth to nominated rural living areas around existing small towns. [21.02-1]
- Ø Limit new dwellings in rural areas to those that genuinely relate to agricultural production. [21.02-1]

02.03-7 ECONOMIC DEVELOPMENT

Campaspe is located at the heart of one of the richest and most diverse agriculture and food processing regions in Victoria. [21.07-1] Irrigated primary production and its processing underpin the Campaspe local economy. The level of production is nationally important and the region is responsible for significant parts of the nation's milk production, deciduous canned fruit production, stone fruit crop and tomato processing production. [21.05-1] Viticulture is an increasingly important economic driver in the Shire, especially in the south along the Mount Camel range. [Council addition based on SFP]

The commercial hierarchy for the Shire is based on Echuca as the Regional centre; Rochester and Kyabram as key community centres; and Tongala, Rushworth, Stanhope, Lockington, Gunbower, Girgarre and Colbinabbin as local centres with convenience shopping. [21.07-2]

Echuca's commercial structure is dominated by retail and wholesale trade. Echuca's main commercial area is its CBD which contains a mix of specialty retail, supermarket, office and restricted retail uses. The *Echuca Commercial Strategy 2017* provided an assessment of the demand and supply for commercial development in Echuca with anticipated population growth expected to drive new services in Echuca's commercial areas. [ECS pg 3 modified] The *Echuca South East Industrial and Commercial Growth Corridor Land Strategy (2011)* anticipates that Ogilvie Avenue between Sturt Street and Cornelia Creek Road will become increasingly important as an area for restricted retail uses playing an important complementary role in Echuca's commercial hierarchy without compromising the primacy of the CBD. [21.09-1]

The hierarchy of Echuca's commercial areas is as follows:

Centre	Centre Type	Centre Role	Preferred Uses
Echuca CBD	Regional Centre	Wide range of retail, business, community, health, civic and entertainment uses.	Discount Department Store(s), supermarkets, speciality retailing, offices, accommodation, entertainment, tourism and community facilities.
North and Murray Valley Highways	Restricted Retailing Precinct	Restricted retailing/bulky goods.	Trade supplies, agricultural machinery, car and boat sales, outdoor retailing.
Ogilvie Ave (East)	Homemaker and Restricted Retailing	Large format homemaker and restricted retailing.	Homemaker centre, trade supplies, agricultural machinery.

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Future Echuca West	Neighbourhood	Convenience retailing.	One supermarket and speciality retail up to 5000m ² .
Ogilvie Ave (West) Haverfield Neighbourhood Centre	Small Neighbourhood Centre	Day to day convenience retailing and highway based food.	Limited range supermarket. Hospitality and medical uses near health precinct.
Rice Mills	Peripheral commercial centre near CBD	Small scale commercial on strategic site linking CBD and Ogilvie Ave (East).	Peripheral retail, commercial and higher density residential.
Crossenvale	Local	Day to day convenience retailing and services.	Specialty retailing and service tenancies.

Industry in Campaspe is primarily driven by the strong agricultural, food processing and light industry sectors. There is over 15 years of industrial zoned land in the Shire. [21.07-3]

Echuca's industrial area is well established in the south-east of the town with sufficient supply to accommodate growth until at least 2026. Future provision of industrial land to the south east of Echuca will be constrained by its proximity to rural living development, flooding, drainage and sufficient water pressure supply for fire fighting. [21.09-1]

The key tourism assets of the Shire are based on the Murray River, the Port of Echuca, river boats, native forests, historic buildings and the Kyabram Fauna Park. The estimated annual turnover associated with the tourism industry is \$100 million employing about 1,500 people.

Council's key **strategic directions** relating to 'Economic development' are to:

- Support agriculture as the key driver of the local economy. [New]
- Maintain the primacy of the Echuca CBD as the regional centre for the Shire. (ECS pg 16 split)
- Discourage industrial rezoning until existing industrial land is developed other than for major industries requiring large sites with buffers to sensitive uses that cannot be accommodated in existing zoned areas. [21.09-1 modified]
- Discourage industrial uses from locating in highway business areas. [21.09-1]
- Support rural based tourism that takes advantage of the natural attributes of the region such as the Murray River and the agricultural landscape and produce. [21.07-4]
- Encourage the development of new tourist attractions and services. [21.07-4]

02.03-8 TRANSPORT

The growth of Echuca-Moama has led to the need for an additional crossing of the Murray River to the north west of the town as an extension of the Murray Valley Highway. [21.08]

A perceived shortage of on-street parking led to a review of car parking within the Echuca CBD and Historic Port Precinct (*Parking Strategy for Echuca CBD and Historic Port Precincts – 2018*). [21.08-1]

The *Echuca Aerodrome Master Plan 2010* guides the development of this regionally important aerodrome identifying opportunities for aviation growth including airfield improvements and further hangar developments. The master plan also identified several areas of surplus land that are not required for existing or future aviation purposes. [21.08-2]

Council's key **strategic directions** relating to 'Transport' are to:

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- § Protect the operations of highways, railways and airports from the adverse affects of urban development adjacent to them. [21.08-1]
- § Facilitate the second Murray River crossing to provide important cross border links. [21.08-1 edited].
- § Promote commercial and tourism development in Echuca CBD and the Port of Echuca by the efficient use of parking facilities and the provision of new parking facilities. [21.08-1]
- § Develop surplus land around the Echuca airport for industrial or commercial purposes, provided the use does not prejudice the ongoing operation of the aerodrome. [21.08-2]

02.03-9 INFRASTRUCTURE

Integrated water management in Campaspe aims to reduce reliance on potable water supplies; reduce the amount of wastewater and stormwater generated; and improve water quality in water catchment ecosystems.[21.05-2] Increased urban development can result in greater hard surface areas and changes to the volume, velocity and quality of stormwater drainage into natural waterways. [22.07-1]

The efficient delivery of infrastructure is fundamental to providing affordable and diverse housing, generating economic growth and managing the municipality in a sustainable manner. Infrastructure provision should be coordinated and integrated to meet the requirements of proposed development and may be staged in accordance with development needs. [21.08-4]

The fastest growing cohort within the Campaspe community is the ‘baby boomer’ generation and this growth has implications for housing (smaller dwellings), connectivity within and between estates (walking and cycling) and for long term health requirements. The Shire is well served by hospitals, all of which are in a growth phase that will be a further attractor to the ageing community. Such demands will have a flow-on effect and will increase employment opportunities in the health care sector which now employs about 12 percent of all workers [21.02-7]

A connected network of open space contributes to liveability and provides opportunities for active transport activities such as walking, jogging and cycling. Open space reserves also provide venues for a range of organised sports and physical activities. [21.02-5]

Council’s key **strategic directions** relating to ‘Infrastructure’ are to:

- § Promote water sensitive urban design including stormwater re-use. [22.07-2].
- § Direct growth to locations with existing infrastructure. [21.08-1]
- § Coordinate, stage and integrate infrastructure to meet the requirements of development. [IDM]
- § Encourage a consistent approach to the design and construction of infrastructure.
- § Discourage development that is out of sequence owing to its impact on urban form and infrastructure provision. [21.09-1]
- § Require development contributions plans to ensure that required services and infrastructure are funded and provided. [21.08-4]
- § Promote and protect health facilities in the Shire. [New]
- § Enhance the existing open space networks. [21.02-5 split]

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02.04 STRATEGIC FRAMEWORK PLANS

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11.01-1L Settlement in Campaspe

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11.01-1L Strategies - General

Facilitate areas for urban growth in Echuca, Kyabram, Rochester, Rushworth and Tongala. [21.02-1]

Support the smaller rural settlements of Stanhope, Gunbower, Colbinabbin, Lockington, Girgaree, Tooleen and Corop to provide access to goods, services and employment opportunities that serve the needs of these communities. [21.02-1]

Establish residential areas where infrastructure can be provided cost-effectively, sequentially and in an environmentally sound manner. [21.02-1 modified]

Maintain a clear separation between urban settlements and rural areas. [21.02-1 trimmed]

Avoid urban expansion and subdivision into rural land. [21.02-1]

Discourage rural residential development where land is designated in a long-term urban growth corridor. [21.02-3]

Policy guideline

Consider as relevant:

- Require greenfield subdivisions in townships to include community spaces within a walkable distance of approximately 400 to 800 metres. [21.08-3]

11.01-1L Echuca**Policy application**

This policy applies to the Echuca Framework Plan at Figure 2 to this Clause.

Strategies

Manage outward expansion of residential development in Echuca West to achieve greater diversity in lot sizes, increased market competition and multiple development fronts. [21.02-1]

Locate low density estates on poor quality agricultural land especially to the north west of Echuca. [21.09-1]

11.01-1L Kyabram**Policy application**

This policy applies to the Kyabram Framework Plan at Figure 3 to this Clause.

Strategies

Provide staged residential development as demand arises. (21.09-2)

Provide buffers between urban development and the Kyabram Fauna Park. (21.09-2)

11.01-1L Rochester**Policy application**

This policy applies to the Rochester Framework Plan at Figure 4 to this Clause.

Strategies

Avoid expansion to the outer west of town along the north side of McKenzie Street due to proximity to the sewerage treatment plant (until the plant is relocated). [21.09-3]

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Direct residential growth, following the take up of existing lots, to the north-west corner of the town. [21.09-3]

Promote the area bounded by Diggora Road, Dudley Street and west of Queen Street as the most appropriate for urban expansion. [21.09-3]

11.01-1L Tongala**Policy application**

This policy applies to the Tongala Framework Plan at Figure 5 to this Clause.

Strategies

Locate industries with adverse amenity impacts on land zoned Industrial 2 in Tongala.
(21.07-3)

Direct long term industrial growth to the south west of Tongala.

Investigate rural lifestyle opportunities north of the railway line, west of Henderson Road.

11.01-1L Rushworth**Policy application**

This policy applies to the Rushworth Framework Plan at Figure 6 to this Clause.

Strategies

Avoid development of Rushworth that encroaches on any environmentally sensitive areas
(21.09-5)

Minimise bushfire risk outside the town boundary.

Support sensitive infill development in Rushworth's historic main street precinct.

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11.03-1L Echuca CBD Activity Centre

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Policy application

This policy applies to the Echuca CBD as identified on Figure 2 to Clause 11.01-1.

Objective

To maintain the primacy of the Echuca CBD as the regional centre for the Shire. (ECS pg 16 edited)

Strategies

Facilitate the development of key sites in the Echuca CBD as identified on the EFP at Figure xx to cater for large scale retail and commercial development. (ECS pg 17 edited)

Expand the CBD to the east of the railway line to accommodate large developments that cannot be located on existing key development sites. (ECS pg 17 edited)

Encourage the development of the Rice Mills site in Echuca for a mix of peripheral retail, commercial and higher density residential development that complements the Echuca CBD. (ECS pg 22 edited)

Encourage a mix of medium and high-density buildings on High Street as the key boulevard entry into the Echuca CBD. (ECS pg 25 reworded)

Support the Port of Echuca as a key asset of the Echuca CBD. (ECS pg 18 edited)

Facilitate the development of community, social, education, tourism, entertainment and upper floor dwellings in the Echuca CBD. (ECS pg 19 edited)

Discourage shop uses in the Commercial 2 Zone. (ECS pg 19 edited)

Re-develop Council car parks in the CBD to stimulate the redevelopment of adjoining land subject to no net loss of parking. (ECS pg 17 and 19 edited and combined)

Centralise stormwater detention in the Echuca CBD to facilitate the development of individual sites. (ECS pg 17 edited)

11.03-1L Commercial development outside Echuca CBD**Policy application**

This policy applies to centres other than the Echuca CBD as identified on Figure 2 to Clause 11.01-1.

Strategies

Discourage the development of new sub-regional activity centres in Echuca (ECS pg 18 edited)

Discourage rezoning of land on the fringe of the Echuca CBD to the Commercial 1 or Commercial 2 Zone. (ECS pg 18 edited)

Facilitate a new supermarket in Echuca West. (ECS pg 18 edited)

Consolidate large format restricted retail development in the south east of Echuca on Ogilvie Avenue between Sturt Street and Cornelia Creek Road. [21.07-2]

Discourage restricted retail and other business uses in the Echuca south east industrial growth corridor. [21.07-2 trimmed]

Integrate the Echuca West Neighbourhood Centre with adjoining education, open space and residential development through walking, cycling, pedestrian and vehicular access links. (ECS pg 20 modified)

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Policy guideline

Consider as relevant:

- Discouraging retail development of more than 5000m² on Commercial 1 or Commercial 2 zoned land on the Northern Highway and the Murray Valley Highway in Echuca. (ECS pg 18 edited)

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12.01-1L Biodiversity

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Strategies

Protect native vegetation in future industrial and residential areas and integrate it into development. [21.03-2]

Protect and manage the native grasslands of the Patho Plains as identified at Clause 02.04 [Existing SFP]

Protect the Whroo Ironbark State Forest as identified at Clause 02.04 [existing SFP].

Encourage more bushland reserves on public and private land particularly along waterways. [21.03-2 and DELWP]

Avoid the loss of riparian flora and fauna, biodiversity, habitat and wetlands. [21.03-1]

CAMPASPE PLANNING SCHEME

12.03-1L River corridors, waterways, lakes and wetlands in Campaspe**12.03-1L Strategies**

Protect the Murray River reserves and other waterway reserves as floodplains and as buffer areas for nutrients and other pollutants. [21.03-1]

Provide buffers to Campaspe waterways and water storage areas to maintain water quality. [21.05-2]

Encourage development on land abutting Waranga Basin and other waterways to provide vegetated riparian buffers along foreshores and stream banks to improve water quality, local amenity and biodiversity values. [21.05-2]

Protect Kow Swamp as identified at Clause 02.04 as a Ramsar wetland. [existing SFP]

Protect Wallenjoe wetland complex as identified at Clause 02.04 from inappropriate development. [existing SFP].

Preserve the aesthetic, historic and environmental values of the Campaspe River and public land to its west near the Port of Echuca. [22.03 split]

CAMPASPE PLANNING SCHEME

13.01-1L Carbon storage in Campaspe

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Strategies

Encourage use or development which incorporate carbon storage actions including retention of remnant native vegetation, revegetation and tree planting. [21.05-1]

CAMPASPE PLANNING SCHEME

13.03-1L Floodplain management in Campaspe

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C---

Policy application

This policy applies to land within the Floodway Overlay (FO) and the Land Subject to Inundation Overlay (LSIO).

This policy also applies to the Local Floodplain Development Plan incorporated at Clause 72.04.

Strategies

Discourage residential development, other than replacement dwellings, on flood prone land. [21.04-2 modified]

Locate dwellings above the 1:100 year flood level. [21.04-2]

Discourage subdivision, other than the realignment of boundaries or lot consolidation on flood prone land. [21.04-2]

Locate effluent disposal areas for dwellings on land that is free from flooding. [21.04-2]

Discourage uses such as pumping works and sanitary landfill depots on flood prone land. [21.04-2]

CAMPASPE PLANNING SCHEME

13.07-1L Land use conflicts in Campaspe

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Objective

To manage land use conflicts between sensitive land uses, industry and agricultural uses. [21.02-6]

Strategies - General

Establish industrial areas where they are not likely to conflict with other land uses particularly residential and agricultural uses. [21.07-3]

Buffer sensitive land uses to existing transfer stations. [GMWRRG]

Discourage industries with adverse amenity potential from locating near existing residential and rural residential areas. [21.02-6]

13.07-1L Land use conflicts in South East Echuca

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Policy application

This policy applies to the land identified on the Echuca Framework Plan at Figure xxx to this Clause.

Strategies

Protect land to the south east of Echuca that has potential for long-term industrial development from sensitive uses or other incompatible uses. [21.07-3]

Protect the food manufacturing precinct in south east Echuca from the encroachment of sensitive or incompatible uses. [21.02-6]

Protect the operations of the saleyards, pound and transfer station in south east Echuca from encroachment by sensitive land uses, particularly dwellings. [21.02-6]

Accommodate major industries that require large buffers to sensitive uses in new greenfield locations to the south of the existing Echuca urban area. [21.07-3]

Discourage new dwellings in the Farming Zone to the south east of Echuca to protect the Echuca Aerodrome and long-term potential industrial uses. [21.07-3]

Policy guidelines

Consider as relevant:

- Provide buffers of at least 100 metres from existing rural living development to any new industrial lots. [21.07-3 split]
- Allow roads, drainage or similar uses within the buffer area. [21.07-3 split]

CAMPASPE PLANNING SCHEME

14.01-1L Dwellings in the Farming Zone**Policy application**

This policy applies to an application for a dwelling in the Farming Zone (FZ).

Strategies

Discourage a dwelling that is not associated with or required for the agricultural use of the land. [22.01-3]

Ensure that the agricultural use has been established on the land or an integrated land management plan under Clause 35.07-6 has been approved by the responsible authority.

Site dwellings to minimise impacts on existing and potential agricultural operations. [22.01-4]

Locate dwellings on lots that have: [22.01-4]

- Legal frontage to a road. [22.01-4]
- A satisfactory frontage to depth ratio. [22.01-4]
- The ability to protect residential amenity from the impacts of agricultural activity. [22.01-4]

Policy guidelines

Consider as relevant:

§ Whether the dwelling should be located on a lot:

of at least 2 hectares in area. [22.01-3]

created after 1st January 1960. [22.01-3]

§ Whether the dwelling should be conditional on the landowner entering into an agreement with the responsible authority under Section 173 of the Act to: [22.01-3]

- Require the dwelling to be used in conjunction with an agricultural use; [22.01-3]
- Prevent the subdivision of the lot containing the dwelling where the proposed lot size is less than the minimum subdivision area specified in the Farming Zone; and [22.01-3]
- Acknowledge the off-site impacts of nearby agricultural activities. [22.01-3]

14.01-1L Small lot subdivision in the Farming Zone**Policy application**

This policy applies to a subdivision in the Farming Zone where the lot size is less than the minimum lot size specified in the schedule to Clause 35.07.

Strategies

Require small lot subdivisions to support productive agricultural outcomes, particularly farm consolidation. [22.01-4]

Discourage small lot subdivisions except where: [22.01-3]

- Restructure of the land is an outcome; and [22.01-3]
- No opportunities for additional dwellings below the minimum subdivision area specified in the Schedules to the Farming Zone are created; and [22.01-3]
- The impact on neighbours and on nearby agricultural use is minimised. [22.01-3]

Discourage subdivision that creates an additional lot where a dwelling can be constructed without planning permission. [22.01-4]

Discourage small lot subdivision that relies on land that was previously a road reserve, channel, utility lot, Crown land or is of an insufficient size to support a dwelling. [22.01-4]

CAMPASPE PLANNING SCHEME

Support a realignment of lot boundaries only where they make minor adjustments such as taking account of topographical features or public infrastructure. [22.01-4]

Policy guidelines

Consider as relevant:

- § Whether a proposed small lot containing a dwelling and associated infrastructure should be at least 0.6 hectares (but no greater than 2 hectares) in area unless there is a need for a larger parcel to take account of natural or public infrastructure or to support efficient agricultural practices. [22.01-3]
- § Whether a dwelling on the proposed small lot has existing use rights pursuant to Clause 63. [22.01-4]
- § Whether subdivision should be conditional on the landowner entering into an agreement with the responsible authority under Section 173 of the Act to: [22.01-3]
 - prevent the construction of a dwelling on a residual lot unless, when combined with other land, the area satisfies the minimum area for which planning permission is not required to use land for a dwelling in the Farming Zone; and [22.01-3]
 - prevent the further subdivision of any lot created other than in accordance with the minimum area for which no permit is required to use land for a dwelling in the Farming Zone; and [22.01-3]
 - Acknowledge the off-site impacts of nearby agricultural activities. [22.01-3]

14.01-1L Non agricultural land use in Campaspe

Policy application

This policy applies to all land in the Farming Zone (FZ).

Strategy

Discourage non-agricultural use and development in all rural areas other than those that support agriculture. [22.04-2]

Policy guidelines

Consider as relevant:

Discouraging the following uses in the Farming Zone: [22.04-3]

- abattoir.
- convenience shop.
- dwelling (other than in association with agriculture or tourism)
- equestrian supplies.
- industry.
- motor racing track.
- hotel.
- store.
- trade supplies.
- residential hotel
- service station.
- sawmill.
- warehouse. [22.04-3]

14.01-1L Use and development in the Rural Activity Zone

Policy application

This policy applies to use and development in the Rural Activity Zone (RAZ).

CAMPASPE PLANNING SCHEME

Strategies

Support agriculture and encourage tourism uses that are directly related to primary production and will not be in conflict with agriculture. [22.06-2]

Design buildings to be subservient to the landscape and of modest scale so as not to detract from the quality of the landscape. [22.06-4]

Policy guidelines

Consider as relevant:

Encouraging the following uses in the Rural Activity Zone: [22.06-3]

- Agriculture
- Tourist and recreational activities
- Accommodation associated with tourist or recreational activities including Group accommodation, Camping and caravan park (including cabins) and Motel
- Restaurant (but only in association with a tourist / recreational activity). [22.06-3]

Discouraging the following uses in the Rural Activity Zone: [22.06-3]

- Convenience shop
- Equestrian supplies
- Motor racing track
- Hotel
- Landscape gardening supplies
- Store
- Intensive animal production
- Cattle feedlot
- Residential hotel
- Service station. [22.06-3]

Policy document

Consider as relevant:

- *Campaspe, Greater Shepparton and Moira Regional Rural Land Use Strategy* (RMCG 2008).

CAMPASPE PLANNING SCHEME

14.01-2L Sustainable agricultural land use in Campaspe

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C---

Policy application

This policy applies to all land in the Farming Zone.

Strategies

Encourage growth and expansion of farm businesses and new investment in ‘growth’ areas in the Farming Zone (FZ1). [21.05-1]

Encourage opportunities for smaller scale, specialised agriculture in ‘niche’ areas in the Farming Zone (FZ2) [21.05-1]

Discourage land uses that have the potential to compromise agricultural activities or investment. [21.05-1 modified]

Encourage regenerative agriculture, especially in areas affected by land degradation. [21.05-1]

Encourage development of the viticulture industry along the Mt. Camel range as shown on the Strategic Framework Plan at Clause 02.01. [SFP]

14.01-2L Intensive agricultural activities in Campaspe

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Policy application

This policy applies to all land in the Farming Zone.

Strategies

Promote the Patho Plains as the preferred area for the siting and operation of intensive animal and agricultural activities as shown on the Strategic Framework Plan at Clause 02.01. [21.05-1 and SFP]

Promote intensive animal production in the south west of the Shire as shown on the Strategic Framework Plan at Clause 02.01(SFP)

Establish buffer areas for intensive activities such as waste water facilities, feed lots, piggeries, dairies, dog breeding and poultry farms. [21.05-1]

Facilitate the siting and operation of intensive agricultural activities to negate off-site negative impacts. [21.05-1]

Restrict intensive animal production other than dairying, on irrigated land. [21.05-1]

Require chemical and fuel storage and stormwater drainage from intensive farming industries to minimise any impacts on the environmental values of the site. [21.05-1]

CAMPASPE PLANNING SCHEME

15.01-1L Urban design in Campaspe

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Strategies

Provide adequate reserve widths or tree reserves in new subdivisions to promote tree planting, road safety and protect power lines. [21.06-1]

Improve the appearance of industrial development along the Echuca town entrances of Ogilvie Avenue and Cornelia Creek Road. [21.09-1]

Encourage high quality and innovative architectural forms and materials on landmark sites on Ogilvie Avenue. [21.07-2]

Encourage service roads and landscaping for 'bulky goods' commercial activities on the Northern Hwy to improve the town entrances to Echuca and Rochester.

CAMPASPE PLANNING SCHEME

15.01-5L Residential neighbourhood character in Campaspe

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C---

Strategies

Maintain the rhythm of spacing between buildings. [21.06-1]

Avoid side-by-side residential development where this is not characteristic of the area. [21.06-1]

Minimise the loss of front garden space and the dominance of car parking structures. [21.06-1]

Encourage the retention of intact, older buildings that make a contribution to the character of the area. [21.06-1]

Provide space for front gardens and planting around buildings including adequate space for canopy tree planting. [21.06-1]

CAMPASPE PLANNING SCHEME

15.03-1L Heritage conservation - Campaspe

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Policy application

This policy applies to all land in a Heritage Overlay (HO).

Objective

To protect and enhance heritage places including buildings, trees and structures of natural or cultural significance for present and future generations in Campaspe. [22.02-1]

Strategies**General**

Design alterations and additions to significant and contributory heritage buildings to be compatible in terms of materials, size, proportions, mass, height, setback, texture, colour, plan configuration, solid to void ratio and other features of the building and the heritage precinct. [22.02-3]

Maintain the settings and contexts for significant and contributory heritage buildings, trees and gardens. [22.02-3]

Conserve the external fabric of significant and contributory heritage buildings [22.02-3 trimmed]

Encourage the restoration and reconstruction of the original or early appearance of contributory fabric, particularly when seen from the street. [22.02-3]

Discourage the painting of unpainted surfaces. [22.02-3]

Undertake the restoration of contributory fabric using the same materials as the original. [22.02-3]

Discourage development that only preserves the façade of a building with new buildings behind or around it. [22.02-3]

Avoid the replication of historic detail in alterations and additions.

Encourage interpretive design based on historical characteristics. [22.02-3]

Avoid new building elements such as dormer windows, porticos and verandahs on significant and contributory heritage buildings unless part of a deliberate attempt to reinstate early features known to have existed on the building. [22.02-3]

Avoid altering the profile of visible sections of the roofline of significant and contributory heritage buildings. [22.02-3]

Retain gardens and established trees, whether or not of heritage significance, which contribute to the setting of a significant or contributory heritage building or precinct. [22.02-3]

Allow new materials to be introduced provided that they are complementary to the significance of the heritage place. [22.02-3]

Require individual architectural elements such as roof forms and fenestration to complement existing styles without reproducing them. [22.02-3]

Demolition

Support the demolition of non-contributory buildings in heritage precincts. [22.02-3]

Discourage the demolition of significant and contributory heritage buildings unless: [22.02-3]

- the building is structurally unsound; [22.02-3]
- the original fabric of the building has deteriorated to such an extent that a substantial reconstruction would be required to make the building habitable; [22.02-3]
- the replacement building displays design excellence; and [22.02-3]

(AUTHORISATION)

CAMPASPE PLANNING SCHEME

- the replacement building clearly and positively supports the ongoing heritage significance of the precinct. [22.02-3]

Support the partial demolition of significant and contributory heritage buildings where the fabric to be demolished is of no significance, or where the demolition helps to reveal the original fabric of the building. [22.02-3]

Support the partial demolition of significant and contributory heritage buildings for the purpose of additions, only if the additions will not affect the heritage significance of the building and the proposed addition is sympathetic to its scale and form. [22.02-3]

Require an application for demolition to be accompanied by a replacement development proposal. [22.02-3]

Discourage demolition approvals until replacement buildings have been approved. [21.06-2]

Subdivision

Discourage subdivision that would adversely affect the significance of the heritage place. [22.02-3]

Encourage subdivision to give visual prominence to significant and contributory heritage buildings over new development. [22.02-3]

Avoid new subdivision boundaries that bisect the root or canopy zone of significant vegetation.

Alterations to existing development

Require alterations or additions to have a low visual impact that does not detract from the significance of the heritage place. [22.02-3]

Retain as much of the original fabric and layout as possible in any alterations and additions to significant and contributory heritage buildings.

Distinguish alterations and additions from the original fabric of a significant or contributory heritage building. [22.02-3]

Preserve principal view lines to significant and contributory heritage buildings. [22.02-3]

Policy guidelines

Consider as relevant:

- Setting back ground floor alterations and additions to significant and contributory heritage buildings behind the front wall of the building in order to allow the façade to retain its primacy and integrity, particularly when viewed from the street. (A setback of 3-4 metres is generally sufficient to achieve this. Greater setbacks may be required on large or corner blocks where generous side setbacks allow more oblique views). [22.02-3]
- Developing ground floor alterations and additions to significant and contributory heritage buildings no higher than the ground floor of the existing building. [22.02-3]
- Avoiding alterations and additions to significant and contributory heritage buildings directly above the front facade: [22.02-3]
- Setting back the first floor alterations and additions to single storey buildings on narrow sites, 8 metres behind the principal facade is generally sufficient to maintain visual emphasis on the original facade. This setback is usually appropriate for Victorian or Federation buildings where it ensures the preservation of the original ridge line and chimney. [22.02-3]
- Setting back the first floor alterations and additions on sites of average or greater width, at least 8 metres behind the principal facade. In the case of inter-War and late Federation houses, low roof pitches and broad frontages combine to make it difficult for first floor additions to be fully obscured. Some degree of visibility may be permissible depending upon the integrity of the building, the surrounding streetscape and the compatibility of proposed new forms. [22.02-3]

(AUTHORISATION)

CAMPASPE PLANNING SCHEME

New development

Maintain the existing scale, massing, form and siting of contributory buildings in heritage precincts when designing new buildings. [22.02-3]

Require that new buildings adjacent to contributory buildings are sympathetic to the significance and character of the contributory building and the precinct. [22.02-3]

Allow new buildings that may be contemporary in style provided they adopt an understated character and do not visually dominate adjacent contributory buildings or the heritage precinct in terms of size, height or bulk. [22.02-3]

Discourage buildings that are to be taller than adjacent contributory buildings unless in a heritage precinct where a pronounced variation in building height already exists. [22.02-3]

Orient new buildings to relate positively to contributory buildings and subdivision patterns and spatial qualities throughout the heritage precinct. [22.02-3]

Avoid new buildings that obscure views to contributory buildings or their features. [22.02-3]

Relate the proportions and spacing of door and window openings to those of adjoining contributory buildings and the surrounding precinct. [22.02-3]

Policy guidelines

Consider as relevant whether:

- Setting new buildings back the same distance from the front boundary as adjacent contributory buildings. [22.02-3]
- Where there are two adjacent contributory buildings with different setbacks, setting the new building back the average distance of those adjacent. [22.02-3]
- Where one adjacent building is contributory and the other adjacent building is non-contributory, applying a setback consistent with the contributory building should be applied. [22.02-3]
- The side setbacks of new buildings should be consistent with the rhythm of the streetscape or precinct. [22.02-3]

Front fences

Retain original and contributory fences. [22.02-3]

Construct new fences in a manner that is sympathetic to and contributes positively to the significance of the heritage place. [22.02-3]

Discourage fences that obscure views to the front façade of significant or contributory heritage places from adjacent streets. [22.02-3]

Require the materials and scale of new fences to be consistent with the architectural period of the significant or contributory heritage building, or in the case of non-contributory buildings, the precinct. [22.02-3]

Encourage reconstruction of a fence where the design details and materials of an original fence are known. [22.02-3]

Policy guidelines

Consider as relevant:

- Whether front fences should be a maximum of 1.2 metres in height and be constructed in solid materials if this is consistent with the architectural period of the building or precinct. [22.02-3]

Car parking

Avoid car parking facilities that dominate heritage places. [22.02-3]

Setback carports and garages behind the front façade of a building. [22.02-3]

Design driveways and crossovers to provide for single car width access only. [22.02-3]

(AUTHORISATION)

CAMPASPE PLANNING SCHEME

Avoid new crossovers where they are uncharacteristic of the street or precinct.

Construct crossovers in materials and profiles to match existing crossovers within the precinct. [22.02-3]

Discourage more than one crossover per lot. [22.02-3]

Signage

Discourage business identification signage that diminishes the significance of a heritage place. [22.02-3]

Encourage commercial signage that is understated and sympathetic with the significance of the heritage place. [22.03]

Locate advertising in commercial areas on the verandah fascia, parapet fascia and shopfront window. [22.03]

Encourage signage to be understated and demonstrate the signage practices of the period of significance. [22.03]

Ancillary development

Site all ancillary services, including satellite dishes, air conditioning plants, solar heating systems, garbage facilities and the like so they are concealed from the street. [22.02-3]

Discourage ancillary services that disturb, alter or diminish the significance of a heritage place. [22.02-3]

15.03-1L Port of Echuca

Policy application

This policy applies to all land in Heritage Overlay (HO1).

Objective

To protect the heritage character of the Echuca Port and environs. [21.07-4]

Strategies

Discourage development that impacts on significant view lines to and from the Port area, including the view towards the forested area opposite the wharf and the view line from the Iron Bridge towards the Port in HO1. [22.03]

Encourage non-residential buildings and works to the rear of an existing building to be no greater in height than the existing building. [22.03]

Encourage elements which reflect the character of the area including signage, fences, plant and equipment and paint colour schemes. [22.03]

Encourage the reconstruction and extension of the historic wharf and railway complex. [22.03]

Encourage development around Hopwood Gardens to reflect the role of the civic space [22.03]

Policy documents

Consider as relevant:

- *City of Echuca Heritage Conservation Study* (Andrew Ward, 1992)
- *Business Signage Guidelines for Historic Areas* (Shire of Campaspe, 2011)
- *Campaspe Shire (Gaps) Heritage Study* (R. Ballinger, T. Henty, L. Huddle, I. Wight, 2005)

(AUTHORISATION)

CAMPASPE PLANNING SCHEME

- *Heritage Review 2014 – Part A Review Methodology, Part B Heritage Precincts and Part C Individual Heritage Places* (Shire of Campaspe, 2014)
- *Shire of Campaspe Heritage Precincts Incorporated Plan* (Shire of Campaspe, 2016)
- *Port Precinct Plan* (Hirst Projects and Terroir Architects, 2018)
- *Waranga Conservation Study* (Graeme Butler, 1988)

CAMPASPE PLANNING SCHEME

16.01-5L Rural residential development in Campaspe

Strategies

Avoid rural residential development that compromises irrigation water supply. [21.05-2]

Discourage rezoning of land for low density residential purposes if there is already more than 10 years supply. [21.09-1]

Discourage animal keeping facilities in rural residential development areas. [21.02-3]

CAMPASPE PLANNING SCHEME

17.03-1L Industrial land supply - Campaspe

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Strategies

Provide for well-designed and landscaped industrial estates in Campaspe. [21.07-3 generalised objective turned to strategy]

Support small-scale compatible industrial development in the Township Zone. [21.07-3]

Encourage redevelopment of older and under-utilised industrial areas making more efficient use of existing infrastructure. [21.07-3]

Discourage industrial uses on Commercial 2 land on main roads and state highways. [21.07-2 reworded]

Encourage land in undeveloped industrial areas to be retained in large holdings until it is required for development. [21.07-3]

17.03-1L Industrial land supply - Echuca

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Strategies

Promote the Echuca south east industrial growth corridor as the primary industrial area in Echuca. [21.07-3]

Protect opportunities to expand the food manufacturing precinct in Echuca. [21.07-3]

Encourage a mix of lot sizes as shown on the Echuca South East Industrial and Commercial Growth Corridor Structure Plan at Figure XX to this Clause. [21.07-3]

Protect land to the south east of Echuca that has potential for long-term industrial development from sensitive uses or other incompatible uses. [21.07-3]

Discourage non-food related uses and small lot subdivisions in the Echuca South East Industrial and Commercial Growth Corridor Structure Plan at Figure XX to this Clause on land that is identified as the 'food precinct'. [21.07-3]

Accommodate major industries that require large buffers to sensitive uses in new greenfield locations to the south of the existing urban area in Echuca. [21.07-3]

Release industrial land in Echuca in a north-south direction as identified on the Echuca South East Industrial and Commercial Growth Corridor Structure Plan at Figure XX to this Clause. [21.07-3]

CAMPASPE PLANNING SCHEME

17.04-1L Facilitating tourism in Campaspe

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Strategies

Protect and promote Kyabram Fauna Park as a significant tourism destination. [21.07-4]

Protect and promote Rushworth heritage and alluvial gold mining based tourism. (existing SFP)

Facilitate water based tourism opportunities on Waranga Basin. [existing SFP]

Support tourism uses that are compatible with agricultural production and environmental attributes in the Rural Activity Zone. [21.07-4]

Encourage rural based tourism that complements existing agricultural production in the Rural Activity Zone. [21.07-4]

Discourage tourism use and development in the Farming Zone [Schedule 1]. [21.07-4]

Consolidate the Port of Echuca precinct as a tourism centre including alternative accommodation types and improved entertainment and services. [21.07-4]

Policy document

Consider as relevant:

- *Port Precinct Plan* (Hirst Projects and Terroir Architects, 2018)

CAMPASPE PLANNING SCHEME

18.04-1L Planning for Echuca Airport

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Objective

To protect the function of the Echuca Aerodrome as a recreational, tourism and emergency facility. [21.08-2]

Strategies

Discourage development on and surrounding the Echuca Aerodrome that would compromise the operations of the airport. [21.08-2]

Facilitate the development of surplus land at the Echuca Aerodrome site provided it does not prejudice the operation of the aerodrome. [21.08-2]

Policy documents

Consider as relevant:

- *Echuca Aerodrome Master Plan* (BECA, 2010 or 2017??).

CAMPASPE PLANNING SCHEME

19.03-2L Infrastructure design and provision in Campaspe

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Strategies

Provide a consistent approach to the design and construction of infrastructure across the municipality. [21.08-4 and IDM]

Encourage the provision of infrastructure that respects township character. [21.08-4]

Encourage innovative and sustainable infrastructure provision. [21.08-4]

Policy guideline

Consider as relevant:

- The *Infrastructure Design Manual* (Local Government Infrastructure Design Association, 2018) or an approved precinct structure plan for new subdivision and development.

Policy document

Consider as relevant:

- The *Infrastructure Design Manual* (Local Government Infrastructure Design Association, 2018).

CAMPASPE PLANNING SCHEME

19.03-3L Integrated water management

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19.03-3L Policy application

This policy applies to an application for: [22.07]

§ An extension or alteration of an existing building of greater than 50 square metres in floor area. [22.07]

§ Subdivision other than that of an existing building. [22.07]

Strategies

Promote greater use of water harvesting and water reuse within residential areas. [21.06-3]

Encourage all commercial, industrial and residential developments to incorporate water sensitive urban design particularly into their landscaped areas. [21.04-1]

Prevent litter being carried to receiving waters through the design of waste enclosures and the use of gross pollutant traps. [22.07-3]

Discourage development that impacts detrimentally on the quantity and quality of surface water, groundwater or infrastructure including dams, irrigation channels and drainage systems. [21.05-2]

Policy guidelines

Consider as relevant:

- Treating post construction stormwater run-off to remove 80% suspended solids, 45% total phosphorous and 45% total nitrogen of typical urban annual load and maintain discharges for the 1.5 year ARI at pre-development levels. [22.07-3]

19.03-3L Effluent disposal

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Objective

To encourage environmentally responsible effluent disposal techniques. [21.05-2]

Strategies

Protect the surface waters and ground waters in the Loddon, Campaspe and Goulburn catchments from storm water pollutants and the impacts of peak storm water flows. [21.05-2]

Provide stormwater detention/retardation systems for all industrial development. [21.08-4]

Policy documents

Consider as relevant:

- *Campaspe Stormwater Management Plan* (Shire of Campaspe, 2001)
- *Infrastructure Design Manual* (Local Government Infrastructure Design Association 2018)

CAMPASPE PLANNING SCHEME

19/01/2006
VC37

SCHEDULE TO CLAUSE 32.03 LOW DENSITY RESIDENTIAL ZONE

Shown on the planning scheme map as **LDRZ**.

1.0 Subdivision requirements

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Land		Area (hectares)
Minimum subdivision area (hectares).	None specified	None specified

2.0 Outbuilding permit requirements

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Dimensions above which a permit is required to construct an outbuilding (square metres)
None specified

CAMPASPE PLANNING SCHEME

15/07/2013
VC100

SCHEDULE TO CLAUSE 32.05 TOWNSHIP ZONE

Shown on the planning scheme map as **TZ**.

CAMPASPE TOWNSHIPS

1.0 Neighbourhood character objectives

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C--

None specified.

2.0 Permit requirement for the construction or extension of one dwelling or a fence associated with a dwelling on a lot

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C--

Is a permit required to construct or extend one dwelling on a lot of between 300 and 500 square metres?

Yes

Is a permit required to construct or extend a front fence within 3 metres of a street associated with a dwelling on a lot of between 300 and 500 square metres?

No

3.0 Clause 54 and Clause 55 requirements

15/07/2013
VC100

	Standard	Requirement
Minimum street setback	A3 and B6	None specified
Site coverage	A5 and B8	None specified
Permeability	A6 and B9	None specified
Landscaping	B13	None specified
Side and rear setbacks	A10 and B17	None specified
Walls on boundaries	A11 and B18	None specified
Private open space	A17	None specified
	B28	None specified
Front fence height	A20 and B32	None specified

4.0 Maximum building height requirement for a dwelling or residential building

15/07/2013
VC100

None specified.

5.0 Application requirements

15/07/2013
VC100

None specified.

6.0 Decision guidelines

15/07/2013
VC100

None specified.

CAMPASPE PLANNING SCHEME

23/01/2014
C102

SCHEDULE TO CLAUSE 32.08 GENERAL RESIDENTIAL ZONE

Shown on the planning scheme map as **GRZ**.

GENERAL RESIDENTIAL ZONE

1.0 Neighbourhood character objectives

--/20--
C--

None specified.

2.0 Construction or extension of a dwelling or residential building - minimum garden area requirement

--/20--
C--

Is the construction or extension of a dwelling or residential building exempt from the minimum garden area requirement?

No

3.0 Permit requirement for the construction or extension of one dwelling or a fence associated with a dwelling on a lot

23/01/2014
C102

Is a permit required to construct or extend one dwelling on a lot of between 300 and 500 square metres?

Yes

Is a permit required to construct or extend a front fence within 3 metres of a street associated with a dwelling on a lot of between 300 and 500 square metres?

No

4.0 Requirements of Clause 54 and Clause 55

23/01/2014
C102

	Standard	Requirement
Minimum street setback	A3 and B6	None specified
Site coverage	A5 and B8	None specified
Permeability	A6 and B9	None specified
Landscaping	B13	None specified
Side and rear setbacks	A10 and B17	None specified
Walls on boundaries	A11 and B18	None specified
Private open space	A17	None specified
	B28	None specified
Front fence height	A20 and B32	None specified

5.0 Maximum building height requirement for a dwelling or residential building

23/01/2014
C102

None specified.

CAMPASPE PLANNING SCHEME

6.0 Application requirements

23/01/2014
C102

None specified.

7.0 Decision guidelines

23/01/2014
C102

None specified.

CAMPASPE PLANNING SCHEME

15/07/2013
VC100

SCHEDULE TO CLAUSE 33.01 INDUSTRIAL 1 ZONE

1.0 Maximum leasable floor area requirements

--/20--
C--

Land	Maximum leasable floor area for Office (square metres)
None specified	None specified

CAMPASPE PLANNING SCHEME

15/07/2013
VC100

SCHEDULE TO CLAUSE 33.02 INDUSTRIAL 2 ZONE

1.0

Maximum leasable floor area requirements

--/20--
C--

Land	Maximum leasable floor area for Office (square metres)
None specified	None specified

CAMPASPE PLANNING SCHEME

15/07/2013
VC100

SCHEDULE TO CLAUSE 33.03 INDUSTRIAL 3 ZONE

1.0 Maximum leasable floor area requirements

--/--	Land	Maximum leasable floor area for Office (square metres)
	None specified	None specified

CAMPASPE PLANNING SCHEME

15/07/2013
VC100

SCHEDULE TO CLAUSE 34.01 COMMERCIAL 1 ZONE

1.0 Maximum leasable floor area requirements

--/--/20--
C--

Land	Maximum leasable floor area for Office (square metres)	Maximum leasable floor area for Shop (other than Restricted retail premises) (square metres)
None specified	None specified	None specified

CAMPASPE PLANNING SCHEME

21/12/2017
C104**SCHEDULE 1 TO CLAUSE 35.03 RURAL LIVING ZONE**Shown on the planning scheme map as **RLZ1**.**1.0****Subdivision and other requirements**21/12/2017
C104

	Land	Area/Dimensions/Distance
Minimum subdivision area (hectares)	All land other than land in RLZ2	8 ha
Minimum area for which no permit is required to use land for a dwelling (hectares)	All land other than land in RLZ2	8 ha
Maximum floor area for which no permit is required to alter or extend an existing dwelling (square metres)	None specified	None specified
Maximum floor area for which no permit is required to construct an out-building associated with an existing dwelling (square metres)	None specified	None specified
Maximum floor area for which no permit is required to alter or extend an existing building used for agriculture (square metres)	None specified	None specified
Minimum setback from a road (metres)	None specified	None specified
Minimum setback from a boundary (metres)	None specified	None specified
Minimum setback from a dwelling not in the same ownership (metres)	None specified	None specified

Permit requirement for earthworks	Land
Earthworks which change the rate of flow or the discharge point of water across a property boundary	None specified
Earthworks which increase the discharge of saline groundwater	None specified

CAMPASPE PLANNING SCHEME

21/12/2017
C104**SCHEDULE 2 TO CLAUSE 35.03 RURAL LIVING ZONE**Shown on the planning scheme map as **RLZ2**.**1.0****Subdivision and other requirements**21/12/2017
C104

	Land	Area/Dimensions/Distance
Minimum subdivision area (hectares)	Land bounded by Mary-Ann Road to the west, Echuca-Toolamba Railway Line to the north, Lady Augusta Road to the east and Kelsh Road to the south.	1 ha
	Land bounded by Murray Valley Highway to the north, Simmie Road to the east, Benson Road to the south and Echuca-Toolamba Railway Line and Echuca Racecourse to the west.	2 ha
	Land bounded by Benson Road to the north, Simmie Road to the east, Kelsh Road to the south and Lady Augusta Road to the west.	4 ha
Minimum area for which no permit is required to use land for a dwelling (hectares)	Land bounded by Mary-Ann Road to the west, Echuca-Toolamba Railway Line to the north, Lady Augusta Road to the east and Kelsh Road to the south.	1 ha
	Land bounded by Murray Valley Highway to the north, Simmie Road to the east, Benson Road to the south and Echuca-Toolamba Railway Line and Echuca Racecourse to the west.	2 ha
	Land bounded by Benson Road to the north, Simmie Road to the east, Kelsh Road to the south and Lady Augusta Road to the west.	4 ha
Maximum floor area for which no permit is required to alter or extend an existing dwelling (square metres)	None specified	None specified
Maximum floor area for which no permit is required to construct an out-building associated with an existing dwelling (square metres)	None specified	None specified
Maximum floor area for which no permit is required to alter	None specified	None specified

CAMPASPE PLANNING SCHEME

	Land	Area/Dimensions/Distance
or extend an existing building used for agriculture (square metres)		
Minimum setback from a road (metres)	None specified	None specified
Minimum setback from a boundary (metres)	None specified	None specified
Minimum setback from a dwelling not in the same ownership (metres)	None specified	None specified

Permit requirement for earthworks	Land
Earthworks which change the rate of flow or the discharge point of water across a property boundary	None specified
Earthworks which increase the discharge of saline groundwater	None specified

CAMPASPE PLANNING SCHEME

19/09/2013
C69**SCHEDULE 1 TO CLAUSE 35.07 FARMING ZONE**Shown on the planning scheme map as **FZ1**.**1.0 Subdivision and other requirements**

--/--

	Land	Area/Dimensions/Distance
Minimum subdivision area (hectares).	Land as delineated FZ1 on the planning scheme maps	60 ha
Minimum area for which no permit is required to use land for a dwelling (hectares).	Land as delineated FZ1 on the planning scheme maps	80 ha
Maximum area for which no permit is required to use land for timber production (hectares).	None specified	None specified
Maximum area for which no permit is required to alter or extend an existing dwelling (square metres).	All land	100 sqm
Maximum floor area for which no permit is required to construct an out-building associated with a dwelling (square metres)	None specified	
Maximum floor area for which no permit is required to alter or extend an existing building used for agriculture (square metres).	All land	100 sqm
Minimum setback from a road (metres).	A Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1	100 m
	A Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2	40 m
	Any other road	20 m
Minimum setback from a boundary (metres).	Any other boundary	5 m
Minimum setback from a dwelling not in the same ownership (metres).	All land	100 m

Permit requirement for earthworks	Land
Earthworks which change the rate of flow or the discharge point of water across a property boundary.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire - August 2010' incorporated at Clause 72.04.
Earthworks which increase the discharge of saline groundwater.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire - August 2010' incorporated at Clause 72.04.

CAMPASPE PLANNING SCHEME

19/09/2013
C69

SCHEDULE 2 TO CLAUSE 35.07 FARMING ZONE

Shown on the planning scheme map as **FZ2**.

1.0 Subdivision and other requirements

--/--

	Land	Area/Dimensions/Distance
Minimum subdivision area (hectares).	Land as delineated FZ2 on the planning scheme maps	40 ha
Minimum area for which no permit is required to use land for a dwelling (hectares).	Land as delineated FZ2 on the planning scheme maps	40 ha
Maximum area for which no permit is required to use land for timber production (hectares).	None specified	None specified
Maximum area for which no permit is required to alter or extend an existing dwelling (square metres).	All land	100 sqm
Maximum floor area for which no permit is required to construct an out-building associated with a dwelling (square metres).	None specified	None specified
Maximum floor area for which no permit is required to alter or extend an existing building used for agriculture (square metres).	All land	100 sqm
Minimum setback from a road (metres).	A Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1 A Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2 Any other road	100 m 40 m 20 m
Minimum setback from a boundary (metres).	Any other boundary	5 m
Minimum setback from a dwelling not in the same ownership (metres).	All land	100 m

Permit requirement for earthworks	Land
Earthworks which change the rate of flow or the discharge point of water across a property boundary.	All land except for that which an approval or an exemption has been made or granted under the <i>'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire - August 2010'</i> incorporated at Clause 72.04.
Earthworks which increase the discharge of saline groundwater.	All land except for that which an approval or an exemption has been made or granted under the <i>'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire - August 2010'</i> incorporated at Clause 72.04

CAMPASPE PLANNING SCHEME

19/09/2013
C69**SCHEDULE TO CLAUSE 35.08 RURAL ACTIVITY ZONE**

Shown on the planning scheme map as **RAZ**.

Purpose

To promote and encourage a diverse range of agricultural activities, which do not rely upon large land holdings.

To promote and encourage tourism use and development that is compatible with agricultural production and the environmental attributes of the area.

To discourage uses which can be reasonably accommodated in an urban zone.

To protect the rural character of the Shire by minimizing the visual intrusion of new buildings on the natural landscape, particularly from highways and the Murray River.

To encourage the retention of productive agricultural land.

To ensure that non-agricultural uses, particularly dwellings, do not adversely affect the use of land for agriculture.

1.0 Subdivision and other requirements--/120--
C--

	Land	Area/Dimensions/Distance
Minimum subdivision area (hectares).	All land	40 ha
Minimum area for which no permit is required to use land for timber production (hectares).	All land	None specified
Maximum floor area for which no permit is required to alter or extend an existing dwelling (square metres).	All land	100 sqm
Maximum floor area for which no permit is required to construct an out-building associated with an existing dwelling (square metres).	All land	100 sqm
Maximum area for which no permit is required to alter or extend an existing building used for agriculture (square metres).	All land	100 sqm
Minimum setback from a road (metres).	A Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1	100 m
	A Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2	40 m
	Any other road	20 m
Minimum setback from a boundary (metres).	Any other boundary	5 m

CAMPASPE PLANNING SCHEME

	Land	Area/Dimensions/Distance
Minimum setback from a dwelling not in the same ownership (metres).	All land	100 m

Permit requirement for earthworks	Land
Earthworks which change the rate of flow or the discharge point of water across a property boundary.	All land except for that which an approval or an exemption has been made or granted under the <i>'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010'</i> incorporated at Clause 72.04.
Earthworks which increase the discharge of saline groundwater.	All land except for that which an approval or an exemption has been made or granted under the <i>'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010'</i> incorporated at Clause 72.04.

CAMPASPE PLANNING SCHEME

29/11/2007
C46

SCHEDULE TO CLAUSE 36.01 PUBLIC USE ZONE

1.0 Permit exemptions and conditions

--/--/20-

Public land	Use or development	Conditions
Lot 2 PS 303961C Echuca-Kyabram Road, Echuca	Saleyards	<p>The development must comply with the conditions on Planning permit 82-97-197</p> <p>All planting contained on the endorsed landscaping plan under Condition 24 of Permit 82-97-197 must be completed within 12 months of the approval of Amendment C46</p>
Lot 2 PS 303961C Echuca-Kyabram Road, Echuca	Waste Transfer Station	<p>Before any development commences a comprehensive noise impact assessment must be carried out by a suitably qualified expert that analyses the potential noise impact of all of the existing and proposed uses for the site. The analysis must include an evaluation of the alternative siting options for the Regional Animal Pound in terms of the benefit derived in relation to reduced noise impact and the requirements for additional attenuation measures.</p> <p>The operating hours must be within 7am – 6pm Monday to Saturday and 8am to 5pm Sunday</p> <p>The development must have a minimum set back of 100 metres from the Echuca-Kyabram Road.</p> <p>The use must comply with the requirements of EPA publication N3/89 ‘Interim Guidelines for control of noise from Industry in Country Victoria’ and/or any other relevant EPA guidelines.</p> <p>The use and development must satisfy the standards in the ‘Guide to Best Practice at Resource Recovery and Waste Transfer Facilities’ (EcoRecycle, July 2004)</p> <p>No composting shall be permitted on site. (EPA Publication 508, Environmental Guidelines for Composting does</p>

CAMPASPE PLANNING SCHEME

	<p>not define the processing of Green Organics for mulch as composting and can take place on site).</p> <p>An Environment Management Plan must be prepared to ensure the protection of the natural environment of the site and surrounds taking into account the requirements of Department of Sustainability & Environment, the Environmental Protection Authority, the Goulburn Broken Catchment Management Authority and Goulburn Murray Water. The Plan must be to the satisfaction of the Responsible Authority and operative within 6 months of the commencement of the use.</p> <p>Before Construction commences a Traffic Impact Assessment Report must be prepared to the satisfaction of VicRoads, which includes current traffic data for this locality and recommendations on the required intersection treatment and measures to ensure safe and convenient access to and egress from 495 McKenzie Road, Echuca.</p> <p>A plan must be prepared by a suitably qualified expert to the satisfaction of the Responsible Authority that provides for landscaping that will effectively screen the Waste Transfer Station from McKenzie Road. The landscaping must be completed concurrently with the opening of these facilities.</p>
<p>Lot 2 PS 303961C Regional Pound Echuca-Kyabram Road, Echuca</p>	<p>Before any development commences a comprehensive noise impact assessment must be carried out by a suitably qualified expert that analyses the potential noise impact of all of the existing and proposed uses for the site. The analysis must include an evaluation of the alternative siting options for the Regional Animal Pound in terms of the benefit derived in relation to reduced noise impact and the</p>

CAMPASPE PLANNING SCHEME

requirements for additional attenuation measures.

The operating hours must be within 7am – 6pm Monday to Friday and 8am to 5pm Saturday.

The facility must have a minimum setback to Echuca-Kyabram Road of 40 metres

The use must comply with the requirements of EPA Publication N3/89 'Interim Guidelines for Control of Noise from Industry in Country Victoria' and take into account the guidelines contained in EPA Publication TG 302/92 'Noise Control Guidelines' and/or any other relevant EPA Noise related guidelines in the determination of appropriate noise mitigation measures.

An Environment Management Plan must be prepared to ensure the protection of the natural environment of the site and surrounds taking into account the requirements of Department of Sustainability & Environment, Environment Protection Authority, the Goulburn Broken Catchment Management Authority and Goulburn Murray Water. The Plan must be to the satisfaction of the Responsible Authority and operative within six (6) months of the commencement of the use

Before construction commences a Traffic Impact Assessment Report must be prepared to the satisfaction of VicRoads, which includes current traffic data for this locality and recommendations on the required intersection treatment and measures to ensure safe and convenient access to and egress from 495 McKenzie Road, Echuca.

A plan must be prepared by a suitably qualified expert to the satisfaction of the Responsible Authority that provides for landscaping that will effectively

CAMPASPE PLANNING SCHEME

screen the Regional Animal Pound from McKenzie Road. The landscaping must be completed concurrently with the opening of these facilities.

2.0 Sign requirements

--/--/20--
C

Land	Sign Category
None specified	None specified

CAMPASPE PLANNING SCHEME

19/01/2006
VC37

SCHEDULE TO CLAUSE 36.02 PUBLIC PARK AND RECREATION ZONE

1.0 Permit exemptions and conditions

	Public land	Use or development	Conditions
--/--	None Specified	None Specified	None Specified

2.0 Sign requirements

	Land	Sign Category
--/--	None Specified	None Specified

3.0 Use and development of land specified in an Incorporated Plan

--/-- None specified.

CAMPASPE PLANNING SCHEME

11/05/2006
C29

SCHEDULE TO CLAUSE 36.03 PUBLIC CONSERVATION AND RESOURCE ZONE

1.0 Permit exemptions and conditions

--/--	Public land	Use or development	Conditions
	Waranga Basin	Works undertaken at Waranga Basin to enable pumping of water from Waranga Basin into the channels.	Restricted to the vicinity of the entrances to the Waranga Western and Number 8 Channels. Must not commence in any irrigation season without prior approval of an Environmental Management Plan by the Department of Environment, Land, Water and Planning

2.0 Sign requirements

--/--	Land	Sign Category
	None Specified	None Specified

3.0 Use and development of land specified in an Incorporated Plan

--/-- None specified.

CAMPASPE PLANNING SCHEME

19/01/2006
VC37

SCHEDULE 1 TO CLAUSE 37.01 SPECIAL USE ZONE

Shown on the planning scheme map as **SUZ1**.

GUNBOWER WASTEWATER TREATMENT FACILITY AND REUSE SCHEME

Purpose

To provide for the sustainable use and development of the land for the Gunbower Wastewater Treatment Facility and Reuse Scheme.

1.0

Table of uses

19/01/2006
VC37

Section 1 - Permit not required

Use	Condition
Cattle feedlot	<p>Must meet the requirements of Clause 53.08.</p> <p>The total number of cattle to be housed in the cattle feedlot must be 1000 or less.</p> <p>The site must be located outside a special water supply catchment under the Catchment and Land Protection Act 1994.</p> <p>The site must be located outside a catchment area listed in Appendix 2 of the Victorian Code for Cattle Feedlots - August 1995.</p>
Crop raising (other than Rice growing and Timber production)	
Extensive animal husbandry	
Mineral exploration	
Natural systems	

CAMPASPE PLANNING SCHEME

Use	Condition
Timber production	<p>Must meet the requirements of Clause 53.11.</p> <p>The plantation area must not exceed any area specified in a schedule to this zone. Any area specified must be at least 40 hectares.</p> <p>The total plantation area (existing and proposed) on contiguous land which was in the same ownership on or after 28 October 1993 must not exceed any scheduled area.</p> <p>The plantation must not be within 100 metres of:</p> <p>Any dwelling in separate ownership.</p> <p>Any land zoned for residential, business or industrial use.</p> <p>Any site specified on a permit which is in force which permits a dwelling to be constructed.</p> <p>The plantation must not be within 20 metres of a power line whether on private or public land, except with the consent of the relevant electricity supply or distribution authority.</p>
Utility installation	Must be for the treatment and reuse of waste water
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01

Section 2 - Permit required

Use	Condition
Agriculture (other than Apiculture, Broiler farm, Cattle feedlot, Crop raising and Extensive animal husbandry)	
Broiler farm	Must meet the requirements of Clause 53.09
Cattle feedlot – if the Section 1 condition is not met	<p>Must meet the requirements of Clause 53.08.</p> <p>The site must be located outside a catchment area listed in Appendix 2 of the Victorian Code for Cattle Feedlots - August 1995.</p>
Rice growing	
Timber production – if the Section 1 condition is not met	Must meet the requirements of Clause 53.11

Section 3 - Prohibited

Use

CAMPASPE PLANNING SCHEME

Any other use not in Section 1 or 2

2.0 Use of land

--/--
None specified.

3.0 Subdivision

19/01/2006
VC37

A permit may be granted to create a lot for the waste water treatment facility.

4.0 Buildings and works

19/01/2006
VC37

A permit is not required to construct a building or carry out works associated with the use and development of the site for the Gunbower Wastewater Treatment Facility and Reuse Scheme.

5.0 Signs

--/--
None specified.

CAMPASPE PLANNING SCHEME

19/01/2006
VC37**SCHEDULE 2 TO CLAUSE 37.01 SPECIAL USE ZONE**

Shown on the planning scheme map as **SU22**.

PRIVATE SCHOOLS**Purpose**

To provide for land to be used by private educational establishments and associated uses.

To ensure that development of these facilities takes place in an orderly and well-planned manner and does not cause loss of amenity to the surrounding area or neighbourhood.

1.0**Table of uses**19/01/2006
VC37**Section 1 - Permit not required**

Use	Condition
Caretaker's house	
Crop raising (other than Rice growing and Timber production)	
Education centre	
Extensive animal husbandry	
Informal outdoor recreation	
Mineral exploration	
Natural systems	
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01

Section 2 - Permit required

Use	Condition
Agriculture (other than Apiculture, Crop raising and Extensive animal husbandry)	
Car park	
Child care centre	
Dwelling (other than Caretaker's house)	
Place of assembly	
Residential building	
Store	
Utility installation	
Any other use not in Section 1 or 3	

Section 3 - Prohibited

CAMPASPE PLANNING SCHEME

Use**Accommodation (other than Caretaker's house, Dwelling and Residential building)****Adult sex product shop****Brothel****Corrective institution****Intensive animal husbandry****Recreational boat facility****Transport terminal****Warehouse (other than Store)****2.0 Use of land**

--/--

None specified.

3.0 Subdivision

--/--

None specified.

4.0 Buildings and works19/01/2006
VC37

A permit is not required to construct a building or construct or carry out works associated with the use of land for an Education centre.

The layout of buildings and works on the site, including the location, height and design of buildings, the location and design of car parks, access points and landscaped areas, and the management of existing vegetation, must be to the satisfaction of the responsible authority.

Application requirements

The following application requirements apply to an application for a permit under Clause 37.01, in addition to those specified in Clause 37.01 and elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

§ A plan drawn to scale which shows:

The boundaries and dimensions of the site.

Adjoining roads.

The location, height and use of buildings and works on adjoining land.

The layout of existing and proposed buildings and works.

All driveway, car parking and loading areas.

Existing vegetation and proposed landscape areas.

§ Elevation drawings to scale showing the colour and materials of buildings and works.

§ Construction details of all drainage, driveways, vehicle parking and loading areas.

Decision guidelines

The following decision guidelines apply to an application for a permit under Clause 37.01, in addition to those specified in Clause 37.01 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

§ The movement of pedestrians and cyclists, and vehicles providing for supplies, waste removal, emergency services and public transport.

§ The provision of car parking.

CAMPASPE PLANNING SCHEME

- § The interface with adjoining land, especially the relationship with residential areas.
- § The streetscape, including the conservation of existing buildings and the appearance of buildings, vegetation and landscaping.
- § The availability of and connection to services.

5.0 Signs

--/-- None specified.

CAMPASPE PLANNING SCHEME

23/06/2011
C76**SCHEDULE 3 TO CLAUSE 37.01 SPECIAL USE ZONE**

Shown on the planning scheme map as **SUZ3**.

ECHUCA AERODROME**Purpose**

To provide for the use of the land for the purpose of an aerodrome and complementary uses.

To ensure that the use and development of the land does not prejudice or interfere with the operation of the aerodrome.

To ensure that use and development of these facilities takes place in an orderly and proper manner and does not cause loss of amenity to the surrounding area or neighbourhood.

1.0**Table of uses**23/06/2011
C76**Section 1 - Permit not required**

Use	Condition
Airport	Must generally be in accordance with the <i>Echuca Aerodrome Master Plan 2010</i> .
Car park	Must be ancillary to the use of the land for Airport.
Geothermal energy extraction	Must meet the requirements of Clause 52.08-4.
Greenhouse gas sequestration	Must meet the requirements of Clause 52.08-6.
Greenhouse gas sequestration exploration	
Heliport	
Mineral exploration	
Natural systems	
Railway	
Road	
Tramway	
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01

Section 2 - Permit required

Use	Condition
Accommodation	Must be Caretaker's house or Residential college or Group accommodation associated with an Education centre.

CAMPASPE PLANNING SCHEME

Use	Condition
Agriculture (other than Intensive animal husbandry)	
Car park – if the Section 1 condition is not met	
Convenience restaurant	
Convenience shop	
Education Centre	Must be related to the aviation industry and generally be in accordance with the <i>Echuca Aerodrome Master Plan 2010</i> .
Industry	Must generally be in accordance with the <i>Echuca Aerodrome Master Plan 2010</i> .
Leisure and recreation	
Mining – if the Section 1 condition is not met	
Office	
Transport terminal (other than Airport and Heliport)	
Utility installation	
Warehouse	Must generally be in accordance with the <i>Echuca Aerodrome Master Plan 2010</i> .
Any other use not in Section 1 or 3	

Section 3 - Prohibited

USE

Abattoir
 Brothel
 Child care centre
 Cinema based entertainment facility
 Hospital
 Intensive animal husbandry

2.0

23/06/2011
C76

Use of land

Requirements

A use must not prejudice or interfere with the operation of the aerodrome in any way. Land in the Terminal and Hanger Precinct as identified in the *Echuca Aerodrome Master Plan 2010* must only be used for aviation activities and activities directly related to aviation.

Application requirements

An application to use land must be accompanied by the following information:

- § a plan and/or a statement showing how the proposed use will not prejudice or interfere with the operation of the aerodrome;

CAMPASPE PLANNING SCHEME

- § the purpose of the use and types of activities which will be carried out; and
- § the likely effects, if any, on the aerodrome and adjacent land including traffic, light spill and hours of operation.

Decision guidelines

The following decision guidelines apply to an application for a permit under Clause 37.01, in addition to those specified in Clause 37.01 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- § the existing and likely future use of the aerodrome;
- § the effect that the proposed use may have on the aerodrome and existing uses;
- § the movement of pedestrians and cyclists and vehicles (both road and air), emergency services and public transport;
- § the availability of and connection to services;
- § The need for and provision of car parking;
- § the effect that the proposed use may have on the amenity of the area; and
- § the *Echuca Aerodrome Master Plan 2010* (and any subsequent review thereof).

3.0 Subdivision

23/06/2011
C76

Requirements

A proposed subdivision must not prejudice or interfere with the operation of the aerodrome in any way.

Application requirements

An application to subdivide land must be accompanied by the following information:

- § the purpose of the subdivision;
- § a plan showing how the subdivision will complement the aerodrome;
- § the intended outcome of the subdivision and use of the lots once the subdivision is completed;
- § the strategic impact on the aerodrome; and
- § the likely effects of the subdivision on the aerodrome and the adjacent land.

Decision guidelines

The following decision guidelines apply to an application for a permit under Clause 37.01, in addition to those specified in Clause 37.01 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- § the existing and likely future use of the aerodrome;
- § the effect that the proposed subdivision may have on the aerodrome and existing uses;
- § the movement of pedestrians and cyclists and vehicles (both road and air), emergency services and public transport;
- § the availability of and connection to services;
- § any relevant CASA regulations that may be applicable;
- § the effect that the proposed subdivision may have on the amenity of the area; and
- § the *Echuca Aerodrome Master Plan 2010* (and any subsequent review thereof).

4.0 Buildings and works

23/06/2011
C76

CAMPASPE PLANNING SCHEME

Requirements

Any proposed buildings and works must not prejudice or interfere with the operation of the aerodrome in any way.

Application requirements

The following application requirements apply to an application for a permit under Clause 37.01, in addition to those specified in Clause 37.01 and elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

§ A plan drawn to scale which shows:

- the boundaries and dimensions of the site;
- adjoining roads;
- the location, height and purpose of buildings and works on adjoining land;
- relevant ground levels;
- the layout of existing and proposed buildings and works;
- all driveway, car parking and loading areas;
- proposed landscape areas; and
- all external storage areas.

§ Elevation drawings to scale showing the colour and materials of all buildings and works.

§ Construction details of all drainage, driveways, vehicle parking and loading areas.

5.0**Signs**

--/20--
C--

None specified.

CAMPASPE PLANNING SCHEME

19/01/2006
VC37

SCHEDULE TO CLAUSE 37.03 URBAN FLOODWAY ZONE

1.0 Application requirements

--/--
None specified.

2.0 Decision guidelines

--/--
None specified.

3.0 Signs

--/--	Land	Sign Category
	None Specified	

CAMPAPSE PLANNING SCHEME

SCHEDULE 1 TO CLAUSE 42.01 ENVIRONMENTAL SIGNIFICANCE OVERLAY24/06/2010
C44

Shown on the planning scheme map as **ESO1**.

MURRAY RIVER CORRIDOR**1.0 Statement of environmental significance**24/06/2010
C44

Clause 2 and the NSW *Murray Regional Environment Plan No. 2 – Riverine* identify the Murray River as an asset of national and state significance. The Murray River, its tributaries and environs serve a variety of environmental, economic, social, recreational and tourist functions.

2.0 Environmental objective to be achieved21/09/2006
C37

To protect the environs of the Murray River recognising its importance for biodiversity, nature conservation, flooding, economic development, cultural values, recreation and tourism.

3.0 Permit requirements24/06/2010
C44

A permit is not required to construct a building or construct or carry out works for:

- § An extension to an existing dwelling, subject to the buildings and works being less than 250 square metres in floor area and located greater than 60 metres from the Murray River or the Crown land boundary;
- § Minor buildings and works including a pergola, veranda, decking, garage, carport, water tank, domestic shed or swimming pool associated with an existing dwelling, subject to the buildings and works being located greater than 60 metres from the Murray River or the Crown land boundary;
- § An agricultural building for the storage of farm machinery or farm vehicles, or a workshop associated with a rural use in a rural zone, subject to the buildings and works being located greater than 60 metres from the Murray River or the Crown land boundary;
- § Extensions and upgrades to an existing pump shed and associated pipe infrastructure;
- § A hay shed with open sides;
- § A mast, antenna or telecommunications tower;
- § Open type fencing (not including solid fences such as wooden or metal paling fences, cyclone mesh fences or brick, stone or concrete wall); and
- § Roadworks carried out by a public authority.
- § Mooring poles for boats
- § Subdivision that does not increase the number of lots and results in lots that are no smaller than the minimum subdivision size of the zone affecting the land.
- § The removal, destruction or lopping of vegetation for public works, including public roads and water authority works.

4.0 Application requirementsDD/MM/20--
Proposed
CXX
J..v

None specified

Decision guidelines24/06/2010
C44

The following decision guidelines apply to an application for a permit under Clause 42.01, in addition to those specified in Clause 42.01 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

Access

CAMPAPSE PLANNING SCHEME

- § Whether the proposal will result in the obstruction of the waterway and foreshore.
- § Whether the proposed access will adversely impact on flora and fauna.

Bank disturbance

- § Whether the proposal will result in disturbance to the shape of the bank.

Biodiversity

- § Whether the proposal:
 - Will adversely impact on existing flora and fauna values (including migratory species) including the potential for future recovery of threatened populations.
 - Will adversely impact on flora and fauna and areas of native vegetation.
 - Is located on land that has the capability to sustain the development.
 - Reduces opportunities for increasing vegetation connectivity.
 - Incorporates appropriate revegetation and tree planting programs.
 - Does not impact on adjoining environmentally sensitive areas.

Building setbacks and design

- § Whether the development is within 60 metres of a watercourse or from an existing river levee or Crown land boundary (whichever is the greater).
- § The setback of the proposed development from a watercourse or from an existing river levee or Crown land boundary.
- § Whether the proposed development complements the natural environment.

Earthworks

- § Whether buildings (other than buildings dependent on a location adjacent to the River such as a ramp, pump shed or jetty) are set back a distance of at least 100 metres from the river bank or from an existing river levee.
- § Whether buildings are designed so as to complement the natural environment generally in accordance with the River Murray Landscape Guidelines (Built Structures) and the Siting and Design Guidelines for Water Diversion Works on or across Crown Land.

Effluent disposal

- § Whether the proposed method of effluent disposal is appropriate and in accordance with the *Code of Practice – Onsite Wastewater Management*.
- § Whether excess stormwater should be disposed of on-site and away from any septic absorption area.

Heritage

- § Whether the proposed development is designed so as to protect and enhance historic and archaeological sites and the natural and cultural heritage of the river environs.

Land degradation

- § Whether it is appropriate for any approval to include permit conditions which specifically address land degradation processes including erosion, native vegetation decline, pollution of ground or surface water, salinisation and soil acidity and adverse effects on the quality of land and water habitats.

Landscape

CAMPAPSE PLANNING SCHEME

- § The visual impact of the proposal on the riverine landscape and whether this may be lessened through the planting of a variety of appropriate indigenous vegetation species and by other means as appropriate.

River related activity and development

- § The appropriateness of the location of the development with respect to the bank of the Murray River, or whether the development should be located outside the overlay area.
- § Whether it is appropriate for any approval within this overlay area to include permit conditions which provide for and facilitate public access to the foreshore.

Subdivision

- § The impact of the subdivision on areas of native vegetation and the Murray River Reserve.
- § The impact of subdivision (or re-subdivision) on the Murray River corridor and other public land as floodplains and as buffer areas for nutrients and other pollutants.

Water quality

- § The views of the relevant water authority on the quality of water in the Murray River and what measures are proposed to reduce the prospects of pollution.

Wetlands

- § Whether it is appropriate for any approval affecting wetlands within the overlay area to include permit conditions which:
- provide for a hydrological regime appropriate for the maintenance or restoration of the productive capacity of the wetland;
 - address the potential impact of surrounding land uses and incorporate measures such as vegetated buffer areas which counteract any adverse effects;
 - control human and animal access;
 - prevent negative impacts to wetland water quality; and
 - conserve native plants and animals.

CAMPASPE PLANNING SCHEME

04/04/2014
C86**SCHEDULE 2 TO CLAUSE 42.01 ENVIRONMENTAL SIGNIFICANCE OVERLAY**

Shown on the planning scheme map as **ESO2**.

ECHUCA & DISTRICT LIVESTOCK EXCHANGE, MUNICIPAL POUND AND WASTE TRANSFER STATION**1.0 Statement of environmental significance**04/04/2014
C86

The Echuca & District Livestock Exchange; Municipal Pound and Waste Transfer Station have the potential to create significant noise and odour emissions. Locating sensitive land uses in the vicinity of the facilities can result in land use conflicts. Buffer areas have been established to separate sensitive uses from these facilities and protect quality of life and the environment from the off-site effects generated by these operations. These buffer areas and distances require review over time to ensure their scope is sufficient.

It is important that land within this buffer not be developed for any purpose that may compromise the continued operation or expansion of the facilities.

2.0 Environmental objective to be achieved04/04/2014
C86

To avoid use and development of the Echuca & District Livestock Exchange; Municipal Pound and Waste Transfer Station and adjoining land being constrained by conflicting development with respect to noise, odour or other environmental effects generated from these facilities.

3.0 Permit requirement04/04/2014
C86

A permit is not required to:

- § Construct a building or construct or carry out works associated with any use other than Accommodation, Child Care Centre, Education Centre, Hospital, Office, or Place of assembly.
- § Extend an existing building provided the floor area of the extension is less than 50 square metres.

Referral of application

An application must be referred in accordance with Section 55 of the Act to the referral authority specified in Clause 66.04 or a schedule to that clause.

4.0 Application requirements

The following application requirements apply to an application for a permit under Clause 42.01, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- § Supporting documentation and/or plans demonstrating:
 - Ø that the siting of the proposed buildings and works will not adversely affect or be affected by the continued operation of the Echuca & District Livestock Exchange; Municipal Pound and Waste Transfer Station facilities.

5.0 Decision guidelines04/04/2014
C86

The following decision guidelines apply to an application for a permit under Clause 42.01, in addition to those specified in Clause 42.01 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

CAMPASPE PLANNING SCHEME

- § Whether the proposal will adversely affect the ongoing operation of the Echuca & District Livestock Exchange; Municipal Pound and Waste Transfer Station.
- § Whether the proposal may be detrimentally affected by noise and odour generated by the Echuca & District Livestock Exchange; Municipal Pound and Waste Transfer Station operations.
- § The proximity of the proposed development to the Echuca & District Livestock Exchange; Municipal Pound and Waste Transfer Station.
- § Whether the proposal includes appropriate measures to address potential environmental effects generated by the Echuca & District Livestock Exchange; Municipal Pound and Waste Transfer Station operations.

CAMPASPE PLANNING SCHEME

09/03/2017
C109**SCHEDULE TO CLAUSE 43.01 HERITAGE OVERLAY****1.0 Application requirements**

An application to develop a heritage place in the Heritage Overlay should be accompanied by the following information, as appropriate:

§ A written report that explains how the proposal addresses any objectives, strategies and policy guidelines in Clause 15.03-1L.

§ A written report that explains how the proposal addresses the following policy documents (as relevant):

§ *City of Echuca Heritage Conservation Study* (Andrew Ward, 1992)

§ *Business Signage Guidelines for Historic Areas* (Shire of Campaspe, 2011)

§ *Campaspe Shire (Gaps) Heritage Study* (R. Ballinger, T. Henty, L. Huddle, I. Wight, 2005)

§ *Heritage Review 2014 – Part A Review Methodology, Part B Heritage Precincts and Part C Individual Heritage Places* (Shire of Campaspe, 2014)

§ *Waranga Conservation Study* (Graeme Butler, 1988)

§ Plans and elevations (A3 size) including (but not limited to):

- Fully scaled and dimensioned elevations and floor plans of existing conditions, the extent of any proposed demolition, and any alterations and additions or new buildings;
- A fully scaled and dimensioned site plan showing the existing and proposed development including outbuildings, fences, significant vegetation, car parking, new crossovers, on-site parking space locations and any other noteworthy features;
- Vistas that are to be retained to significant and contributory heritage buildings;
- A photo montage of the streetscape;
- A streetscape elevation which shows the existing streetscape and how the proposal sits within it;
- An axonometric elevation, where appropriate, which shows how the proposal sits within its immediate area, particularly from oblique views from neighbouring streetscapes where any part of the proposal will be visible,
- Full details and samples of materials, finishes, and colours;
- Details of any primary or secondary sources used to provide evidence of the earlier or original use, form or decoration of the heritage place; and
- A landscape plan

2.0 Heritage places

The requirements of this overlay apply to both the heritage place and its associated land.

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO1	Old Echuca Township Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts</i> (Shire of Campaspe, 2016)	Yes	No	Yes, greater than 5 metres in height; or greater than 2 metres in circumference.	No	No	No	No
HO2	Echuca Central Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts</i> (Shire of Campaspe, 2016)	Yes	No	Yes, greater than 5 metres in height; or greater than 2 metres in circumference.	No	No	No	No
HO3	Echuca Central Residential Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts</i> (Shire of Campaspe, 2016) <i>Heritage Precincts Incorporated Plan,</i> (Shire of Campaspe February 2016)	Yes	No	Yes, greater than 5 metres in height; or greater than 2 metres in circumference.	No	No	No	No
HO4	Echuca Railway Station Complex 116 Sturt Street, Echuca	-	-	-	-	Yes Ref No H1059	Yes	No
HO5	Former Pumping Station 2 Murray Esplanade, Echuca	-	-	-	-	Yes Ref No H1053	No	No
HO6	Former road and rail bridge over Murray River	Yes	No	No	No	No	No	No
HO7	Echuca Wharf 40-60 Murray Esplanade, Echuca	-	-	-	-	Yes Ref No H2168	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO8	Wharparilla Homestead Echuca	Yes	No	Yes	No	No	No	No
HO9	Uniting Church 197 Annesley Street, Echuca	Yes	No	No	No	No	No	No
HO10	St Andrew's Uniting Church 115-117 Hare Street and 6 Pakenham Street, Echuca	-	-	-	-	Yes Ref No H1057	No	No
HO11	Etan House 11 Connelly Street, Echuca	Yes	No	No	No	No	No	No
HO12	Former Echuca Court House 4 Law Court Place and Dickson Street, Echuca	-	-	-	-	Yes Ref No H1469	No	No
HO13	Former Police Station 1-3 Dickson Street, and 2-6 Warren Street, Echuca	-	-	-	-	Yes Ref No H377	No	No
HO14	Brigidine Convent Dickson Street, Echuca	Yes	Yes	No	No	No	No	No
HO15	St Mary's Catholic Church Hare Street, Echuca	Yes	Yes	No	No	No	No	No
HO16	Former School No. 208 Hare Street, Echuca	Yes	Yes	No	No	No	No	No
HO17	Post Office Hare Street, Echuca	Yes	Yes	No	No	No	No	No
HO18	Former London Chartered Bank 51-55 Heygarth Street, Echuca	Yes	Yes	No	No	No	No	No
HO19	Former Echuca Town Hall 524-528 High Street, and north east corner of Heygarth Street, Echuca	-	-	-	-	Yes Ref No H378	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO20	Former Bank of NSW 545 High Street, Echuca	Yes	Yes	No	No	No	No	No
HO21	Former Bank of Victoria 589-591 High Street, Echuca	Yes	Yes	No	No	No	No	No
HO22	Hopwood Hotel 642-648 High Street, Echuca	-	-	-	-	Yes Ref No H145	No	No
HO23	Former Shackell's Bond Store 43 Murray Esplanade, Echuca	-	-	-	-	Yes Ref No H558	No	No
HO24	Former Campbell's Coach House Murray Esplanade, Echuca	Yes	Yes	No	No	No	No	No
HO25	Former Echuca Flour Mill 2-30 Nish Street, and 6 Darling Street, Echuca	-	-	-	-	Yes Ref No H1072	No	No
HO26	Blacksmiths Shop Rotary Park, Echuca	Yes	Yes	No	No	No	No	No
HO27	Former Permewan Wright Building 624-626 High Street, Echuca	-	-	-	-	Yes Ref No H1075	No	No
HO28	Former Customs House 2 Leslie Street, and north east corner of High Street, Echuca	-	-	-	-	Yes Ref No H144	No	No
HO29	Steam Packet Motel Cnr Leslie Street and Murray Esplanade, Echuca	Yes	Yes	No	No	No	No	No
HO30	Echuca Club 15-21 Murray Esplanade, Echuca	Yes	Yes	No	No	No	No	No
HO31	Former Dr. Crosson's Residence and Surgery 47-49 Heygarth Street, Echuca	-	-	-	-	Yes Ref No H1063	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO32	Former Murray Hotel 9-11 Murray Esplanade, Echuca	-	-	-	-	Yes Ref No H1071	No	No
HO33	Fountain and Statuary Victoria Park, Echuca	Yes	No	No	No	No	No	No
HO34	Former Star Hotel Murray Esplanade, Echuca	Yes	Yes	No	No	No	No	No
HO35	Dwelling 69 Sutton Street, Echuca East	Yes	No	No	No	No	No	No
HO36	Dwelling Florennes 71 Sutton Street, Echuca East	Yes	No	No	No	No	No	No
HO37	Shamrock Hotel 579-587 High Street, Echuca	Yes	No	No	No	No	No	No
HO38	Echuca Hotel 605-607 High Street, Echuca	Yes	No	No	No	No	No	No
HO39	Former Salvation Army Citadel High Street, Echuca	Yes	Yes	No	No	No	No	No
HO40	Masonic Temple 426 High Street, Echuca	Yes	Yes	No	No	No	No	No
HO41	Dwelling 33 Crofton Street, Echuca	Yes	No	No	No	No	No	No
HO42	Site of Maidens Punt and Tannery Echuca	No	No	Yes	No	No	No	No
HO44	Dwelling 22 Collier Street, Echuca	Yes	No	No	No	No	No	No
HO45	Office 463 High Street, Echuca	Yes	No	No	No	No	No	No
HO46	Echuca District Hospital 9-27 Francis Street, Echuca	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO47	First World War Memorial and Canon Hare Street, Echuca	Yes	No	No	No	No	No	No
HO48	Anglican Church and Hall 500 High Street, Echuca	Yes	Yes	No	No	No	No	No
HO49	Millewa Chambers 509-511 High Street, Echuca	Yes	Yes	No	No	No	No	No
HO50	Shop 584-586 High Street, Echuca	Yes	No	No	No	No	No	No
HO51	Former Brothel Little Hopwood Street, Echuca	Yes	Yes	No	No	No	No	No
HO52	Dwelling Cnr McKinlay and Hare Streets, Echuca	Yes	No	No	No	No	No	No
HO53	Dwelling 278 Pakenham Street, Echuca	Yes	No	No	No	No	No	No
HO54	Dwelling, Cadell 12 Tyler Street, Echuca	Yes	Yes	Yes	No	No	No	No
HO55	Mackintoshs Mill Site Crescent Street, Echuca	Yes	No	Yes	No	No	No	No
HO56	Site of first Wharparilla homestead Tangey Lane, Echuca	No	No	Yes	No	No	No	No
HO57	Dwelling at Abattoirs Goulburn Street, Echuca	Yes	No	No	No	No	No	No
HO58	Dwelling 140 Hume Street, Echuca	Yes	No	No	No	No	No	No
HO59	Dwelling 69 Mitchell Street, Echuca	Yes	No	No	No	No	No	No
HO60	Dwelling 100 Mitchell Street, Echuca	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO61	Dwelling 67 Hovell Street, Echuca	Yes	No	No	No	No	No	No
HO62	Dwelling 62 Eyre Street, Echuca	Yes	No	No	No	No	No	No
HO63	Pastoral Hotel 100 Sturt Street, Echuca	Yes	No	No	No	No	No	No
HO64	Dwelling 55 Hare Street, Echuca	Yes	No	No	No	No	No	No
HO65	Dwelling 61 Hare Street, Echuca	Yes	No	No	No	No	No	No
HO66	Dwelling 81 Mitchell Street, Echuca	Yes	No	No	No	No	No	No
HO67	Dwelling 13 Hare Street, Echuca	Yes	No	No	No	No	No	No
HO68	Dwelling 279-281 Campaspe Esplanade, Echuca	Yes	Yes	No	No	No	No	No
HO69	Former Flour Mill 410-424 High Street, Echuca	Yes	No	No	No	No	No	No
HO70	Dwelling 73 Hume Street, Echuca	Yes	No	No	No	No	No	No
HO71	Former Railway Engine Shed 116 Sturt Street, Echuca	-	-	-	-	Yes Ref No H1060	Yes	No
HO72	Red Gum Memorial Archway Crofton Street, Victoria Park, Echuca	-	-	-	-	Yes Ref No H1092	No	No
HO73	Shops 532-535 High Street, Echuca	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO74	Bristle Cone Oak Alton Reserve, High Street, Echuca	No	No	Yes	No	No	No	No
HO75	Moreton Bay Fig Caledonian Hotel, Darling Street, Echuca	No	No	Yes	No	No	No	No
HO76	Moreton Bay Figs x2 Naturestrip, 71 Francis Street, Echuca	No	No	Yes	No	No	No	No
HO77	Moreton Bay Fig 360 High Street, Echuca	No	No	Yes	No	No	No	No
HO78	Trunk of River Red Gum Leslie Street, Echuca	No	No	Yes	No	No	No	No
HO79	Stand of Murray Pine North of Echuca High School, Victoria Park, Echuca	No	No	Yes	No	No	No	No
HO80	Former Baby Health Care Centre, Alton Reserve Hare Street, Echuca	-	-	-	-	Yes Ref No H73	No	No
HO81	Former Jansen Home 176 Hicks Road, Echuca Village	Yes	No	No	No	No	No	No
HO84	Dwelling 23 Crofton Street, Echuca	Yes	No	No	No	No	No	No
HO86	Echuca East Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts</i> (Shire of Campaspe, 2016) <i>Heritage Precincts Incorporated Plan,</i> (Shire of Campaspe February 2016)	Yes	No	Yes, greater than 5 metres in height; or greater than 2 metres in circumference	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO87	Echuca North Residential Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts</i> (Shire of Campaspe, 2016) <i>Heritage Precincts Incorporated Plan,</i> (Shire of Campaspe February 2016)	Yes	No	Yes, greater than 5 metres in height; or greater than 2 metres in circumference.	No	No	No	No
HO88	Dwelling 237-245 Campaspe Esplanade, Echuca	Yes	No	Yes	No	No	No	No
HO89	Dwelling 16 Hansen Street, Echuca	Yes	No	No	No	No	No	No
HO90	Dwelling 267 Pakenham Street, Echuca	Yes	No	No	No	No	No	No
HO91	Former Murray River Sawmill Anstruther Street, Echuca	Yes	No	No	No	No	Yes	No
HO92	Stewart's Bridge Stewarts Bridge Road	No	No	No	No	No	No	No
HO101	Water Tower Albion Street, Kyabram	Yes – apart from routine maintenance of already painted	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
		surfaces						
HO102	Richards Buildings 226-230 Allan Street, Kyabram	Yes	No	No	No	No	No	No
HO103	Dr. Wright's House 3 Oak Dene Road, Kyabram	Yes	No	No	No	No	No	No
HO104	London Plane Tree 3 Oak Dene Road, Kyabram	No	No	Yes	No	No	No	No
HO105	Karlsruhe 1462 Byrneside-Kyabram Road, Lancaster	-	-	-	-	Yes Ref No H581	No	No
HO106	CFA Fire Station 29 Bradley Street, Kyabram	Yes	No	No	No	No	No	No
HO107	Butter Factory 1 Edis Street, Kyabram	Yes	No	No	No	No	No	No
HO108	Former Pettifer Motors Building 280-284 Allan Street, Kyabram	Yes	No	No	No	No	No	No
HO111	Dwelling 10 Unitt Street, Kyabram	Yes	No	No	No	No	No	No
HO112	Dwelling 73 Allan Street, Kyabram	Yes	No	No	No	No	No	No
HO113	Kyabram Chiropractic Clinic 10 Bradley Street, Kyabram	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO114	Kyabram Courthouse (former) 55 Tulloh Street, Kyabram	Yes	No	No	No	No	No	No
HO115	Kyabram Masonic Centre 46 Church Street, Kyabram	Yes	No	No	No	No	No	No
HO116	Kyabram Railway Station site off Drum Street, Kyabram	No	No	No	No	No	No	No
HO117	Kyabram RSL Clubrooms 28 Unitt Street, Kyabram	Yes	No	No	No	No	No	No
HO118	Terraces houses 13-15 Bradley Street, Kyabram	Yes	No	No	No	No	No	No
HO119	St Augustine's Catholic Complex 63 Church Street, Kyabram	Yes	No	No	No	No	No	No
HO120	St Andrews Anglican Church complex 33-47 Church Street, Kyabram	Yes	No	No	No	No	No	No
HO121	St Davids Kyabram Presbyterian Church 17 Church Street, Kyabram	Yes	No	No	No	No	No	No
HO122	Evangelical Uniting Church 82-86 Union Street, Kyabram	Yes	No	No	No	No	No	No
HO123	Kyabram Baptist Church 8 Lake Road, Kyabram	Yes	No	No	No	No	No	No
HO126	Haslem Street Primary School 2902 Haslem Street, Kyabram	Yes	No	No	No	No	No	No
HO127	Kyabram Commercial Precinct Incorporated Plan:	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
	<i>Heritage Review 2014 – Part B Heritage Precincts (Shire of Campaspe, 2016)</i>							
HO128	Kyabram Union Street Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts (Shire of Campaspe, 2016)</i> <i>Heritage Precincts Incorporated Plan, (Shire of Campaspe February 2016)</i>	No	No	No	No	No	No	No
HO129	Ky Valley Hall (Ky Valley School) 534 Scobie Road, Ky Valley	Yes	No	No	No	No	No	No
HO130	Ky West Hotel, Kyabram 1517 Graham Road, Ky West	Yes	No	No	No	No	No	No
HO131	'Watervale' Farmhouse Complex 1712 Lilford Road, Lancaster	Yes, Do not permit painting of the brick walls.	No	Yes, Moreton Bay Fig, old pear tree and the Bunya Pine along with the landscape setting.	No	No	No	No
HO132	Lancaster Methodist Church (former) 173 Graham Road, Lancaster	Yes	No	No	No	No	No	No
HO133	'Harkstead' Homestead 297 Graham Road Lancaster	Yes	No	Yes Bunya Pine	No	No	No	No
HO134	Lancaster Primary School 8 Weller Road, Lancaster	Yes	No	No	No	No	No	No
HO135	Girgarre Town Hall 9-13 Morgan Crescent, Girgarre	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO136	Hall (associated with Town Hall) 9-13 Morgan Crescent, Girgarre	Yes	No	No	No	No	No	No
HO137	Girgarre Primary School No. 3971 528 Winter Road, Girgarre	Yes	No	No	No	No	No	No
HO138	Kyabram Plaza Theatre 243 Allan Street, Kyabram	Yes	No	No	No	No	No	No
HO202	Torrumbarry Weir Lock Chamber, Steam Boiler and Steam Winch Complex Torrumbarry Weir Road, Patho	-	-	-	-	Yes Ref No H993	No	No
HO203	Rochester Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts (Shire of Campaspe, 2016)</i>	Yes	No	Yes, greater than 5 metres in height; or greater than 2 metres in circumference.	No	No	No	No
HO204	Rail Bridge over Campaspe River Rochester	Yes	No	No	No	No	No	No
HO205	Shire Hall Rochester	Yes	Yes	No	No	No	No	No
HO206	Shamrock Buildings Cnr Gillies & Moore Streets, Rochester	Yes	Yes	No	No	No	No	No
HO207	Commercial Hotel Moore Street, Rochester	Yes	No	No	No	No	No	No
HO208	Former Common School High Street, Rochester	Yes	Yes	No	No	No	No	No
HO209	Rochester Court House 25 Moore Street, Rochester	-	-	-	-	Yes Ref No H1482	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO210	Railway Station Complex Rochester	Yes	Yes	No	No	No	No	No
HO211	Former Salvation Army Citadel High Street, Rochester	Yes	Yes	No	No	No	No	No
HO212	St. Joseph's Church Complex Fraser Street, Rochester	Yes	Yes	Yes	No	No	No	No
HO213	Waranga Western Channel Syphon Strathallan Road, Rochester	Yes	No	No	No	No	No	No
HO214	Random House Kyabram-Rochester Road, Rochester	Yes	No	Yes	No	No	No	No
HO215	Rotunda Moore Street, Rochester	Yes	Yes	No	No	No	No	No
HO216	Sales Ring Gillies Street, Rochester	Yes	Yes	No	No	No	No	No
HO217	Water Tower Campaspe Street, Rochester	Yes	Yes	No	No	No	No	No
HO218	Rochester Primary School No. 795 18 Edward Street, Rochester	Yes	No	No	No	No	No	No
HO219	Ballinode Farmhouse 285 Diggora Road, Rochester	Yes	No	Yes Stone Pine	No	No	No	No
HO220	Rochester Park 64 Railway Road, Rochester	Yes	No	No	No	No	No	No
HO221	Freemasons' Hall 39 MacKay Street, Rochester	Yes	No	No	No	No	No	No
HO222	Dwelling 1 Reserve Road, Rochester	Yes	No	No	No	No	No	No
HO223	Dwelling 14 Queen Street, Rochester	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO225	Dwelling 46 Railway Road, Rochester	Yes	No	No	No	No	No	No
HO226	Dwelling 48-50 Victoria Street, Rochester	Yes	No	No	No	No	No	No
HO227	RSL Memorial Hall Crm Victoria and Mary Street, Rochester	Yes	No	No	No	No	No	No
HO228	Uniting Church 1 Hart Street, Rochester	Yes	No	No	No	No	No	No
HO229	Presbyterian Church and Hall 2-4 Victoria Street, Rochester	Yes	No	No	No	No	No	No
HO231	Strathallan Bridge Strathallan Road, Strathallan	Yes	No	No	No	No	No	No
HO232	Strathallan Public Hall 940 Rochester-Strathallan Road, Strathallan	Yes	No	No	No	No	No	No
HO233	Timmering Presbyterian Church 1685 Webb Road, Timmering	Yes	No	No	No	No	No	No
HO239	Burnewang House and Farm Complex 631 Burnewang Road, Burnewang Incorporated Plan: <i>Burnewang House and Farm Complex Incorporated Plan (Shire of Campaspe, February 2016)</i>	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO301	Rushworth Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts</i> (Shire of Campaspe, 2016) <i>Heritage Precincts Incorporated Plan,</i> (Shire of Campaspe February 2016)	Yes	No	Yes, greater than 5 metres in height; or greater than 2 metres in circumference.	No	No	No	No
HO302	Rushworth High School Heily Street, Rushworth	Yes	Yes	No	No	No	No	No
HO303	St Pauls Anglican Church Rushworth	Yes	Yes	Yes	No	No	No	No
HO304	Rotunda High Street, Rushworth	Yes	Yes	No	No	No	No	No
HO305	Criterion Hotel Cnr High and Wigg Streets, Rushworth	Yes	No	No	No	No	No	No
HO306	Former Imperial Hotel High Street, Rushworth	Yes	No	No	No	No	No	No
HO307	Shire Hall High Street, Rushworth	Yes	Yes	No	No	No	No	No
HO308	Rushworth Court House 77 High Street and Hyde Street, Rushworth	-	-	-	-	Yes Ref No H1483	No	No
HO309	Glasgow Buildings High Street, Rushworth	Yes	No	No	No	No	No	No
HO310	Former Rushworth Chronicle Steam Printing Office 17 High Street, Rushworth	-	-	-	-	Yes Ref No H941	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO311	Whistle Post Rushworth Nagambie Road, Rushworth	Yes	No	No	No	No	No	No
HO312	Balaclava Hill Open Cut Mine and Whroo Township Site, Whroo Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts (Shire of Campaspe, 2016)</i>	Yes	No	Yes	No	No	No	No
HO313	Lisadurne off Heily Road, Rushworth	Yes	No	Yes	No	No	No	No
HO314	Stanhope Homestead Stanhope-Rushworth Road, Stanhope	Yes	Yes	No	No	No	No	No
HO315	Colbinabbin Homestead 87 Osment Road, Colbinabbin	-	-	-	-	Yes Ref No H1730	No	No
HO316	Whroo Gold Pudding Machine Rushworth- Nagambie Road, Whroo	-	-	-	-	Yes Ref No H1244	No	No
HO317	Ferguson's Bridge, over Campaspe River Bendigo-Murchison Road, Runnymede	-	-	-	-	Yes Ref No H1853	No	No
HO318	Colbinabbin Community Well Toedtberg Road and Two Chain Road, Colbinabbin	-	-	-	-	Yes Ref No H1937	No	No
HO401	Lockington Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts (Shire of Campaspe, 2016)</i> <i>Heritage Precincts Incorporated Plan,</i> <i>(Shire of Campaspe February 2016)</i>	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO402	Store (former) 17 Singer Road, Lockington	Yes	No	No	No	No	No	No
HO403	Dwelling 12 Market Street, Lockington	Yes	No	No	No	No	No	No
HO404	Dwelling 19 Singer Road Lockington	Yes	No	No	No	No	No	No
HO405	O'Brien Hardware Store & Garage (former) 2-10 Market Street, Lockington	Yes	No	No	No	No	No	No
HO406	Lockington Masonic Hall 15-17 Barton Street, Lockington	Yes	No	No	No	No	No	No
HO407	Pioneer Cash Store 10 Market Street, Lockington	Yes	No	No	No	No	No	No
HO408	Schroen Irrigation Lockington 7-9 Singer Road, Lockington	Yes	No	No	No	No	No	No
HO409	St Canice's Catholic Church 23-29 Singer Road Lockington	Yes	No	No	No	No	No	No
HO410	St James Uniting Church 26 Lockington Road Lockington	Yes	No	No	No	No	No	No
HO411	St Mary's Anglican Church 5 Wills Street Lockington	Yes	No	No	No	No	No	No
HO413	St David's Anglican Church 450 Milloo Hall Road, Milloo	Yes	Yes	Yes, Sugar Gums	No	No	No	No
HO414	Miloo Hall 444 Milloo Hall Road, Milloo	Yes	No	No	No	No	No	No
HO415	Pine Grove Recreation Reserve Pine Grove Road, Pine Grove	No	No	Yes	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO416	'Prairie Park' Homestead 100 Park Road, Prairie	Yes	No	Yes, Moreton Bay Fig	No	No	No	No
HO417	Tennyson Uniting Church 2503 Prairie-Rochester Road, Tennyson	Yes	No	No	No	No	No	No
HO418	Terrick South Methodist Church Echuca-Serpentine Road, Terrick Terrick East	Yes	No	Yes, Sugar Gums growing on the former school site.	No	No	No	No
HO419	Ballendella Primary School No. 3732 Rochester-Prairie Road, Ballendella	Yes	No	No	No	No	No	No
HO420	Bamawm Uniting Church complex Singer Road, Bamawm	Yes	No	No	No	No	No	No
HO43	Cemetery Cast Iron Gates Homan Street Echuca	Yes	No	No	No	No	No	No
HO501	Tongala Commercial Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts (Shire of Campaspe, 2016)</i>	Yes	No		No	No	No	No
HO502	'Bundarra' Homestead 1430 Day Road, Tongala	Yes	No	Yes, Canary Island Palm	No	No	No	No
HO503	 Dwelling 1999 Finlay Road, Tongala	Yes	No	Yes, the established trees, including palms, a Cork tree and a Kurrajong tree.	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO504	Tongala Railway Station site Mangan Street, Tongala	Yes	No	No	No	No	No	No
HO505	Dwelling 1 McGowan Street, Tongala	Yes	No	No	No	No	No	No
HO506	Dwelling 44 Miller Street, Tongala	Yes	No	No	No	No	No	No
HO507	Dwelling 62 Mangan Street, Tongala	Yes	No	No	No	No	No	No
HO508	Railway Hotel 70-72 Mangan Street, Tongala	Yes	No	No	No	No	No	No
HO509	Tongala Lockup (former Rushworth Lockup) 715 Henderson Road, Tongala	Yes	No	No	No	No	No	No
HO510	Deakin Shire Offices (former) 56 Mangan Street, Tongala	Yes	No	No	No	No	No	No
HO511	Tongala Water Tower 11 Henderson Street, Tongala	Yes – apart from routine mainte nance of alread y painted surfac es	No	No	No	No	No	No
HO512	Uniting Church 32 Miller Street, Tongala	Yes	No	No	No	No	No	No

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO513	Anglican Church 7 St James Street, Tongala	Yes	No	No	No	No	No	
HO514	Tongala Residential Precinct Incorporated Plan: <i>Heritage Review 2014 – Part B Heritage Precincts</i> (Shire of Campaspe, 2016) <i>Heritage Precincts Incorporated Plan,</i> (Shire of Campaspe February 2016)	Yes	No		No	No	No	No
HO515	Government Dams 214km marker Murray Valley Hwy, Tongala	No	No	No	No	No	No	
HO516	Kotta Public Hall 3196 Lockington Road, Kotta	Yes	No	No	No	No	No	No
HO518	McCoys Bridge Murray Valley Hwy, Wyuna	Yes	No	No	No	No	No	No
HO519	Wyuna Uniting Church 10 Robertson Street Wyuna	Yes	No	No	No	No	No	No
HO520	Wyuna Memorial Hall 20 Alfred Road, Wyuna	Yes	No	No	No	No	No	No
HO521	'Wahroonga' Homestead 2180 Scobie Road, Yambuna	Yes	No	No	No	No	No	No
HO522	Yambuna Bridge Yambuna Bridge Road, Yambuna	Yes	No	No	No	No	No	No
HO601	Gunbower Island School No.3503 (former) 165 Island School Road, Gunbower	Yes	No	No	No	No	No	

CAMPASPE PLANNING SCHEME

PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO602	Gunbower Co-op Butter Co. (former) 34-36 Main Street (Murray Valley Hwy), Gunbower	Yes	No	No	No	No	No	
HO603	Gunbower Estate 4672 Murray Valley Hwy, Gunbower	Yes	No	No	No	No	No	
HO604	Dwelling 8 Main Street (Murray Valley Hwy), Gunbower	Yes	No	No	No	No	No	No
HO605	'Tarilta' homestead 624 Island Road, Gunbower Island	Yes	No	No	No	No	No	No
HO606	Tobacco kilns 91 Island Road, Gunbower Island	Yes	No	No	No	No	No	No
HO607	Christ Church Anglican Church 1-3 Church Street (Murray Valley Hwy), Gunbower	Yes	No	No	No	No	No	No
HO608	St Matthew's Catholic Church 53-59 Main Street (Murray Valley Hwy), Gunbower	Yes	No	No	No	No	No	No
HO609	Uniting Church 3 Wilson Street, Gunbower	Yes	No	No	No	No	No	No
HO610	Gunbower Soldiers Memorial Hall 11 Main Street (Murray Valley Hwy), Gunbower	Yes	No	No	No	No	No	No
HO612	Uniting Church and Wesleyan Chapel 13 Patho School Road, Patho	Yes	No	No	No	No	No	No
HO613	Kow Swamp Gunbower	No	No	Yes	No	No	No	Yes

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PS map ref	Heritage place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO614	Masters House Masters Landing, Murray River Reserve, River Track, Gunbower	-	-	-	-	Yes Ref No H2330	No	No

CAMPASPE PLANNING SCHEME

15/12/2011
C82(Part 1)**SCHEDULE 2 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO2**.

FORMER RICE MILLS SITE, ANNESLEY STREET, ECHUCA**1.0 Design objectives**26/03/2009
C43

To ensure the development of the site is compatible with and sympathetic to the adjoining residential area.

To encourage high quality design that respects the context of the site.

To encourage the integration and shared use of infrastructure such as parking facilities.

To promote a consistent approach to traffic management, parking, building heights, setbacks and landscaping.

2.0 Buildings and works26/03/2009
C43

A permit is not required to construct a building or construct or carry out works for any of the following:

§ The internal rearrangement of the existing buildings to accommodate a new land use.

Permit requirements

An application to construct a building or construct or carry out works must be consistent with the following requirements:

Building heights and setbacks

§ New buildings shall be setback at least 12 metres from the Annesley Street frontage to provide for car parking and landscaping. If any part of the land is to be developed for a building that seeks to reduce this requirement, this must be justified in a report supporting the planning application. The Responsible Authority may consider reduced building setbacks to Annesley Street provided all other requirements are met such as car parking and landscaping.

§ New buildings shall not exceed 15 metres in height unless an increased building height can be justified.

Traffic Management

§ Vehicle access points to Annesley Street will be limited to promote the efficient flow of traffic along Annesley Street.

§ Direct vehicular access from the site to the Murray Valley Highway is not be permitted by VicRoads. All access must be via Annesley Street.

§ Consideration must be given to the indentation of angled on street parking along the east side of Annesley Street.

Car Parking

§ Car parking areas shall be located to the front of the proposed buildings or in an identified location to service a number of adjacent buildings.

§ All parking areas shall be sealed, drained and line marked to the satisfaction of the Responsible Authority.

Landscaping

CAMPASPE PLANNING SCHEME

§ A landscaping strip with a minimum width of 1.0 metre must be provided to the Annesley Street frontage.

Retention of existing buildings

§ Where proposed, the application must identify any buildings to be retained.

Pedestrian access

§ A pedestrian footpath along the east side of Annesley Street frontage must be provided.

§ A pedestrian link on the site shall be provided from Annesley Street to the east of the railway line consistent with the *Echuca Spatial Network Plan, (Shire of Campaspe, January 2007)* in the *Public Open Space Guidelines, (StratCorp Consulting, 2007). Loading Facilities*

§ All loading and unloading facilities must be accommodated on site in an area that does not restrict access to car parking. All vehicles must exit the site in a forward direction.

3.0 Subdivision

15/12/2011
C82(Part 1)

Any proposed subdivision of the land must be assessed in association with the future use and development of the land. Proposals that do not indicate the future use and development of the land will not be supported.

4.0 Signs

26/03/2009
C43

The provisions of Clause 52.05 for signs apply except that Section 1 signs in Category 1 – Business areas and Category 2 – Office and Industrial require a permit.

Any proposed signage must be commensurate with the scale and nature of use proposed. The height of any pole sign is restricted to 6 metres, unless an increased height can be justified.

5.0 Application requirements

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C

Buildings and works

The following application requirements apply to an application for a permit under Clause 43.02, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

§ A site analysis report that addresses the permit requirements at Section 2.0.

§ If a residential use is proposed for the site, an acoustic report from a suitably qualified professional must be submitted with the planning application addressing any noise attenuation measures given the proximity of the adjacent railway facility.

§ If a sensitive use is proposed for the site, a report stating how the proposal meets the requirements of Ministerial Direction No. 1 – Potentially Contaminated Land must be submitted with each planning application.

6.0 Decision guidelines

15/12/2011
C82(Part 1)

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

§ How the proposed development protects the residential amenity of the adjacent residential area;

§ The height and bulk of proposed buildings;

§ The delivery of goods to the site;

§ The need to integrate and share parking facilities with other uses of the site;

CAMPASPE PLANNING SCHEME

- § Whether the development of the site is consistent with the *Echuca Public Open Space Guidelines*, (*StratCorp Consulting, 2007*);
- § The management of the spill of public lighting and illuminated business signs; and
- § The findings of the preliminary site assessment, as detailed in the Soil Contamination report for the *Former Rice Mills Site Annesley Street, Echuca, Advanced Environmental Systems Pty Ltd, May 2008*.

CAMPASPE PLANNING SCHEME

04/04/2014
C86**SCHEDULE 3 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO3**.

NORTHERN AND MURRAY VALLEY HIGHWAYS PRECINCT ECHUCA**1.0 Design objectives**04/04/2014
C86

To create a vibrant and active highway business precinct based around large buildings for bulky goods retailing, manufacturing and associated services within a well landscaped boulevard setting.

To encourage contemporary architectural outcomes in terms of building facades, roof forms and lines, colours and materials that reinforces an attractive gateway.

To avoid signage that dominates the streetscape image or leads to visual clutter.

To provide landscape treatments that contribute to the boulevard streetscape character of the Northern and Murray Valley Highways, and that provide landscaped rear setbacks that reduce the impact of commercial development on the adjoining residential neighbourhoods.

To provide access from the Northern and Murray Valley Highways to the new residential areas are clearly defined, legible and provide attractive gateways.

2.0 Buildings and works04/04/2014
C86

All buildings and works should comply with the following requirements:

Building height

§ Buildings should not exceed a maximum height of three storeys (or 11.5 metres), (which ever is the lesser) above natural ground level.

§ The street wall height of a building frontage should not exceed two storeys (or 8 metres) (which ever is the lesser) above natural ground level.

Building setbacks

§ Building setbacks should be a minimum of 20 metres from the front boundary for lots directly abutting the Northern or Murray Valley Highways.

Fences**Front fences**

§ Any front fencing onto Northern and Murray Valley Highways should be permeable and have a maximum height of 1.8 metres.

§ Where front fencing is proposed, a pool type fence, black in colour, should be provided to contribute to an attractive streetscape character.

§ Chain wire or mesh/cyclone fencing is not encouraged. Where it is proposed, it is to be black in colour and barbed or razor wire topping is not permitted.

Side fences

§ The construction of side fences within the front setback of the property should be avoided to facilitate efficient car parking and movement along business outlets. Where side fences are proposed, they should be consistent with front fences and complement their form and character.

§ Side fences should be co-ordinated with neighbouring properties to allow any cross movement.

§ Chain wire or mesh/cyclone fencing is not encouraged within 25 metres of Northern and Murray Valley Highways.

CAMPASPE PLANNING SCHEME

Rear fences

- § A minimum 1.8 metre high timber paling or Colorbond style fence should be erected on the rear boundary of each lot abutting a residential zone or the Farming Zone at the expense of the permit applicant.

Landscaping

- § A minimum of 15% of the area to the lot frontage should be landscaped to include a variety of shrubs and at least two significant trees (mature height 10 metres) with all plant species suitable to this area and to the satisfaction of the responsible authority.
- § A minimum 3 metre wide landscape buffer should be provided the full length of the rear boundaries for those properties abutting the General Residential Zone or Farming Zone.
- § A minimum 1.5 metre wide landscape buffer is to be provided for a minimum distance of 50% of the length of the side boundary along all side boundaries.

Design guidelines

The aim of these guidelines is to assist with the design of development proposals so that a coherent and attractive character is created for the precinct and where people will want to come and do business.

Building design

- § Developments at gateway sites should contain innovative landmark built form and landscape treatment or urban art that signify entrances to the residential areas that are sited behind the highway business precinct. Nominated gateway sites are:
- × Murray Valley Hwy and Bridlington Ave
 - × Murray Valley Hwy and Ogilvie Ave
 - × Northern Hwy and McSwains Rd
 - × Northern Hwy and Park Ave
- § Buildings and associated works should be attractively designed, contemporary in style and be progressive in design, concept and finish.
- § Encourage a lower administration/reception/sales area or a veranda to the street frontage with the larger storage or manufacturing building to the rear of the site.
- § Buildings are encouraged to incorporate low pitched, flat or curved roof forms to the 'big box' with front offices reflecting a complementary roof form with the rest of the development.
- § Building facades should incorporate architectural features to the building frontage to address the street, provide legibility for customers, and reduce the visual impact of the large building mass. Extensive blank facades should be avoided.
- § Entrances should have well defined pedestrian access to car parking and street footpaths.
- § Provide sustainable water use in buildings by implementing measures to collect rain water runoff from roof areas. Water storage tanks should be located away from public view, and not impact on neighbours visual amenity.
- § Encourage exterior walls to be of brick, concrete, steel or glass.
- § Encourage all external surfaces to be painted or finished with a quality textured coating.
- § Ensure tilt slab buildings display a trowel finish or render in non-reflective earthy tones with a texture to avoid large bland areas.
- § Bright, extravagant colour schemes that are indicative of franchise industries are strongly discouraged, as they tend to create visual chaos and detract from the desired precinct character.
- § Encourage earthy colours, with greater attention to signage, as a more effective display of the advertiser's message.
- § Encourage front and side fencing to be black pool type fencing.

CAMPASPE PLANNING SCHEME

- § The landscape treatment should serve to soften and partially screen 'big box' retail and manufacturing buildings. Landscaping should be designed to enhance the appearance of the overall development and the streetscape.
- § Encourage paving materials that provide texture, patterns, subtle colour and permeability to the lot frontage.
- § Discourage large expanses of harsh grey cement or asphalt.
- § Plant equipment, vents and any other mechanical equipment should be screened from view by parapet walls or screens or incorporated into the roof design so as to avoid visibility from the street, surrounding properties and buildings.

Floodlighting

- § Lighting should not cast glare onto adjacent sites, the street or abutting future residential land.
- § Overhead lights should not be higher than the building height and should be baffled to prevent light spilling onto adjoining lots.

Parking and access

- § Adequate on-site parking should be provided in a form and manner that will not reduce the amenity of the area.
- § Car parks should be clearly marked to ensure efficient and general safety.
- § All driveways and car parking areas within the front setback of the building should be constructed of an impervious all-weather seal coat such as concrete or bitumen. All remaining areas should be sealed with a pervious all-weather seal (such as crushed rock).
- § Parking and access ways should be setback a minimum of 3 metres from the rear boundary.
- § Car parking is not to encroach upon the required landscape setback areas, and clear delineation between car parking and landscaping areas should be provided.

Loading, services and storage

- § Adequate provision for loading and unloading of vehicles on-site should be made together with an area set aside for industrial waste collection.
- § All loading and unloading facilities should be located to the side of the site and where possible located within the building.
- § Loading areas should be screened so as not to be visible from public view, where possible screening devices should be integrated with the building form.
- § Loading should not be located in the front setback areas.
- § Loading and unloading areas and storage areas should be setback a minimum of 3 metres from the rear boundary.
- § Materials, supplies or equipment should be stored within the building or screened from view with suitable fencing.

Front boundary

- § The softening and filtering of views to buildings from Northern and Murray Valley Highways including larger native canopy trees and low lying native understorey plants to allow visual exposure from the street.
- § The planting of native shade trees in association with car parking areas.
- § An irrigation system which implements water wise, water sensitive urban design and low water use plant materials.
- § Identification that no storage or displays are to be located within these areas.
- § Paving materials that provide texture, patterns, subtle colour and permeability to the lot frontage should be used. Large expanses of harsh grey cement or asphalt should be avoided.
- § Shade trees throughout car parking areas.

Side boundary

CAMPASPE PLANNING SCHEME

§ A 1.5 metre wide landscape buffer is to be provided for a minimum distance of 50% of the length of the side boundary along all side boundaries consisting of a mixture of trees and shrub species.

§ Provision of grassed areas, landscaping at building entrances and canopy trees in car parks.

Rear boundary

§ The rear landscaping buffer should:

- × use suitable planting species to provide a thick vegetation cover along the rear boundary.
- × use a mix of taller and shrubby vegetation.
- × include 50% of canopy trees planted that are tube stock and the other 50% that are semi-matured stock of a minimum height of 2 metres.
- × provide adequate spacing of canopy trees of a maximum 5 metre.
- × ensure that soil is prepared to inhibit erosion.
- × use soil, including mounding is a suitable fill grade and that can provide good growing conditions for any vegetation.
- × incorporate drainage swales for filtration of surface runoff from hard surfaces such as car park areas.
- × incorporate a combination of native grasses and vegetated areas.
- × not contain any storage sheds or plant infrastructure.
- × be maintained in a sustainable way to ensure vegetation is established.
- × be established and maintained by the property owner.

Exemption from notice and review

An application under this overlay is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act. This exemption does not apply to signs located within 60 metres of a freeway or arterial road declared under the Road Management Act 2004 from notice to the Roads Corporation only.

3.0 Subdivision

--/--/20--
C

None specified.

4.0 Signs

04/04/2014
C86

The provisions of Clause 52.05 for signs apply except that Section 1 signs in Category 1 – Business areas and Category 2 – Office and Industrial require a permit.

A permit may be granted to vary the following requirements:

§ Development which contains a number of premises should consolidate signage into a single directory board, low in profile and located within the landscaped front setback.

§ One business identification sign attached to a building is permitted per development. Multiple business occupancies are to share space on the sign which has been designed to present as a single sign.

§ Freestanding signs are discouraged on individual lots with frontages less than 40 metres (excluding areas of common property). Freestanding signs are to fit in an envelope that is a maximum height of 7 metres, and a maximum width of 1.5 metres. This envelope includes the height of any supporting structure. Exemptions may be made for smaller lot frontages where the site is used for 'motor vehicle sales' where signs are well designed and present corporate logos.

§ Pole signs are discouraged.

CAMPASPE PLANNING SCHEME

- § Signs attached to a building are encouraged and should be a maximum height of 1.0 metre, and a maximum width of 3.0 metres. Exemptions may be made for signs composed of individual letters that form an integral part of the building façade.
- § The total display area of all signs to each premises should not exceed 8sqm. This does not include a direction sign.
- § Promotional signs are discouraged.
- § Floodlit signs are discouraged in preference for internally illuminated signs.
- § Above verandah signs including V-boards signs and advertising elements such as banners, flags and inflatables must be avoided.
- § Colours and materials that interfere with the safety or efficiency of traffic circulation must be avoided.
- § Visual clutter created by too many signs must be avoided.
- § Signs should be designed to complement the style of the building and be proportionate in scale.
- § Signs shall not be located on the roof or exceed the parapet height of the building.
- § Animated or electronic signs are discouraged, as is the use of coloured neon lighting.
- § Advertising and business identification signage is not permitted at the rear of the property or on the rear façade of any building.

5.0 Application requirements

--/--/20--
C

Buildings and works

The following application requirements apply to an application for a permit under Clause 43.02, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- § a report that demonstrates how the application satisfactorily responds to the objectives and requirements of this schedule.
- § a landscape plan, which should provide for:
 - × The retention and incorporation of existing on-site vegetation in particular large native canopy trees and any tree that contributes to local amenity and character.

6.0 Decision guidelines

04/04/2014
C86

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- § Whether the height of a proposed building accords with the scale of the local environment and the type of surrounding buildings.
- § The effect of the development on the amenity of abutting buildings.
- § Whether the proposed landscape treatment contributes to the character of the town entrance.
- § Whether the design, siting and appearance of buildings improves visual presentation of the frontages at the town entrance.
- § The architectural quality and innovative response of the building design.
- § Whether building setbacks provided demonstrate appropriate consideration of the streetscape and the residential interface.
- § Whether the layout allows for safe access and egress from the site.
- § The location of any proposed car parking.
- § The inclusion of design elements which protect the amenity of abutting residents.
- § Whether the design considered energy and resource efficient and sustainable design principles.

CAMPASPE PLANNING SCHEME

Background documents

§ *Campaspe Entrances Strategy* (tba Planners 1998)

CAMPASPE PLANNING SCHEME

15/12/2011
C82(Part 1)**SCHEDULE 4 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO4**.

ECHUCA TOWN ENTRANCE GATEWAY**1.0 Design Objectives**12/05/2011
C78

To create an attractive town entrance that promotes Echuca's riverine environment and historic character.

To site and design new development that respects the existing built character and scale of the area.

To avoid signage that dominates the streetscape or leads to visual clutter.

To promote robust and suitably scaled landscape treatments.

To provide appropriate interfaces between the commercial, residential, civic and riverine environments.

2.0 Buildings and Works12/05/2011
C78

All buildings and works should comply with the following requirements:

Building Height

§ Building height should complement the character of the area.

§ Buildings should not exceed a maximum height of three stories or 10 meters, (whichever is the lesser) above natural ground level. The third level should be recessed from street frontages and side elevations to minimise bulk and scale.

Façade Height

§ The Façade Height is the vertical distance between the natural ground level and the point where the façade joins the roof or upper storey decking. Where the application is for the extension of an existing building, the calculation of height will include the footprint of the existing building and the proposed building.

§ Façade height should complement the character of the area.

§ A Façade Height should not exceed two stories above natural ground level or 8 metres (whichever is the lesser).

Building Bulk and Mass

§ Buildings should be articulated so that the overall bulk and mass of the building does not compromise the characteristic scale and pattern of the area.

Building Setbacks

§ Building setback from the front, side and rear boundaries should complement the character of the area, and the amenity of adjoining properties.

§ A zero line setback may be considered by the responsible authority for the properties listed below:

- × Lot 1 on TP880037 being 2-4 Percy Street, Echuca;
- × Lot 2 on PS410534 being 200-208 Anstruther Street, Echuca.

Carparking, Garages and Outbuildings

CAMPASPE PLANNING SCHEME

- § Garages, outbuildings and areas allocated for the parking of vehicles should be sited to minimise visibility from the street and be designed to be consistent with the character of the area.
- § Driveways should be developed with an impermeable surface wherever possible.

Building Materials and Colours

- § Building materials and colours should respect the existing desired character of the area.
- § Preferred building materials are brick, timber and corrugated iron, though contemporary materials will be considered so long as they are complementary of existing buildings and contribute to the preferred neighbourhood character.

Fences

- § Fences, where proposed, should consider the heritage context of the precinct/neighbourhood and be constructed of materials and to a form that contributes to the desired character.
- § Any front fencing should be permeable and should have a maximum height of 1.2 metres.
- § Chain wire or mesh/cyclone mesh fencing is not encouraged.

Side Fences

- § Chain wire or mesh/cyclone fencing is not encouraged.

Rear Fences

- § Chain wire or mesh/cyclone fencing is not encouraged.

Site Coverage

- § The combined site coverage of buildings and impermeable surfaces should respect the pattern of building and open space characteristic of the area.

Frontage

- § Buildings should provide an attractive and active edge to the street and enable passive surveillance of the street.

Roof Pitch

- § Building roof form and pitch should be designed to complement the dominant character of the immediate neighbourhood and should contribute positively to the streetscape.
- § Avoid curved roof forms that are not in character with this precinct.

3.0**Subdivision**

--/--/20--
C

None specified.

4.0**Signs**

12/05/2011
C78

The provisions of Clause 52.05 for signs apply except that Section 1 signs in Category 1 – Business areas and Category 2 – Office and Industrial require a permit.

New development should avoid:

- § Projecting signs above verandah level.
- § Internally illuminated signs.

CAMPASPE PLANNING SCHEME

- § Advertising that is not contained within the built form.
- § Electronic signs

5.0 Application requirements

--/--/20--
C

Buildings and works

The following application requirements apply to an application for a permit under Clause 43.02, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- § a report that demonstrates how the application satisfactorily responds to the objectives and requirements of this schedule.

6.0 Decision Guidelines

15/12/2011
C82(Part 1)

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- § Whether the bulk, location and external appearance of any proposed buildings and works will be in keeping with the desired riverine and historic character and appearance of adjacent buildings, the streetscape and the area.
- § The impact of any proposed sign, accessway, fence, utility service, landscaping or other minor works in a setback area on the streetscape and the area.
- § Whether any proposed landscaping or removal of vegetation will be in keeping with the character and appearance of adjacent buildings, the streetscape and the area.
- § The layout (including pedestrian and vehicle movement) and appearance of areas set aside for car parking, access and egress, loading and unloading and the location of any proposed off-street car parking.
- § Whether the development will result in change which is not in keeping with the character and appearance of adjacent buildings, the streetscape and the area.

Background documents

- § *Campaspe Entrances Strategy* (tba Planners, 1998)

7.0 Exemption from notice and review

12/05/2011
C78

An application under this overlay is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act.

CAMPASPE PLANNING SCHEME

23/06/2011
C76**SCHEDULE 5 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO5**.

ECHUCA AERODROME – OBSTACLE HEIGHT AREA NO. 1**1.0 Design objectives**23/06/2011
C76

To maintain the efficiency and safety of the Echuca aerodrome.

To prevent development that is incompatible with aerodrome operations.

To ensure that development is appropriately sited with respect to the operation of the Echuca aerodrome.

To ensure that all buildings and works are sited to take account of and minimise any off-site effects on the Echuca aerodrome.

To recognise and implement any approved Obstacle Surface Limitation Plan.

2.0 Buildings and works23/06/2011
C76

A permit is not required to:

§ Undertake internal and external alterations to an existing building where the height of the buildings is not increased and building materials are non-reflective.

§ Construct a building or carry out works where the building or works will create a structure less than 8 metres above ground level and the external materials and finishes are non-reflective.

§ Plant vegetation that at maturity will not exceed a height of 8 metres.

3.0 Subdivision--/--/20--
C

None specified.

4.0 Signs--/--/20--
C

None specified.

5.0 Application requirements--/--/20--
C

None specified.

6.0 Decision guidelines23/06/2011
C76

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

§ The Echuca Aerodrome Obstacle Limitation Surfaces (OLS) Plan.

§ The recommendations of the *Echuca Aerodrome Master Plan 2010*.

§ The need to prevent building or structures from being built which could interfere with and cause a safety hazard to aircraft operations in the immediate vicinity of the aerodrome.

§ The existing and likely future use and development of the aerodrome.

§ The need to include a condition requiring all vegetation to have a mature height so as not to interfere with or cause a safety hazard to aircraft operations.

§ The effect of the proposed development and building materials on the clear flight path of aircraft.

CAMPASPE PLANNING SCHEME

§ The intended use and purpose of the proposed building and development.

Background documents

§ *Echuca Aerodrome Master Plan, 2010.*

CAMPASPE PLANNING SCHEME

23/06/2011
C76**SCHEDULE 6 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO6**.

ECHUCA AERODROME – OBSTACLE HEIGHT AREA NO. 2**1.0 Design objectives**23/06/2011
C76

To maintain the efficiency and safety of the Echuca aerodrome.

To prevent development that is incompatible with aerodrome operations.

To ensure that development is appropriately sited with respect to the operation of the Echuca aerodrome.

To ensure that all buildings and works are sited to take account of and minimise any off-site effects on the Echuca aerodrome.

To recognise and implement any approved Obstacle Surface Limitation Plan.

2.0 Buildings and works23/06/2011
C76

A permit is not required to:

§ Undertake internal and external alterations to an existing building where the height of the buildings is not increased and building materials are non-reflective.

§ Construct a building or carry out works where the building or works will create a structure less than 10 metres above ground level and the external materials and finishes are non-reflective.

§ Plant vegetation that at maturity will not exceed a height of 10 metres.

3.0 Subdivision--/--/20--
C

None specified.

4.0 Signs--/--/20--
C

None specified.

5.0 Application requirements--/--/20--
C

None specified.

6.0 Decision guidelines23/06/2011
C76

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

§ The Echuca Aerodrome Obstacle Limitation Surfaces (OLS) Plan.

§ The recommendations of the *Echuca Aerodrome Master Plan 2010*.

§ The need to prevent building or structures from being built which could interfere with and cause a safety hazard to aircraft operations in the immediate vicinity of the aerodrome.

§ The existing and likely future use and development of the aerodrome.

§ The need to include a condition requiring all vegetation to have a mature height so as not to interfere with or cause a safety hazard to aircraft operations.

CAMPASPE PLANNING SCHEME

- § The effect of the proposed development and building materials on the clear flight path of aircraft.
- § The intended use and purpose of the proposed building and development.

Background documents

- § *Echuca Aerodrome Master Plan, 2010.*

CAMPASPE PLANNING SCHEME

23/06/2011
C76**SCHEDULE 7 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO7**.

ECHUCA AERODROME – OBSTACLE HEIGHT AREA NO. 3**1.0 Design objectives**23/06/2011
C76

To maintain the efficiency and safety of the Echuca aerodrome.

To prevent development that is incompatible with aerodrome operations.

To ensure that development is appropriately sited with respect to the operation of the Echuca aerodrome.

To ensure that all buildings and works are sited to take account of and minimise any off-site effects on the Echuca aerodrome.

To recognise and implement any approved Obstacle Surface Limitation Plan.

2.0 Buildings and works23/06/2011
C76

A permit is not required to:

§ Undertake internal and external alterations to an existing building where the height of the buildings is not increased and building materials are non-reflective.

§ Construct a building or carry out works where the building or works will create a structure less than 20 metres above ground level and the external materials and finishes are non-reflective.

§ Plant vegetation that at maturity will not exceed a height of 20 metres.

3.0 Subdivision--/--/20--
C

None specified.

4.0 Signs--/--/20--
C

None specified.

5.0 Application requirements--/--/20--
C

None specified.

6.0 Decision guidelines23/06/2011
C76

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

§ The Echuca Aerodrome Obstacle Limitation Surfaces (OLS) Plan.

§ The recommendations of the *Echuca Aerodrome Master Plan 2010*.

§ The need to prevent building or structures from being built which could interfere with and cause a safety hazard to aircraft operations in the immediate vicinity of the aerodrome.

§ The existing and likely future use and development of the aerodrome.

§ The need to include a condition requiring all vegetation to have a mature height so as not to interfere with or cause a safety hazard to aircraft operations.

§ The effect of the proposed development and building materials on the clear flight path of aircraft.

CAMPASPE PLANNING SCHEME

§ The intended use and purpose of the proposed building and development.

Background documents

§ *Echuca Aerodrome Master Plan, 2010.*

CAMPASPE PLANNING SCHEME

04/04/2014
C86**SCHEDULE 8 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO8**.

NORTHERN HIGHWAY ROCHESTER**1.0 Design objectives**04/04/2014
C86

To encourage architectural outcomes in terms of building facades, roof forms and lines, colours and materials that reinforce an attractive gateway.

To avoid signage that dominates the streetscape, or detracts from its image or leads to visual clutter.

To provide landscape treatments that visually integrate the built form of the commercial area, reduces the visual impact of the large format retail buildings, and contributes to an aesthetically pleasing streetscape character.

To encourage environmentally sustainable designs that incorporate solar orientation, natural ventilation and efficient use of energy and water.

To provide safe and efficient parking and vehicular/pedestrian access on the site.

2.0 Buildings and works04/04/2014
C86

All buildings and works should comply with the following requirements:

Building height

§ Buildings should not exceed a maximum height of 7.5 metres above natural ground level.

Building setbacks*Front setbacks*

§ Building setbacks should be a minimum of 20 metres from the front boundary for lots abutting Northern Highway.

Side setbacks

§ Building setbacks should be a minimum of 5 metres from any side street boundary.

Fences

§ Any front fencing along the Northern Highway should be permeable and should have a maximum height of 1.8 metres.

§ Where front fencing is proposed, a pool type fence or similar, black in colour, should be provided to contribute to an attractive streetscape character.

§ Chain wire, mesh/cyclone, barbed or razor wire fencing is discouraged.

Side fences

§ Where side fences are proposed, they should be consistent with front fences and compliment their form and character.

§ Side fences should be co-ordinated with neighbouring properties to allow any cross movement.

§ Chain wire or mesh/cyclone fencing is discouraged between the front boundary and the façade of the building.

Rear fences

§ A minimum 1.8 metres high timber paling or colour bond fence should be erected on the rear boundary of each lot abutting a residential zone, the Farming Zone or the Public Park and Recreation Zone at the expense of the permit applicant.

CAMPASPE PLANNING SCHEME

Landscaping

- § A minimum of 15% of the front setback area should be landscaped to the satisfaction of the responsible authority and include a variety of shrubs and at least two significant trees (mature height 10 metres) with all plant species suitable to this area.
- § A minimum 1.5 metre wide landscape buffer should be provided for a minimum distance of 50% of the length of the side boundary along all side boundaries.

Vehicle access

- § Direct vehicular access to the Northern Highway for any use, development or subdivision should be allowed only where access is not available to a local road.
- § When allowed only one access location should be permitted to the highway and should where possible be shared with an adjoining property.

Design guidelines

The aim of these guidelines is to assist with the design of development proposals so that a coherent and attractive character is created for the precinct.

Building design

- § Buildings and associated works should be attractively designed, contemporary in style and progressive in design, concept and finish.
- § A lower administration/reception/sales area or a veranda is encouraged along the street frontage with the larger storage or manufacturing building to the rear of the site.
- § Buildings are encouraged to incorporate low pitched, flat or curved roof forms to the 'big box' elements with front offices reflecting a complementary roof form that is consistent with the rest of the development.
- § Building facades should incorporate architectural features to the building frontage to address the street, provide legibility for customers, and reduce the visual impact of large building mass.
- § Extensive blank facades should be avoided.
- § Entrances should have well defined pedestrian access to car parking and street footpaths.
- § Sustainable water use in buildings should be provided by implementing measures to collect rain water runoff from roof areas. Water storage tanks should be located away from public view, and not impact on neighbours visual amenity.
- § Exterior walls should be of brick, concrete, steel, colorbond or glass.
- § All external surfaces should be painted or finished with a quality textured coating.
- § Tilt slab buildings should display a trowel finish or render in non-reflective earthy tones with a texture to avoid large bland areas.
- § Bright, extravagant colour schemes that are indicative of franchise industries are strongly discouraged, to avoid visual chaos and protect the desired precinct character.
- § Earthy colours are encouraged, with attention to the effective use of signage to display the advertiser's message.
- § The landscape treatment should serve to soften and partially screen 'big box' retail and manufacturing buildings. Landscaping should be designed to enhance the appearance of the overall development and the streetscape.
- § Paving materials should provide texture, patterns, subtle colour to the lot frontage.
- § Large expanses of harsh grey cement or asphalt are discouraged.
- § Plant equipment, vents and any other mechanical equipment should be screened from view by parapet walls or screens or incorporated into the roof design so as to avoid visibility from the street, surrounding properties and buildings.

CAMPASPE PLANNING SCHEME

Floodlighting

- § Lighting should not cast glare onto adjacent sites, the street or abutting residential or farming land.
- § Overhead lights should not be higher than the building height and should be baffled to prevent light spilling onto adjoining lots.

Parking and access

- § Vehicular access points and driveways should be designed to allow convenient, safe and efficient vehicle movements and connections within the development and to the street network. All vehicles including those delivering to or servicing the site should be able to enter and exit the site in a forward direction.
- § A maximum of one vehicular crossover (including combined vehicular crossovers) should be provided to individual lots, with a maximum crossover width of 6.4 metres.
- § Driveways should be designed to minimise any conflict of vehicle movements with pedestrians including consideration of side fences and / or buildings that will impact on sight lines between pedestrians and vehicular traffic.
- § Adequate on-site parking should be provided in a form and manner that will not reduce the amenity of the area.
- § Car parks should be clearly marked to ensure efficiency and general safety.
- § All driveways and car parking areas within the front setback of the building should be constructed of an impervious all-weather seal coat such as concrete or bitumen. All remaining areas should be sealed with a pervious all-weather seal (such as crushed rock).
- § Parking and access ways should be setback a minimum of 3 metres from the rear boundary.
- § Car parking should not to encroach upon the required landscape setback areas, and clear delineation between car parking and landscaping areas should be provided.

Loading, services and storage

- § Adequate provision should be made for loading and unloading of vehicles on-site together with an area set aside for industrial waste collection.
- § All loading and unloading facilities should be located to the side of the site and where possible located within the building.
- § Loading areas should be screened so as not to be visible from public view, and where possible screening devices should be integrated with the building form.
- § Loading areas should not be located in the front setback areas.
- § Loading and unloading areas and storage areas should be setback a minimum of 3 metres from the rear boundary.
- § Materials, supplies or equipment should be stored within the building or screened from view with suitable fencing.

Exemption from notice and review

An application under this overlay is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act. This exemption does not apply to signs located within 60 meters of a freeway or arterial road declared under the Road Management Act 2004 from notice to the Roads Corporation only.

3.0**Subdivision**

--/120--
C--

None specified.

CAMPASPE PLANNING SCHEME

4.0 Signs04/04/2014
C86

The provisions of Clause 52.05 for signs apply except that Section 1 signs in Category 1 – Business areas and Category 2 – Office and Industrial require a permit.

A permit may be granted to vary the following requirements:

- § Development which contains a number of premises should consolidate signage into a single directory board, low in profile and located within the landscaped front setback.
- § One business identification sign attached to a building is permitted per development. Multiple business occupancies are to share space on the sign which has been designed to present as a single sign.
- § Freestanding signs are discouraged except where the site is used for ‘motor vehicle sales’ and where signs are well designed and present corporate logos.
- § Pole signs are discouraged.
- § Signs attached to a building are encouraged and should be a maximum height of 1.0 metre, and a maximum width of 3.0 metres. Exemptions may be made for signs composed of individual letters that form an integral part of the building façade.
- § The total display area of all signs to each premises should not exceed 8sqm. This does not include a direction sign.
- § Promotional signs are discouraged.
- § Floodlit signs are discouraged in preference for internally illuminated signs.
- § Above verandah signs including V-boards signs and advertising elements such as banners, flags and inflatables are discouraged.
- § Colours and materials that interfere with the safety or efficiency of traffic circulation should be avoided.
- § Visual clutter created by too many signs should be avoided.
- § Signs should be designed to complement the style of the building and be proportionate in scale with the built form.
- § Signs should not be located on the roof or exceed the parapet height of the building.
- § Animated and electronic signs are discouraged, as is the use of coloured neon lighting.
- § Advertising and business identification signage is not permitted at the rear of the property or on the rear façade of any building.

5.0 Application requirements--/120--
C--**Buildings and works**

The following application requirements apply to an application for a permit under Clause 43.02, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- § a report that demonstrates how the application satisfactorily responds to the objectives and requirements of this schedule.
- § a landscape plan, which should provide for:
 - § The retention and incorporation of existing on-site vegetation in particular large native canopy trees and any tree that contributes to local amenity and character.
 - § Shade trees within the front setback car parking area.

6.0 Decision guidelines04/04/2014
C86

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

CAMPASPE PLANNING SCHEME

- § Whether the height of a proposed building accords with the scale of the local environment and the form of surrounding buildings.
- § The effect of the development on the amenity of abutting buildings.
- § Whether the proposed landscape treatment contributes to the character of the town entrance.
- § Whether the design, siting and appearance of buildings improves the visual presentation of the frontages at the town entrance.
- § The architectural quality and innovative response of the building design.
- § Whether building setbacks demonstrate appropriate consideration of the streetscape and the residential and rural living interface.
- § Whether the layout allows for safe access and egress from the site.
- § The location of any proposed car parking.
- § The inclusion of design elements which protect the amenity of abutting residents.
- § Whether the design considers energy and resource efficient and sustainable design principles.

Background documents

- § *Campaspe Entrances Strategy* (tba Planners, 1998)

CAMPASPE PLANNING SCHEME

04/04/2014
C86**SCHEDULE 9 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO9**.

MCEWEN, MCCORMICK ROADS AND ALBION STREET KYABRAM**1.0 Design objectives**04/04/2014
C86

To provide appropriate interfaces between the commercial, industrial, residential and rural living areas.

To encourage architectural outcomes in terms of building facades, roof forms and lines, colours and materials that reinforce an attractive gateway to Kyabram.

To avoid signage that dominates the streetscape, detracts from its image or leads to visual clutter.

To provide landscape treatments that visually integrate the built form of the commercial area, reduces the visual impact of the large format retail buildings, and contributes to an aesthetically pleasing streetscape character.

To provide safe and efficient car parking and vehicular/pedestrian access are provided on the site.

2.0 Buildings and works04/04/2014
C86

All buildings and works should comply with the following requirements:

Building height

§ Buildings should not exceed a maximum height of 7.5 metres above natural ground level.

Building setbacks*Front setbacks*§ *McEwen Road*

Building setbacks should be a minimum of 15 metres from the front boundary for lots abutting McEwen Road.

§ *McCormick Road and Albion Street*

Building setbacks should be a minimum of 10 metres from the front boundary for lots abutting McCormick Road and Albion Street.

Side setbacks

§ Building setbacks should be a minimum of 5 metres from any side street boundary.

Fences

§ Any front fencing along McEwen, McCormick Roads and Albion Street should be permeable and should have a maximum height of 1.8 metres.

§ Where front fencing is proposed, a pool type fence or similar, black in colour, should be provided to contribute to an attractive streetscape character.

§ Chain wire, mesh/cyclone, barbed or razor wire fencing is discouraged.

Side fences

§ Where side fences are proposed, they should be consistent with front fences and compliment their form and character.

§ Side fences should be co-ordinated with neighbouring properties to allow any cross movement.

CAMPASPE PLANNING SCHEME

- § Chain wire or mesh/cyclone fencing is discouraged between the front boundary and the façade of the building.

Rear fences

- § A minimum 1.8 metre high timber paling or colour bond fence should be erected on the rear boundary of each lot abutting a residential zone, the Farming Zone or the Public Park and Recreation Zone at the expense of the permit applicant.

Landscaping

- § A minimum of 15% of the front setback area should be landscaped to satisfaction of the responsible authority and include a variety of shrubs and at least two significant trees (mature height 10 metres) with all plant species suitable to this area.
- § A minimum 3 metre wide landscape buffer should be provided along rear boundaries for those properties abutting the residential, farming or public park and recreation zones.
- § A minimum 1.5 metre wide landscape buffer should be provided for a minimum distance of 50% of the length of the side boundary along all side boundaries.

Design guidelines

The aim of these guidelines is to assist with the design of development proposals so that a coherent and attractive character is created for the industrial/commercial precincts.

Building design

- § Developments at gateway sites to Kyabram should contain landmark built form and landscape treatments that contribute to the entrances to the township.
- § Buildings and associated works should be attractively designed, contemporary in style and progressive in design, concept and finish.
- § A lower administration/reception/sales area or a verandais encouraged along the street frontage with the larger storage or manufacturing building to the rear of the site.
- § Buildings are encouraged to incorporate low pitched, flat or curved roof forms to the 'big box' elements with front offices reflecting a complementary roof form that is consistent with the rest of the development.
- § Building facades should incorporate architectural features in the building frontages to address the street, provide legibility for customers, and reduce the visual impact of large building mass.
- § Extensive blank facades should be avoided.
- § Entrances should have well defined pedestrian access to car parking and street footpaths.
- § Sustainable water use in buildings should be provided by implementing measures to collect rain water runoff from roof areas. Water storage tanks should be located away from public view, and should not impact on the visual amenity of neighbours.
- § Exterior walls should be of brick, concrete, steel, colourbond or glass.
- § All external surfaces should be painted or finished with a quality textured coating.
- § Tilt slab buildings should display a trowel finish or render in non-reflective earthy tones with a texture to avoid large bland areas.
- § Bright, extravagant colour schemes that are indicative of franchise industries are strongly discouraged, to avoid visual chaos and protect the desired precinct character.
- § Earthy colours are encouraged, with attention to the effective use of signage to display the advertiser's message.
- § The landscape treatment should serve to soften and partially screen 'big box' retail and manufacturing buildings. Landscaping should be designed to enhance the appearance of the overall development and the streetscape.
- § Paving materials should provide texture, patterns, subtle colour to the lot frontage.
- § Large expanses of harsh grey cement or asphalt are discouraged.

CAMPASPE PLANNING SCHEME

§ Plant equipment, vents and any other mechanical equipment should be screened from view by parapet walls or screens or incorporated into the roof design so as to avoid visibility from the street, surrounding properties and buildings.

Floodlighting

§ Lighting should not cast glare onto adjacent sites, the street or abutting residential, rural living or farming land.

§ Overhead lights should not be higher than the building height and should be baffled to prevent light spilling onto adjoining lots.

Parking and access

§ Direct vehicular access to McEwen Road and Albion Street is strongly discouraged. All access should be via the adjoining service road or local road network.

§ Vehicular access points and driveways should be designed to allow convenient, safe and efficient vehicle movements and connections within the development and to the street network. All vehicles including those delivering to or servicing the site should be able to enter and exit the site in a forward direction.

§ A maximum of one vehicular crossover should be provided to individual lots with frontages less than 40 metres (excluding areas of common property), with a maximum crossover width of 6.4 metres.

§ Driveways should be designed to minimise any conflict of vehicle movements with pedestrians including consideration of side fences and / or buildings that will impact on sight lines between pedestrians and vehicular traffic.

§ Adequate on-site parking should be provided in a form and manner that will not reduce the amenity of the area.

§ Car parks should be clearly marked to ensure efficiency and general safety.

§ All driveways and car parking areas within the front setback of the building should be constructed of an impervious all-weather seal coat such as concrete or bitumen. All remaining areas should be sealed with a pervious all-weather seal (such as crushed rock).

§ Parking and access ways should be setback a minimum of 3 metres from the rear boundary.

§ Car parking should not encroach upon the required landscape setback areas, and clear delineation between car parking and landscaping areas should be provided.

Loading, services and storage

§ Adequate provision should be made for loading and unloading of vehicles on-site together with an area set aside for industrial waste collection.

§ All loading and unloading facilities should be located to the side of the site and where possible located within the building.

§ Loading areas should be screened so as not to be visible from public view, and where possible screening devices should be integrated with the building form.

§ Loading areas should not be located in the front setback areas.

§ Loading and unloading areas and storage areas should be setback a minimum of 3 metres from the rear boundary.

§ Materials, supplies or equipment should be stored within the building or screened from view with suitable fencing.

Exemption from notice and review

An application under this overlay is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act. This exemption does not apply to signs located within 60 meters of a freeway or arterial road declared under the Road Management Act 2004 from notice to the Roads Corporation only.

CAMPASPE PLANNING SCHEME

3.0 Subdivision--/20--
C--

None specified.

4.0 Signs04/04/2014
C86

The provisions of Clause 52.05 for signs apply except that Section 1 signs in Category 1 – Business areas and Category 2 – Office and Industrial require a permit.

A permit may be granted to vary the following requirements:

- § Development which contains a number of premises should consolidate signage into a single directory board, low in profile and located within the landscaped front setback.
- § One business identification sign attached to a building is permitted per development. Multiple business occupancies are to share space on the sign which has been designed to present as a single sign.
- § Freestanding signs are discouraged on individual lots with frontages less than 40 metres (excluding areas of common property). Freestanding signs are to fit in an envelope that is a maximum height of 7 metres, and a maximum width of 1.5 metres. This envelope includes the height of any supporting structure. Exemptions may be made for smaller lot frontages where the site is used for ‘motor vehicle sales’ and where signs are well designed and present corporate logos.
- § Pole signs are discouraged.
- § Signs attached to a building are encouraged and should be a maximum height of 1.0 metre, and a maximum width of 3.0 metres. Exemptions may be made for signs composed of individual letters that form an integral part of the building façade.
- § The total display area of all signs to each premises should not exceed 8sqm. This does not include a direction sign.
- § Promotional signs are discouraged.
- § Floodlit signs are discouraged in preference for internally illuminated signs.
- § Above verandah signs including V-boards signs and advertising elements such as banners, flags and inflatables are discouraged.
- § Colours and materials that interfere with the safety or efficiency of traffic circulation should be avoided.
- § Visual clutter created by too many signs should be avoided.
- § Signs should be designed to complement the style of the building and be proportionate in scale with the built form.
- § Signs should not be located on the roof or exceed the parapet height of the building.
- § Animated and electronic signs are discouraged, as is the use of coloured neon lighting.
- § Advertising and business identification signage is not permitted at the rear of the property or on the rear façade of any building.

5.0 Application requirements--/20--
C--**Buildings and works**

The following application requirements apply to an application for a permit under Clause 43.02, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- § a report that demonstrates how the application satisfactorily responds to the objectives and requirements of this schedule.
- § a landscape plan, which should provide for:

The retention and incorporation of existing on-site vegetation in particular large native canopy trees and any tree that contributes to local amenity and character.

CAMPASPE PLANNING SCHEME

6.0 Decision guidelines04/04/2014
C86

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- § Whether the height of a proposed building accords with the scale of the local environment and the form of surrounding buildings.
- § The effect of the development on the amenity of abutting buildings.
- § Whether the proposed landscape treatment contributes to the character of the town entrance.
- § Whether the design, siting and appearance of buildings improves the visual presentation of the frontages at the town entrance.
- § The architectural quality and innovative response of the building design.
- § Whether building setbacks demonstrate appropriate consideration of the streetscape and the residential and rural living interface.
- § Whether the layout allows for safe access and egress from the site.
- § The location of any proposed car parking.
- § The inclusion of design elements which protect the amenity of abutting residents.
- § Whether the design has considers energy and resource efficient and sustainable design principles.

Background documents

- § *Campaspe Entrances Strategy* (tba Planners, 1998)

CAMPASPE PLANNING SCHEME

04/04/2014
C86**SCHEDULE 10 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO10**.

OGILVIE AVENUE COMMERCIAL PRECINCT ECHUCA**1.0 Design objectives**04/04/2014
C86

To encourage architectural outcomes that make a positive contribution to the appearance of the precinct including the use of consistent front and side setbacks.

To develop key corner sites in the precinct with high quality built form that reflects the visual prominence of the sites and sets the standard for development in the surrounding area.

To encourage landscape treatments that soften the appearance of large commercial buildings and that are consistent throughout the precinct.

To avoid car parking and vehicle accessways that dominate the front setbacks of new buildings.

To avoid signage and colour schemes that detract from or dominate the streetscape.

2.0 Buildings and works04/04/2014
C86

All buildings and works should comply with the following requirements:

Building setbacks*Front setbacks*

§ Buildings should be setback a maximum of 10 metres from the front boundary.

§ Front setbacks should be derived from the front setbacks of the buildings on adjacent sites unless the front setbacks of these buildings are greater than 10 metres.

§ Front setbacks should include a landscaped area unless buildings are constructed to the front boundary. Front setbacks should not be used for outdoor display or storage purposes.

Side and rear setbacks

§ Side and rear setbacks should be at least 2 metres if buildings are not constructed to the boundary.

Relationship with street

§ The main entrance of new buildings should be located within the front third of the building.

§ New buildings should provide an active frontage that allows visual interaction with the street for at least 60% of the area of the front facade. Freestanding buildings should provide an additional frontage that is active for at least 30% of its area.

§ Buildings on corner sites should incorporate substantial active frontages on both street elevations.

Scale and massing

§ Developments at 'landmark sites' should contain building forms or other treatments that define the corner and demonstrate a high degree of compliance with the requirements of this schedule. Landmark sites are:

- North east corner of Ogilvie Avenue and Sutton Street
- North west corner of Ogilvie Avenue and Bowen Street
- North east corner of Ogilvie Avenue and Sturt Street

CAMPASPE PLANNING SCHEME

- South east corner of Ogilvie Avenue and Old Aerodrome Road

§ Any office/reception/sales components of large manufacturing or storage buildings should be lower in height than that the remainder of the building.

Architectural features, materials, colours and finishes

- § Main buildings should not be constructed entirely or substantially of colourbond.
- § Tilt slab concrete on elevations that front streets should be painted, rendered, patterned, or otherwise treated to provide visual interest.
- § Buildings should not be painted in bright or extravagant colour schemes or be substantially painted in corporate colours.

Energy efficiency

- § Buildings should incorporate louvres, eaves or other design elements to shade large windows that face east, west and north.
- § Buildings should be designed to allow for natural ventilation.

Parking and access

- § The majority of car parking should be located at the side or rear of new buildings.
- § Driveways and car parking areas used by customers and visitors should be constructed of an impervious all-weather seal coat such as concrete or bitumen.
- § Well defined pedestrian access should be provided between entrances, car parking and street footpaths.

Fences

- § All front and internal fences, including security fences, should be located behind the building line.
- § Front fencing should be transparent, should not be constructed of brick or masonry and should be not more than 1.8 metres in height.
- § Side fencing between the frontage and building should be consistent in style and form with any front fencing.
- § Chain wire or mesh/cyclone security fencing should not be used. If it is proposed, it should be black in colour and should not contain barbed or razor wire unless the applicant can demonstrate that its visibility from the street will be minimal.

Service areas and plant

- § All loading/unloading facilities, storage areas and rubbish enclosures should be located at the side or rear of the main building and screened to minimise visibility from the public realm.
- § Plant, equipment, vents and any other mechanical equipment should be screened from view by parapet walls or screens or incorporated into the roof design so as to avoid visibility from the street, surrounding properties and buildings.

Lighting

- § Lighting should be sited or baffled so as to prevent spillage onto adjacent properties or roads.

Landscaping

- § A minimum of 15% of the area of the lot should be landscaped with a variety of shrubs suitable for the conditions of the site.

CAMPASPE PLANNING SCHEME

§ Landscaping should include at least two significant trees (mature height 10 metres). The trees should be located to provide shade and should be located centrally within larger car parks.

Exemption from notice and review

An application under this overlay is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act. This exemption does not apply to signs located within 60 meters of a freeway or arterial road declared under the Road Management Act 2004 from notice to the Roads Corporation only.

3.0 Subdivision

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C--

None specified.

4.0 Signs

04/04/2014
C86

The provisions of Clause 52.05 for signs apply except that Section 1 signs in Category 1 – Business areas and Category 2 – Office and Industrial require a permit.

Signage should be proportionate in scale to the building and should not protrude above the parapet or roof line.

Signage should not be located on poles, fences or other structures unless the signage is used to identify multiple businesses.

Developments that contain a number of businesses should consolidate signage into a single directory board.

Signage should not include V-board signs or include moveable advertising elements such as banners, flags and inflatable, electronic or animated objects.

Signage should not be located in windows that contribute to active building frontages.

5.0 Application requirements

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C--

Buildings and works

The following application requirements apply to an application for a permit under Clause 43.02, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

§ a report that demonstrates how the application satisfactorily responds to the objectives and requirements of this schedule.

6.0 Decision guidelines

04/04/2014
C86

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

§ Whether the design, form and layout of the development enhances the streetscape and visual quality of the surrounding area.

§ The architectural quality of the building design.

§ The effect of the development on the amenity of abutting buildings.

§ Whether the proposed landscape treatment contributes to the character of the precinct.

§ Whether pedestrian and vehicle access is safe, manageable and convenient.

§ Whether all areas of the site can be appropriately accessed and maintained.

§ Whether the proposed building and works implement sustainable development principles.

CAMPASPE PLANNING SCHEME

§ The shape, size and orientation of the site, easements and any constraints imposed by existing development or the features of the site.

Background documents

§ *Campaspe Entrances Strategy* (tba Planners, 1998)

§ *Echuca South East Industrial and Commercial Growth Corridor Land Strategy* (Centrum, 2011)

CAMPASPE PLANNING SCHEME

04/04/2014
C86**SCHEDULE 11 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO11**.

**MURRAY VALLEY HIGHWAY AND ECHUCA-KYABRAM ROAD PRECINCT
ECHUCA****1.0 Design objectives**04/04/2014
C86

To encourage architectural outcomes that make a positive contribution to the appearance of the precinct including by use of consistent front and side setbacks.

To develop key corner sites in the precinct with high quality built form that reflects the visual prominence of the sites and sets the standard for development in the surrounding area.

To encourage landscape treatments that soften the appearance of large commercial and industrial buildings.

To avoid signage and colour schemes that detract from or dominate the streetscape.

1.2 Buildings and works04/04/2014
C86

All buildings and works should comply with the following requirements:

Building setbacks***Front setbacks***

§ Buildings should be setback 5 to 20 metres from the front boundary.

§ Front setbacks should be derived from the front setbacks of the buildings on adjacent sites unless the front setbacks of these buildings are greater than 20 metres.

§ Front setbacks should include a landscaped area. Front setbacks should not be used for outdoor display or storage purposes.

Side and rear setbacks

§ Side and rear setbacks should be at least 2 metres if buildings are not constructed to the boundary.

Relationship with street

§ New buildings should include windows on the facade that allow visual interaction with the street.

§ Any office/reception/sales component of a building on a corner lot should be designed to address both streets by incorporating elements of the front elevations such as doors, verandahs, windows or other architectural features.

Scale and massing

§ Developments at 'landmark sites' should contain building forms or other treatments that define the corner and demonstrate a high degree of compliance with the requirements of this schedule. Landmark sites are:

- South east corner of Ogilvie Avenue and Cornelia Creek Road.
- North east corner of McKenzie Road and Scott Road.

§ Any office/reception/sales components of large manufacturing or storage buildings should be lower in height than that the remainder of the building.

CAMPASPE PLANNING SCHEME

Architectural features, materials, colours and finishes

- § Main buildings constructed predominantly of colourbond should incorporate exterior treatments to provide visual interest such as different colours, masonry walls or dado walls.
- § Tilt slab concrete on elevations that front streets should be painted, rendered, patterned, or otherwise treated to provide visual interest.
- § Buildings should not be painted in bright or extravagant colour schemes or be substantially painted in corporate colours.

Energy efficiency

- § Buildings should incorporate louvres, eaves or other design elements to shade large windows that face east, west and north.
- § Buildings should be designed to allow for natural ventilation.

Parking and access

- § Customer and visitor parking should be located at the front or side of buildings. Staff car parking should be located at the side or rear of buildings.
- § Driveways and car parking areas used by customers and visitors should be constructed of an impervious all-weather seal coat such as concrete or bitumen.
- § Well defined pedestrian access should be provided between entrances, car parking and street footpaths.

Fences

- § All front and internal fences, including security fences, should be located behind the building line.
- § Front fencing should be transparent, should not be constructed of brick or masonry and should be not more than 1.8 metres in height.
- § Side fencing between the frontage and building should be consistent in style and form with any front fencing.
- § Chain wire or mesh/cyclone security fencing should not be used. If it is proposed, it should be black in colour and should not contain barbed or razor wire unless the applicant can demonstrate that its visibility from the street will be minimal.

Service areas and plant

- § All loading/unloading facilities, storage areas and rubbish enclosures should be located at the side or rear of the main building and screened to minimise visibility from the public realm.
- § Plant, equipment, vents and any other mechanical equipment should be screened from view by parapet walls or screens or incorporated into the roof design so as to avoid visibility from the street, surrounding properties and buildings.

Lighting

- § Lighting should be sited or baffled so as to prevent spillage onto adjacent properties or roads.

Landscaping

- § A minimum of 15% of the area of the lot should be landscaped with a variety of shrubs suitable for the conditions of the site.

CAMPASPE PLANNING SCHEME

§ Landscaping should include at least two significant trees (mature height 10 metres). The trees should be located to provide shade and should be located centrally within larger car parks.

Exemption from notice and review

An application under this overlay is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act. This exemption does not apply to signs located within 60 meters of a freeway or arterial road declared under the Road Management Act 2004 from notice to the Roads Corporation only.

3.0 Subdivision

--/20--
C--

None specified.

4.0 Signs

04/04/2014
C86

The provisions of Clause 52.05 for signs apply except that Section 1 signs in Category 1 – Business areas and Category 2 – Office and Industrial require a permit.

Signage should be proportionate in scale to the building and should not protrude above the parapet or roof line.

Signage should not be located on poles, fences or other structures unless the signage is used to identify multiple businesses.

Developments that contain a number of businesses should consolidate signage into a single directory board.

Signage should not include V-board signs or include moveable advertising elements such as banners, flags and inflatable, electronic or animated objects.

Signage should not be located in windows that contribute to active building frontages.

5.0 Application requirements

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Buildings and works

The following application requirements apply to an application for a permit under Clause 43.02, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

§ a report that demonstrates how the application satisfactorily responds to the objectives and requirements of this schedule.

6.0 Decision guidelines

04/04/2014
C86

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

§ Whether the design, form and layout of the development enhances the streetscape and visual quality of the surrounding area.

§ The architectural quality of the building design.

§ The effect of the development on the amenity of abutting buildings.

§ Whether the proposed landscape treatment contributes to the character of the precinct.

§ Whether pedestrian and vehicle access is safe, manageable and convenient.

§ Whether all areas of the site can be appropriately accessed and maintained.

§ Whether the proposed building and works implement sustainable development principles.

CAMPASPE PLANNING SCHEME

§ The shape, size and orientation of the site, easements and any constraints imposed by existing development or the features of the site.

Background documents

§ *Campaspe Entrances Strategy* (tba Planners, 1998)

§ *Echuca South East Industrial and Commercial Growth Corridor Land Strategy* (Centrum, 2011)

CAMPASPE PLANNING SCHEME

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C--

SCHEDULE 12 TO CLAUSE 43.02 THE DESIGN AND DEVELOPMENT OVERLAY

Shown on the planning scheme map as **DDO12**.

OGILVIE AVENUE WEST COMMERCIAL PRECINCT

1.0 Design objectives

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C--

To encourage architectural outcomes that make a positive contribution to the appearance of the Ogilvie Avenue West Commercial Precinct.

To develop key corner sites in the precinct with high quality built form that reflect the visual prominence of the sites.

To provide consistent front and side setbacks across the precinct.

To encourage landscape treatments, fencing and service areas that soften the appearance of large commercial buildings and that are consistent throughout the precinct.

To provide car parking, vehicle accessways, signage and colour schemes that do not dominate the streetscape.

2.0 Buildings and works

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C--

All buildings and works should comply with the following requirements:

Building setbacks

Front setbacks

§ Buildings should be setback a maximum of 10 metres from the front boundary.

§ Front setbacks should be derived from the front setbacks of the buildings on adjacent sites unless the front setbacks of these buildings are greater than 10 metres.

§ Front setbacks should include a landscaped area unless buildings are constructed to the front boundary. Front setbacks should not be used for outdoor display or storage purposes.

Side and rear setbacks

§ Side and rear setbacks should be at least 2 metres if buildings are not constructed to the boundary.

Relationship with street

§ The main entrance of new buildings should be located within the front third of the building.

§ New buildings should provide an active frontage that allows visual interaction with the street for at least 60% of the area of the front facade. Freestanding buildings should provide an additional frontage that is active for at least 30% of its area.

§ Buildings on corner sites should incorporate substantial active frontages on both street elevations.

Scale and massing

§ Developments on corner sites should contain building forms or other treatments that define the corner and demonstrate a high degree of compliance with the requirements of this schedule.

§ Any office/reception/sales components should be lower in height than that the remainder of the building.

CAMPASPE PLANNING SCHEME

Architectural features, materials, colours and finishes

- § Main buildings should not be constructed entirely or substantially of colourbond.
- § Tilt slab concrete on elevations that front streets should be painted, rendered, patterned, or otherwise treated to provide visual interest.
- § Buildings should not be painted in bright or extravagant colour schemes or be substantially painted in corporate colours.

Energy efficiency

- § Buildings should incorporate louvres, eaves or other design elements to shade large windows that face east, west and north.
- § Buildings should be designed to allow for natural ventilation.

Parking and access

- § The majority of car parking should be located at the side or rear of new buildings.
- § Driveways and car parking areas used by customers and visitors should be constructed of an impervious all-weather seal coat such as concrete or bitumen.
- § Well defined pedestrian access should be provided between entrances, car parking and street footpaths.

Fences

- § All front and internal fences, including security fences, should be located behind the building line.
- § Front fencing should be transparent, should not be constructed of brick or masonry and should be not more than 1.8 metres in height.
- § Side fencing between the frontage and building should be consistent in style and form with any front fencing.
- § Chain wire or mesh/cyclone security fencing should not be used. If it is proposed, it should be black in colour and should not contain barbed or razor wire unless the applicant can demonstrate that its visibility from the street will be minimal.

Service areas and plant

- § All loading/unloading facilities, storage areas and rubbish enclosures should be located at the side or rear of the main building and screened to minimise visibility from the public realm.
- § Plant, equipment, vents and any other mechanical equipment should be screened from view by parapet walls or screens or incorporated into the roof design so as to avoid visibility from the street, surrounding properties and buildings.

Lighting

- § Lighting should be sited or baffled so as to prevent spillage onto adjacent properties or roads.

Landscaping

- § For sites greater than 1,500m², a minimum of 15% of the area of the lot should be landscaped with a variety of shrubs suitable for the conditions of the site.
- § Landscaping should include at least two significant trees (mature height 10 metres). The trees should be located to provide shade and should be located centrally within larger car parks.

CAMPASPE PLANNING SCHEME

Exemption from notice and review

An application under this overlay is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act. This exemption does not apply to signs located within 60 meters of a freeway or arterial road declared under the Road Management Act 2004 from notice to the Roads Corporation only.

3.0 Subdivision

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C--

None specified.

4.0 Signs

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C--

The provisions of Clause 52.05 for signs apply except that Section 1 signs in Category 1 – Business areas and Category 2 – Office and Industrial require a permit.

- § Signage should be proportionate in scale to the building and should not protrude above the parapet or roof line.
- § Signage should not be located on poles, fences or other structures unless the signage is used to identify multiple businesses.
- § Developments that contain a number of businesses should consolidate signage into a single directory board.
- § Signage should not include V-board signs or include moveable advertising elements such as banners, flags, electronic signs and inflatable or animated objects.
- § Signage should not be located in windows that contribute to active building frontages.

5.0 Application requirements

The following application requirements apply to an application for a permit under Clause 43.02, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- § a report that demonstrates how the application satisfactorily responds to the objectives and requirements of this schedule.

6.0 Decision guidelines

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C--

The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- § Whether the design, form and layout of the development enhances the streetscape and visual quality of the surrounding area.
- § The architectural quality of the building design.
- § The effect of the development on the amenity of abutting buildings.
- § Whether the proposed landscape treatment contributes to the character of the precinct.
- § Whether pedestrian and vehicle access is safe, manageable and convenient.
- § Whether all areas of the site can be appropriately accessed and maintained.
- § Whether the proposed building and works implement sustainable development principles.
- § The shape, size and orientation of the site, easements and any constraints imposed by existing development or the features of the site.

7.0 Background documents

- § *Echuca Commercial Land Strategy* (Shire of Campaspe, 2017)

CAMPASPE PLANNING SCHEME

CAMPASPE PLANNING SCHEME

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SCHEDULE 13 TO CLAUSE 43.02 DESIGN AND DEVELOPMENT OVERLAY

Shown on the planning scheme map as **DDO13**

HIGH STREET BOULEVARD

1.0 Design objectives

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C--

To develop High Street as the main boulevard entry to the Echuca CBD.
 To encourage increased development densities and building heights to re-inforce and promote the important commercial and tourism role of High Street.
 To restrict the heights of new buildings to protect the amenity of streets and public spaces.
 To encourage built form that contributes to the Echuca CBD’s physical environment by controlling building front and side setbacks.
 To facilitate street spaces as active, safe and welcoming providing weather protection in the areas of highest pedestrian activity.

2.0 Buildings and works

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All buildings and works must comply with the following requirements:

Building heights

§ New development and/or extensions to existing buildings should comply with the preferred maximum building heights specified in Table 1.

Table 1 Building heights

Area	Maximum height	Purpose
Low scale: Land within 10 metres of a heritage overlay, dwelling in a residential zone or open space/parkland	12 metres	To provide a transition to typically lower buildings or sensitive areas on adjoining properties.
Medium scale: Land within 10 metres of a single storey commercial building.	15 metres	To provide a transition to lower buildings on adjoining properties.
Higher scale: All other land	18 metres	To encourage higher building forms that promote the role of High Street as the main commercial boulevard in Echuca.

Note: Building heights are to be measured from the central point at the adjoining footpath level.

A permit may be granted to vary the preferred maximum building height where it can be demonstrated that the variation:

- § meets the design objectives of this schedule;
- § protects heritage places on the site or in proximity to the site; and
- § achieves the visions and objectives of the *Echuca Commercial Land Strategy 2017*.

An application to exceed the preferred maximum building height must be accompanied by a site analysis plan and a written urban context report documenting how the development will achieve the design objectives of this schedule.

CAMPASPE PLANNING SCHEME

Building frontages and setbacks

At ground level, new development and/or extensions to existing buildings must:

- § Provide active and attractive street frontages.
- § Set buildings to front boundary with no side set back unless a setback is required to protect the heritage place on the site or adjoining site.
- § Avoid alcoves and recesses that may collect litter or be unsafe.
- § Avoid side setbacks unless a pedestrian or service laneway is required.

At second floor level and above:

- § Buildings should set back upper levels to avoid overshadowing of public streets, laneways, parks or other open spaces at the winter solstice.
- § Provide articulation and modelling of the facade which demonstrates a sympathetic and considered response to the scale, form and detailing of other buildings in the precinct, but particularly those adjoining and in immediate visual connection to the subject site.

Materials and colours

- § New development and/or extensions to existing buildings should be constructed of brick, masonry, timber and corrugated iron, though other materials will be considered if it can be demonstrated that they complement the existing character of the built form in the area.

Weather protection

- § New development and/or extensions to existing buildings must be designed to provide weather protection, such as verandahs or canopies.

3.0 Subdivision

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Subdivision should:

- § Protect existing laneways and arcades.
- § Encourage the creation of new laneways and arcades to connect High Street with adjoining commercial development on Hare Street.

4.0 Signs

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C--

The provisions of Clause 52.05 for signs apply except that Section 1 signs in Category 1 – Business areas and Category 2 – Office and Industrial require a permit.

5.0 Application requirements

The following application requirements apply to an application for a permit under Clause 43.02, in addition to those specified elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- § a report that demonstrates how the application satisfactorily responds to the objectives and requirements of this schedule.

6.0 Decision guidelines

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The following decision guidelines apply to an application for a permit under Clause 43.02, in addition to those specified in Clause 43.02 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- § Whether the proposal achieves excellence in architecture and urban design.
- § Whether the proposal promotes High Street as a boulevard entry to the Echuca CBD.
- § Whether the proposal implements sustainable development principles.
- § Whether the proposal enhances public and private amenity and safety.
- § Whether the proposal protects the development potential of nearby sites.

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7.0 Background documents

~~7.0~~ *Echuca Commercial Land Strategy* (Campaspe Shire Council, 2017)
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CAMPASPE PLANNING SCHEME

19/01/2006
VC37

SCHEDULE 2 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY

Shown on the planning scheme map as **DPO2**.

KYABRAM EAST OUTLINE DEVELOPMENT PLAN

1.0 Objectives

None specified.

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4.0

Requirement before a permit is granted

19/01/2006
VC37

A permit may be granted before a development plan has been prepared for the use and development of an existing allotment for the purposes of a single dwelling.

3.0 Conditions and requirements for permits

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None specified.

4.0 Requirements for development plan

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None specified.

5.0 Background documents

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None specified

CAMPASPE PLANNING SCHEME

19/01/2006
VC37

SCHEDULE 3 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY

Shown on the planning scheme map as **DPO3**.

KYABRAM SOUTH WEST OUTLINE DEVELOPMENT PLAN

1.0 Objectives

--/-- None specified.

2.0 Requirement before a permit is granted

19/01/2006
VC37

A permit may be granted before a development plan has been prepared for the use and development of an existing allotment for the purposes of a single dwelling.

3.0 Conditions and requirements for permits

--/-- None specified.

4.0 Requirements for development plan

--/-- None specified.

5.0 Background documents

--/-- None specified

CAMPASPE PLANNING SCHEME

19/01/2006
VC37

SCHEDULE 4 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY

Shown on the planning scheme map as **DPO4**.

KYABRAM NORTH EAST OUTLINE DEVELOPMENT PLAN

1.0 Objectives

None specified.

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4.0

Requirement before a permit is granted

19/01/2006
VC37

A permit may be granted before a development plan has been prepared for the use and development of an existing allotment for the purposes of a single dwelling.

3.0 Conditions and requirements for permits

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None specified.

4.0 Requirements for development plan

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None specified.

5.0 Background documents

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None specified

CAMPASPE PLANNING SCHEME

19/01/2006
VC37**SCHEDULE 5 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY**

Shown on the planning scheme map as **DPO5**.

WHARPARILLA DRIVE SOUTH EAST OUTLINE DEVELOPMENT PLAN**1.0 Objectives**

None specified.

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---**Requirement before a permit is granted**19/01/2006
VC37

As specified in Clause 43.04-2, except that a permit may be granted for a single dwelling on an existing allotment.

3.0 Conditions and requirements for permits19/01/2006
VC37

Any development complying with the Development Plan is exempt from requiring a planning permit.

4.0 Requirements for development plan19/01/2006
VC37

The Development Plan must show or include details of:

- § the proposed use and development of each part of the land;
- § the relationship of the land to adjoining land;
- § the layout of the subdivision and development of the land including roads, lot boundaries and areas of public open space;
- § the provision of safe and efficient vehicle and pedestrian access to and from the land;
- § infrastructure provision including sewerage, water, drainage and other utility services;
- § open space facilities;
- § each lot which must:
 - have an average size of 2000m²
 - with a minimum of 1500m²
 - have a suitable building site
- § landscaping, retention of existing vegetation and streetscape treatment;
- § any intended contributions to community facilities and services;
- § the stages, if any, in which the land is to be subdivided and developed and a timetable of any staged development of the land.

Before approving each Development Plan, the Responsible Authority must consider:

- § the need to provide for low density residential development in the form of larger than standard size residential allotments but smaller in area than minimum rural residential allotments;
- § the need to protect and enhance the existing environment and the character of the area within the locality of Wharparilla Drive including the retention of existing trees and vegetation;
- § the relationship of the subdivision to the existing and proposed subdivision and use of adjoining land;
- § the need to provide safe and efficient vehicle access and ensure that traffic generated by the proposed use and development does not have a detrimental impact on the amenity of surrounding properties or streets;
- § road widening at the intersection of Wharparilla Drive and the Murray Valley Highway;

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- § the need to ensure the development has proper regard to the protection of the amenity of nearby properties;
- § the need for any landscaping to enhance the streetscape appearance of buildings and allotments and to buffer adjacent properties;
- § the need, if any, for any agreement to be made pursuant to the provisions of Section 173 of the Planning and Environment Act 1987 with respect to matters arising from the proposed use and development;
- § any requirements and/or views of the Shire of Campaspe and other referral authorities for traffic works, storm water disposal and engineering works required to properly service the proposed use and development of the land;
- § any other requirements and/or views of the referral authorities;
- § the need for financial or other contributions towards the provision of reticulated service infrastructure, community facilities and transport systems and appropriate agreement, conditions or other arrangements to guarantee these contributions;
- § provision of Victorian Code for Residential Development: Subdivision and Single Dwellings, April 1992.

The Responsible Authority may include in its approval of any Development Plan, its requirements for the subdivision. Its approval may be in an agreement under Section 173 of the Planning and Environment Act 1987 and may include matters such as a development impact fee calculated to contribute towards the cost of community services, physical infrastructure and open space required by the subdivision.

A Development Plan submitted under this Clause must show that agreements have been made to the satisfaction of all relevant referral authorities listed in Clause 66.01.

All lots must be connected to an approved reticulated sewerage system to the satisfaction of the Responsible Authority and the relevant water authority.

Before commencing the subdivision and development of any part of the land, the owner must enter into an agreement under Section 173 of the Planning and Environment Act 1987 which provides for widening of the Murray Valley Highway in the vicinity of Wharparilla Drive and installation of infrastructure at the developer's expense, to the satisfaction of the Responsible Authority.

Vehicle access to the land must be from Wharparilla Drive only and there must be no vehicle access from the land to the Murray Valley Highway.

Except with a permit, a dwelling or outbuilding must be set back at least:

- § 20 metres from an existing main road reserve or proposed main road reserve
- § 10 metres from the frontage to a minor road;
- § 50 metres from the boundary of a public land reserve.

All buildings and works, landscaping and the use of the land must be in accordance with the Development Plan as approved.

5.0 Background documents

None specified

CAMPASPE PLANNING SCHEME

19/01/2006
VC37**SCHEDULE 6 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY**

Shown on the planning scheme map as **DPO6**.

LOW DENSITY RESIDENTIAL DEVELOPMENT**1.0 Objectives**

None specified.

2.0 Requirement before a permit is granted19/01/2006
VC37

A permit may be granted before a development plan has been prepared to the satisfaction of the responsible authority for a single dwelling on an existing lot.

3.0 Conditions and requirements for permits19/01/2006
VC37

All new residential development must be serviced with:

- § reticulated water and sewerage; and
- § sealed roads.

Where sewerage infrastructure cannot be provided Land Capability Assessments must be submitted with an application for subdivision demonstrating:

- § compliance with state and local policies and any relevant Code of Practice concerning effluent disposal; and
- § that soil type and environmental conditions within the catchment can treat the number of proposed effluent disposal systems both from the site and those within the surrounding area.

A 10-metre wide plantation reserve must be provided along the frontage to the Northern Highway.

All buildings must be setback at least 20 metres from the Northern Highway reserve.

4.0 Requirements for development plan19/01/2006
VC37

The development plan must show or include details, where appropriate:

- § An indicative lot layout and staging plan and the impact of staged development upon traffic and drainage;
- § The relationship of the land to adjoining land;
- § Proposed buffer areas to incompatible land uses and main roads;
- § Any sites of conservation, heritage or archaeological significance and how they are to be managed;
- § Arrangements for the retention and management of native vegetation in accordance with the three step approach to achieving a 'Net Gain' outcome;
- § Traffic impacts on the road network both within and outside of the land, including a traffic engineering strategy designating street hierarchy, predicted traffic volumes, traffic control and any mitigating works required on the arterial road network, to the satisfaction of the responsible authority and VicRoads;
- § Interconnectivity of vehicle, cycling and pedestrian linkages within the development area and to the existing road network and adjoining land;
- § Road reserve class demonstrating adequacy for intended functions;

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- § A stormwater drainage strategy including location preliminary sizing of drainage reserves, draining retardation, treatment systems and surface flow paths;
- § Public open space provision and linkages;
- § The orientation of lots typically to address public open space and roads;
- § The principles of water sensitive urban design (WSUD);
- § The means of potable water supply and the effluent disposal;
- § Natural hazards such as bushfire and flooding,
- § Fencing types; and
- § Any potential activities that may cause soil erosion or water quality degradation and measures for minimising these impacts to the satisfaction of the Department of Environment, Land, Water and Planning.

5.0 Background documents

None specified

CAMPASPE PLANNING SCHEME

29/03/2007
C36**SCHEDULE 7 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY**

Shown on the planning scheme map as **DPO7**.

WHARPARILLA DRIVE WEST DEVELOPMENT PLAN**1.0 Objectives**

None specified.

2.0 Requirement before a permit is granted29/03/2007
C36

A permit may be granted for a single dwelling on an existing allotment without the need for the preparation of a development plan.

A permit for subdivision must not be issued for land described as lot 2 on Plan of Subdivision PS548989K until:

- § land described as lot 1 on the plan is largely developed in accordance with the development plan;
- § 90% of lots have been sold; and
- § an assessment of the supply of land capable of being developed for low-density residential purposes in and around Echuca has been completed to the satisfaction of the responsible authority.

3.0 Conditions and requirements for permits

None specified.

4.0 Requirements for development plan29/03/2007
C36

A single development plan must be prepared for all the land to which the schedule applies.

The development plan must show or include the following:

Urban Design and Built Form

- § Provide a diversity of lot sizes with a minimum area of 2000 square metres and an average lot size of 4000 square metres for the whole development plan area.
- § Include a schedule of lot sizes.
- § Lots that adjoin Latham Road and Wharparilla Drive must provide for frontages consistent with adjoining existing character.
- § Provide details of proposed landscaping with a Landscape Concept Plan.
- § Show the location of open space including linkages.
- § Provide for lots oriented toward roads, public open space reserves and other public access areas.
- § Provide open space areas located with other features which may exist or be planned on the land including stormwater treatments, ornamental lakes, and significant archaeological or historical sites.

Road Layout and Traffic Management

- § Show and include details of the interconnectivity of vehicle, cycling and pedestrian linkages (including street hierarchy, predicted traffic volumes, traffic control and possible impacts) within the development area and the existing road network.
- § Include the provision of two vehicle access points integrated with an internal service road to the Murray Valley Highway. Vehicle access to Wharparilla Drive is to be at one point,

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with additional links to Wharparilla Drive being limited to pedestrian, bicycle and emergency access.

- § Provide for the collector street system to be capable of accommodating future bus access.
- § Require a detailed Traffic Impact Plan to assess the impact of increased traffic on internal roads as well on the Murray Valley Highway from the development.

Drainage and Water Management

- § Incorporate the principles of water sensitive urban design.
- § Provide for the integration of the drainage elements with the water feature elements of the portion of the drainage line north of Latham Road and for the integration of drainage with public open space on land affected by the Land Subject to Inundation Overlay.
- § Ensure development can adequately treat and dispose of wastewater or is connected to reticulated sewage.

Physical and Social Infrastructure

- § Include an assessment of the need for and cost of providing social services and community and social infrastructure. The assessment shall include location of existing and proposed community and commercial facilities such as childcare or age care facilities.
- § Provide details regarding the provision of infrastructure to the site, including its availability and timing, including maintenance periods.

Staging

- § Show an indicative lot layout and staging plan.

Native Vegetation and Heritage

- § Respond to the conclusions and recommendations of the Archaeological Assessment by Heritage Insight, dated October 2005.
- § Respond to any identified existing habitat values and heritage places.
- § Implement the following options to manage native vegetation retention:
 - § Detail arrangements for the retention and management of native vegetation in accordance with the principles of 'Net Gain,' including the three step approach of avoid, minimise and offset.
 - § Incorporating native vegetation into Public Open Space areas;
 - § Provisions of larger lot sizes with building envelopes or restrictions on title to protect native vegetation where it cannot be incorporated in public open space;
 - § Placement of internal roads to form a break between native vegetation and housing, to avoid native vegetation and to minimise fragmentation of habitat;
 - § Provide for the coordination of utility installation to achieve shared trenches/easements.

Groundwater

- § Provide an assessment of the site's groundwater conditions and risk of soil salinity arising from the change in land use. This assessment must assess these risks in respect to infrastructure management, landscaping and infrastructure and urban stormwater management and drainage systems. Identified risks should have an appropriate design response implemented.

Potential for Contaminated Land

Provide an intrusive soil sampling and chemical testing program to confirm that no significant contamination issues or significant liability exists from previous uses of the site. The assessment process should include an independent review by a suitably qualified

CAMPASPE PLANNING SCHEME

professional to assist the responsible authority in evaluating the adequacy of the intrusive assessment and findings

5.0 Background documents

None specified

CAMPASPE PLANNING SCHEME

23/01/2014
C102**SCHEDULE 8 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY**

Shown on the planning scheme map as **DPO8**.

ECHUCA COMMUNITY FOR THE AGED DEVELOPMENT PLAN**1.0 Objectives**

None specified.

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C
2.0**Requirement before a permit is granted**23/01/2014
C102

The responsible authority can grant a permit to use or subdivide land, construct a building or construct or carry out works on part of the land (being the area zoned General Residential Zone bounded by Mount Terricks Road to the north, the land zoned Public Park and Recreation Zone to the west, the Echuca Community for the Aged facility to the east and the property boundary to the south) prior to the approval of the development plan.

3.0 Conditions and requirements for permits03/05/2012
C73

An application must be accompanied by a report, which demonstrates to the satisfaction of the responsible authority that the use, subdivision, building or works will not prejudice the future use or development of the land in an integrated manner as contemplated by this schedule.

4.0 Requirements for development plan03/05/2012
C73

A single development plan must be prepared for all the land to which the schedule applies.

The development plan must show or include the following:

- § The proposed use and development of each part of the land.
- § Detailed and scaled development plans of all buildings, including:
 - All elevations to AHD;
 - Floor plans; and
 - External finishing materials to all buildings.
- § The relationship and integration of the development to the adjoining land.
- § The layout of the subdivision and development of the land including roads, lot boundaries and areas of public open space.
- § The provision of safe and efficient vehicle and pedestrian access to and from the land.
- § Infrastructure provision including sewerage, water, drainage and other utility services.
- § Setbacks.
- § Fencing styles.
- § Open space facilities including linkages.
- § An indicative lot layout and staging plan.
- § Implementation of the following options to manage native vegetation retention:
 - Detailed arrangements for the retention and management of native vegetation in accordance with the principles of 'Net Gain,' including the three step approach of avoid, minimise and offset;
 - Incorporating native vegetation into Public Open Space areas;
 - Placement of internal roads to form a break between native vegetation and housing, to avoid native vegetation and to minimise fragmentation of habitat; and

CAMPASPE PLANNING SCHEME

- Providing for the coordination of utility installation to achieve shared trenches/easements.

5.0 Background documents

None specified

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10/11/2016
C105**SCHEDULE 9 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY**

Shown on the planning scheme map as **DPO9**.

ECHUCA SOUTH EAST INDUSTRIAL LAND**1.0 Objectives**

None specified.

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C--**2.0 Requirement before a permit is granted**10/11/2016
C105

A permit may be granted before a development plan has been prepared to the satisfaction of the responsible authority for:

- § Development of any buildings and works with a floor area of less than 1000 square metres.
- § Development of a Minor utility installation.
- § Development of minor works.

A permit must not be granted to develop or subdivide land until the responsible authority is satisfied that the development or subdivision will be integrated with undeveloped land on the site and with developed industrial land nearby.

3.0 Conditions and requirements for permits04/04/2014
C86

All development must be serviced with reticulated water, sewerage, gas, and telecommunications infrastructure.

All roads must be constructed in bitumen to the satisfaction of the responsible authority.

4.0 Requirements for development plan10/11/2016
C105

The development plan must:

- § Describe the relationship of proposed uses on the land to uses on adjoining land and proposed buffer areas separating land uses.
- § Identify any sites of conservation, heritage or archaeological significance and the means by which they will be managed.
- § Provide appropriate arrangements to protect the floodplain to the satisfaction of the relevant catchment management authority.
- § Provide setbacks to waterways in accordance with Goulburn-Murray Water's requirements.
- § Provide appropriate arrangements for stormwater management including retardation.
- § Provide buffers of at least 100 metres between any new industrial and commercial buildings to land in a residential zone or Rural Living Zone, with roads, drainage, reserves or other similar uses allowed within the buffer.
- § Provide appropriate arrangements for the preservation or regeneration of existing native vegetation in the form of a biodiversity assessment, which outlines what native vegetation is to be removed and what steps have been undertaken to minimise the impacts on biodiversity to the satisfaction of the responsible authority in consultation with the Department of Environment, Land, Water and Planning.
- § Provide for:
 - lot sizes;
 - road access arrangements;
 - walking and cycling paths;

CAMPASPE PLANNING SCHEME

development staging;

generally in accordance with the *Echuca South East Industrial & Commercial Growth Corridor Land Strategy, Centrum 2011 – Figure 7 (Structure Plan) & Figure 9 (Proposed transport and access network)*.

5.0 Background documents

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Echuca South East Industrial & Commercial Growth Corridor Land Strategy (Centrum, 2011)

CAMPASPE PLANNING SCHEME

21/12/2017
C104**SCHEDULE 10 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY**

Shown on the planning scheme map as **DPO10**.

ECHUCA SOUTH EAST RURAL LIVING PRECINCT**1.0 Objectives**~~1.0~~
C--

None specified.

2.0 Requirement before a permit is granted21/12/2017
C104

A permit may be granted for use or to subdivide land or to construct a building or construct or carry out works before a development plan has been prepared to the satisfaction of the responsible authority as follows:

- § Use or develop land for a dwelling and associated outbuildings, provided it is the only dwelling on the lot.
- § Construct and carry out works associated with an existing use.
- § Subdivide land if the subdivision is the re-subdivision of the land and the number of lots is not increased; or
- § Remove or create an easement or restriction.

This does not apply if the responsible authority considers that the proposed use and development will prejudice the orderly use and development of the land having regard to the principles set out in the Echuca South East Rural Living Precinct Framework Plan, as shown in Clause 4.0.

Before a permit is granted for subdivision, generally in accordance with an approved development plan, detail and costings for developer contributions are required for the provision of infrastructure within the development plan area, and where the development impacts on infrastructure demand beyond the developable area including social, road network and drainage infrastructure. Where a development contributions plan has not been incorporated into this scheme, the owner may enter into an agreement under section 173 of the *Planning and Environment Act 1987* providing for development contributions to the satisfaction of the responsible authority, or provide an alternative option to secure the provision of this infrastructure to the satisfaction of the responsible authority.

3.0 Conditions and requirements for permits21/12/2017
C104

The following conditions and/or requirements apply to permits:

- § A permit may contain conditions which give effect to the provisions and requirements of the approved development plan.
- § All roads must be sealed at a width not less than 6.2 metres to the satisfaction of the responsible authority.

4.0 Requirements for development plan21/12/2017
C104

A development plan must be generally in accordance with the Echuca South East Rural Living Precinct Framework Plan at Clause 4.0 and include the following requirements:

- § Separate development plans should be prepared for Areas A1, A2, B and C. A development plan for each area may be approved by the responsible authority independently of the other areas.
- § A description of the relationship of uses proposed on the land to existing and proposed uses on adjoining land and proposed interface treatment and buffer areas separating land uses.

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- § The proposed subdivision layout and development of the land including roads, lot boundaries, streetscape treatments and landscaping that will integrate with the surrounding area.
- § Provision of a variety of lot sizes and dimensions to encourage a range of dwelling types.
- § A stormwater and overland flow path management plan, prepared by a suitably qualified person(s), must be submitted to and approved by the responsible authority and the relevant catchment management authority. The plan must include reference to the *Echuca South East – Outline Drainage Plan (2014)* and include the following detail:
- Consideration of the preliminary drainage corridors in the Echuca South East Rural Living Precinct Framework Plan at Clause 4.0.
- Flood conveyance, stormwater quality including water sensitive urban design treatment and on-site detention requirements.
- Any relevant information and recommendations as per the report, *Echuca South East Rural Flood Assessment (2015)*, prepared by Water Technology.
- § A transport impact assessment report prepared by a suitably qualified person. The plan must include the following, as appropriate:
- Reference to: Traffic Works, *Echuca South East Traffic Assessment, (2014)*.
- The location of existing roads into, within and around the precinct.
- A traffic assessment which addresses the impact of the proposed subdivision, use and development on the arterial and local road networks and identifies mitigating works, including potential road widening, other road and rail treatments/improvements on those networks to the satisfaction of the responsible authority and Roads Corporation.
- Allowance for a school bus network into this area.
- For vehicles travelling to the precinct, channelised right turn lane treatments along the Murray Valley Highway at the Denmark Road, Scott Road, Lady Augusta Road and Simmie Road intersections.
- Left turn treatments along Echuca-Kyabram Road at the Denmark Road, Benson Road and Kelsh Road intersections. Include widening and sealing of the west side shoulders through the Benson Road and Kelsh Road intersections.
- § The views of Public Transport Victoria, Roads Corporation, Country Fire Authority, VicTrack and State Emergency Services, must be sought prior to the approval of the traffic management plan.
- § Provision of shared bike/pedestrian paths along key roads and rail reserve (subject to further assessment and discussion with VicTrack), within the open spaces that are flood prone and link to public transport services. Additional links to be provided to improve connectivity through larger lots.
- § The location of any significant environmental, cultural, heritage and/or ecological (faunal and/or floral) features including remnant vegetation.
- § An environmental assessment of the land, involving a flora and fauna survey that identifies the health and habitat value of all native vegetation and the preservation of any significant trees or vegetation.
- § A survey of the precinct for Aboriginal archaeological sites.
- § A preliminary soil assessment to determine the extent of any contaminated soils that may exist on the land, and if detected, a more detailed assessment outlining the location of the contaminated soil, the type of contaminants detected, and the strategies required to be undertaken to de-contaminate the affected areas.

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§ A land capability assessment, prepared by a suitably qualified person(s), must be submitted to and approved by the responsible authority. It must demonstrate the capacity of infrastructure to service the development, treat and retard stormwater and reduce any impacts on soil and water down stream of the development demonstrating:

Compliance with State and local policies on effluent and stormwater disposal.

That soil type and environmental conditions within the catchment can treat the number of proposed effluent disposal systems both from the development and those within the surrounding area.

§ The location and size of proposed open spaces to cater for a range of user groups and provide a variety of functions that perform both active and passive roles for recreation, as appropriate.

§ Provision of a network of well-distributed neighbourhood public open space, having regard to the *Campaspe Open Space Strategy* (2014).

§ An infrastructure plan approved by the responsible authority, which identifies the anticipated staging and timing of the provision of infrastructure. The infrastructure plan should address, as appropriate:

The provision, staging and timing of stormwater drainage works.

The provision, staging and timing of roadworks, both internal and external in accordance with the traffic impact assessment report.

The provision, staging and timing of landscaping works for open spaces and stormwater drainage reserves.

Detail, costings and apportionment of costs for developer contributions for the provision of infrastructure within the development plan area, and where the development impacts on infrastructure demand beyond the developable area including social, road network and drainage infrastructure.

Any other infrastructure related matter reasonably requested by the responsible authority associated with the subdivision of land.

Identification of any agency or person responsible for provision of particular items of infrastructure.

In addition to the requirements of the scheme, the development plan must also include the following, as appropriate:

Area A1

§ A minimum subdivision area of 1 hectare (1.5 hectare average subdivision area).

§ Provision of larger lots around the periphery and along the railway line to reduce the potential for future land use conflict and flooding.

§ Interface treatment, fencing (in accordance with VicTrack requirements) and appropriate setbacks to the Echuca – Toolamba railway line.

Area A2

§ A minimum subdivision area of 1 hectare (1.5 hectare average subdivision area).

§ Provision of larger lots around the periphery to reduce the potential for future land use conflict and flooding.

§ Interface treatment to the adjoining agricultural land uses, including neighbouring land remaining in the Farming Zone.

Area B

§ A minimum subdivision area of 2 hectares (3 hectares average subdivision area).

§ Interface treatment to the adjoining agricultural land uses.

§ Frontage to Murray Valley Highway as a gateway location, where farming/ rural landscapes transition towards more urban and built up landscapes.

CAMPASPE PLANNING SCHEME

§ Interface treatment, fencing (in accordance with VicTrack requirements) appropriate setbacks to the Echuca – Toolamba railway line.

Area C

§ A minimum subdivision area of 4 hectares (6 hectares average subdivision area).

§ Interface treatment to the adjoining agricultural land uses, including neighbouring land remaining in the Farming Zone.

§ Interface treatment, fencing (in accordance with VicTrack requirements) and appropriate setbacks to the Echuca – Toolamba railway line.

5.0 Background documents

--/--/20--
C--

None specified

Map 1 to Schedule 10 to Clause 43.04 - Echuca South East Rural Living Precinct Framework Plan



CAMPASPE PLANNING SCHEME

25/08/2011
C77**SCHEDULE TO CLAUSE 44.02 SALINITY MANAGEMENT OVERLAY**

Shown on the planning scheme map as **SMO**.

1.0 Salinity management objectives to be achieved--/--
None specified.**2.0 Statement of risk**--/--
/20—
None specified.**3.0 Permit requirement**25/08/2011
C77

A permit is not required to construct the following buildings or to construct and carry out any of the following works:

§ Outbuildings less than 200 square metres in area, unless the application involves waste disposal over 1000 litres per day.

§ Applications that involve waste disposal less than 1000 litres per day.

§ Works in accordance with the *Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010* at Clause 72.04.

4.0 Application requirements--/--
None specified.**5.0 Decision guidelines**--/--
None specified.

CAMPASPE PLANNING SCHEME

25/08/2011
C77

SCHEDULE TO CLAUSE 44.03 FLOODWAY OVERLAY

Shown on the planning scheme map as **FO**.

1.0 Floodway objectives to be achieved

None specified.

2.0 Statement of risk

None specified.

3.0 Permit requirement

25/08/2011
C77

A permit is not required to construct or carry out the following buildings or works:

- § a single or multiple industrial, retail or office building extension where the combined ground floor area of the extension since 1 October 1998 is not greater than 100 square metres;
- § a single or multiple dwelling extension where the combined ground floor area of the extension since 1 October 1998 is not greater than 20 square metres;
- § an upper storey extension to an existing building within the existing building footprint;
- § a pergola, veranda, decking, garage, carport or domestic shed adjacent to an existing dwelling;
- § an in-ground swimming pool with open style security fencing adjacent to an existing dwelling;
- § a pump shed;
- § a wooden or metal paling fence or cyclone mesh fence in a residential, business or industrial zone (not including a brick, masonry, or concrete wall);
- § an agricultural shed (other than one used for industrial, retail or office purposes) for the storage of farm machinery, farm vehicles and workshop associated with a rural use in a farming zone with a floor area not more than 100 square metres ;
- § a sportsground, racecourse or recreation area (with no permanent grandstand or raised viewing area), pathways and trails constructed at general natural surface elevation, playground, open picnic shelter, picnic table, drinking tap, rubbish bin, barbecue, works associated with an apiary or underground infrastructure;
- § an outdoor sign/structure;
- § a mast, antenna, lighting or telecommunications tower;
- § an accessway constructed at general natural surface elevations;
- § roadworks carried out by a public authority;
- § earthworks/dam in accordance with the *Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010* at Clause 72.04 and approved by the responsible authority and the floodplain management authority.

4.0 Application requirements

None specified.

5.0 Decision Guidelines

25/08/2011
C77

The following decision guidelines apply to an application for a permit under Clause 44.03, in addition to those specified in Clause 44.03 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- § the following relevant local floodplain development plans, which has been incorporated at Clause 72.04 of this scheme, as indicated on the attached map:

Precinct of Lower Goulburn (2010);	Precinct of Campaspe River Lower (2010);
------------------------------------	--

CAMPASPE PLANNING SCHEME

Precinct of Echuca (2010);	Precinct of Corop Lakes (2010) and;
Precinct of Murray River (2010);	Precinct of Campaspe River Upper (2010);
Precinct of Bendigo Creek - Picaninny & Mount Hope Creeks (2010)	

The Responsible Authority must also consider the '*Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010*' incorporated at Clause 72.04.

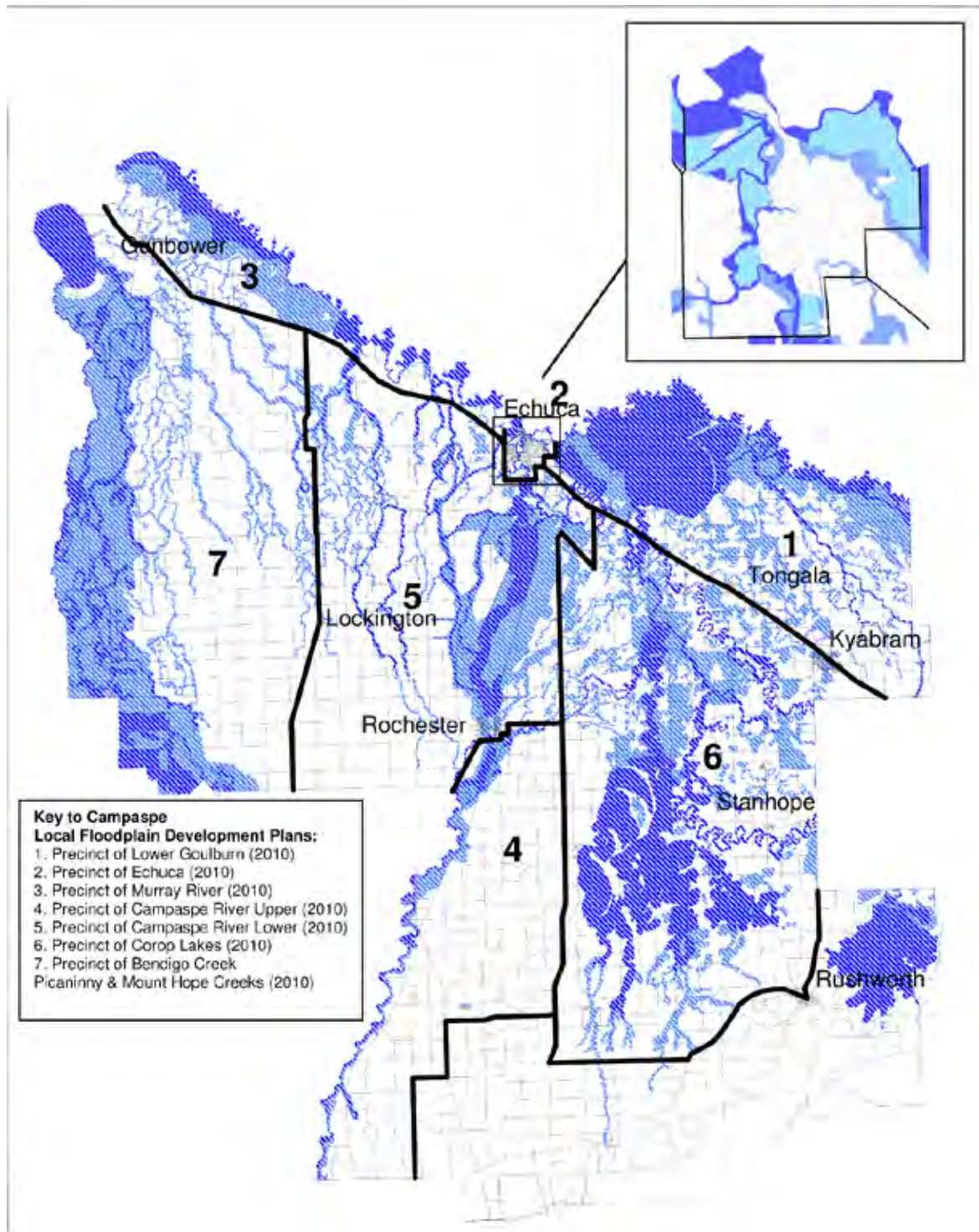
6.0 Referral of applications

25/08/2011
C77

An application is not required to be referred to the relevant floodplain management authority pursuant to Section 55 of the *Planning and Environment Act 1987* if the application is in accordance with a local floodplain development plan which has been incorporated at Clause 72.04 of this scheme.

Map 1 to the Schedule to Clause 44.03

CAMPASPE PLANNING SCHEME



Campaspe Local Floodplain Development Plans
October 2010

INCORPORATED DOCUMENT

CAMPASPE PLANNING SCHEME

23/01/2014
C102**SCHEDULE TO CLAUSE 44.04 LAND SUBJECT TO INUNDATION OVERLAY**

Shown on the planning scheme map as **LSIO**.

1.0 Land subject to inundation objectives to be achieved

None specified.

2.0 Statement of risk

None specified.

3.0 Permit requirement23/01/2014
C102

A permit is not required to construct or carry out the following buildings or works:

- § One single dwelling within General Residential Zone of Echuca where the floor level is at least 300 millimetres above the designated 100-year ARI flood level as shown on the Rural Water Commission Plan No. 135897;
- § A new industrial, retail, or office building within any industrial or business zone of Echuca where the floor level is at least 300 millimetres above the designated 100-year ARI flood level as shown on the Rural Water Commission Plan No. 135897;
- § One single dwelling within General Residential Zone of central Kyabram (area within LSIO generally bounded by Hutson, Fischer, Saunders, Allan and Richards Streets), where the floor level is at least set to the nominal flood protection level of 103.75 metres AHD;
- § A new industrial, retail, or office building within any industrial or business zone of central Kyabram (area within LSIO generally bounded by Hutson, Fischer, Saunders, Allan and Richards Streets), where the floor level is at least set to the nominal flood protection level of 103.75 metres AHD;
- § A replacement single dwelling where the floor level is at least 300 millimetres above the 100-year ARI flood level;
- § A single or multiple dwelling extension where the combined ground floor area of the extension since 1st October 1998 is not greater than 20 square metres;
- § An upper storey extension to an existing building within the existing building footprint;
- § A pergola, veranda, decking, garage, carport, domestic shed or swimming pool associated with an existing dwelling;
- § An extension to an existing industrial, retail or office building provided that the total ground floor area of the building is less than 130 square metres;
- § An agricultural shed (other than one used for industrial, retail or office purposes) for the storage of farm machinery, farm vehicles and workshop associated with a rural use in a rural zone with a floor area not more than 130 square metres;
- § A fence in a residential, business or industrial zone;
- § Open type fencing (not including solid fences such as wooden or metal paling fences, cyclone mesh fences or brick, stone or concrete wall);
- § An outdoor sign/structure;
- § A pump shed;
- § A hay shed with open sides;
- § A sportsground, racecourse or recreation area (with no permanent grandstand or raised viewing area), pathways and trails constructed at general natural surface elevation, playground, open picnic shelter, picnic table, drinking tap, rubbish bin, barbecue, works associated with an apiary or underground infrastructure;
- § A sportsground, racecourse or recreation area (with no permanent grandstand or raised viewing area), playground, picnic shelter, barbecue or works associated with an apiary;

CAMPASPE PLANNING SCHEME

- § A mast, antenna or telecommunications tower;
- § An accessway constructed at general natural surface elevations;
- § Roadworks carried out by a public authority; and
- § Earthworks/dam in accordance with the *Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010* at Clause 72.04 and approved by the responsible authority and the floodplain management authority.

4.0 Application requirements

None specified.

5.0 Decision Guidelines

09/02/2012
C89

The following decision guidelines apply to an application for a permit under Clause 44.04, in addition to those specified in Clause 44.04 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- § the following relevant local floodplain development plans, which has been incorporated at Clause 72.04 of this scheme, as indicated on the attached map:

Precinct of Lower Goulburn (2010);	Precinct of Campaspe River Lower (2010);
Precinct of Echuca (2010);	Precinct of Corop Lakes (2010) and;
Precinct of Murray River (2010);	Precinct of Campaspe River Upper (2010);
Precinct of Bendigo Creek - Picaninny & Mount Hope Creeks (2010)	

The responsible authority must also consider the *'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010'* incorporated at Clause 72.04.

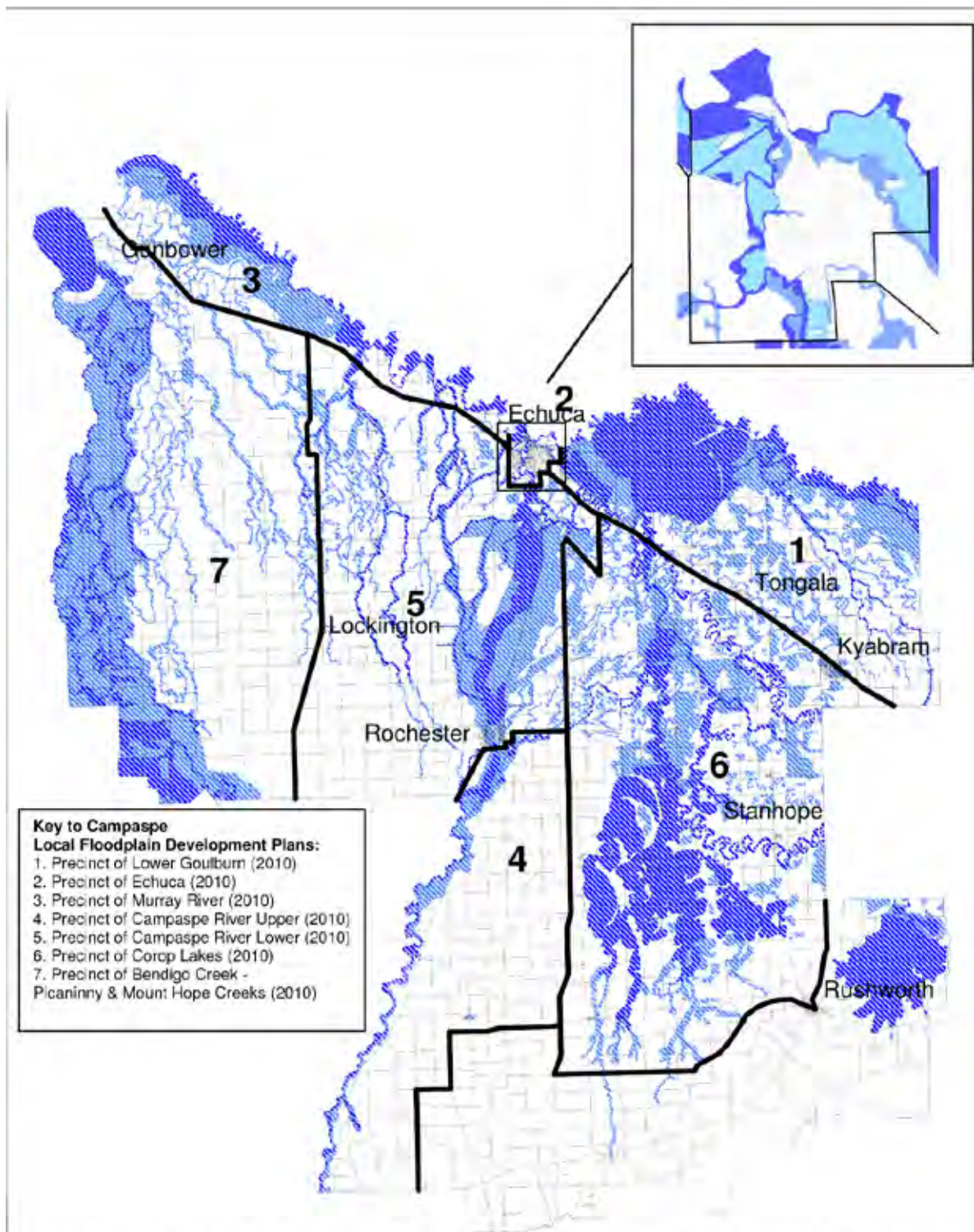
6.0 Referral of applications

25/08/2011
C77

An application is not required to be referred to the relevant floodplain management authority pursuant to Section 55 of the Planning and Environment Act 1987 if the application is in accordance with a local floodplain development plan which has been incorporated at Clause 72.04 of this scheme.

Map 1 to the Schedule to Clause 44.04

CAMPASPE PLANNING SCHEME



Campaspe Local Floodplain Development Plans
October 2010

INCORPORATED DOCUMENT

CAMPASPE PLANNING SCHEME

03/10/2017
GC13**SCHEDULE 1 TO CLAUSE 44.06 BUSHFIRE MANAGEMENT OVERLAY**

Shown on the planning scheme map as **BMO1**.

ECHUCA, RUSHWORTH BAL-12.5 AREAS**1.0 Statement of the bushfire management objectives to be achieved**03/10/2017
GC13

To specify bushfire protection measures to construct or extend one dwelling on a lot.
To specify referral requirements for applications to construct or extend one dwelling on a lot.

2.0 Application

xx/xx/2019

An application to construct or extend one dwelling on a lot must include all the requirements set out in this schedule.
Clause 53.02 applies in all other circumstances.

3.0 Permit requirement03/10/2017
GC13

None specified.

4.0 Application requirements03/10/2017
GC13

The following application requirements apply to an application for a permit under Clause 44.06:

- § a bushfire management plan that:
- Shows all of the required bushfire protection measures specified in this schedule,
 - Includes written conditions that implement the required bushfire protection measures,
 - Identifies water supply including the location of any fire hydrant within 120 metres of the rear of the building, and
 - Details vehicle access.

5.0 Requirements to be met03/10/2017
GC13

The following requirements apply to an application to construct a single dwelling on a lot:

- § The dwelling must be constructed to BAL-12.5
- § Defendable space is to be provided for a distance of 30 metres around the dwelling or to the property boundary, whichever is the lesser and maintained in accordance with the vegetation management requirements of Clause 53.02 with the following variation:

The canopy of trees must be separated by at least 2 metres.

- § A static water supply must be provided in accordance with Clause 53.02, and

- § Vehicle access must be provided in accordance with Clause 53.02.

If these requirements are not met, the requirements of Clause 53.02 apply.

6.0 Substitute approved measures for Clause 53.0203/10/2017
GC13

None specified.

CAMPASPE PLANNING SCHEME

7.0 Additional alternative measures for Clause 53.0203/10/2017
GC13

None specified.

8.0 Mandatory Condition03/10/2017
GC13

An application must include the mandatory conditions as specified in Clause 44.06-5.

9.0 Referral of application not required03/10/2017
GC13

An application for a single dwelling on a lot meeting all of the required bushfire protection measures is not required to be referred under Section 55 of the Act to the person or body specified as the referral authority in Clause 66.03.

10.0 Notice and review03/10/2017
GC13

None specified.

11.0 Decision guidelines03/10/2017
GC13

The following decision guidelines apply to an application for a permit under Clause 44.06, in addition to those specified in Clause 44.06 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

§ whether all of the bushfire protection measures in this schedule have been met.

CAMPASPE PLANNING SCHEME

01/12/2016
C103**SCHEDULE TO CLAUSE 45.01 PUBLIC ACQUISITION OVERLAY****1.0 Public acquisition**--/20--
C--

PS map ref	Acquiring Authority	Purpose of acquisition
PA01	Goulburn Valley Water	Raw water storage purposes.
PA02	Goulburn-Murray Water	To acquire land for the construction of the lower course of the Stanhope Depression Drain.
PA04	Roads Corporation	Acquisition by the Roads Corporation for the Echuca-Moama Bridge Project.

CAMPASPE PLANNING SCHEME

19/01/2006
VC37**SCHEDULE TO CLAUSE 45.05 RESTRUCTURE OVERLAY****1.0 Restructure plan**

--/--

PS map ref	Land	Title of restructure plan
RO 1	Echuca Village	Echuca Village Restructure Plan, September 1999.
RO 2	Land contained in Township of Wharparilla	Wharparilla Restructure Plan
RO 3	Land contained in Township of Strathallan	Strathallan Restructure Plan
RO 4	Land contained in Township of Corop	Corop Restructure Plan
RO 5	Land contained in Township of Runnymede	Runnymede Restructure Plan
RO 6	Land contained in Township of Toolleen	Toolleen Restructure Plan

CAMPASPE PLANNING SCHEME

19/04/2013
VC95**SCHEDULE 1 TO CLAUSE 45.09 PARKING OVERLAY**

Shown on the planning scheme map as **PO1**.

ECHUCA CBD AND HISTORIC PORT PRECINCT**1.0 Parking objectives to be achieved**19/04/2013
VC95

To identify appropriate car parking rates for various land uses within the Echuca CBD and historic port precinct.

2.0 Permit requirement

30/07/2018

None specified.

3.0 Number of car parking spaces required19/04/2013
VC95

For all uses listed in Table 1 of Clause 52.06-5, the number of car parking spaces required for a use is calculated using the *Rate* in Column B of that Table.

4.0 Application requirements and decision guidelines for permit applications19/04/2013
VC95

Any reduction or waiver of car parking rates will only be made after an assessment of competing demand for off-site parking spaces available to the public and within safe and convenient walking distance to the site.

This assessment will require the applicant to undertake a parking survey to the satisfaction of the Responsible Authority.

5.0 Financial contribution requirement19/04/2013
VC95

If a permit is granted pursuant to Clause 52.06-3 to reduce or waive the requirement for car parking, the Responsible Authority must include a condition requiring payment-in-lieu for car parking spaces which are not provided on site, unless satisfied that such payment is not warranted having regard to the circumstances.

The payment-in-lieu contribution is \$2,000 per space in the Hospital Precinct as identified in Clause 02.04 and \$9,300 per space elsewhere. This amount is to be increased annually [on 1st July], in accordance with the Construction Industries Producer Price Index-General Construction Industry after the Gazettal of Amendment C83.

The cash contribution must be made before the use or development commences unless a permit condition allows payments by instalments under the Section 173 agreement provisions of the *Planning and Environment Act 1987*.

6.0 Requirements for a car parking plan

30/07/2018

None specified.

7.0 Design standards for car parking

30/07/2018

None specified.

8.0 Decision guidelines for car parking plans

30/07/2018

None specified.

9.0 Background document19/04/2013
VC95

CAMPASPE PLANNING SCHEME

Echuca CBD & Historic Port Precinct Parking Strategy (Traffix Group 2018)

CAMPASPE PLANNING SCHEME

19/01/2006
VC37

SCHEDULE TO CLAUSE 52.02 EASEMENTS, RESTRICTIONS AND RESERVES

1.0

Under Section 23 of the Subdivision Act 1988

19/01/2006
VC37

Land	Easement or restriction	Requirement
None Specified		

2.0

Under Section 24A of the Subdivision Act 1988

19/01/2006
VC37

Land	Person	Action
None Specified		

3.0

Under Section 36 of the Subdivision Act 1988

19/01/2006
VC37

Land	Easement or right of way	Requirement
None Specified		

CAMPASPE PLANNING SCHEME

25/05/2017
VC133

SCHEDULE TO CLAUSE 52.05 SIGNS

1.0

Exemption from notice and review

—/—/20—
C—

Land	Condition
None specified	

CAMPASPE PLANNING SCHEME

15/09/2008
VC49

SCHEDULE TO CLAUSE 52.16 NATIVE VEGETATION PRECINCT PLAN

1.0

Native vegetation precinct plan

15/09/2008
VC49

Name of plan

None specified

CAMPASPE PLANNING SCHEME

12/12/2017
VC138

SCHEDULE TO CLAUSE 52.17 NATIVE VEGETATION

1.0

Scheduled area

23/11/2006
C47

Area	Description of native vegetation for which no permit is required to remove, destroy or lop
Land described as Reserve No. 1 on Plan of Subdivision 441165F and commonly known as the Echuca Water Treatment Plant, Moama Street, Echuca	All native vegetation necessary for the works associated with the construction of lagoon drying beds relating to EPA Works Approval WA 45071
Land described as part of Crown Allotment 31, Section C, Parish of Patho and commonly known as the Gunbower Wastewater Treatment Plant, Treacey Road, Gunbower	Hill Wallaby Grass (<i>Austrodanthonia eriantha.</i>), Windmill Grass (<i>Chloris truncata</i>) and Rigid Panic (<i>Homopholis prolata</i>) necessary for the works associated with the construction of the Gunbower Wastewater Treatment Facility and Reuse Scheme
Goulburn Campaspe Link Pipeline Project	All native vegetation including trees, shrubs, herbs and grasses, to the minimum extent necessary for works undertaken by or on behalf of Coliban Water required for the construction of the Goulburn Campaspe Link Pipeline Project in accordance with the Project Impact Assessment and the approved environmental management plan.

2.0

Scheduled weed

15/09/2008
VC49

Area	Description of weed
None specified	

CAMPASPE PLANNING SCHEME

19/01/2006
VC37

SCHEDULE TO CLAUSE 52.27 LICENSED PREMISES

1.0

Permit not required

19/01/2006
VC37

Land

Type of licence

None Specified

2.0

Permit may not be granted

19/01/2006
VC37

Land

Type of licence

None Specified

CAMPASPE PLANNING SCHEME

25/05/2017
VC133**SCHEDULE TO CLAUSE 52.28 GAMING****1.0****Objectives**~~25/05/2017~~
C--

To protect the amenity of areas surrounding venues containing gaming machines. [22.05]

To avoid a detrimental net social and economic impact to the community from gaming. [22.05 edited]

2.0**Prohibition of a gaming machine in a shopping complex**25/05/2017
VC133

Installation or use of a gaming machine as specified in Clause 52.28-4 is prohibited on land described in Table 1 below.

Table 1

Name of shopping complex and locality	Land description
None specified	None specified

3.0**Prohibition of a gaming machine in a strip shopping centre**25/05/2017
VC133

A gaming machine as specified in Clause 52.28-5 is prohibited in all strip shopping centres on land covered by this planning scheme, except for land in the Echuca Town Centre north of Heygarth Street.

4.0**Locations for gaming machines**~~25/05/2017~~
C--

Gaming machines should not be located: [22.05]

§ In areas of relative socio-economic disadvantage. This is defined as locations where any Australian Bureau of Statistics collection district is within the most disadvantaged 20% of collection districts in Victoria, as set out in the SEIFA index of relative disadvantage. [22.05]

§ Within small settlements that only service a local population.

§ In towns where the proposal would lead to the total density of gaming machines exceeding 10 per 1,000 adults. This does not apply to existing gaming machines which are being relocated within the town of Echuca.

Subject to meeting the above criteria, it is preferred that gaming machines are located:

§ Within, or proximate, to the major urban settlements of Kyabram or Rochester. Existing gaming machines may also be redistributed within Echuca.

§ In non-urban locations that focus on providing tourism services for visitors to the Shire, or a sports or recreation club with a land holding of more than 2 hectares.

§ Where the local community has a choice of alternative non-gaming entertainment and recreation facilities operating at the times the proposed gaming venue will operate.

Gaming machines should not be located in the prohibited areas identified in the Schedule to Clause 52.28-4, or discouraged areas shown on the maps in this policy. [22.05]

It is preferred that gaming machines are located:

§ Where the location could reasonably be perceived as avoiding the incidence of spontaneous decisions to play gaming machines by being removed from areas where large numbers of members of the local community will be passing in the course of their daily activities.

§ Where the gaming venue, and its associated uses, will be compatible with the predominant surrounding land uses by ensuring that the proposed design, location and operating hours do not detrimentally affect the amenity of the surrounding area.

In Echuca, gaming machines are encouraged to relocate to the Port of Echuca tourism precinct.

CAMPASPE PLANNING SCHEME

5.0 Venues for gaming machines~~1/1/20~~
C-

Gaming machines should be located in venues that: [22.05]

§ Offer social, entertainment and recreational opportunities and activities other than gaming as the primary purpose of the venue.

§ Include a range of non-gaming entertainment and recreation options.

§ Promote responsible gaming practices.

Gaming machines should not be located in venues that:

§ Have a gaming floor area of more than 25% of the total floor area of the venue.

§ Have a 24 hour-a-day operation.

§ Will have a significant adverse impact on the amenity of adjoining areas as a result of operating hours, traffic and noise from patrons and vehicles.

6.0 Application requirements

30/07/2018

An application must be accompanied by the following information, as appropriate:

§ The proposed design and layout of the premises including all signage and evidence of compliance with the relevant gaming regulations for premises layout and design. [22.05]

§ A venue management plan identifying strategies to manage patron behaviour and minimise problem gambling in relation to the design and management of the venue, including the applicant's responsible gaming practices. [22.05]

§ A robust assessment of the social and economic benefits and disadvantages of the proposed gaming machines comprising: [22.05]

Socio-economic impact[22.05]

An analysis of the demographic and socio-economic profile of the municipality and the venue's projected patron catchment and its potential vulnerability to problem gambling, with the inclusion of data from the SEIFA index of relative disadvantage.

If it is proposed to move gaming machines from one part of the municipality to another, details of the relative social and economic differences between the two areas. An explanation as to why the gaming machines are being transferred is to be provided.

Details of and justification for the projected patron catchment.

Location assessment[22.05]

Characteristics of the local area including the location of and distance to shops, community facilities, public housing, counselling services and public transport.

Details of existing and proposed gambling and non-gambling related entertainment and recreation facilities and activities at the venue and within 5km of the venue.

Pedestrian counts outside the venue on different days and at variety of different times.

Gaming machine impacts[22.05]

Details about the existing and proposed distribution and density of gaming machines in the municipality and within 5km of its individual towns. This information must include gaming machines in New South Wales.

Details of existing gaming expenditure at the venue over a 3 year period prior to the application (if relevant) and a forecast of the anticipated expenditure at the venue if the proposal was to be approved.

If gaming machines are to be relocated from other venues, and as a result gaming expenditure is likely to be transferred from other venues:

particulars as to how the level of transfer has been calculated (including, but not limited to, comparison per machine expenditure at the venue prior to and then after the additional machines, current usage levels of machines at the venue, projected usage level of machines at the venue after the additional machines);
the amount of transfer expenditure anticipated;

CAMPASPE PLANNING SCHEME

the resulting impact on revenue of the venue from where the expenditure is transferred; and

the resulting impact on the venue from where the expenditure is transferred (such as loss of employment, loss of complementary expenditures, loss of customers, impact on ability to provide services etc).

Benefits[22.05]

Details of the nature and extent of community benefits expected from locating the gaming machines at the proposed venue and how the benefits are to be secured and distributed to the local community.

Analysis[22.05]

Assessment of key social and economic issues and overall net community impact.

Measures to mitigate any negative impacts.

7.0**Decision guidelines**

30/07/2018

Before deciding on an application, the responsible authority will consider, as appropriate: [22.05]

- § The extent to which the proposal minimises harm from gaming and avoids a detrimental net social and economic impact to the community.
- § Whether approval is likely to increase the socio-economic disadvantage of the local community.
- § The density of gaming machines within 5 kilometres of the site.
- § Whether the location of the gaming machines or gaming premises is close to places of community congregation and will encourage convenience gaming.
- § Whether patrons will have a choice of non-gambling entertainment and recreation activities at the venue and within the local area.
- § The impact of the proposal on the amenity and character of the area and surrounding land uses. [22.05]

8.0**Background documents**

Campaspe Shire Gaming Policy Framework (Campaspe Shire Council 2011)

CAMPASPE PLANNING SCHEME

19/01/2006
VC37**SCHEDULE TO CLAUSE 53.01 PUBLIC OPEN SPACE CONTRIBUTION AND SUBDIVISION****1.0 SUBDIVISION AND PUBLIC OPEN SPACE CONTRIBUTION**

Type or location of subdivision	Amount of contribution for public open space
All land within the General Residential Zone and the Township Zone.	5% of the land or 5% of the value of the land.
All land within the Low Density Residential Zone.	2.5% of the land or 2.5% of the value of the land.
All land within an Industrial or Commercial Zone.	5% of the land or 5% of the value of the land.

2.0 Background documents:

Public Open Space Guidelines (Stratcorp Consulting, 2007)

Public Open Space Reserve Guidelines. (Campaspe Shire Council, 2019)

CAMPASPE PLANNING SCHEME

31/07/2018
VC148

SCHEDULE TO CLAUSE 53.15 STATEMENT OF UNDERLYING PROVISIONS

1.0

Incorporated statement

31/07/2018
VC148

Land	Incorporated Document
None specified	

CAMPASPE PLANNING SCHEME

31/07/2018
VC148

SCHEDULE TO CLAUSE 59.15 LOCAL VICSMART APPLICATIONS

1.0

Table 1 Classes of VicSmart application under zone provisions

31/07/2018
VC148

Name of zone or class of zone	Class of application	Permit requirement provision	Information requirements and decision guidelines
--------------------------------------	-----------------------------	-------------------------------------	---

None specified

2.0

Table 2 Classes of VicSmart application under overlay provisions

31/07/2018
VC148

Name of overlay or class of overlay	Class of application	Permit requirement provision	Information requirements and decision guidelines
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None specified

3.0

Table 3 Classes of VicSmart application under particular provisions

31/07/2018
VC148

Name of particular provision	Class of application	Permit requirement provision	Information requirements and decision guidelines
-------------------------------------	-----------------------------	-------------------------------------	---

None specified

CAMPASPE PLANNING SCHEME

31/07/2018
VC148

**SCHEDULE 1 TO CLAUSE 59.16 INFORMATION REQUIREMENTS AND
DECISION GUIDELINES FOR LOCAL VICSMART APPLICATIONS**

1.0 Information requirements

31/07/2018
VC148

None specified.

2.0 Decision guidelines

31/07/2018
VC148

None specified.

CAMPASPE PLANNING SCHEME

19/11/2015
GC35**SCHEDULE TO CLAUSE 66.04 REFERRAL OF PERMIT APPLICATIONS
UNDER LOCAL PROVISIONS****1.0 Referral of permit applications under local provisions**--/20--
C--

Clause	Kind of application	Referral authority	Referral authority type
Clause 3 to Schedule 2 to the Environmental Significance Overlay	An application for buildings or works associated with Accommodation, Child care centre, Education centre, Hospital, Office or Place of assembly.	Environment Protection Authority	Determining referral authority
<i>Clause 5 to the Incorporated Document at Clause 72.04 Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2015</i>	An application for 'works'.	Secretary to the Department of Environment, Land, Water and Planning	Determining referral authority
<i>Clause 5 to the Incorporated Document at Clause 72.04 Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2015</i>	An application for 'works'. An application that may impact on or within 30 metres of a waterway.	Relevant floodplain management authority	Recommending referral authority
<i>Clause 5 to the Incorporated Document at Clause 72.04 Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2015</i>	An application for 'works' that adjoin a declared road under the management of the Roads Corporation.	Roads Corporation	Determining referral authority

CAMPASPE PLANNING SCHEME

Clause	Kind of application	Referral authority	Referral authority type
<i>Clause 5 to the Incorporated Document at Clause 72.04 Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2015</i>	An application for 'works' that adjoins Goulburn-Murray Rural Water Corporation assets. An application for 'works' that potentially impact on Goulburn-Murray Rural Water Corporation works or interests. An application for 'works' that have complex drainage impacts.	Goulburn-Murray Rural Water Corporation	Determining referral authority

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C105**SCHEDULE TO CLAUSE 66.06 NOTICE OF PERMIT APPLICATIONS UNDER LOCAL PROVISIONS****1.0 Notice of permit applications under local provisions**-/-/20-
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Clause	Kind of application	Person or body to be notified
Clause 6 to Schedule 1 to the Environmental Significance Overlay (ESO1)	All applications that may have an impact on water quality.	Goulburn-Murray Water North Central Catchment Management Authority Goulburn Broken Catchment Management Authority

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Name of background document	Amendment number - clause reference
<i>A Master Plan for the Heritage Precinct of Echuca</i> , Cox Sanderson & KLM Gerner Consulting Group, March 2000	New Format Scheme Clause 02.03-5, 15.03-1
<i>Active Transport Strategy</i> (Campaspe Shire Council, 2019)	C118 Clause 02.03-8, 18.
<i>Business Signage Guidelines for Historic Areas</i> (Campaspe Shire Council, 2011)	C50 Clause 02.03-5, 15.03-1
<i>Campaspe Shire (Gaps) Heritage Study</i> , (Ballinger, Henty, Huddle & Wight, 2005)	C101 Clause 02.03-5, 15.03-1
<i>Campaspe Shire Gaming Policy Framework</i> (Campaspe Shire Council, 2011)	C87 Clause 52.28
<i>Campaspe, Greater Shepparton and Moira Regional Rural Land Use Strategy</i> (RMCG Consultants, 2008)	C69 Clause 02.03-4, 02.03-7, 11.01-1, 14.01-1, 14.01-2
<i>Campaspe Settlement Strategy</i> (Campaspe Shire Council, 2015)	C118 Clause 02.03-1, 02.03-6, 11.01-1
<i>Campaspe Our Future</i> (Campaspe Shire Council, 2015)	C105 Clause 02.02
<i>Campaspe Entrances Strategy</i> (TBA Planners, 1998)	New Format Scheme Clause 02.03-5, 15.01-1
<i>City of Echuca Conservation Study</i> , (Andrew Ward, 1992)	New Format Scheme Clause 02.03-5, 15.03-1
<i>Council Plan, 2017 – 2021</i> (Campaspe Shire Council, 2016)	C118 Clause 02.02
<i>Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire</i> (Shire of Campaspe, City of Greater Shepparton, Moira Shire, 2010)	C77 Clause 19
<i>Echuca Areodrome Master Plan</i> (Beca, 2010)	C76 Clause 02.03-8, 18.04-1
<i>Echuca CBD and Historic Port Precinct Parking Strategy</i> (Traffix Group, 2018)	C118 Clause 02.3-8, 18

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SCHEDULE TO CLAUSE 72.08 BACKGROUND DOCUMENTS

<i>Echuca Commercial Strategy</i> (Campaspe Shire Council, 2011)	Clause 02.03-7, 11.03-1
Background documents	
<i>Echuca Housing Strategy</i> (Beca,2011)	C86 Clause 02.03-6, 11.01-1, 14.01-1, 16.01-5
<i>Echuca South East Industrial and Commercial Growth Corridor Land Strategy</i> (Centrum Town Planning, 2011)	C86 Clause 02.03-7, 13.07-1, 17.03-1, 17.03-2
<i>Echuca Station Precinct Master Plan</i> , (SJB 2016)	C118 Clause 02.03-7, 11, 15
<i>Echuca Wharf and Aquatic Reserve Conservation Management Plan</i> , (Andrew Ward, 1998)	New Format Scheme Clause 02.03-5, 15.03-1
<i>Goulburn Broken Regional Catchment Strategy</i> (Goulburn Broken Catchment Management Authority, 2013-2019)	C105 Clause 02.03-2, 02.03-3, 02.03-4, 12.01-1, 12.03-1, 13.03-1, 14.01-2
<i>Infrastructure Design Manual</i> (Local Government Infrastructure Design Association, 2019)	C86 Clause 02.03-9, 19.03-2
<i>Landscape Plan Guide</i> (Spiire, 2017)	C118 Clause 02.03-9, 53.01
<i>Planning Permit Applications - Urban Design Guidelines</i> (Campaspe Shire Council 2012)	C86 Clause 02.03-5, 15.01-1
<i>Port Precinct Plan</i> (Hirst Projects & Terroir Architects, 2018)	C118 Clause 02.03-5, 15.03-1
<i>Port Precinct Plan Background Report</i> (Hirst Projects & Terroir Architects, 2018)	C118 Clause 02.03-5, 15.03-1
<i>Public Open Space Reserve Guidelines</i> (Campaspe Shire Council, 2019)	C118 Clause 02.03-9, 53.01
<i>Shire of Campaspe Heritage Precincts Incorporated Plan</i> (Heritage Concepts, 2011)	C50 Clause 02.03-5, 15.03-1
<i>Waranga Conservation Study</i> (Graeme Butler, 1988)	New Format Scheme Clause 02.03-5, 15.03-1

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C--**SCHEDULE TO CLAUSE 74.01 APPLICATION OF ZONES, OVERLAYS AND PROVISIONS****1.0****Application of zones, overlays and provisions**--/20--
C--**This planning scheme applies the following zones and overlays to implement the Municipal Planning Strategy and the objectives and strategies in Clause 11 to 19:**

the General Residential Zone to all existing and proposed residential land within Echuca, Kyabram and Rochester.

the Township Zone to urban areas of small towns within the Shire.

the Low Density Residential Zone to the outskirts of Echuca, Kyabram and Rochester.

the Rural Living Zone to rural areas primarily containing residential uses.

the Farming Zone, Schedule 1 to the 'growth/consolidation' areas to implement the Regional Rural Land Use Strategy (RRLUS).

the Farming Zone, Schedule 2 to the 'niche' areas to implement the RRLUS.

the Rural Activity Zone, Schedule to areas along the Murray River Corridor to support rural based tourism.

the Commercial 1 Zone to existing and proposed retail/business centres.

the Commercial 2 Zone to areas along major roads containing a mix of bulky goods retailing and manufacturing industry.

the Industrial 1 Zone to industrial areas containing manufacturing industry, the storage and distribution of goods and associated uses.

the Industrial 2 Zone to industrial areas that contain more offensive industrial activities.

the Industrial 3 Zone to industrial areas in close proximity to residential areas to encourage compatible industrial uses and enable consideration of amenity impacts.

the Special Use Zone to private schools, waste water treatment plants and the Echuca Aerodrome site.

the Public Conservation and Resource Zone on Crown land, river frontages and State forests.

the Public Park and Recreation Zone on open space areas managed by Council.

the Public Use Zone on Council owned land.

the Urban Floodway Zone to land identified by the Catchment Management Authority as waterways and major floodpaths within urban areas.

the Road Zone to identify existing significant roads.

the Environmental Significance Overlay, Schedule 1 to land along the Murray River Corridor to protect the biodiversity, ecological and cultural values of the waterway.

the Environmental Significance Overlay, Schedule 2 to land surrounding Echuca Saleyards to protect the site from non-compatible uses.

the Heritage Overlay to heritage places including buildings, areas, places and sites of natural or cultural significance and the exemptions in the "Shire of Campaspe Heritage Precincts Incorporated Plan, November 2011".

the Development Plan Overlay, Schedule 2 to land affected by the Kyabram East Outline Development Plan.

the Development Plan Overlay, Schedule 3 to land affected by the Kyabram South Outline Development Plan.

the Development Plan Overlay, Schedule 4 to land affected by the Kyabram North East Outline Development Plan.

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- the Development Plan Overlay, Schedule 5 to land affected by the Wharparilla Drive South East Outline Development Plan.
- the Development Plan Overlay, Schedule 6 to land affected by Low Density Residential Development.
- the Development Plan Overlay, Schedule 7 to land affected by the Wharparilla Drive West Development Plan.
- the Development Plan Overlay, Schedule 8 to land affected by the Echuca Community for the Aged Development Plan.
- the Development Plan Overlay, Schedule 9 to land affected by the Echuca South East Industrial and Commercial Growth Corridor..
- the Development Plan Overlay, Schedule 10 to land affected by the Echuca South East Rural Living Precinct.
- the Design and Development Overlay, Schedule 2 to land affected by the Former Rice Mills Site, Annersely Street Echuca.
- the Design and Development Overlay, Schedule 3 to land affected by the Northern and Murray Valley Highway Precinct, Echuca.
- the Design and Development Overlay, Schedule 4 to land affected by the Echuca Town Entrance Gateway.
- the Design and Development Overlay, Schedules 5, 6 and 7 to land affected by the Echuca Aerodrome's Obstacle Limitation Surfaces Plan.
- Design and Development Overlay, Schedule 8 to land in the Commercial 2 Zone along the Northern Highway, Rochester.
- Design and Development Overlay, Schedule 9 to land in McEwen and McCormick Roads and Albion Street, Kyabram.
- Design and Development Overlay, Schedules 10 and 11 to land along Sturt Street, the Murray Valley Highway and Cornelia Creek Road, Echuca.
- Design and Development Overlay, Schedules 12 and 13 to land along Ogilvie Avenue and High Street, Echuca.
- the Environmental Audit Overlay to areas subject to site contamination.
- the Bushfire Management Overlay to areas of high fire risk.
- the Floodway Overlay to land affected by waterways and major floodpaths.
- the Land Subject to Inundation Overlay to areas within the 100-year flood.
- the Salinity Management Overlay to areas of the Mt Camel Range.
- the Parking Overlay to identify areas where local car parking rates apply.
- the Restructure Overlay to identify old and inappropriate subdivisions which are to be restructured.
- the Public Acquisition Overlay to identify land proposed to be acquired by a public authority.
- the Road Closure Overlay to identify a road that is proposed to be closed.

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SCHEDULE TO CLAUSE 74.02 FURTHER STRATEGIC WORK**1.0 Further strategic work**

- Prepare a 'Patho Plains Opportunities and Constraints Analysis' to support intensive animal industries. [PSR]
- Investigate Rural Living opportunities around Kyabram, Rochester, Rushworth and Tongala [Existing Framework Plans].
- Investigate further zoning and overlay opportunities as recommended in the *Echuca Commercial Strategy* (Campaspe Shire Council, 2017).
- Review the Echuca rail corridor for commercial opportunities.

Planning and Environment Act 1987

CAMPASPE PLANNING SCHEME

AMENDMENT C118CAMP

EXPLANATORY REPORT

Who is the planning authority?

This amendment has been prepared by the Campaspe Shire Council who is the planning authority for this amendment.

The amendment has been made at the request of Campaspe Shire Council.

Land affected by the Amendment

The amendment applies to all land within the Campaspe Shire Council.

The specific areas affected by the amendment are indicated on the 12 attached maps that form part of this amendment.

What the amendment does

The Amendment implements the outcomes of the following reports:

- *Campaspe Planning Scheme Review Report (2018)*;
- *Campaspe Council Plan (2017-2021)*;
- *Echuca Commercial Strategy (2017)*.
- *Echuca CBD and Historic Port Precinct Parking Strategy (2018)*;
- *Active Transport Strategy (2019)*;
- *Public Open Space Reserve Guidelines (2019)*;
- *Goulburn Valley Waste and Resource Recovery Group Report (2019)*;
- *Port Precinct Plan (2018)*.

The amendment replaces the Municipal Strategic Statement (MSS) at Clause 21 and Local Planning Policies at Clause 22 of the Campaspe Planning Scheme with a Municipal Planning Strategy (MPS), local policies integrated within the Planning Policy Framework (PPF) and local schedules to zones, overlays and operational provisions consistent with:

- the *Victoria Planning Provisions* as a result of Amendment VC148, and ^[1]_[SEP]
- the *Ministerial Direction – Form and Content of Planning Schemes*. ^[1]_[SEP]

The amendment makes the following changes to the content of Clauses 21 and 22 of the Campaspe Planning Scheme: ^[1]_[SEP]

- Relocates the content to the appropriate headings in the Municipal Planning Strategy, Planning Policy Framework and local schedules of the Campaspe Planning Scheme. ^[1]_[SEP]
- Clarifies and improves the style, format, language or grammatical form in accordance with the principles set out in *A Practitioner's Guide to Victorian Planning Schemes*. ^[1]_[SEP]
- Updates clause references, department names, legislation names, document

- references, terminology and statistical data.
- Deletes or adjusts incompatible content that conflicts with State planning policy of the Victoria Planning Provisions.
- Removes repetitive content.
- Removes or updates outdated content.

Specifically, the amendment makes changes to the following local sections of the scheme:

Purpose and Vision

Introduce a new Municipal Planning Strategy (MPS) at Clause 02 based on content from Clauses 21 and 22 of the Local Planning Policy Framework and from adopted Council reports.

Planning Policy Framework

Introduce revised local policy content into the Planning Policy Framework (PPF) at Clauses 11 (Settlement), 12 (Environmental and Landscape Values), 13 (Environmental Risks and Amenity), 14 (Natural Resource Management), 15 (Built Environment and Heritage), 16 (Housing), 17 (Economic Development), 18 (Transport) and 19 (Infrastructure) based on content from Clauses 21 and 22 of the Local Planning Policy Framework and from adopted Council reports.

Zones - Maps

Rezone the land on Map 10 at 118-120 Northern Highway, Echuca from Farming Zone 1 and Commercial 2 Zone to General Residential Zone as identified in the *Echuca Housing Strategy 2011*.

Rezone the land on Map 10 at 52-86 Northern Highway, Echuca from General Residential Zone to Commercial 2 Zone to contain all five parcels of land in the one zone.

Rezone the land on Map 7 at 21 Hartshorn Drive and 18 Bridlington Avenue, Echuca from Public Use Zone (Schedule 7) to General Residential Zone as the land is no longer required for drainage purposes.

Rezone the land on Map 10 on the north-west corner of Haverfield Street and Ogilvie Avenue, Echuca (39-61 Haverfield Street) from Commercial 2 Zone to Commercial 1 Zone to reflect the recommendations of the *Echuca Commercial Strategy 2017*.

Rezone the land on Maps 7, 8 and 10 at 88 Wilkinson Drive, Echuca from General Residential Zone and Public Park and Recreation Zone to Special Use Zone (Schedule 2) to reflect Council's ownership of the land.

Rezone the land on Map 24 on the north-east corner of Gillies Road and McColl Road, Kyabram (642 McColl Road) from Farming Zone Schedule 1 to Public Use Zone 6 as identified by the Goulburn Valley Waste and Resource Recovery Group.

Rezone the land on Map 17 on the north-west corner of McColl Road and Keane Road, Lockington (1459 Keane Road) from Farming Zone Schedule 1 to Public Use Zone 6 as identified by the Goulburn Valley Waste and Resource Recovery Group.

Rezone land on Map 7 on Wilkinson Drive from General Residential Zone to Public Use Zone 6 to reflect the ownership of the land by Coliban Regional Water Corporation.

Zones – Schedules

Replace the existing schedule to the Low Density Residential Zone (Clause 32.03) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Township Zone (Clause 32.05) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the General Residential Zone (Clause 32.08) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Industrial 1 Zone (Clause 33.01) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Industrial 2 Zone (Clause 33.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Industrial 3 Zone (Clause 33.03) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Commercial 1 Zone (Clause 34.01) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 1 to the Rural Living Zone (Clause 35.03) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 2 to the Rural Living Zone (Clause 35.03) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 1 to the Farming Zone (Clause 35.07) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 2 to the Farming Zone (Clause 35.07) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Rural Activity Zone (Clause 35.08) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Public Use Zone (Clause 36.01) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Public Park and Recreation Zone (Clause 36.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Public Conservation and Resource Zone (Clause 36.03) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 1 to the Special Use Zone (Clause 37.01) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 2 to the Special Use Zone (Clause 37.01) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 3 to the Special Use Zone (Clause 37.01) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Urban Floodway Zone (Clause 37.03) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Overlays – Maps

Include the land on Map 5 at 100 Prairie Park Road, Mitiamo in a Heritage Overlay (HO416) to correct a mapping error.

Include the land on Maps 10 and 11 along Ogilvie Avenue, Echuca in Design and Development Overlay Schedule 12 (DDO12) to implement the recommendations of the *Echuca Commercial Strategy 2017*.

Include the land on Maps 8 and 9 along High Street, Echuca between Heygarth Street and Tyler Street in Design and Development Overlay Schedule 13 (DDO13) to implement the recommendations of the *Echuca Commercial Strategy 2017* and to extend it to all land between Heygarth and Tyler Streets.

Include land on Maps 8, 9, 10 and 11 bounded by Eyre Street, High Street, Haverfield Street, Ogilvie Avenue and Annesley Street in Parking Overlay Schedule 1 (PO1) as identified in the *Echuca CBD and Historic Port Precinct Parking Strategy (2018)*.

Overlays - Schedules

Replace the existing schedule 1 to the Environmental Significance Overlay (Clause 42.01) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 2 to the Environmental Significance Overlay (Clause 42.01) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing Schedule to Clause 43.01 (Heritage Overlay) with a new schedule that includes application requirements previously contained at Clause 22.02 (Heritage) of the Local Planning Policy Framework and to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 2 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 3 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 4 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 5 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 6 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 7 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 8 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 9 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 10 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 11 to the Design and Development Overlay (Clause 43.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Insert a new schedule 12 to the Design and Development Overlay (Clause 43.02) to implement the *Echuca Commercial Strategy (2017)* consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Insert a new schedule 13 to the Design and Development Overlay (Clause 43.02) to implement the *Echuca Commercial Strategy (2017)* consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 2 to the Development Plan Overlay (Clause 43.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 3 to the Development Plan Overlay (Clause 43.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 4 to the Development Plan Overlay (Clause 43.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 5 to the Development Plan Overlay (Clause 43.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 6 to the Development Plan Overlay (Clause 43.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 7 to the Development Plan Overlay (Clause 43.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 8 to the Development Plan Overlay (Clause 43.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 9 to the Development Plan Overlay (Clause 43.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 10 to the Development Plan Overlay (Clause 43.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Salinity Management Overlay (Clause 44.02) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Floodway Overlay (Clause 44.03) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Land Subject to Inundation Overlay (Clause 44.04) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule 1 to the Bushfire Management Overlay (Clause 44.06) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Public Acquisition Overlay (Clause 45.01) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Restructure Overlay (Clause 45.05) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to the Parking Overlay (Clause 45.09) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes* and to incorporate the recommendations of the *Echuca CBD and Historic Port Precinct Parking Strategy* (Traffix Group 2018) including increased cash-in-lieu requirements.

Particular Provisions

Replace the existing schedule to Clause 52.02 (Easements, Restrictions and Reserves) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to Clause 52.05 (Signs) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to Clause 52.16 (Native Vegetation Precinct Plan) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to Clause 52.17 (Native Vegetation) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to Clause 52.27 (Licensed Premises) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to Clause 52.28 (Gaming) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes* and to incorporate requirements previously contained at Clause 22.05 (Gaming) other than the deletion of the maps to Clause 22.05 as they are no longer required.

Replace the existing schedule to Clause 53.01 (Public Open Space) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning*

Schemes and to update it to reflect current Council practice in accordance with the *Public Open Space Guidelines* (2007) and the *Public Open Space Reserve Guidelines* (2019).

Replace the existing schedule to Clause 53.15 (Statement of Underlying Provisions) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to Clause 59.15 (Local VicSmart Applications) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to Clause 59.16 (Information Requirements and decision Guidelines for Local VicSmart Applications) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

General Provisions

Replace the existing schedule to Clause 66.04 (Referral of Permit Applications under Local Provisions) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Replace the existing schedule to Clause 66.06 (Notice of Permit Applications under Local Provisions) with a new Schedule to make it consistent with the *Ministerial Direction on the Form and Content of Planning Schemes*.

Operational Provisions

Introduce a new Schedule to Clause 72.08 (Background Documents) that consolidates and updates all background documents from Clause 21 of the Local Planning Policy Framework.

Introduce a new Schedule to Clause 74.01 (Application of Zones, Overlays and Provisions) to provide an explanation of the relationship between the municipal objectives, strategies and controls on the use and development of land in the planning scheme. The schedule consolidates all planning scheme implementation actions from Clause 21 of the Local Planning Policy Framework. ^(SEP)

Introduce a new Schedule to Clause 74.02 (Further Strategic Work) that consolidates all relevant further strategic work actions from Clause 21 of the Local Planning Policy Framework and from the recommendations of the Planning Scheme Review Report (2018).

^(SEP)

Strategic assessment of the Amendment

Why is the Amendment required?

Amendment C118camp forms part of Stage 3 of the Smart Planning Rules and Policy Program to reform Victoria's planning system and change the Victoria Planning Provisions (VPP) to make planning schemes more efficient, accessible and transparent.

In 2018, VC148 introduced widespread changes to the Victoria Planning Provisions as part

of Stage 2 of the Smart Planning Program. More specifically, VC148:

- introduced a new Planning Policy Framework (PPF)
- enabled the future introduction of a Municipal Planning Strategy (MPS)
- introduced a new state, regional and local integrated policy structure
- modified the schedules to some existing zones, overlays and provisions to accommodate additional local content
- created new operational provisions.

A key focus for Stage 3 of the Smart Planning Program is to ensure better alignment of local planning policy with state and regional policy by integrating local policy content into the new MPS and PPF.

Local policy content has been drafted in accordance with the principles set out in *A Practitioner's Guide to Victorian Planning Schemes* to ensure policy content is:

- within the scope of the *Planning and Environment Act 1987* and strategically justified
- clear in its application, proportional to the intended planning outcome and consistent with relevant parent provisions, practice notes, advisory notes and ministerial directions issued by the Minister for Planning, and
- drafted to be clear and unambiguous.

The amendment updates local provisions of the Campaspe Planning Scheme where local schedules in zones, overlays, particular provisions and general provisions are inconsistent with:

- the *Victoria Planning Provisions* as a result of Amendment VC142 and VC148, and
- the *Ministerial Direction – Form and Content of Planning Schemes*.

The amendment makes the following changes to local schedules:

- Corrects obvious and technical errors in local schedule clauses in the Campaspe Planning Scheme, including updates to the general structure and order of provisions, the updating of the header or footer of local schedules; and updating of map descriptions.
- Clarifies and improves the style, format, language or grammatical form of local schedule clauses in the Campaspe Planning Scheme where the intended effect of that clause or any other clause is not changed.
- Inserts and updates headings in local schedules in the Campaspe Planning Scheme.
- Relocates content to the appropriate heading in local schedule clauses in the Campaspe Planning Scheme where the intended effect of that clause or any other clause is not changed.
- Updates clause references, department names, legislation names, document references and terminology in local schedule clauses in the Campaspe Planning Scheme.

In 2018 VC142 and VC148 introduced widespread changes to the Victoria Planning Provisions as part of Stage 2 of the Smart Planning Program. The majority of local schedules to planning schemes now contain incorrect references to 'State Planning Policy Framework' and 'Local Planning Policy Framework', clause numbers, clause names, land use terms and background and incorporated documents.

Reviews of local planning schemes undertaken during the course of Stage 2 also identified numerous errors and inconsistencies in local schedules that could not be rectified at the time. A key focus for Stage 3 of the Smart Planning Program is to rectify these inaccuracies and inconsistencies.

These errors and inconsistencies reduce the effectiveness of local provisions in implementing policy objectives and create room for errors of interpretation and unintended outcomes. They also create difficulties in translating the local schedules into a digital format planning system.

Removing these errors and inconsistencies will improve the readability and transparency of the planning scheme, and make local content more compliant with the *Ministerial Direction – Form and Content of Planning Schemes*.

The Department of Environment, Land, Water and Planning (DELWP) acknowledges that future amendments may address remaining inaccuracies and inconsistencies that require consultation with Campaspe Shire Council.

Finally, the amendment is also required so as to implement the following reports:

- *Campaspe Planning Scheme Review Report (2018)*;
- *Campaspe Council Plan (2017-2021)*;
- *Echuca Commercial Strategy (2017)*.
- *Echuca CBD and Historic Port Precinct Parking Strategy (2018)*;
- *Active Transport Strategy (2019)*;
- *Public Open Space Reserve Guidelines (2019)*.
- *Goulburn Valley Waste and Resource Recovery Group Report (2019)*;
- *Port Precinct Plan (2018)*.

A brief overview of the 'Review' report is as follows.

Campaspe Planning Scheme Review Report (2015)

Campaspe Shire Council adopted the *Campaspe Planning Scheme Review Report* in 2018 in accordance with the requirements of Section 12B of the *Planning and Environment Act 1987* (the Act).

Since the introduction of its first 'New Format Planning Scheme' in 1998, the Campaspe Planning Scheme has been regularly reviewed and updated. In addition, there have been numerous Planning Scheme Amendments over the years that have made other incremental changes to the Campaspe Planning Scheme as specific planning issues have arisen. The scheme was most recently and significantly modified by Amendments C86 and C105 which implemented a vast array of strategic work adopted by Council.

Since the last planning scheme review, and its implementation by Amendment C105, a number of significant planning changes have occurred in the municipality as well as significant state and regional planning reforms. In particular, the Loddon Mallee North Regional Growth Plan now forms part of the Campaspe Planning Scheme.

The 2018 Planning Scheme Review outlined the major planning policy changes during the inter-review period and the key issues and policy gaps that had influenced the municipality's strategic planning. The findings of the Review support a series of recommendations that will inform the work program for future amendments to the Campaspe Planning Scheme.

Mindful of the changes to the planning system introduced by the Minister for Planning by Amendment VC148, the Review Report findings included (in summary) the need to;

- translate its existing LPPF into the new PPF model as required by DELWP.
- modify all existing zone schedules to comply with the *Ministerial Direction on Form and Content*.
- modify all existing overlay schedules to comply with the Ministerial Direction on Form and Content.
- prepare and exhibit a full planning scheme amendment inclusive of the new PPF, modified zones, overlays, particular provisions and schedules so as to comply with Amendment VC148.

The Review Report also identified other strategic work required to support future policy development or changes to the provisions of the planning scheme.

Amendment C118camp therefore is a direct outcome of the Campaspe Planning Scheme Review Report 2018.

Campaspe Council Plan (2017-2021)

Council has prepared the *2017-2021 Council Plan* and it contains the following 'Vision' for a 'strong, supportive, vibrant and sustainable' municipality.

The Council Plan is built on five foundation elements being:

- § Strong and engaged communities.
- § Resilient economy.
- § Healthy environment.
- § Balanced services and infrastructure.
- § Responsible management.

Amendment C118camp is consistent with the Council Plan.

How does the amendment implement the objectives of planning in Victoria?

The amendment implements the following objectives of planning in Victoria, set out in section 4(1) of the *Planning and Environment Act 1987*:

- a) *To provide for the fair, orderly, economic and suitable use, and development of the land.*
- c) *To secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria.*
- f) *To facilitate development in accordance with the objectives of planning in Victoria.*

The amendment will provide for the orderly use and development of the municipality consistent with these objectives.

How does the amendment address any environmental, social and economic effects?

The Amendment addresses a range of significant environmental, social and economic issues in the Campaspe Planning Scheme. These include:

Environmental

- Biodiversity

- Native vegetation
- Significant landscapes
- Murray River
- Water
- Flooding
- Bushfire
- Salinity
- Climate change
- Heritage
- Sensitive interfaces

Social

- Township growth
- Housing diversity
- Liveability
- Neighbourhood character
- Community infrastructure
- Open space

Economic

- Rural 'lifestyle' development
- Agriculture
- Activity centres
- Industry
- Tourism
- Development infrastructure
- Integrated transport networks
- Echuca aerodrome

Consistent with the new Council Plan, the new MPS and PPF are focussed on promoting economic development and investment including the protection of key agricultural assets and the downstream processing of agricultural product. It also supports the promotion of industry particularly in Echuca, Kyabram and Rochester.

The new PPF continues its strong support for the protection of environmental assets including the Murray River system and biodiversity.

Importantly, the new PPF strengthens references to the social impacts affecting the municipality including recognition that the population is aging and that this will have land use and development implications for the provision of housing, health and community facilities.

In terms of the modified schedules, amendment C118camp supports these objectives by:

- correcting obvious and technical errors
- clarifying and improving the style, format, language or grammatical form of local schedules
- inserting and updating headings, department names, legislation names and document references in local schedules
- updating clause references and terminology to ensure consistency across planning schemes
- streamlining planning processes and reducing regulatory burden and cost to users of the system
- making the system more relevant, accessible and transparent for Victorians over time.

The amendment is therefore expected to have positive environmental, social and economic effects for Victorian businesses, industry and the community by:

- improving the clarity of local policy content in the MPS, PPF and proposed local schedules which results in greater certainty for users of the system [L] [SEP]
- reducing unnecessary costs to applicants and councils as a result of unclear planning requirements [L] [SEP]
- improving planning outcomes by removing errors, inconsistencies and incompatibility in local policy content in the MPS, PPF and proposed local schedules. [L] [SEP] The application of updated and improved local policy content in the MPS, PPF and proposed local schedules will provide certainty to the users of the planning system by ensuring land use and development outcomes are consistent with environmental, social and economic land use objectives of planning in Campaspe and Victoria. [L] [SEP]

Does the amendment address relevant bushfire risk? [L] [SEP]

The amendment is not expected to result in any increase to the risk to life as a priority, property, community infrastructure and the natural environment from bushfire. [L] [SEP]

Does the amendment comply with the requirements of any Minister's Direction applicable to the amendment? [L] [SEP]

Amendment C118camp increases the compliance of the Campaspe Planning Scheme with Ministerial Directions issued under section 12 of the Act and with the *Ministerial Direction on the Form and Content of Planning Schemes* issued under section 7(5) of the Act.

Amendment C113camp has had regard to and is consistent with *Practice Note 46 – Strategic Assessment Guidelines*.

How does the amendment support or implement the Planning Policy Framework and any adopted State policy?

The Amendment is consistent with the objectives and strategies of the Planning Policy Framework and the incorporated *Loddon Mallee North Regional Growth Plan* (2014). The PPF outlines key directions for the growth and development of regional Victoria, including strategies to maintain its competitive edge. These strategies and objectives include

protection of agriculture through identification and protection of strategically significant rural areas and by limiting inappropriately dispersed urban activities in rural areas.

The Regional Growth Plan identifies that major urban, industrial and commercial growth in the Campaspe region will be focused in the 'Regional centre' of Echuca. It also identifies that:

...future growth will be accommodated by infill development and new residential land releases through the expansion of Echuca West. The local economy will continue to rely on agriculture, related manufacturing, food processing and services. Growth in transport, health services and tourism will be critical for the town's future as a regional centre.

The amendment includes a new Municipal Planning Strategy (at Clause 02) and Planning Policies which have been included at Clause 11-19 (inclusive).

It is considered that the amendment now includes a PPF which is supported by, and generally consistent with the Ministerial Direction.

How does the amendment support or implement the Planning Policy Framework, and specifically the Municipal Planning Strategy?

The Amendment introduces an entirely new Municipal Planning Strategy (at Clause 02) and includes 'Strategic Directions' at Clause 02.03 for the following key themes:

- Settlement and Housing
- Environmental and Landscape Values
- Environmental Risks
- Natural Resource Management
- Built Environment and Heritage
- Economic Development
- Transport
- Infrastructure

There are six Maps included in Clause 02.04 being:

- Campaspe Strategic Framework Plan
- Echuca Town Structure Plan
- Kyabram Town Structure Plan
- Rochester Town Structure Plan
- Rushworth Town Structure Plan
- Tongala Town Structure Plan

The amendment introduces a new Municipal Planning Strategy at Clause 02 and local planning policies included at Clauses 11, 12, 13, 14, 15, 16, 17, 18 and 19. The new structure is summarised below: ^{1}_{SEP}

Table of proposed changes

New Clauses	Content and Proposed Change in Amendment C118camp
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02.01 – Context	Updates demographic data and identifies key local economic, environmental and township issues.
02.02 – Vision	Provides a new 'Vision' based on the Council Plan (2017-2021).
02.03 – Strategic Directions	<p>Addresses key land use themes based on the PPF and provides Strategic Directions for the themes of:</p> <ul style="list-style-type: none"> • Settlement and Housing • Environmental and Landscape Values • Environmental Risks • Natural Resource Management • Built Environment and Heritage • Economic Development • Transport • Infrastructure <p>Notably, these themes are more or less consistent with the existing themes in the Campaspe Planning Scheme as introduced by Amendment C105.</p> <p>In that context, Amendment C118camp is fundamentally a 'translation' of the existing scheme with its only new strategic directions arising from the:</p> <ul style="list-style-type: none"> • <i>Echuca Commercial Strategy (2017).</i> • <i>Echuca CBD and Historic Port Precinct Parking Strategy (2018);</i> • <i>Active Transport Strategy (2019);</i> • <i>Public Open Space Reserve Guidelines (2019);</i> • <i>Goulburn Valley Waste and Resource Recovery Group Report (2019):</i>
02.04 – Strategic Framework Plans	Revises the existing framework plan at Clause 21 into one rationalised 'Campaspe Strategic Framework Plan'.
11- Settlement	<p>This Clause provides local content to support Clause 11 (Settlement) of the Planning Policy Framework and implements key aspects of the Council Plan (2017-2021) and the Echuca Commercial Strategy (2017).</p> <p>Provides strategies for the townships and for residential growth including the sequencing development.</p> <p>Provides direction for the development of activity centres in Echuca.</p> <p>Modifies, rationalises and updates the three existing Structure Plans</p>

	<p>for Echuca into one plan.</p> <p>Simplifies the Structure Plan in Echuca West by deleting some strategic directions given the precinct structure planning being undertaken for that precinct.</p> <p>Modifies, rationalises and updates existing Town Structure Plans for Kyabram, Rochester, Rushworth and Tongala.</p> <p>Deletes existing Town Structure Plans for Stanhope, Gunbower, Colbinabbin, Lockington, Girgarre and Toolleen as the existing plans at Clause 21.09 merely replicate the zoning plans.</p> <p>Specifically, the clause amends the existing strategic directions for Echuca, Kyabram, Rochester, Rushworth and Tongala with modifications and edits to improve clarity.</p>
12 – Environmental and Landscape Values	<p>This Clause provides local content to support Clause 12 (Environmental and Landscape Values) of the Planning Policy Framework and implements aspects of the Council Plan (2017-2021).</p> <p>Retains existing strategic direction from Clauses 21.03, 21.05 and 22.03 including on the Murray River corridor, biodiversity and significant environmental assets with additions arising from Planning Scheme Review Report and the Strategic Framework Plan.</p>
13 – Environmental Risks and Amenity	<p>This Clause provides local content to support Clause 13 (Environmental Risks) of the Planning Policy Framework and implements key aspects of the Council Plan (2017-2021).</p> <p>Introduces local policy directions on carbon storage and translates policies on floodplain management and land use conflicts from Clauses 21.02, 21.04 and 21.07.</p>
14 - Natural Resource Management	<p>This Clause provides local content to support Clause 14 (Natural Resource Management) of the Planning Policy Framework and implements key aspects of the Council Plan (2017-2021).</p> <p>Translates the existing strategic directions for sustainable agriculture from Clause 21.05 and the outcomes of the Regional Rural Land Use Strategy (2008).</p> <p>Inserts local policy drawn from the existing Clause 22.01 and the RRLUS and elsewhere to provide direction for dwellings, small lot subdivision and rural land use in the Farming Zone and the Rural Activity Zone.</p> <p>Inserts local policy drawn from the existing Clause 22.04 to provide direction for non-rural land uses in the Farming Zone.</p> <p>Inserts local policy drawn from the existing Clause 22.06 to provide direction for use and development in the Rural Activity Zone.</p>
15 – Built Environment and Heritage	<p>This Clause provides local content to support Clause 15 (Built Environment and Heritage) of the Planning Policy Framework and implements key aspects of the Council Plan (2017 - 2021).</p> <p>Includes strategic directions for urban design and neighbourhood</p>

	<p>character from Clauses 21.06 and 21.09.</p> <p>Converts existing policy direction on heritage from existing Clauses 21.07, 22.02 and 22.03. (Existing 'application requirements' in Clause 22.02 have been updated and relocated to the Schedule to Clause 43.01).</p>
16 – Housing	<p>This Clause provides local content to support Clause 16 (Housing) of the Planning Policy Framework and implements key aspects of the Council Plan (2017 – 2021).</p> <p>Provides objectives and strategies for the location of rural residential development derived from Clauses 21.02, 21.05 and 21.09.</p>
17 – Economic Development	<p>This Clause provides local content to support Clause 17 (Economic Development) of the Planning Policy Framework and implements key aspects of the Council Plan (2017 - 2021) and the Echuca Commercial Strategy (2017).</p> <p>Edits existing strategic directions for Industrial land and Tourism from Clause 21.07 to improve clarity.</p> <p>Converts existing policy direction from Strategic Framework Plan and other Plans.</p>
18 – Transport	<p>This Clause provides local content to support Clause 18 (Transport) of the Planning Policy Framework and implements key aspects of the Council Plan (2017 - 2021).</p> <p>Includes strategies addressing the Echuca airport derived from Clause 21.08.</p>
19– Infrastructure	<p>This Clause provides local content to support Clause 19 (Infrastructure) of the Planning Policy Framework and implements key aspects of the Council Plan (2017 - 2021).</p> <p>Includes objectives and strategies addressing integrated water management and infrastructure design arising from the 'Infrastructure Design Manual' and from existing Clauses 21.04, 21.05, 21.06, 21.08 and 22.07.</p>

Does the amendment make proper use of the Victoria Planning Provisions?

The amendment introduces local policy and associated local policy content consistent with Amendment VC148 and the *Ministerial Direction - The Form and Content of Planning Schemes*.

Where local schedules have been amended, the form of the schedule has been modified to accord with the current *Ministerial Direction - The Form and Content of Planning Schemes*.

The amendment makes numerous changes to the zoning and overlay maps in the Campaspe Planning Scheme as indicated above.

The amendment makes modifications to all existing zone, overlay and provision Schedules to align with the *Ministerial Direction on the Form and Content of Planning Schemes* issued under section 7(5) of the Act.

The Amendment also complies with all the relevant Practice Notes.

It is considered that the amendment makes proper use of the Victoria Planning Provisions.

How does the amendment address the views of any relevant agency?

Relevant agencies have been involved in the preparation of much of the strategic work adopted by Council.

Relevant agencies were also consulted with during the Campaspe Planning Scheme Review process and these and other agencies will be consulted throughout the exhibition process for Amendment C118camp.

Amendment C118camp makes administrative changes to the Campaspe Planning Scheme following approval of VC148. Various government agencies and other entities were involved in the identification or preparation of particular changes as part of the wider Smart Planning consultation.

Does the amendment address relevant requirements of the Transport Integration Act 2010?

Amendment C118camp will not have a significant impact on the transport system as defined by the *Transport Integration Act 2010*.

Resource and administrative costs

Amendment C118camp is not expected to impose additional resource or administrative costs on the responsible authority. Introducing revised local policy content in the form of the MPS and PPF is expected to create a clearer more navigable policy framework where state and local policy build on each other to allow policy to achieve its intended outcome. After an initial familiarisation phase this should have the effect of reducing the burden on the responsible authority of creating and administering local policy content in the scheme. Ultimately the amendment will provide a clear set of guidelines that deliver a greater level of certainty to the community and other stakeholders within the municipality.

Amendment C118camp will also have a positive effect on the resource and administrative costs of responsible authorities by providing clearer, consistent, and more compliant local schedules in the planning scheme. This will make it simpler for the responsible authority and for users of the system to determine the planning requirements for a specific land use or development.

The amendment will also create substantial time and resourcing savings for the responsible authority through the review and updating of previously non-compliant local schedules to remove errors and inconsistency that would otherwise have been required in the prescribed planning scheme review process.

Overall, the amendment is expected to have minimal impact on the resource and administrative costs of the responsible authority in that the amendment effectively replaces

the existing LPPF with a new and contemporary PPF; and provides more extensive permit exemptions.

Panel hearing dates

In accordance with clause 4(2) of Ministerial Direction No.15 the following panel hearing dates have been set for this amendment:

- directions hearing: Week commencing
- panel hearing: Week commencing

Where you may inspect this Amendment

The amendment is available for public inspection, free of charge, during office hours at the following places:

- § Campaspe Shire Council, 2 Heygarth Street, Echuca, 3564.
- § Department of Environment, Land, Water and Planning, Corner Midland Highway and Taylor Street, Epsom 3551.

The Amendment can also be inspected free of charge at the:

Campaspe Shire Council website at www.campaspe.vic.gov.au

The amendment can also be inspected free of charge at the Department of Environment, Land, Water and Planning website at <http://www.delwp.vic.gov.au/planning/publicinspection>.

Planning and Environment Act 1987

CAMPASPE PLANNING SCHEME

AMENDMENT C118camp

INSTRUCTION SHEET

The planning authority for this amendment is the Campaspe Shire Council

The Campaspe Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of 11 attached map sheets.

Zoning Maps

1. Amend Planning Scheme Map No 24 in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 001znMap24".
2. Amend Planning Scheme Map No 17 in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 002znMap17".
3. Amend Planning Scheme Map No 10 in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 003znMap10".
4. Amend Planning Scheme Map No 10 in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 004znMap10".
5. Amend Planning Scheme Map No 7 in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 005znMap07".
6. Amend Planning Scheme Map No 7 in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 008znMap07".
7. Amend Planning Scheme Map Nos 7, 8 and 10 in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 011znMaps07_08_10".

Overlay Maps

8. Insert Planning Scheme Map Nos 10 and 11 DDO in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 006ddoMaps10_11".
9. Insert Planning Scheme Map Nos 8 and 9 DDO in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 007ddoMaps08_09".
10. Amend Planning Scheme Map No 5 HO in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 009ddoMap05".
11. Insert Planning Scheme Map Nos 8, 9, 10 and 11 PO in the manner shown on the 1 attached map marked Campaspe Planning Scheme, Amendment C118 "C118camp 010ddoMaps08_09_10_11".

Planning Scheme Ordinance

The Planning Scheme Ordinance is amended as follows:

12. In **Purpose and Vision** – insert Clause 02.00 in the form of the attached document.
13. In **Purpose and Vision** – insert Clause 02.01 in the form of the attached document.
14. In **Purpose and Vision** – insert Clause 02.02 in the form of the attached document.
15. In **Purpose and Vision** – insert Clause 02.03 in the form of the attached document.
16. In **Purpose and Vision** – insert Clause 02.04 in the form of the attached document.
17. In **Planning Policy Framework**- insert new Clause 11.01-1L in the form of the attached document.
18. In **Planning Policy Framework**- insert new Clause 11.03-1L in the form of the attached document.
19. In **Planning Policy Framework**- insert new Clause 12.01-1L in the form of the attached document.
20. In **Planning Policy Framework**- insert new Clause 12.03-1L in the form of the attached document.
21. In **Planning Policy Framework**- insert new Clause 13.01-1L in the form of the attached document.
22. In **Planning Policy Framework**- insert new Clause 13.03-1L in the form of the attached document.
23. In **Planning Policy Framework**- insert new Clause 13.07-1L in the form of the attached document.
24. In **Planning Policy Framework**- insert new Clause 14.01-1L in the form of the attached document.
25. In **Planning Policy Framework**- insert new Clause 14.01-2L in the form of the attached document.
26. In **Planning Policy Framework**- insert new Clause 15.01-1L in the form of the attached document.
27. In **Planning Policy Framework**- insert new Clause 15.01-5L in the form of the attached document.
28. In **Planning Policy Framework**- insert new Clause 15.03-1L in the form of the attached document.
29. In **Planning Policy Framework**- insert new Clause 16.01-5L in the form of the attached document.
30. In **Planning Policy Framework**- insert new Clause 17.03-1L in the form of the attached document.
31. In **Planning Policy Framework**- insert new Clause 17.04-1L in the form of the attached document.
32. In **Planning Policy Framework**- insert new Clause 18.04-1L in the form of the attached document.
33. In **Planning Policy Framework**- insert new Clause 19.03-2L in the form of the attached document.
34. In **Planning Policy Framework**- insert new Clause 19.03-3L in the form of the attached document.

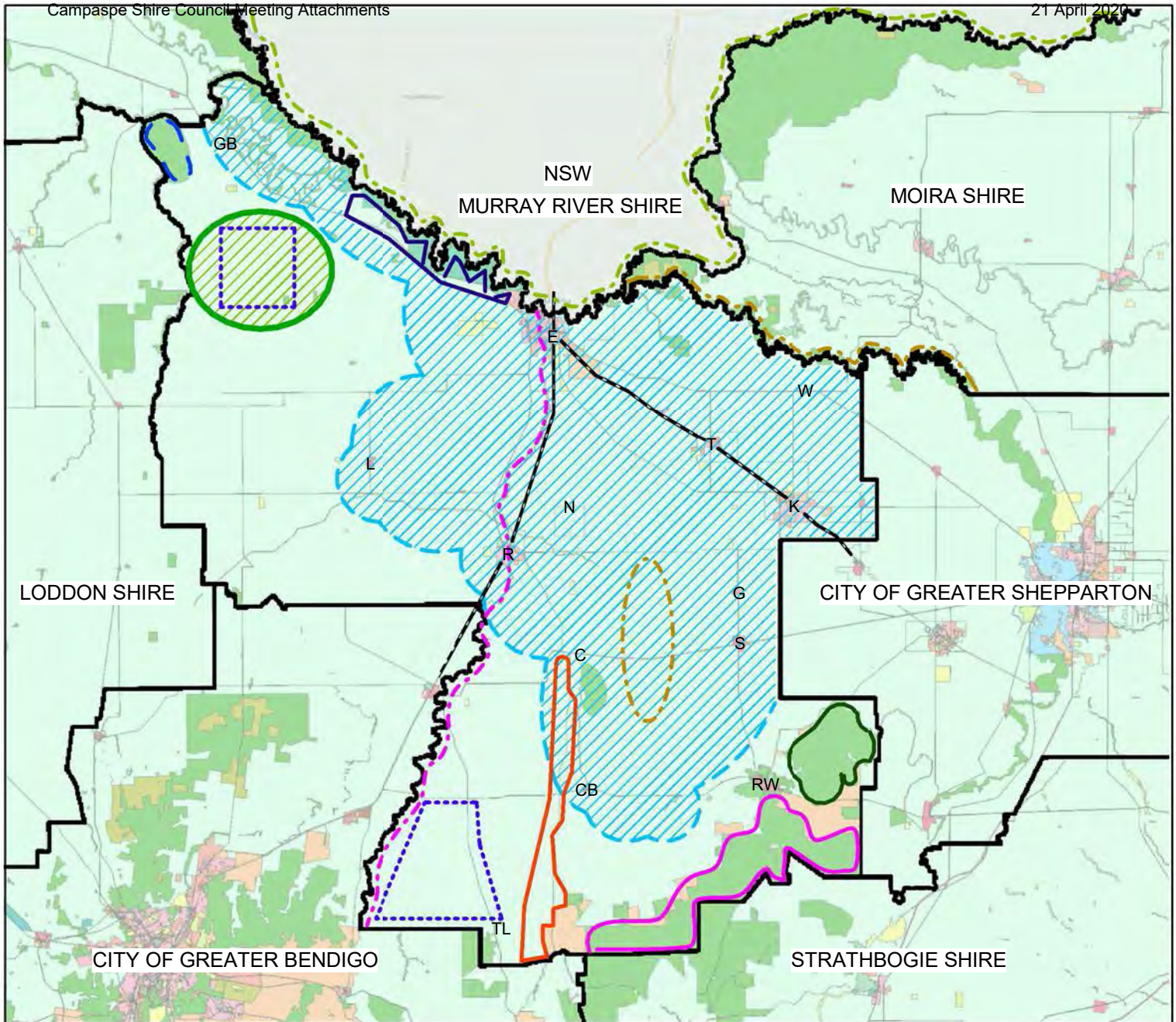
35. In **Local Planning Policy Framework** – delete Clauses 20, 21, 21.01, 21.02, 21.03, 21.04, 21.05, 21.06, 21.07, 21.08, 21.09, 22, 22.01, 22.02, 22.03, 22.04, 22.05, 22.06 and 22.07.
36. In **Zones** – Clause 32.03, replace the Schedule with a new Schedule in the form of the attached document.
37. In **Zones** – Clause 32.05, replace the Schedule with a new Schedule in the form of the attached document.
38. In **Zones** – Clause 32.08, replace the Schedule with a new Schedule in the form of the attached document.
39. In **Zones** – Clause 33.01, replace the Schedule with a new Schedule in the form of the attached document.
40. In **Zones** – Clause 33.02, replace the Schedule with a new Schedule in the form of the attached document.
41. In **Zones** – Clause 33.03, replace the Schedule with a new Schedule in the form of the attached document.
42. In **Zones** – Clause 34.01, replace the Schedule with a new Schedule in the form of the attached document.
43. In **Zones** – Clause 35.03, replace Schedule 1 with a new Schedule in the form of the attached document.
44. In **Zones** – Clause 35.03, replace Schedule 2 with a new Schedule in the form of the attached document.
45. In **Zones** – Clause 35.07, replace Schedule 1 with a new Schedule in the form of the attached document.
46. In **Zones** – Clause 35.07, replace Schedule 2 with a new Schedule in the form of the attached document.
47. In **Zones** – Clause 35.08, replace the Schedule with a new Schedule in the form of the attached document.
48. In **Zones** – Clause 36.01, replace the Schedule with a new Schedule in the form of the attached document.
49. In **Zones** – Clause 36.02, replace the Schedule with a new Schedule in the form of the attached document.
50. In **Zones** – Clause 36.03, replace the Schedule with a new Schedule in the form of the attached document.
51. In **Zones** – Clause 37.01, replace Schedule 1 with a new Schedule in the form of the attached document.
52. In **Zones** – Clause 37.01, replace Schedule 2 with a new Schedule in the form of the attached document.

53. In **Zones** – Clause 37.01, replace Schedule 3 with a new Schedule in the form of the attached document.
54. In **Zones** – Clause 37.03, replace the Schedule with a new Schedule in the form of the attached document.
55. In **Overlays** – Clause 42.01, replace Schedule 1 with a new Schedule in the form of the attached document.
56. In **Overlays** – Clause 42.01, replace Schedule 2 with a new Schedule in the form of the attached document.
57. In **Overlays** – Clause 43.01, replace the Schedule with a new Schedule in the form of the attached document.
58. In **Overlays** – Clause 43.02, replace Schedule 2 with a new Schedule in the form of the attached document.
59. In **Overlays** – Clause 43.02, replace Schedule 3 with a new Schedule in the form of the attached document.
60. In **Overlays** – Clause 43.02, replace Schedule 4 with a new Schedule in the form of the attached document.
61. In **Overlays** – Clause 43.02, replace Schedule 5 with a new Schedule in the form of the attached document.
62. In **Overlays** – Clause 43.02, replace Schedule 6 with a new Schedule in the form of the attached document.
63. In **Overlays** – Clause 43.02, replace Schedule 7 with a new Schedule in the form of the attached document.
64. In **Overlays** – Clause 43.02, replace Schedule 8 with a new Schedule in the form of the attached document.
65. In **Overlays** – Clause 43.02, replace Schedule 9 with a new Schedule in the form of the attached document.
66. In **Overlays** – Clause 43.02, replace Schedule 10 with a new Schedule in the form of the attached document.
67. In **Overlays** – Clause 43.02, replace Schedule 11 with a new Schedule in the form of the attached document.
68. In **Overlays** – insert Clause 43.02, Schedule 12 in the form of the attached document.
69. In **Overlays** – insert Clause 43.02, Schedule 13 in the form of the attached document.
70. In **Overlays** – Clause 43.04, replace Schedule 2 with a new Schedule in the form of the attached document.

71. In **Overlays** – Clause 43.04, replace Schedule 3 with a new Schedule in the form of the attached document.
72. In **Overlays** – Clause 43.04, replace Schedule 4 with a new Schedule in the form of the attached document.
73. In **Overlays** – Clause 43.04, replace Schedule 5 with a new Schedule in the form of the attached document.
74. In **Overlays** – Clause 43.04, replace Schedule 6 with a new Schedule in the form of the attached document.
75. In **Overlays** – Clause 43.04, replace Schedule 7 with a new Schedule in the form of the attached document.
76. In **Overlays** – Clause 43.04, replace Schedule 8 with a new Schedule in the form of the attached document.
77. In **Overlays** – Clause 43.04, replace Schedule 9 with a new Schedule in the form of the attached document.
78. In **Overlays** – Clause 43.04, replace Schedule 10 with a new Schedule in the form of the attached document.
79. In **Overlays** – Clause 44.02, replace the Schedule with a new Schedule in the form of the attached document.
80. In **Overlays** – Clause 44.03, replace the Schedule with a new Schedule in the form of the attached document.
81. In **Overlays** – Clause 44.04, replace the Schedule with a new Schedule in the form of the attached document.
82. In **Overlays** – Clause 44.06, replace Schedule 1 with a new Schedule in the form of the attached document.
83. In **Overlays** – Clause 45.01, replace the Schedule with a new Schedule in the form of the attached document.
84. In **Overlays** – Clause 45.05, replace the Schedule with a new Schedule in the form of the attached document.
85. In **Overlays** – Clause 45.09, replace the Schedule with a new Schedule in the form of the attached document.
86. In **Particular Provisions** – Clause 52.02, replace the Schedule with a new Schedule in the form of the attached document.
87. In **Particular Provisions** – Clause 52.05, replace the Schedule with a new Schedule in the form of the attached document.
88. In **Particular Provisions** – Clause 52.16, replace the Schedule with a new Schedule in the form of the attached document.

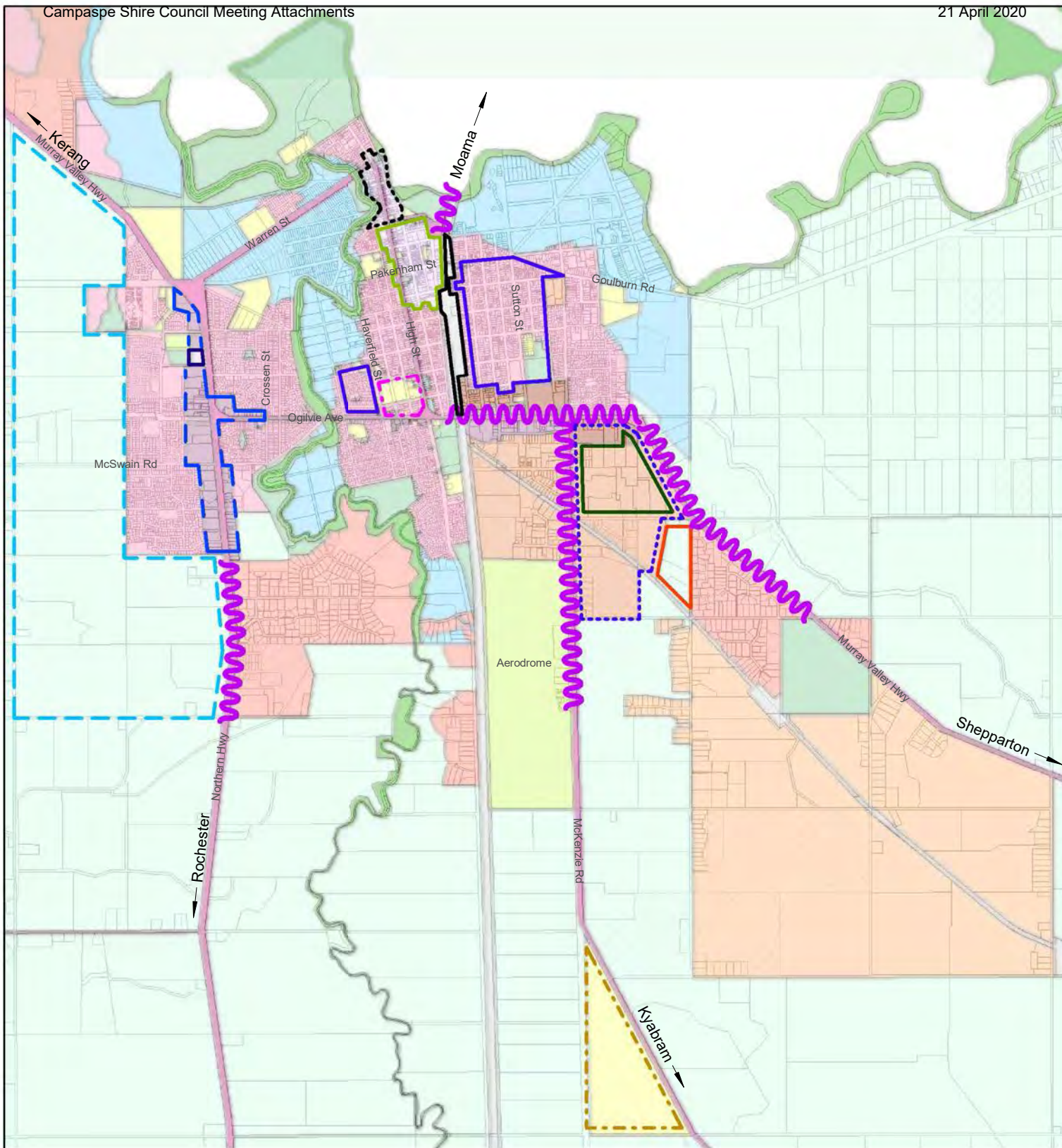
89. In **Particular Provisions** – Clause 52.17, replace the Schedule with a new Schedule in the form of the attached document.
90. In **Particular Provisions** – Clause 52.27, replace the Schedule with a new Schedule in the form of the attached document.
91. In **Particular Provisions** – Clause 52.28, replace the Schedule with a new Schedule in the form of the attached document.
92. In **Particular Provisions** – Clause 53.01, replace the Schedule with a new Schedule in the form of the attached document.
93. In **Particular Provisions** – Clause 53.15, replace the Schedule with a new Schedule in the form of the attached document.
94. In **Particular Provisions** – Clause 59.15, replace the Schedule with a new Schedule in the form of the attached document.
95. In **Particular Provisions** – Clause 59.16, replace the Schedule with a new Schedule in the form of the attached document.
96. In **General Provisions**– Clause 66.04, replace the Schedule with a new Schedule in the form of the attached document.
97. In **General Provisions**– Clause 66.06, replace the Schedule with a new Schedule in the form of the attached document.
98. In **Operational Provisions** – Clause 72.03, replace the Schedule with a new Schedule in the form of the attached document
99. In **Operational Provisions** – Clause 72.08, replace the Schedule with a new Schedule in the form of the attached document
100. In **Operational Provisions** – Clause 74.01, replace the Schedule with a new Schedule in the form of the attached document
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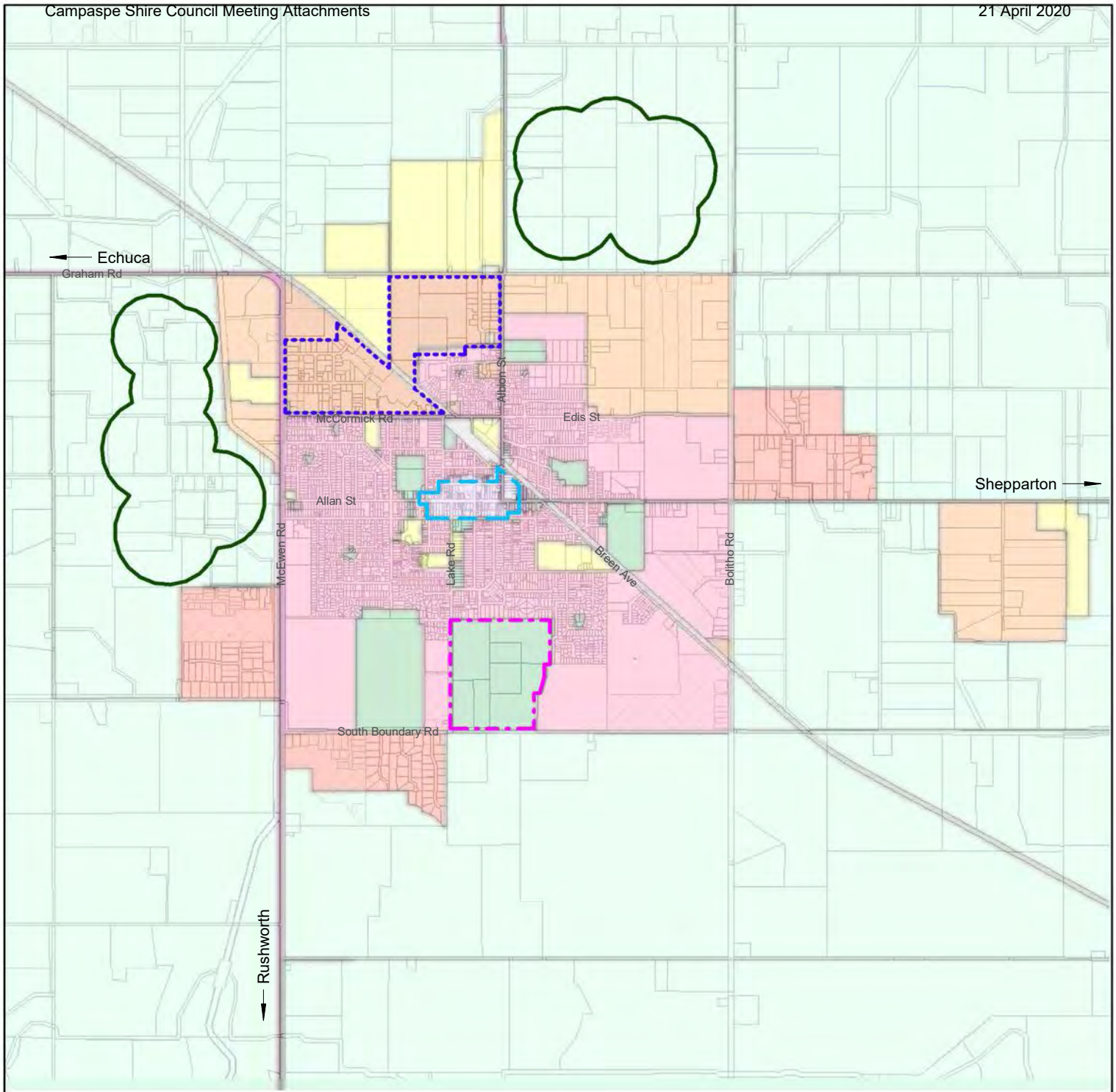
Legend

- | | | | | | | | |
|--|--|--|----------------|----|------------|----|-------------|
| | Shire Boundary | | Murray River | E | Echuca | GB | Gunbower |
| | Tourism related to Agriculture | | Goulburn River | K | Kyabram | CB | Colbinabbin |
| | Productive Agricultural Land | | Campaspe River | R | Rushworth | G | Girgarre |
| | Intensive Animal Industries | | | T | Tongala | C | Corop |
| | Native Grasslands in Patho Plains | | | RW | Rushworth | W | Wyuna |
| | Viticulture along Mt Camel Range | | | S | Stanhope | N | Nanneella |
| | Kow Swamp (RAMSAR Wetlands) | | | L | Lockington | TL | Tooleen |
| | Wallenjoe Wetland Complex | | | | | | |
| | Waranga Basin | | | | | | |
| | Active Rail Line | | | | | | |
| | State Forest, Mining Heritage around Rushworth / Whroo | | | | | | |



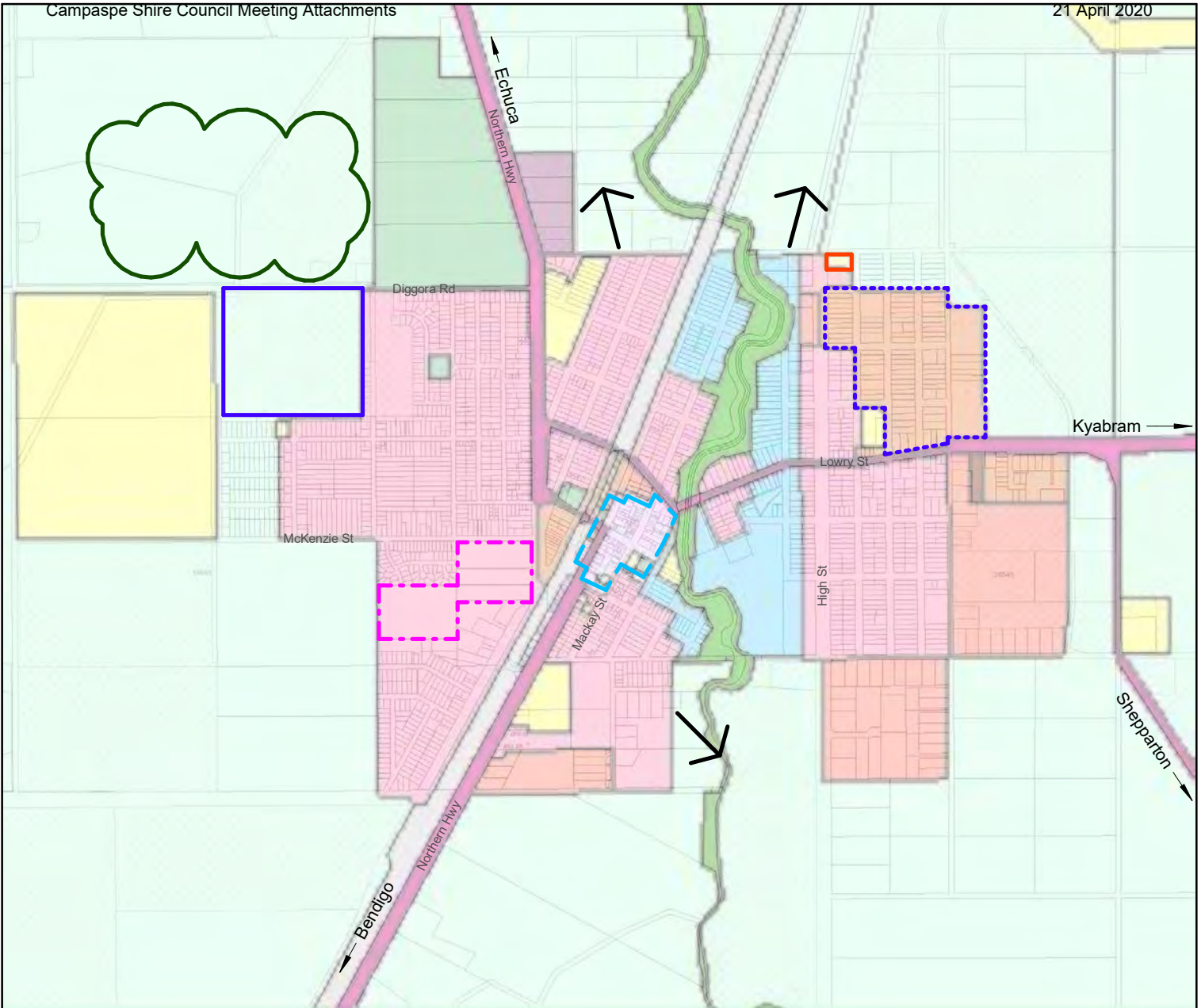
Legend

- Echuca West Precinct Structure Plan
- Neighbourhood Centre
- - - "Big Box" Commercial Activity Service Road & landscaping required to improve town entrances.
- · · · · Industrial Infill
- Separation between Low Density Residential & Industrial Land
- Commercial Precinct
- Echuca Station Precinct
- - - Saleyard Pound & Waste Transfer Stations Discourage sensitive uses within 500m
- ~ ~ ~ Town Entrances Design Requirements
- Food Manufacturing Precinct
- - - Health Precinct
- - - Historic Port Precinct
- Residential Infill



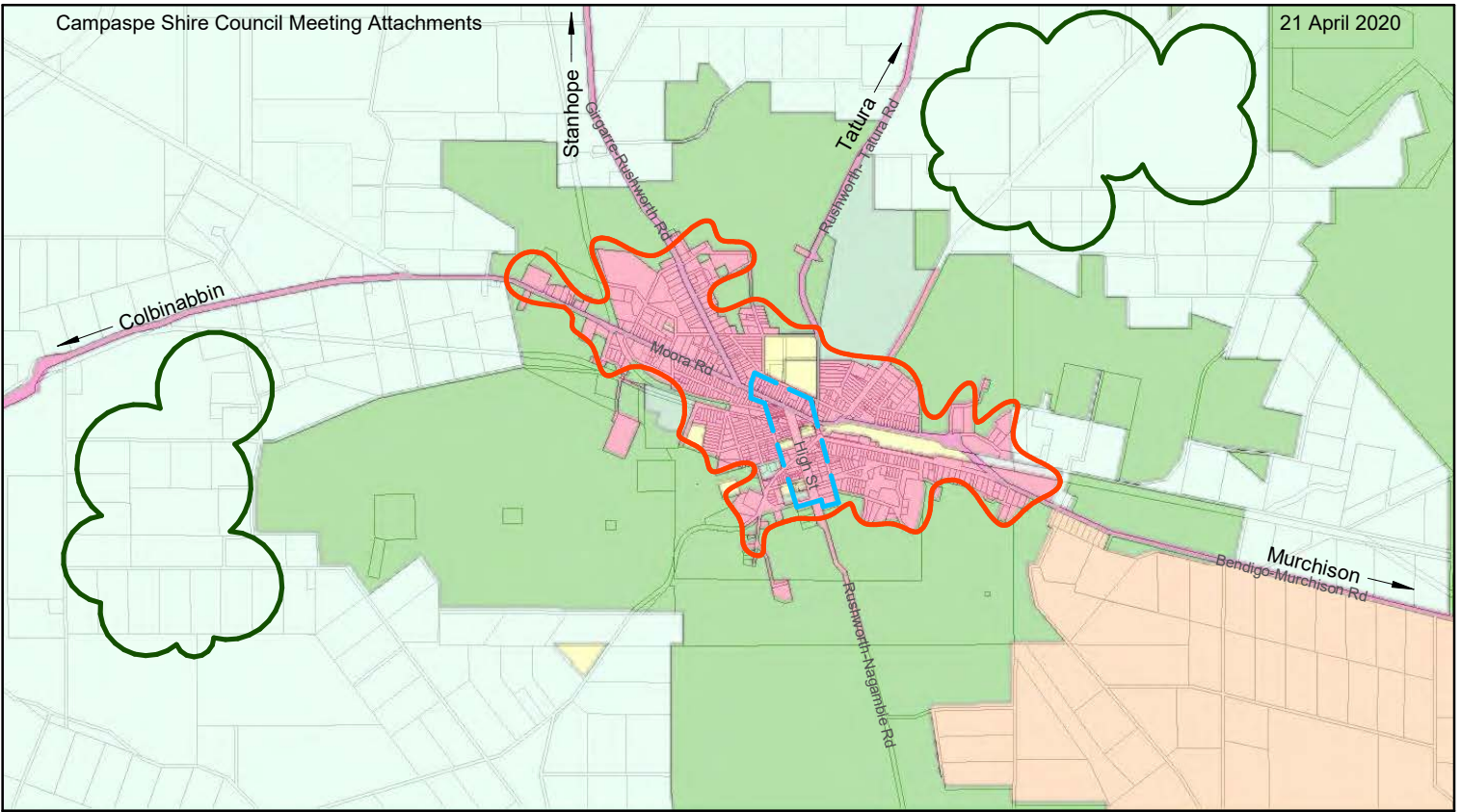
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- Town Centre
- Industrial Precinct
- Rural Living Investigation Area
- Kyabram Fauna Park and Drainage Basin



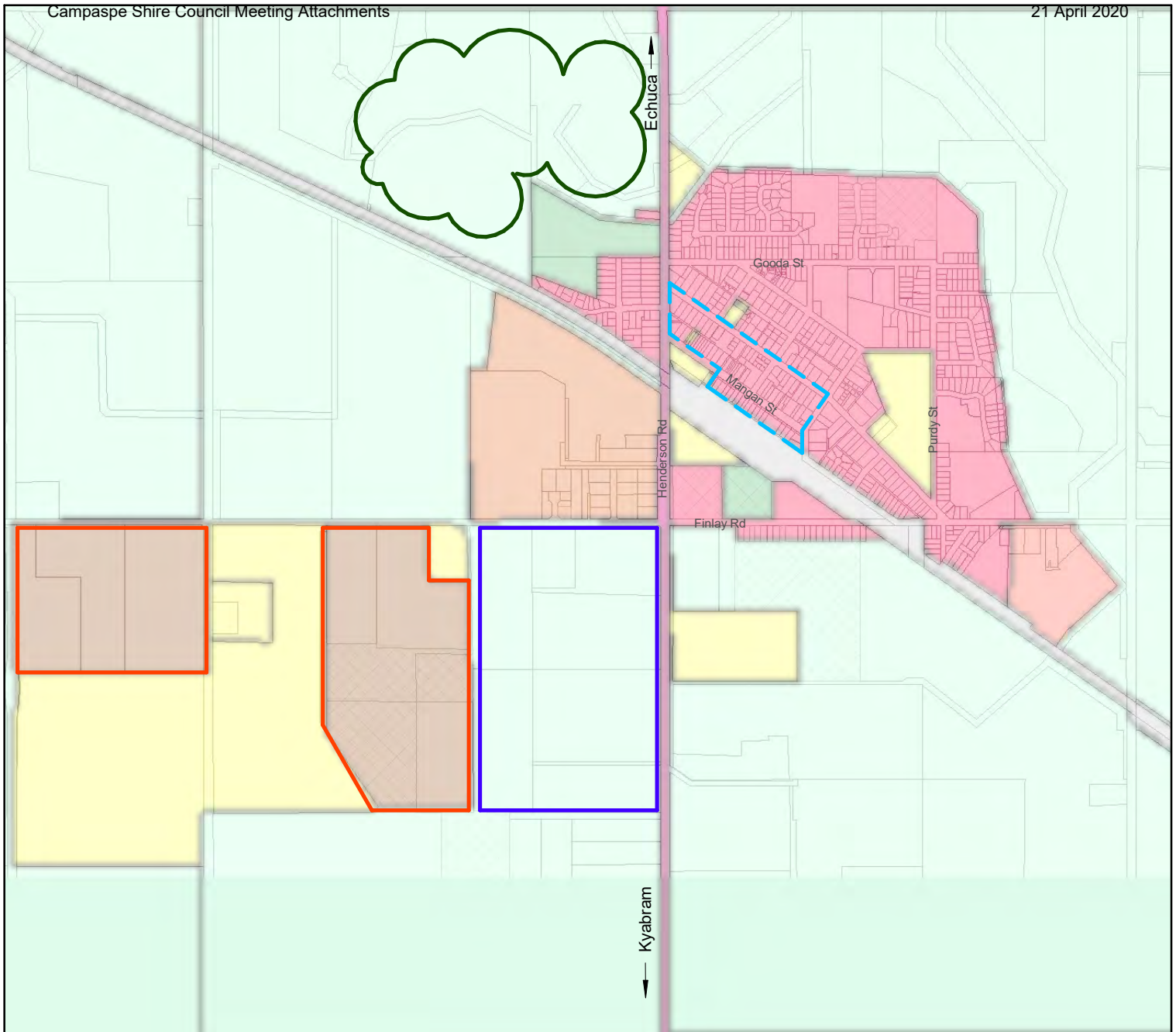
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- Town Centre
- Industrial Investigation Area
- Rural Living Investigation Area
- Transfer Station Buffer Sensitive Land Uses
- Flooding Constraints
- Short Term Residential Growth
- Residential Zone Investigation Area



Legend

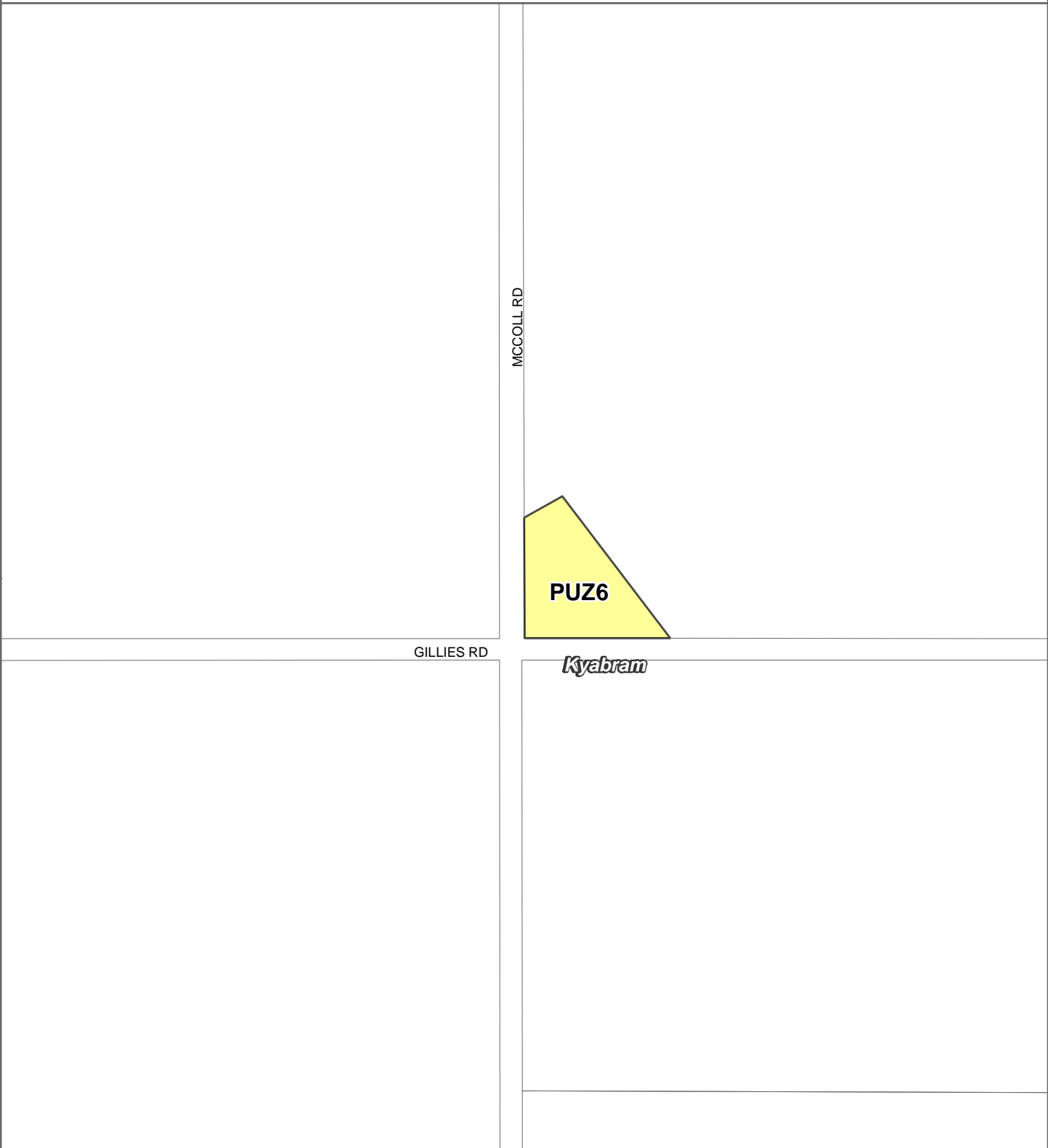
- Town Centre
- Rural Living Investigation Area
- New Development to consider Bushfire Risk





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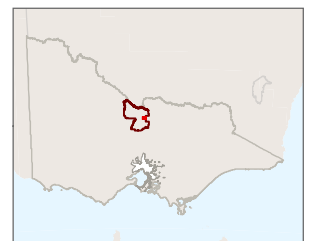
- Town Centre
- Rural Living Investigation Area
- Offensive Industrial Uses
- Long Term Industrial Growth

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LEGEND

-  PUZ6 - Public Use Zone-Local Government
-  Local Government Area

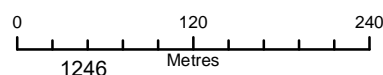


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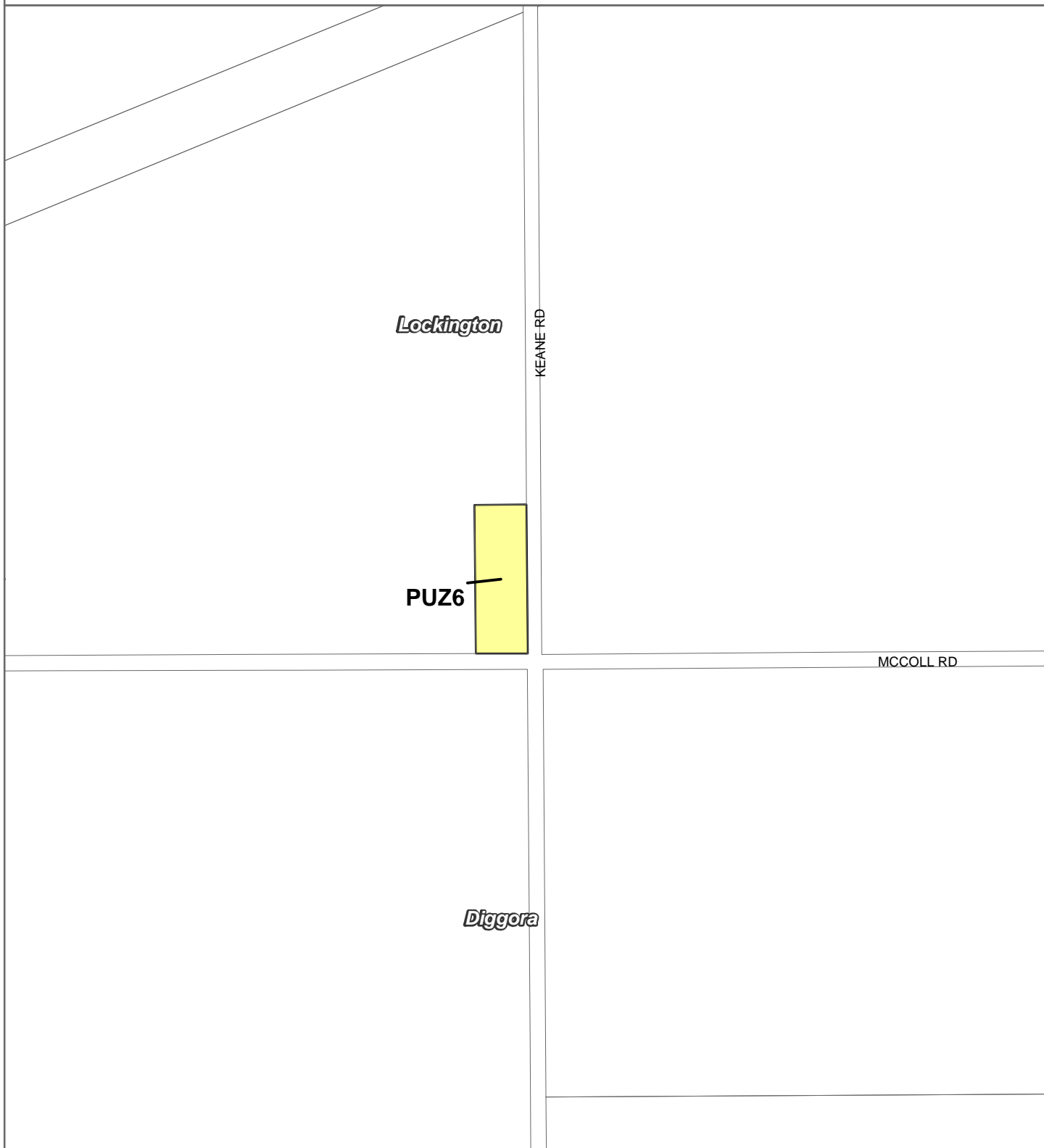
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



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LEGEND

-  PUZ6 - Public Use Zone-Local Government
-  Local Government Area

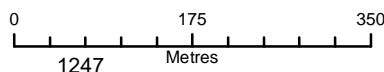


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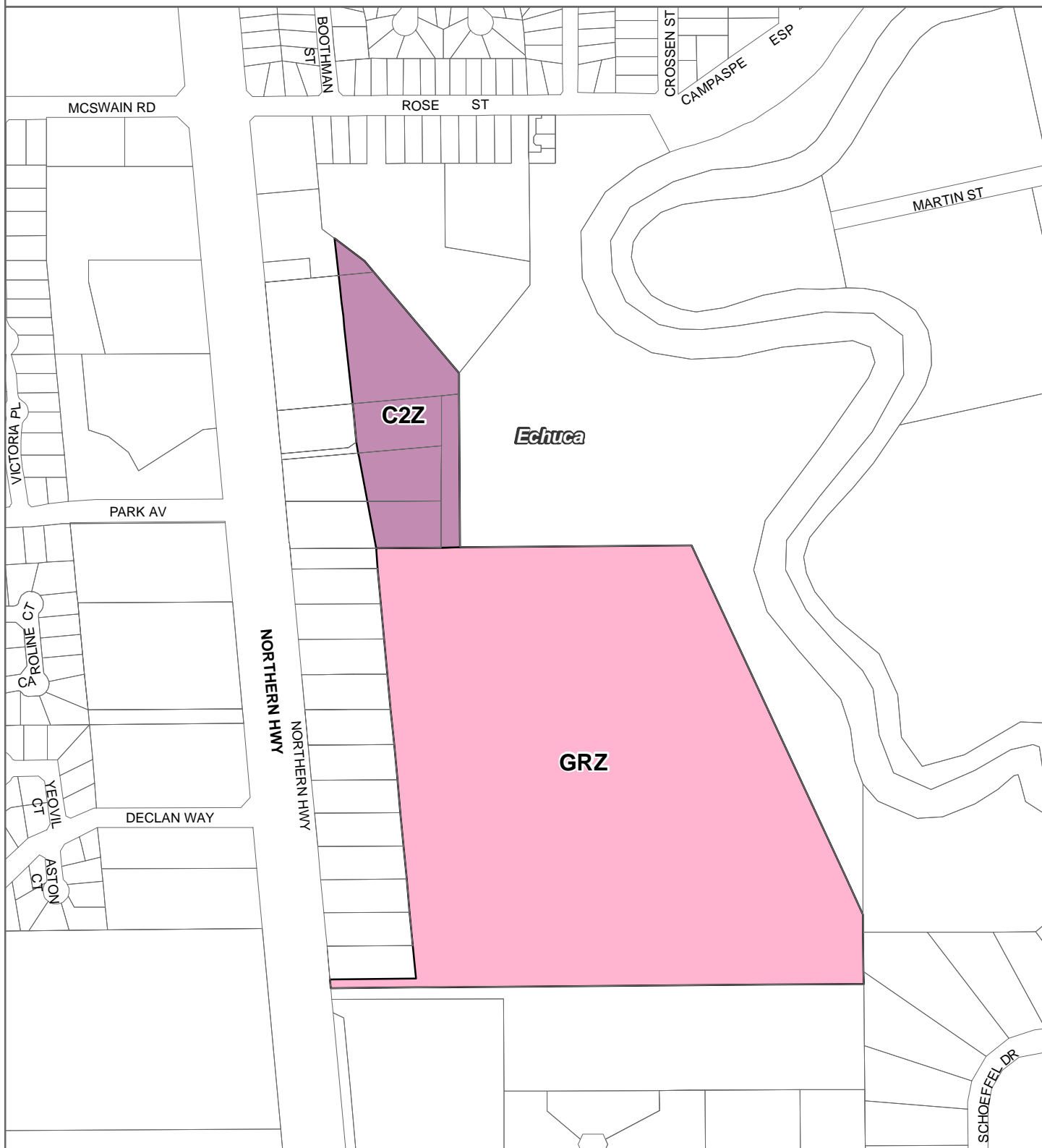
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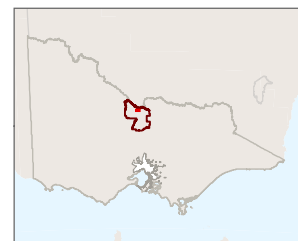
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LEGEND

-  C2Z - Commercial 2 Zone
-  GRZ - General Residential Zone
-  Local Government Area



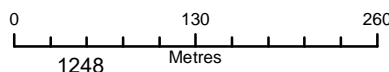
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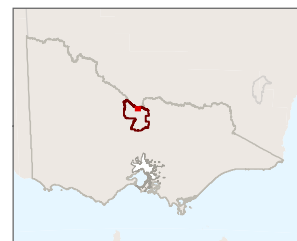
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LEGEND

-  C1Z - Commercial 1 Zone
-  Local Government Area

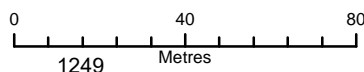


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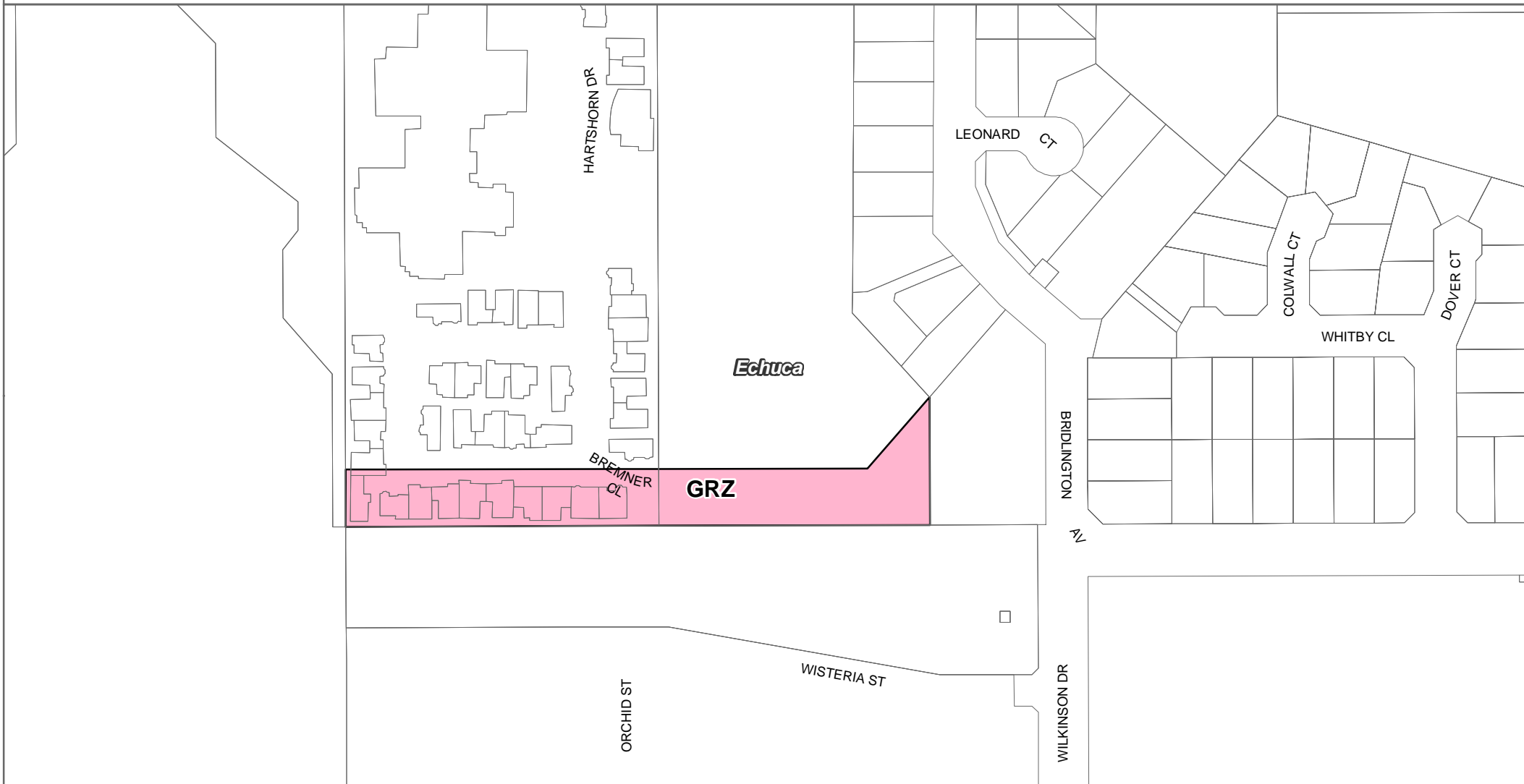
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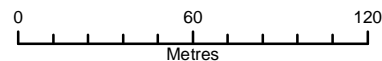
LEGEND

-  GRZ - General Residential Zone
-  Local Government Area

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Part of Planning Scheme Map 7



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LEGEND

-  DDO12 - Design and Development Overlay - Schedule 12
-  Local Government Area

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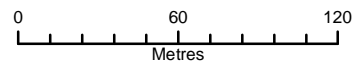
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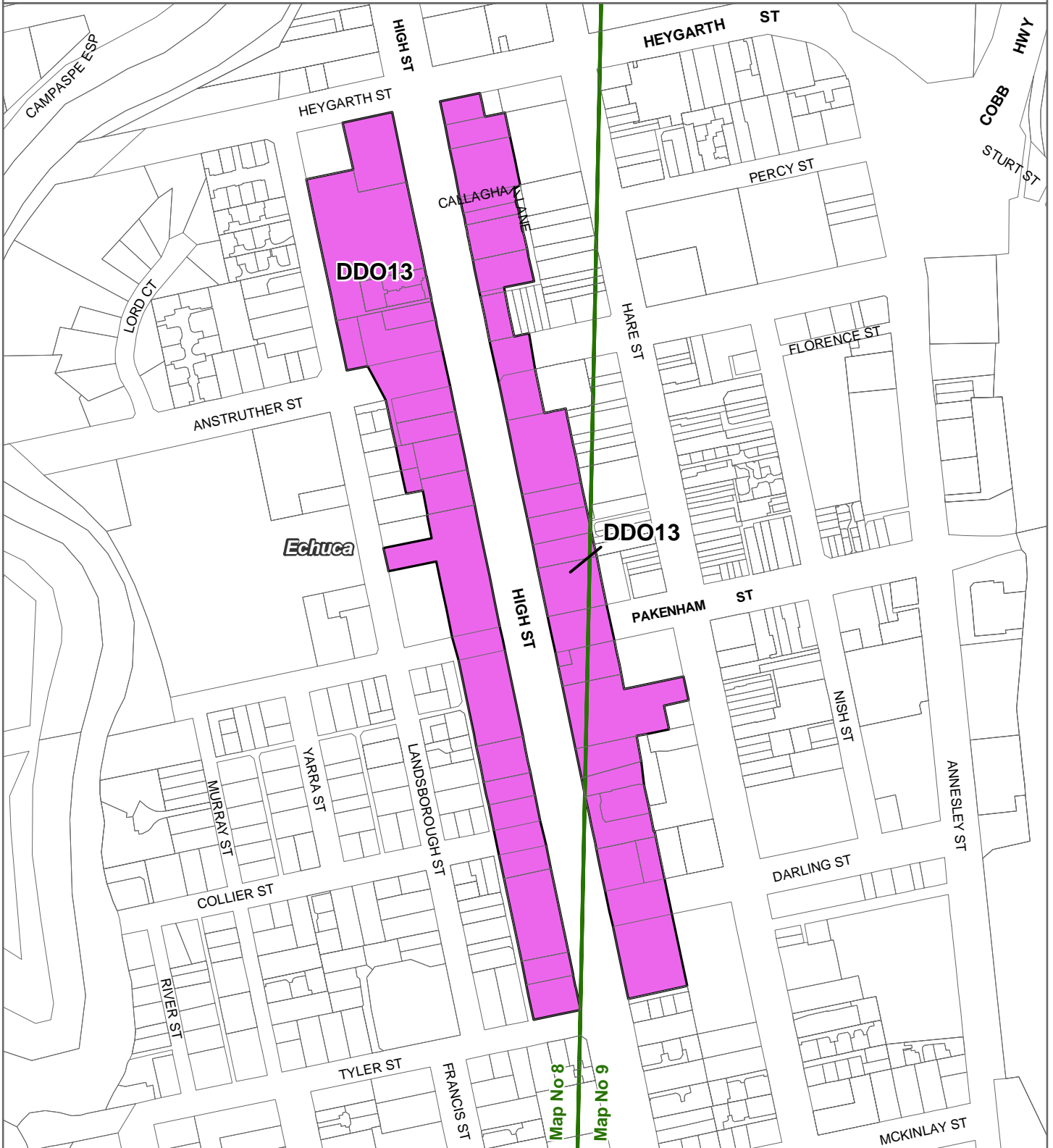


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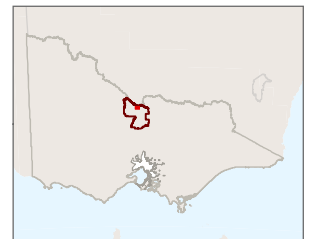


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LEGEND

-  DDO13 - Design and Development Overlay - Schedule 13
-  Local Government Area

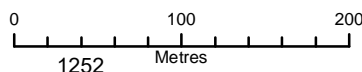


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




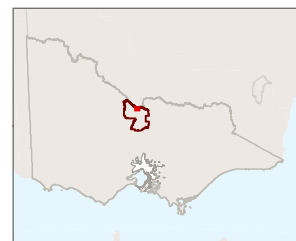
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LEGEND

-  PUZ6 - Public Use Zone-Local Government
-  SUZ - Special Use Zone
-  Local Government Area

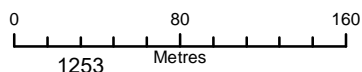


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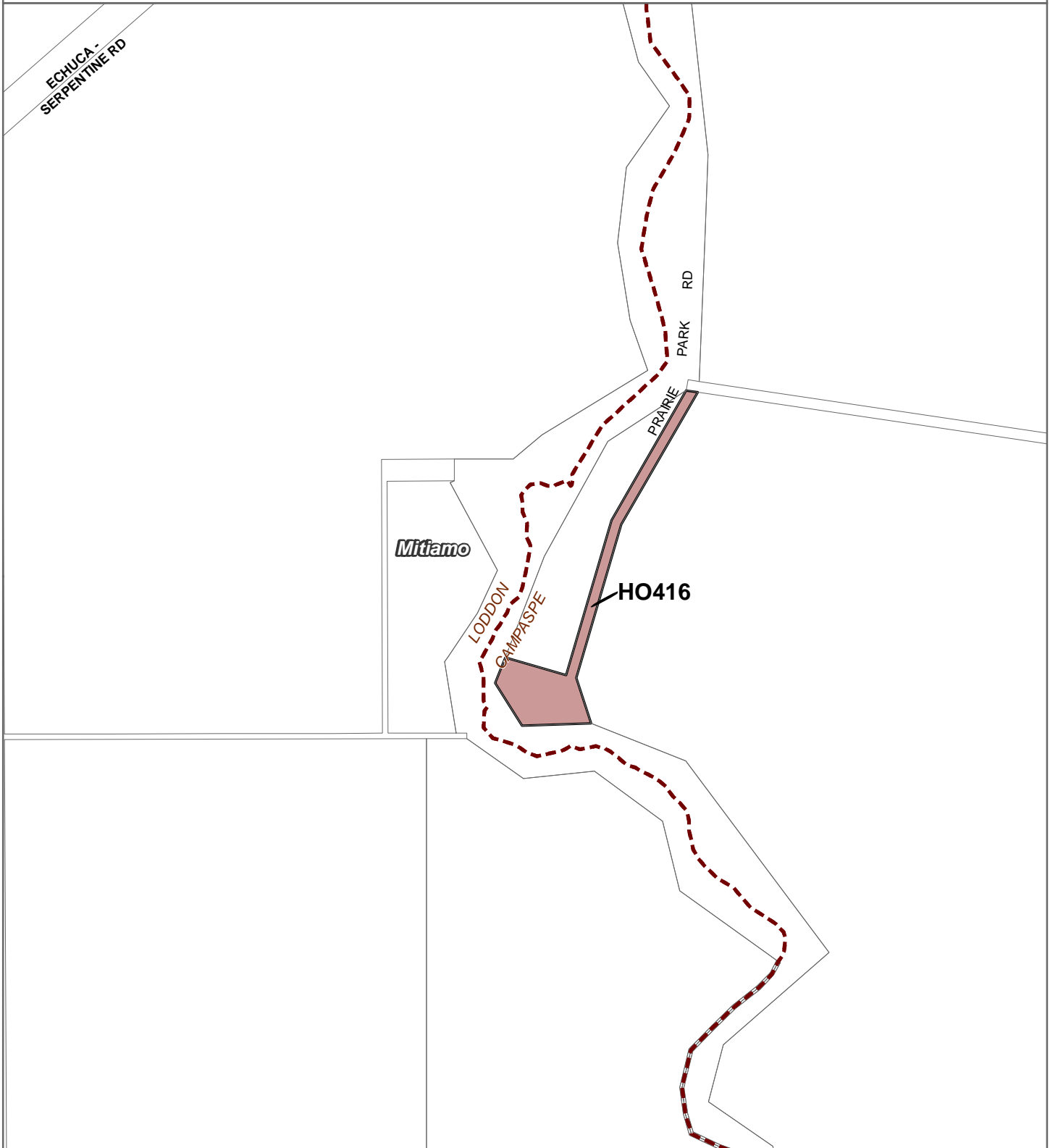
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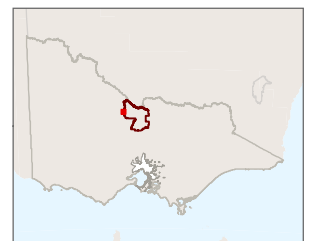
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LEGEND

-  HO - Heritage Overlay
-  Local Government Area



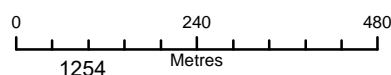
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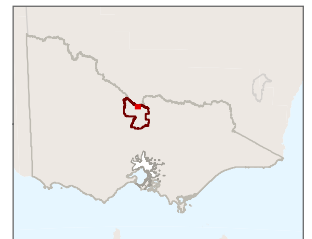
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LEGEND

-  PO1 - Parking Overlay - Schedule 1
-  Local Government Area



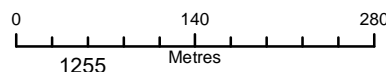
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Campaspe Settlement Strategy

Strategic Evaluation Report



December 2015

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Executive Summary

The purpose of this document is to establish the strategic principles and the recommended policy actions under which a rural and town settlement strategy can be implemented in the Shire of Campaspe.

The key components of a settlement strategy have been considered in internal reviews at Campaspe Shire to be a priority project for advancement of the Shire's strategic land use planning.

Campaspe's settlement strategy will focus principally on land use planning and appropriate changes to planning policy and regulation that can be implemented through the Campaspe Planning Scheme.

Minister's Direction No. 11 and Planning Practice Note No.46 (Strategic Assessment Guidelines) require a planning authority to evaluate and discuss how a planning scheme amendment addresses the strategic considerations associated with the amendment.

The Campaspe Settlement Strategy provides key directions for all identifiable towns and settlements in the Shire.

Developing an effective strategy for the Shire's small towns is a challenge given the demographic and population retention threats many of them are facing. The strategy seeks to provide a more cohesive direction in terms of long term planning for these varied settlements.

For Campaspe's smaller towns the case for additional zoned land to accommodate growth cannot be substantiated on the basis of strict application of the 15 year land supply benchmark. A further rationale is needed for town re-generation if that is considered desirable. The Shire of Campaspe believes it is.

A critical assumption in this strategy is that small towns, as well as the larger centres, are entitled to continue to contribute to the economic fabric of the municipality and that positive actions are needed to retain small town life as an integral component of the community. The challenge is heightened by the ageing profile of small towns placing additional demands upon services.

At the local level our towns and settlements need to continue to sustain economic activity if the pressures of projected demographic change are to fall equitably on the population and all residents given the same opportunity to share in Australia's wealth.

From the perspective of developing a settlement strategy in Campaspe Shire an understanding of national trends in population and the economy are worthy of attention.

Australians will live longer and continue to have one of the longest life expectancies in the world. The number of Australians aged 65 and over is projected to more than double by 2055

compared with today. These changes will require adjustments to our policy settings and the measures put forward by successive governments to meet community demands and expectations. Over the next 40 years, the proportion of the population participating in the labour force is expected to decline as our community ages. By 2054-55, the participation rate for Australians aged over 15 years is projected to fall to 62.4 per cent, compared to 64.6 per cent in 2014-15. A lower proportion of Australians working will mean lower economic growth over the projection period.

The agricultural industry is a significant contributor to the regional and national economy and of particular significance to Campaspe Shire.

Taken together agriculture and food and fibre production in the Loddon Mallee Region accounts for about a third of all economic activity. In terms of regional exports by industry agriculture and manufacturing taken together are dominant in the region comprising a total value of \$4.241 billion or 64% of total value. Gross Regional Product (GRP) for the region is about \$14 billion of which about 12% is contributed by Campaspe Shire (\$1.6 billion).

Agricultural production and its associated processing and servicing industry remain Campaspe Shire's single largest area of economic output and source of local jobs. Given the trade exposed nature of the local economy and the impact particularly of commodity prices key economic parameters in Campaspe are more subject to national and global influences than many other municipalities.

This analysis reinforces the position that flexibility in the use and extent of farming land is very important and this must be supported by planning policy. Rather than achieving net economic benefit to Campaspe Shire there is a considerable risk that continued urban intrusion will impact negatively on the costs associated with farming and by extension the future of Campaspe's rural areas.

Whilst the smaller towns do have considerable unused land capacity low levels of volume in terms of new development and difficulties associated with ease of access, locational appeal and market returns on land development all conspire to inhibit the potential growth of small townships and limit the capacity to arrest population decline.

Although a package of initiatives will be required to tackle diminishing population and long term withdrawal of services, the zoning system does create a degree of opportunity through market signalling and variation of expectations.

Rural living or rural lifestyle development offers a degree of opportunity. In Campaspe's existing rural living areas the data shows that households tend to have higher than average incomes; more families with children; a higher share of managers and professionals, and a higher labour force participation rate.

Over the period 2010 to 2013, rural living lots accounted for 24% of all residential sales in Campaspe, which is significantly above the average for regional Victoria of 15%. This situation illustrates the importance of the rural lifestyle market in Campaspe Shire.

The majority of existing RLZ land is situated in the southern part of the municipality around Rushworth and isolated areas between Rushworth and Toolleen. As only a limited supply of rural living land and lots are available for development in the Kyabram area, potential exists for additional zoning in this locality and in the central part of the Shire generally.

It is evident that the growth of investment and employment in Campaspe's towns has a higher multiplier effect through the broader economy than more sporadic, dispersed investment.

New investment activity should be sustainable both from an environmental and economic perspective. In this regard residential development in rural communities should not prejudice an existing important industry (agriculture) by imposing externalities which unduly raise cost levels in that industry. A reduction in the stock of available productive agricultural land resulting from the unfettered expansion of housing in rural areas would be counter-productive economically.

Campaspe Shire benefits from the proximity of its smaller townships and rural settlements to the major regional centres in terms of the range of employment opportunities provided in the larger centres. Given this there is potential for greater commuting to these bigger centres to help sustain smaller communities.

A greater capacity to absorb growth and achieve higher net community benefit will primarily be delivered in the larger towns. However, the social benefits of maintaining vibrant and strong small communities in the rural areas should not be under-valued. In this regard planning ought to be seen as a proactive force.

In general terms the Campaspe Settlement Strategy seeks to:

- *Encourage new development in settlements and locations which are supported by existing and functional community services and infrastructure;*
- *Ensure that new housing development in small towns responds to demographic changes that are impacting on those towns;*
- *Maximise diversity and choice in housing development opportunities;*
- *Ensure urban development in settlements strengthens the economic base on which these towns rely;*
- *Facilitate appropriate economic development in areas of the Shire that offer tourist, recreational or environmental attraction for investment;*
- *Protect land required for agricultural investment and activity;*
- *Ensure that wherever possible zoning for settlement reflects a capacity provide a range of services to the community and protects the amenity of residents and visitors;*
- *Provide protection to water supply catchments and irrigation districts by ensuring effective wastewater management systems are in place for new development, and*
- *Provide residential development in settlements only where the threat to people and property through flood or fire is minimised.*

1.0 Purpose of Strategy

The purpose of this document is to establish the strategic principles and the recommended policy actions under which a settlement strategy can be implemented in the Shire of Campaspe.

In order to reinforce this intent a number of disparate strategic elements have been brought together to achieve a consistent, workable approach to settlement policy in the Shire. The integrated settlement strategy will incorporate various initiatives pursued under the banner of rural land use planning and town structure planning including the key findings and strategic approach adopted by Council in the Rural Living Strategy 2015 (RLS) and the statutory system reviews of the Campaspe Planning Scheme (CPS), the most recent of which was adopted in 2014.

The strategy will incorporate policy directions and actions for all of Campaspe's townships and review the interface between these towns and the extensive farming areas of the Shire. In this regard it will satisfy the requirement for a 'small towns strategy' listed as a priority for 'further strategic work' in clause 21.04-1 of the CPS.

Campaspe's settlement strategy will focus principally on land use planning and appropriate changes to planning policy and regulation that can be implemented through the planning scheme.

The settlement strategy is not an advocacy document with an exhaustive range of actions. However, in the course of determining the best outcome in land use planning invariably some other related actions will be supported.

This document aims to provide the background and strategic support for implementation of planning actions. It aims to assemble information and consider options which provide local communities with the flexibility to achieve workable results. Community engagement provides a substantive input into the final strategy.

The objectives of a Campaspe Settlement Strategy are to:

- Identify a zoning structure for all Campaspe Shire towns and settlements that diversifies the land use mix and adds value to the investment choices available in towns;
- Identify a zoning structure which supports State and regional planning policy;
- Ensure that zoning changes do not encourage further fragmentation of productive farming land or inhibit existing agricultural practices, and
- Identify any other land use planning initiative which might assist settlements to proactively address population loss and retain an acceptable level of functionality.

2.0 Background: The Campaspe Planning Scheme

2.1 State Planning Policy Framework

The State Planning Policy Framework (SPPF) provides a state-wide context for land use planning and related decision-making by planning authorities.

In clause 11 the issue of 'settlement' for existing and future communities is addressed through the provision of zoned and serviced land. Planning for settlement recognises and, as far as practicable, contributes to:

- Health and safety;
- Diversity of choice;
- Adaptation in response to changing technology.
- Economic viability;
- A high standard of urban design and amenity;
- Energy efficiency;
- Prevention of pollution to land, water and air;
- Protection of environmentally sensitive areas and natural resources;
- Accessibility, and
- Land use and transport integration.

Broad policy is established for key settlement variables such as urban growth, structure planning, open space, housing choice and affordability, liveable communities and neighbourhoods, environment and water, river corridors, regional planning and development, rural and agricultural productivity, diversified economy, sustainability, integrated planning, cultural heritage and landscapes, connected communities and infrastructure.

State policy particularly aims to "prevent environmental problems created by siting incompatible land uses close together and to facilitate sustainable development that takes full advantage of existing settlement patterns, and investment in transport and communication, water and sewerage and social facilities".

In clause 12 the issue of "environmental and landscape values" requires that planning help protect the health of ecological systems and the biodiversity they support and conserve areas with identified environmental and landscape values.

Minister's Direction No. 11 Strategic Assessment Guidelines requires a planning authority to evaluate and discuss how a planning scheme amendment addresses the strategic considerations outlined in Planning Practice Note No.46 (Strategic Assessment Guidelines). The level of justification needed for each consideration and the amendment overall should be proportional to the impact the amendment will have.

Minister's Direction No.12 Urban Growth Areas concerns sustainable and coordinated urban development in growth areas, in particular rezoning of land to the Urban Growth Zone (UGZ) and the incorporation of precinct structure plans into the planning scheme.

2.2 Regional Planning Policy

In 2006 Campaspe Shire Council partnered with Moira Shire and the City of Greater Shepparton to undertake a comprehensive study of the rural areas of the three municipalities. In addition the study sought to introduce new zones released by the Minister for Planning into the Campaspe Planning Scheme (Farming Zone, Rural Conservation Zone and Rural Activity Zone). A Regional Rural Land Use Strategy was adopted by Campaspe Shire Council on 21 October, 2008, and a planning scheme amendment (Campaspe C69) subsequently gazetted on 19 September, 2013.

In clause 11 of the SPPF the *Regional Victoria Settlement Framework* establishes the concept of a hierarchical network of regional cities, regional centres and towns and the principles which aim to maintain the quality of regional environments and the character of networked settlements. Urban growth is to be directed towards key settlements rather than dispersed across the municipality with an urban land supply requirement for projected population growth in each settlement of at least **15 years**.

Campaspe Shire is part of the Loddon Mallee Region and a Regional Growth Plan (RGP) has been established by the State Government to support the regional framework. A broader *Loddon Mallee Regional Strategic Plan 2015-2018* also reinforces settlement strategies in the SPPF.

The RGP identifies a range of settlements, their population and projected growth rates and a range of selected utilities and services available to them. The settlement types of 'regional city', 'regional centre', 'town' and 'small town' have been designated to each of them. They form part of a regional hierarchy of settlements ranked in accordance with their relative significance to the region as a whole. It is acknowledged that smaller settlements, including very small clusters, should continue to play a vital role in the settlement framework of the State and each region.

In relation to the Shire of Campaspe, Echuca is defined as a 'regional centre' with an existing diversity of services able to absorb further growth. Kyabram, Rochester and Tongala are 'towns' and the others 'small towns' that should be supported to make them *more resilient and adaptable*.

The plan identifies that Girgarre, Stanhope, Lockington and Gunbower are 'small towns' with limited services. These towns are developing as commuter towns, providing affordable housing alternatives for employees in Shepparton and Echuca.

The regional plan emphasises that the current strategy for new residential development is infill and utilising the existing supply of zoned land.

2.3 Local Planning Policy Framework

The Local Planning Policy Framework (LPPF) of each local planning scheme comprises a Municipal Strategic Statement (MSS) and local policies. Existing settlement policy for the Shire of Campaspe is contained in clause 21.04-1 of the LPPF. The policy is supported graphically by town structure plans in clause 21.04-4. The policy defines urban limits and seeks to encourage a variety of lot sizes, housing choice, infill, 'rural town' character, population growth and the maximisation of infrastructure capacity.

The strategies are generally directed to maintaining sufficient land for growth; providing cost effective infrastructure; consolidating development and applying broad sustainability measures. The control mechanisms of zoning and overlays seek to implement these strategies.

The small town strategies generally reflect existing development and a limited capacity for growth.

In clause 21.04-1 'further strategic work' the first priority identified is *developing a Small Towns Strategy to identify growth opportunities for small towns*. The current settlement strategy will incorporate the intent of this clause and extend it further to all towns.

A statutory review of the Campaspe Planning Scheme was conducted in 2014 and it concluded that the LPPF was broadly sound but that it needed to be edited and reformatted to better align with the structure of the SPPF. The review recommended the inclusion of a new 'Settlement and Housing' section in the MSS. The new section is to address the following issue-areas:

- managing growth;
- rural living;
- open space;
- liveability;
- sensitive interfaces and,
- social trends.

In respect of policy content a new policy about non-agricultural uses in the Farming Zone (FZ) was also recommended. The review report was adopted by Campaspe Shire Council on 24 June 2014, for referral to the Minister for Planning under Section 12B of the *Planning and Environment Act 1987*.

Council has since progressed two important policy initiatives consistent with the matters identified in the planning scheme for further work and which were acknowledged in the 2014 review.

On 21 April 2015 Council resolved to prepare a Campaspe Shire settlement strategy to consolidate various initiatives in rural and urban settlement planning.

Furthermore on 19 May 2015 Council resolved to adopt a Campaspe Rural Living Strategy as a strategic principles and directions document underpinning future rural residential development in the Shire.

2.4 Zoning, Overlays and State Planning Practice Notes

Zones and overlays are planning tools incorporated in all planning schemes under clause 30 (zones) and clause 40 (overlays). Zones and overlays control the use and development of all land in the Shire. All land is zoned but overlays, which largely determine specific conditions relating to permits granted within zones, may or may not apply depending on the nature of the relevant constraint. Where applicable, zones and overlays must be observed concurrently.

The principal zones relevant to the settlement strategy are:

Township Zone (TZ) – areas in small towns where residential development, as well as educational, recreational, religious, community and other non-residential uses, are located contiguously to serve local community needs.

Rural Living Zone (RLZ) – defined as a rural zone but it is acknowledged in the State Planning Practice Notes that "farming is subordinate to the residential use" and of a scale not in conflict with residential amenity. Consequently the zone is primarily rural residential in character and may be described as a 'rural lifestyle related housing zone'. The minimum allotment size for subdivision in the zone can be scheduled down to 2 hectares. The zone is intended to provide wider choice for housing in those rural areas with "sustainable land management practices and infrastructure provision". Optimal localities will be areas already substantially subdivided and developed for dwellings in proximity to urban areas or townships with a range of urban services or infrastructure.

Farming Zone (FZ) – a zone that is strongly focussed on supporting agriculture and its associated activities. The CPS provides for two schedules to the Farming Zone (FZ). FZ1 is applied to the extensive committed farming areas of the Shire where the lot size required for a new dwelling (80 ha.) is larger than that required for subdivision (60 ha.) to deter further fragmentation of prime agricultural land. FZ2 allows a smaller 40 ha. minimum for both new dwellings and lots, recognising a higher degree of existing fragmentation.

Other relevant zones available to Council under the Victoria Planning Provisions (VPP) are the **Rural Activity Zone (RAZ)** and the **Rural Conservation Zone (RCZ)**.

RAZ is a rural farming zone that provides for other uses and development in appropriate locations, in particular tourism, which are compatible with agriculture and the environmental and landscape characteristics of the area.

RCZ is a rural zone that provides for agricultural use consistent with the conservation of environmental, cultural, landscape and biodiversity values of the area. The emphasis in the

former is on a mix of uses compatible with farming. The emphasis in the latter is on conservation of environmental values in rural areas.

The Commercial 1 Zone (C1Z), Industrial 1 Zone and Industrial 2 Zone (IN1Z, IN2Z), and various public use zones, might also be relevant to the Campaspe settlement strategy in limited circumstances.

In addition to the zones, a number of non-statutory policy guidelines prepared by the State Government are pertinent to the state-wide zoning framework and need to be taken into account in regard to planning of areas. Of particular relevance to settlement planning are:

Planning Practice Note (PPN) No. 37: Rural Residential Development

PPN 37 seeks to ensure that a strategy for rural residential development aligns with broader strategic planning for the municipality including a measure of the Shire's demand for, and supply of, this form of housing. It also requires that any strategy support housing diversity and choice; identify where rural residential development should take place; ensure compatibility with existing land use; protect significant natural resources and environmental assets and offer high amenity and efficient infrastructure.

Planning Practice Note No.78: Applying the Residential Zones

PPN 78 establishes criteria for the various residential zones under the VPP. Aside from TZ referred to above towns might also include the:

General Residential Zone (GRZ) – areas where conventional residential development predominates but where a mix of housing stock and densities and varied neighbourhood character can also be appropriate. These are areas where moderate housing growth and housing diversity are encouraged.

Low Density Residential Zone (LDRZ) – areas where residential development is generally of a lower density than 'conventional' residential development.

Planning Practice Note No.42: Applying the Rural Zones

PPN 42 provides guidance about the suite of rural zones available in the VPP including FZ, RLZ, RAZ and RCZ referred to above.

Planning Practice Note No.47: Urban Growth Zone

The Urban Growth Zone (UGZ) applies to land that has been identified for future urban development. The zone may be applied to land adjacent to regional cities and towns where a strategy has been prepared that clearly identifies land suitable for future urban development.

Planning Practice Note No.64: Local Planning for Bushfire Protection

The overarching strategy of PPN 64 is to prioritise the protection of human life over other policy considerations when assessing the risk from bushfire. Key strategies to guide settlement planning include ensuring that the risk from bushfire is reduced to an acceptable level.

Overlays

Overlays are constituted in clause 40 of the VPP. The provisions of an overlay may apply in addition to the provisions of a zone and generally result in planning permit conditions being imposed to manage special environmental features or constraints impacting on urban and rural areas. Overlays do not control land use and development as do zones but rather seek to limit the impact of development through restrictive conditions. As an example, overlays relating to flooding or fire risk have a considerable effect on the capacity of an area to absorb additional population as this would generally run counter to the intent of the overlay. The principal planning overlays considered in relation to the settlement strategy include the:

- Environmental Significance Overlay (ESO1);
- Salinity Management Overlay (SMO);
- Floodway Overlay (FO);
- Land Subject to Inundation Overlay (LSIO);
- Bushfire (or Wildfire) Management Overlay (BMO/ WMO) and,
- Restructure Overlay (RO 1-6).

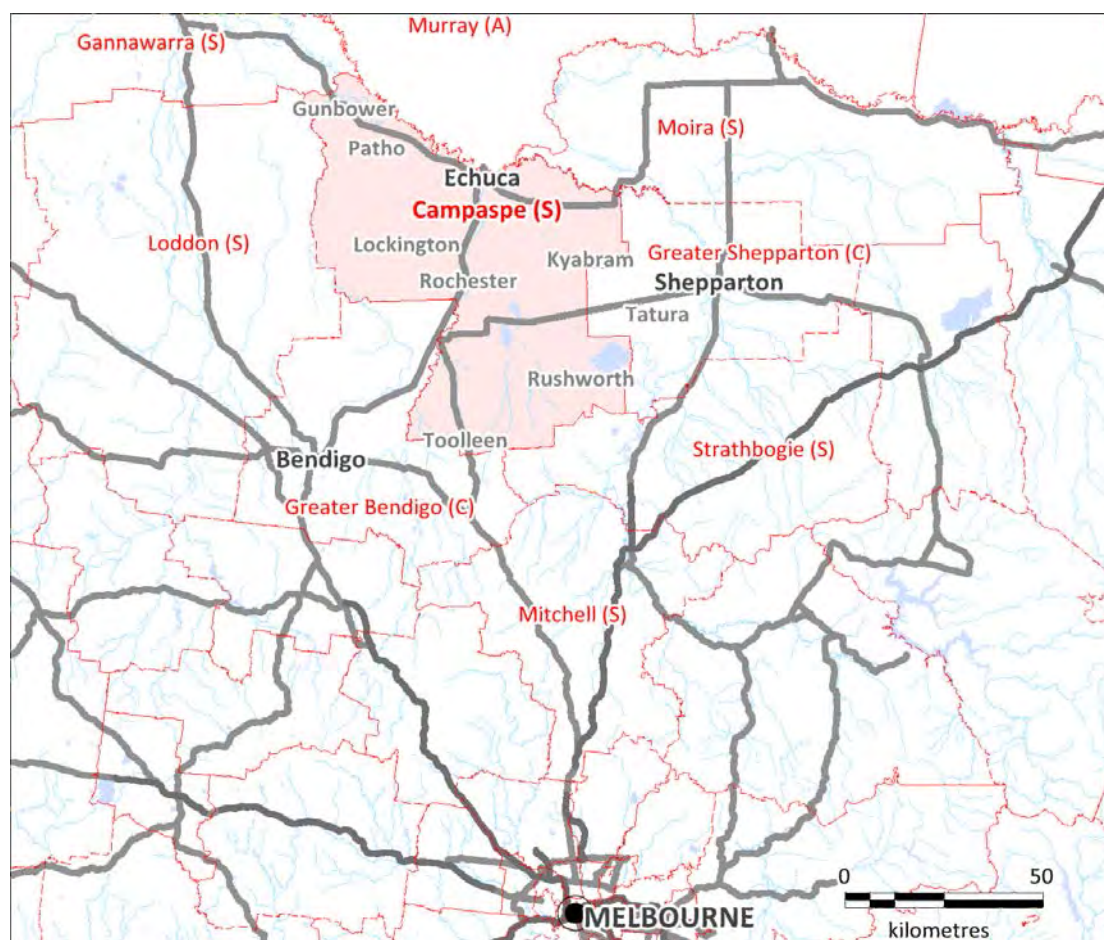
3.0 Overview: The Challenge of Change

3.1 Population and Inter-Generational Change

Campaspe Shire is a large rural municipality located in northern Victoria, approximately 180 kilometres north of Melbourne with the Murray River forming its northern boundary (**Fig.1**).

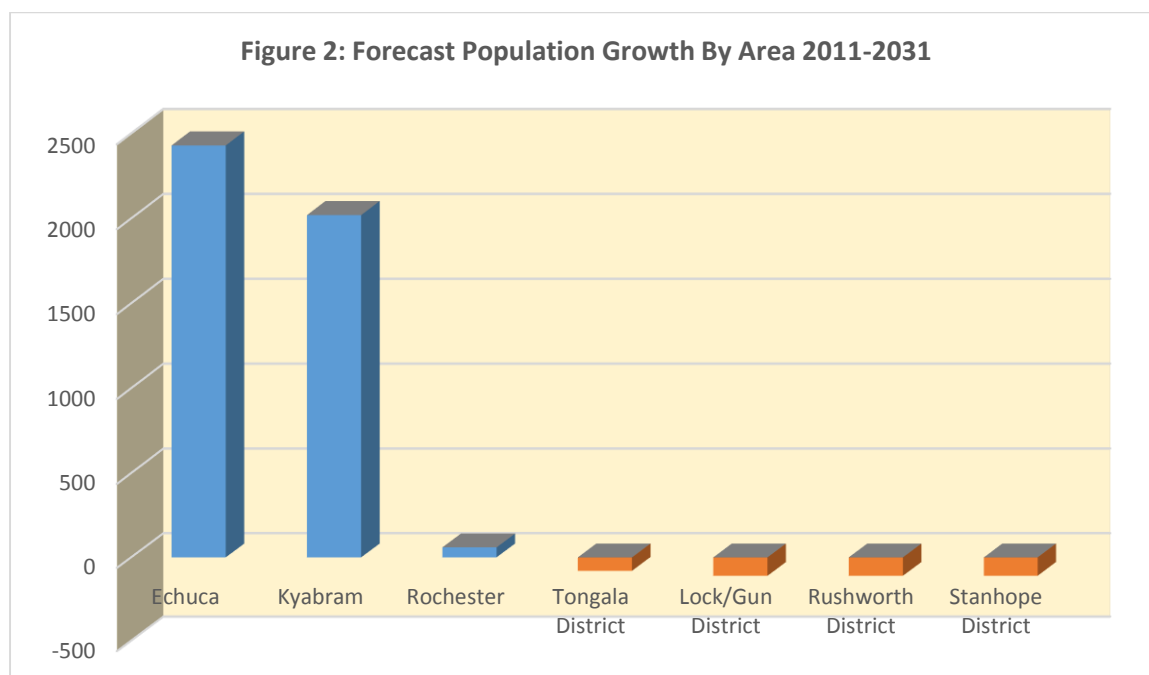
Figure 1: Regional Location of Campaspe Shire

Source: *Shire of Campaspe Rural Living Strategy 2015 (Essential Economics)*



The Shire encompasses a total land area of approximately 4,200 square kilometres with generally flat terrain used for a variety of agricultural and rural pursuits, and contains a diverse environment including RAMSAR listed wetlands. It has a population of approximately 37,000, projected to rise to 39,600 by 2031 (an average annual population increase of 0.5%). The main towns are Echuca (approximate population 14,000), Kyabram (7,000), Rochester (3,000), Tongala (1,800) and Rushworth (1,400). Overall, the Shire continues to enjoy positive population growth, although growth is centred on the larger towns with some smaller towns and rural communities experiencing a level of population decline. One third of the population, approximately 12,000 people, live in non-urban areas.

The population figures shown in **Table 3** verify a general population stagnation or loss in towns outside the three primary population centres of Echuca, Kyabram and Rochester. This shown graphically in **Figure 2**.



Source: id Consulting; Essential Economics 2015

The reasons for population decline in some rural regions of Victoria, most notably the dryland farming areas, are multi-faceted. The reasons for this trend can include: capital intensification of agriculture requiring fewer workers; rationalization of services into fewer, larger centres; increased personal mobility allowing people to access goods and services further away, and increasing economic and social attractiveness of urban lifestyles. Because of these factors, areas removed from convenient access to urban centres will face particular challenges in retaining and attracting population.

In the macro setting, every five years the Australian Government produces an *Intergenerational Report*¹ that assesses the long-term sustainability of current Government policies and how changes to Australia's population size and age profile may impact on economic growth, workforce and public finances over the next 40 years. The Intergenerational Report contains analysis of the key drivers of economic growth – population, participation and productivity – and examines what projected changes in these areas mean for our standard of living and public policy settings. It is a projection into the future, giving us an estimate of the challenges we face as a nation and where opportunities could come from.

From the perspective of developing a settlement strategy in Campaspe Shire the macro settings in population and the economy are worthy of attention.

Australians will live longer and continue to have one of the longest life expectancies in the world. The number of Australians aged 65 and over is projected to more than double by

2055 compared with today. These changes will require adjustments to our policy settings and the measures put forward by successive governments to meet community demands and expectations.

Over the next 40 years, the proportion of the population participating in the labour force is expected to decline as our community ages. By 2054-55, the participation rate for Australians aged over 15 years is projected to fall to 62.4 per cent, compared to 64.6 per cent in 2014-15. A lower proportion of Australians working will mean lower economic growth over the projection period.

During the 1990s, Australia's productivity growth was especially high, with an estimated average of 2.2 per cent growth per year. More recently however, our productivity growth has slowed, with an average of 1.5 per cent growth per year observed through the 2000s. This and the ageing population are factors which will place great stress on servicing ever-increasing budget expenditures and public debt.

At the local level our towns and settlements need to continue to sustain economic activity if the pressures of this projected demographic change are to fall equitably on the population and all residents given the same opportunity to share in Australia's wealth.

3.2 Agriculture and Industry Trends

In Clause 10.04 of the VPP (*Integrated decision making*) "planning authorities and responsible authorities should endeavour to integrate the range of policies relevant to the issues to be determined and balance conflicting objectives in favour of net community benefit and sustainable development for the benefit of present and future generations".

Although economic and social factors are critical in regeneration of Campaspe's settlements they might at times be seen as outside the scope of planning policy. However, land use planning cannot exist in a vacuum; objectives must be developed with a strong evidentiary basis and focus on economic sustainability.

It is important to accurately scope Campaspe Shire's economy and the key influences that consequently shape its settlement patterns.

The agricultural industry is a significant contributor to the regional and national economy and of particular significance to Campaspe Shire. The vertical integration of primary produce grown and processed in Campaspe and surrounding region is a feature of this resource.

In national terms the farm sector's gross value of production was forecast to grow to over \$50 billion in 2013–14². The refinement and processing of this output contributes a further \$115 billion to the economy. In total, the agricultural industry injects over \$160 billion into Australia's financial system and is approximately 12% of Australia's Gross Domestic Product (GNP). Globally Australia is a relatively small producer of agricultural products, however, over 60% of production is exported so the importance of this sector to Australia's foreign exchange cannot be under-stated. Exports represent a value of approximately \$38 billion making Australia one of the largest exporters of agricultural produce in the world.

In 2012–13 the agriculture sector employed 278,000 people with a further 225,000 people employed in food, beverage and tobacco manufacturing (accounting for around one quarter of all employment in Australian manufacturing)³. In 2011–12 farmers managed around 53 per cent (405 million hectares) of Australia's landmass, reflecting the importance of farm stewardship in maintaining the natural resource base.

The agriculture sector and downstream activities which make up the food and fibre supply chains are important to the Australian economy and a major driver of economic activity, employment, social cohesion and prosperity for many parts of rural and regional Australia. The Australian agricultural sector is one of the most liberalised agricultural industries in the world. It operates in a challenging environment constrained by labour cost, poor soil and water scarcity. Therefore, to compete in international markets, Australia has been driven to seek production efficiencies. Major investment in research and development has allowed Australia to consistently achieve productivity increases of over 1.5% per annum for the last 30 years. This has offset a declining terms of trade and has warranted international recognition of Australia as one of the most efficient producers in the world. It is critical to Australia's economic future that this efficiency be at the very least maintained but preferably enhanced, with supply chain costs in particular needing to be driven down further.

Population growth, increasing prosperity in our region and changing consumer diets and preferences are creating consumer demand for food and fibre. Worldwide, demand for food is projected to rise by around 75 per cent in the first half of this century, with three quarters of this growth in Asia⁴. Australian agricultural production will need to expand significantly to take advantage of these opportunities. This is likely to require opening up new areas of agricultural production, including in northern Australia, with the possibility of doubling production by 2050.

The Victorian State Government's *Loddon Mallee Region* incorporates an expansive area running from Central Victoria up to the Murray River and across to the north-west of the state and includes Campaspe Shire. It has a population of 314,487 people⁵.

Agriculture, Fishing & Forestry comprises 9.1% of a total of 106,635 jobs in the Loddon Mallee Region or 9,706 jobs⁶. Output is \$1.957 billion or 7% of total output of \$27.834 billion in the region. However, to put the scale of agriculture into a more meaningful context, *Manufacturing*, which primarily includes food production, comprises \$6.695 billion of output (or 24% of total output) and so taken together agriculture and food and fibre production probably accounts for in the order of a third of all economic activity in the region. In terms of *Regional Exports by Industry* agriculture and manufacturing taken together are dominant in the region comprising a total value of \$4.241 billion or 64% of total value. Gross Regional Product (GRP) for the region is about \$14 billion of which about 12% is contributed by Campaspe Shire (\$1.6 billion)⁷.

The Shire of Campaspe's GRP is about 0.5% of Victoria's Gross State Product (GSP).

Agricultural production and its associated processing and servicing industry remain Campaspe Shire's single largest area of economic output and source of local jobs. The diversity of agriculture is characterised by dry land grazing and cropping taking place in the west and south of the Shire and irrigated farming in the north, east and central-west, with water sourced through the extensive Goulburn Murray Irrigation District (GMID).

Key agricultural industries include dairy farming, cereal and grain production and sheep, with continued growth observed in traditionally smaller-scale industries such as viticulture and increasingly tomato production. This is illustrated by the following:

- The gross value of agricultural production (GVAP) is approximately \$0.5 billion with agriculture providing 13% of all employment;
- A further 25% of economic output is attributable to the manufacturing sector, principally associated with the processing of agricultural products and provision of agriculture-related services and providing 15% of all employment, and
- Dairy production and processing accounting for 43% of all agricultural jobs and 10% of all jobs in the area⁸.

In terms of agricultural land supply farmers face competition for land from mining, urban development and lifestyle uses⁹. Land prices reflect the combination of demands for these uses, the returns that can be earned from productive use of the land in agriculture and land as a store of value in a hard asset.

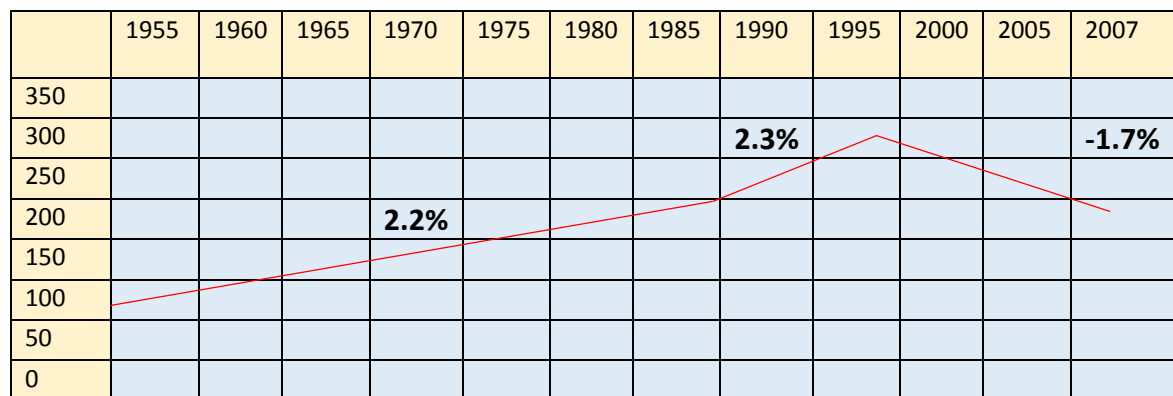
The condition of Australian soils makes fertiliser use essential to much of Australia's agricultural production, exposing farmers to additional cost volatility. Australia has a wide range of soil types but, when compared with soils in the northern hemisphere, our soils have less organic matter, lower phosphorus and other nutrients, and poorer structure and are susceptible to erosion, salinization, acidification and compaction¹⁰. This can render parts of our rural areas marginal at best for continuing agricultural enterprise.

In 2011–12, around 59 per cent of the water used in Australia was used for agriculture¹¹, with the output from irrigated land accounting for around 29 per cent of the gross value of agricultural production. Access to irrigation water from bores or river systems is licensed by the states, which also own major storages on rivers. Distribution of irrigation water from state owned facilities is managed by utilities which levy fees for delivery. Increased trading of water (on a permanent or temporary basis) contributes to a more economically efficient allocation of the resource between competing users. Improvement in irrigation infrastructure can also improve the efficiency of water use as well as save water for other uses such as for environmental purposes. This helps ensure that water remains available for productive uses. Government policies need to ensure water infrastructure (including potential new irrigation systems), distribution, pricing, and use remain important to future agricultural use¹².

The Australian Bureau of Agriculture and Resource Economics and Sciences (ABARES) has recently prepared a report examining what is known about productivity growth in Australian

agriculture, and the factors that may impact on future rates of productivity growth. One of the clear conclusions arising from that research is that the rate of productivity growth has slowed considerably since about 2000, especially in the grains sub-sector but also more generally across broad acre agriculture, as shown in **Figure 3** below¹³.

Figure 3: Trend Change in Total Factor Productivity (TFP) for Broad Acre Agriculture (1952–53 to 2006–07)



TFP index (source: ABARES 2011)

The Victorian agri-food industry's productivity is limited by water availability as well as suitable land, labour and other factors. Victorian agri-food exporters are not always able to compete on price. Nevertheless, they have strengths in competitiveness factors other than price including quality, food safety and environmental impact and focusing on these non-price factors can improve their competitive advantage.

A general trend toward larger operational units in developed countries is underpinned by innovation and better supervision of operations over large spaces. Large enterprises can access global financial markets where funds can often be obtained at much lower cost than in domestic ones. The pooling of funds and centralisation of capabilities through industry associations; more targeted research, development and extension; marketing, promotion and branding, and the dissemination of critical market information are all examples of areas in which economies of scale can be achieved.

For broad acre farms, the trend points to consolidation of farms toward the bigger business size category (greater than \$400,000 gross turnover) in a quest for economies of scale and better profit performance¹⁴ and a decline in the number of farms in various parts of Australia during the past two decades indicates substantial ongoing adjustment.

Despite scale being a factor in businesses successfully adjusting to variable market conditions it is important to note that there is no one causal relationship between scale and business success.

Large-scale investment does not necessarily have to result in the conversion of small-scale agriculture to large-scale agriculture. To the contrary, a variety of institutional arrangements

can be used to combine the assets of investors (capital, technology, markets) with those of local communities and small landholders (land, labour, and local knowledge). First, although yields on small landholder farms are lower than or equal to those on large farms, often by a large margin, lower yields do not always mean lower efficiency. On the contrary, some studies have identified that small landholder farms' costs are lower than or roughly equal to (ratio less than 1.1) those of large farms in two-thirds of the comparisons, suggesting that there is no compelling case to replace small landholder farms with large-scale cultivation on efficiency grounds.

Concentration, however, can lead to productivity improvements in less dispersed support industries (but still important to the success of agricultural enterprise) such as the distribution and supply chain networks delivering product from the farm gate to the consumer. In Australia we have seen this in retail sector concentration but it is less apparent in other parts of the supply chain where productivity growth is lacking.

This overview reinforces the need for flexibility in the extent and diversity of farming land which should be supported by planning policy. Consequently there is a risk that planned housing development in Campaspe's farming areas will have a negative impact on community costs rather than achieve a net economic benefit.

3.3 Employment Trends

In the 2014 December quarter, the unemployment rate in the Shire of Campaspe was 6.86%¹⁵ After a significant dip in 2012-13 this rate has been relatively stable since 2011. Given the relatively trade exposed nature of the local economy and the impact particularly of commodity prices key economic parameters in Campaspe are even more subject to national and global influences than many other areas.

Campaspe is host to a sizeable number of national and international food producers, including Murray Goulburn (Rochester), Nestlé (Tongala), SPC Ardmona (Kyabram), Kagome (Echuca), Fonterra (Echuca and Stanhope) and Heinz (Echuca). Aside from Manufacturing (2,019 people or 14.9%) and Agriculture, Forestry and Fishing (1,856 people or 13.7%), other major employment sectors for Campaspe include Retail Trade (1,816 people or 13.4%), Health Care and Social Assistance (13.4%) and Education and Training (7.4%)⁹. Employment percentages in Manufacturing, Agriculture/Forestry and Fishing and Retail Trade are all above the State average.

The largest changes in the jobs held by the workforce between 2006 and 2011 in the Shire of Campaspe were for those employed in:

- Agriculture, Forestry and Fishing (-546 people);
- Manufacturing (-299 people);
- Health Care and Social Assistance (+233 people);
- Retail Trade (-168 people)¹⁶.

Echuca-Moama is a significant service provider and industrial, community, health, recreational, transport and tourism hub for northern Victoria and southern New South Wales, located in a catchment area generally equidistant from other regional centres Shepparton, Bendigo and Swan Hill.

Having a broad catchment extending into New South Wales provides Echuca with the opportunity to generate additional employment opportunities, particularly in the services sector and retail. The employment status figures below show that Campaspe Shire generally exceeds the equivalent numbers for regional Victoria as a whole.

Table 1: Employment Status in Campaspe Shire

Shire of Campaspe - Total persons (Usual residence)	2011			2006			Change
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Employment status							2006 to 2011
Employed	15,947	95.6	94.8	15,957	95.3	94.3	-10
Employed full-time	9,547	57.2	56.2	9,943	59.4	57.4	-396
Employed part-time	5,985	35.9	36.5	5,569	33.3	34.3	+416
Hours worked not stated	415	2.5	2.1	445	2.7	2.6	-30
Unemployed (Unemployment rate)	742	4.4	5.2	784	4.7	5.7	-42
Looking for full-time work	479	2.9	3.1	511	3.1	3.7	-32
Looking for part-time work	263	1.6	2.0	273	1.6	2.0	-10
Total Labour Force	16,689	100.0	100.0	16,741	100.0	100.0	-52

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented in profile.id by .id Consulting.

Based on National Institute of Economic and Industry Research data there were 16,118 jobs located in the Shire of Campaspe in the year ending June 2014¹⁷, up from 16,033 in 2011. A count of jobs is a fundamental economic indicator of the size of the local economy, and increasing numbers of jobs generally represent a growing economy. However, jobs are not necessarily full-time and the value of a job varies across areas.

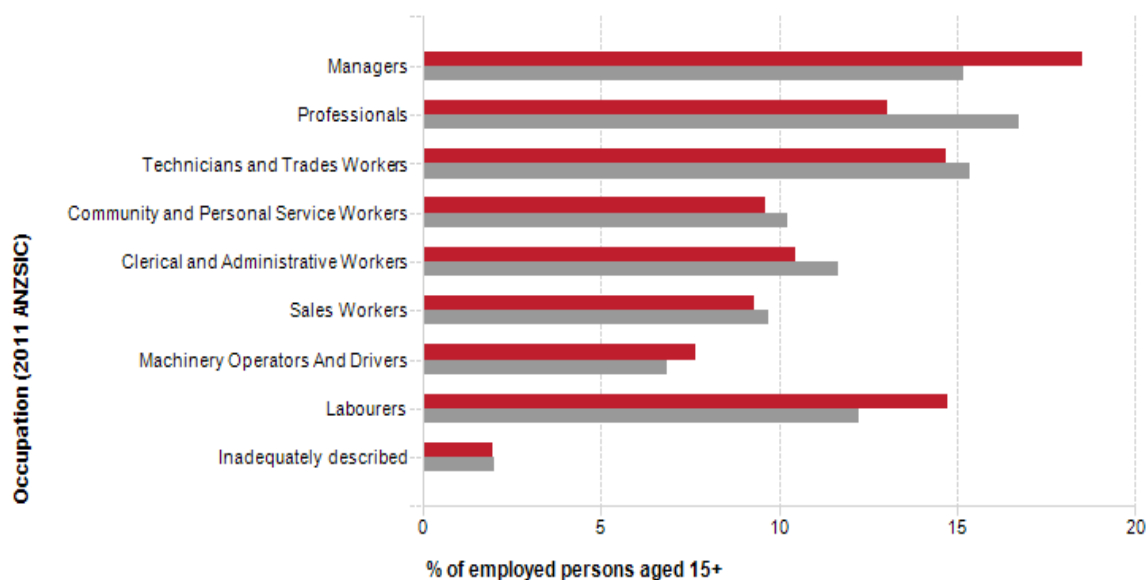
In respect of occupation of employed persons Campaspe has a higher proportion of the managerial, machinery operators and drivers and labourer cohorts in relation to Regional Victoria and a lower proportion of professionals, technicians and trades people, community and personal services workers, clerical and administrative workers and sales people as shown in **Figure 4**.

Figure 4: Occupation by Employment 2011

Occupation of employment, 2011

Total employed persons

■ Shire of Campaspe ■ Regional VIC



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented by .id Consulting.

Campaspe Shire benefits from the proximity of its smaller townships and rural settlements to the major regional centres in terms of the range of employment opportunities provided in the larger centres. Given the potential therefore for commuting to jobs this factor tends to be more important than the actual population of each town.

Table 2 below provides a notional snapshot of access to employment opportunities in some of these towns and settlements¹⁸.

Table 2: Access to Employment Opportunity by Township

Township	Access to Employment	Jobs Within 25 klms	Jobs Within Township
Kyabram	High	6,800	2,194
Rochester	Moderate-High	6,200	968
Rushworth	Low	2,900	280
Tongala	High	11,800	349
Gunbower	Low	1,200	NA
Koyuga	Moderate	12,900	NA

Source: ABS Census of Population and Housing 2011; Essential Economics 2015

4.0 Profile of Campaspe's Settlement

4.1 Managing Future Urban Growth in the Regional Centre

Echuca is the principal economic and administrative centre of the Shire. In concert with the adjacent border town of Moama, Echuca functions as a regional centre with a well-developed retail core and industrial sector serving a wide catchment. The importance of the tourism sector to Echuca enables the development of downstream economic activity and employment growth which in turn supports residential growth. Residential growth in turn supports further commercial and business investment. Echuca's location is also strategic in regard to connectivity between the Murray River tourist and recreational area and the Melbourne hinterland and its location in regard to major arterial road connections to the north as well as to the east and west along the Murray River corridor. Echuca is the closest urban centre on the Murray River to Melbourne.

For definitional purposes, 'Echuca' incorporates the Echuca Village area to the east of the main urban area and Wharparilla to the west, both located in the environs of the Murray River and both subject to restructure overlays.

Planning initiatives are already well progressed for Echuca. A housing strategy is being implemented, incorporating the growth corridor on the western edge of the town and a number of infill development sites. A precinct structure plan has been adopted for the large Rural Living Zone to the south east of the town and is being progressed to planning scheme amendment stage.

Echuca's planning is also cognisant of changes in the adjacent town of Moama, located over the river in New South Wales, which has a 'twin-town' relationship with Echuca. As a result the largely integrated urban area of Echuca and Moama functions as one 'regional centre'.

There is a commitment by Campaspe Shire Council in relation to managing the future growth of Echuca. Whilst growth is not rapid the trend in population growth for the town suggests that it is important to have a clear structure for longer term urban growth in place. In clause 21.04-4 of the CPS the Echuca Town Structure Plan 1 encapsulates the key features of planning for Echuca Central. Council has committed in 2015 to undertake an *Echuca Commercial Strategy* to update and enhance planning for the Echuca central activities area.

The *Echuca Housing Strategy 2011* establishes a clear growth corridor for the town in the west of the Northern Highway and Murray Valley Highway, supplementing targeted infill development opportunities and providing a total land supply sufficient for about 40 years. This long term growth plan is reflected in the current Township Structure Plan 2 in the Campaspe Planning Scheme.

The *Echuca South East Industrial and Commercial Growth Corridor Land Strategy 2011* establishes a framework for the protection and release of industrial land and at present there is sufficient industrial land available to satisfy demand associated with projected

population growth to about 2026. Echuca Town Structure Plan 3 graphically depicts the planning for this corridor.

In addition to planning for conventional urban growth the *Echuca South East Precinct Structure Plan 2014 (as adopted)* establishes a long term framework plan for the provision of rural living opportunities located outside of, but in proximity to, Echuca's urban core. The range of these commitments suggest Echuca is well placed to benefit in coming years from being able to generate a diverse housing stock responsive to the varied needs of new households.

Echuca Town Structure Plans 1 and 2 are shown in **Figures 5 and 6**.

Figure 5: Echuca Town Structure Plan 1 - Echuca Central

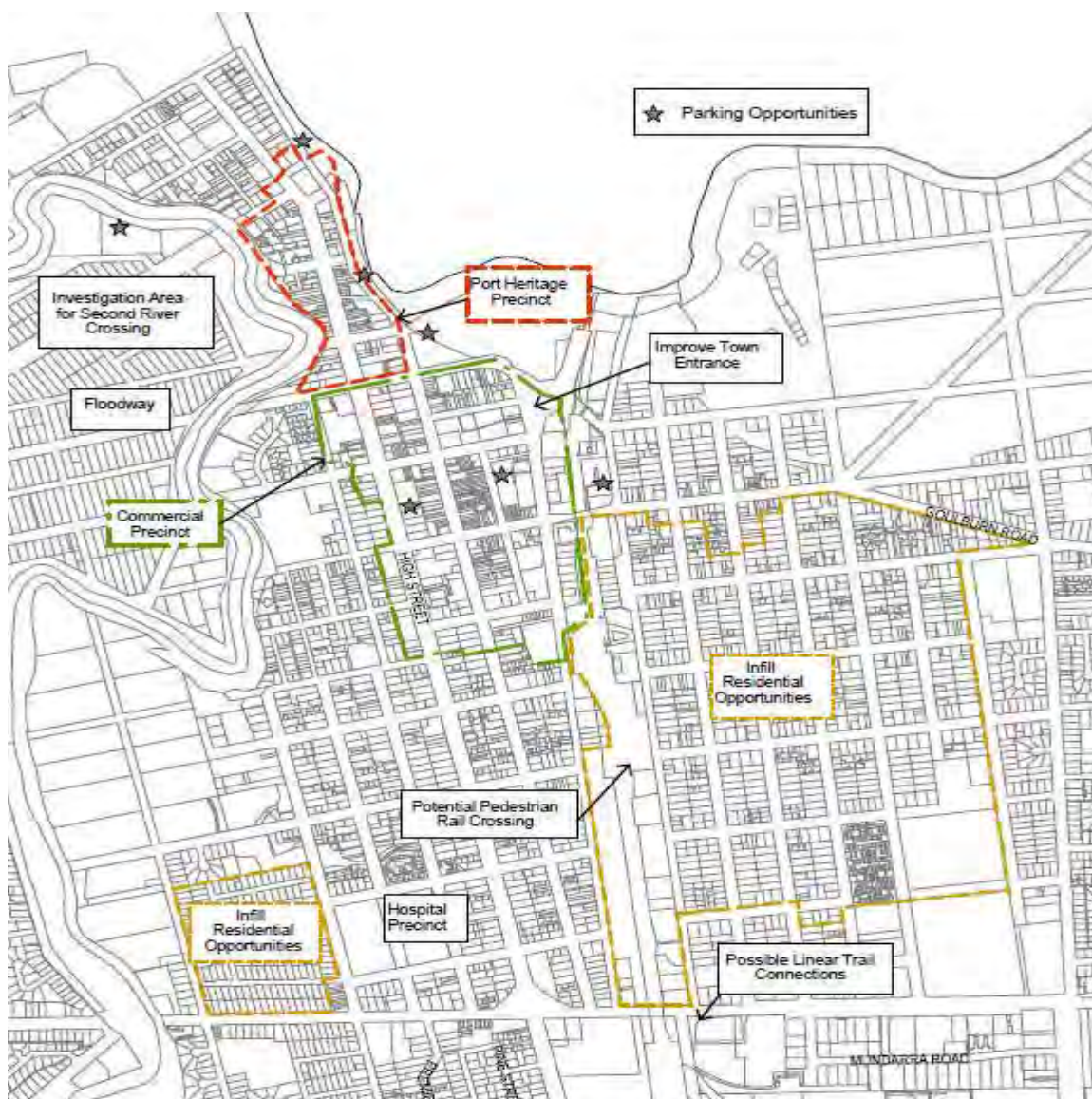
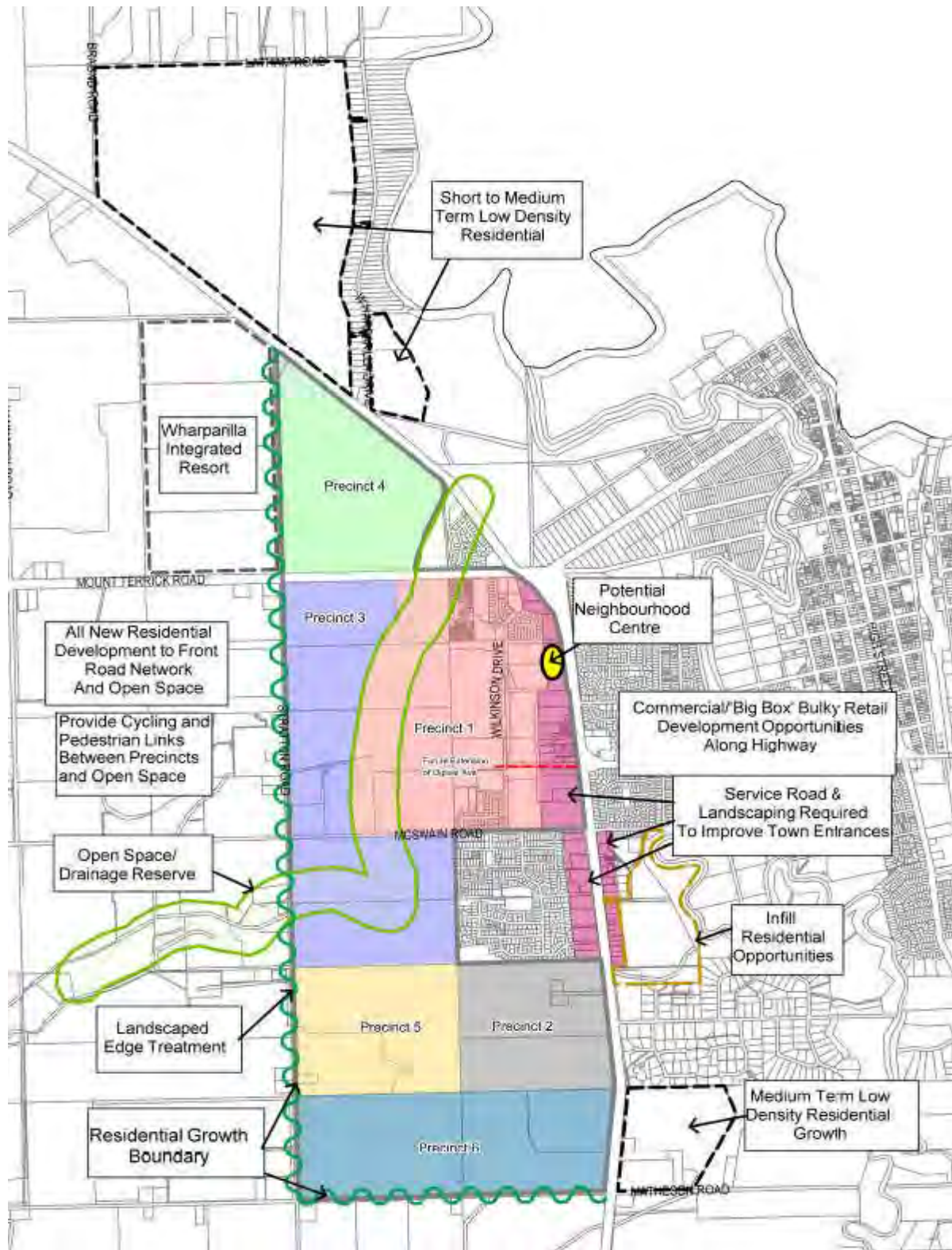


Figure 6: Echuca Town Structure Plan – Echuca West Residential



4.2 Managing Growth in the 'Second Tier' Towns

Kyabram and Rochester both have a considerable capability in servicing projected growth in each town. Kyabram in particular has a substantial stock of zoned land for development of conventional housing forms. Whilst there is some evidence of demand for residential dwellings it would appear this is mostly being driven by demand for larger lots for rural residential lifestyle purposes¹⁹.

Each town is an urban settlement with a considerable history of serving its agricultural hinterland and providing services to the farming community. Each has a strong industrial sector with Kyabram providing a wider range of service business activities.

In respect of growth capacity, Kyabram's Town Structure Plan in clause 21.04-4 of the CPS identifies a range of medium and longer term residential growth opportunities, particularly on the eastern periphery of the town, although further easterly expansion is constrained by high value agricultural land. Shorter term opportunities exist around the town and the west side is identified as providing additional scope for rural living²⁰.

The Rochester Town Structure Plan identifies short and medium term residential growth opportunities on both the western and eastern edge of the town. However, growth capacity is constrained to some degree by flooding issues and the existence on the east side of low intensity, low amenity industrial development interspersed with residential. The west side has some constraints regarding protection of native vegetation. Rural residential opportunities are identified to the north west of the town centre.

4.3 Development in the Small Towns

Longer term planning for the varied small settlements in Campaspe Shire presents a challenging task. This strategy seeks to provide a more cohesive direction.

In the Campaspe Planning Scheme the population of smaller settlements is predominantly contained within, and defined by, the TZ. The largest of the 'smaller towns', Tongala, has a considerable stock of TZ as well as a contiguous LDRZ, public reserves and industrial zonings which in total can be seen as forming the urban limits of the town.

Stanhope has a relatively sizable area of TZ and public reserves contained within a compact urban area. By contrast Rushworth has a disparate TZ and an extensive RLZ forming a linear, low density urban structure. Girgarre incorporates TZ, a large industrial area and public reserves to define the town.

Lockington, Gunbower and Colbinabbin have tighter TZ formations largely constrained by surrounding farm land and environmental features. In contrast to these towns, Toolleen, in the southern part of the Shire, features a dispersed rural community supported by clusters of somewhat remote rural living development in both the FZ and the RLZ. Only a very small and unoccupied TZ exists, adjoining the Northern Highway. In theory at least the 'town' is

defined by a number of predominantly rural and undeveloped small lots subject to a restructure overlay (RO6).

Tongala, Rushworth, Stanhope, Colbinabbin, Lockington, Gunbower and Girgarre each have existing town structure plans in clause 21.04-4 of the planning scheme.

Small settlements such as Koyuga, Nanneella, Ballendella, Wyuna, Torrumbarry and Lancaster each have TZ applied but of variable size and capacity. Commuting potential exists in some of the settlements. Torrumbarry is located on the Murray Valley Highway and is close to Gunbower and the Murray River, so its prominence is a feature. Lancaster is closely linked to the potential growth of Kyabram.

Corop is a small settlement that is an anomaly to a degree. It does not have a Township Zone applied but contains a relatively organised town structure with quite a number of occupied residential allotments and less of a sporadic quality to its development. It is also located on a main highway and is referenced in clause 21.04-1. The settlement is subject to a restructure overlay (RO4) which seeks to reduce the overall number of dwellings in the area due to environmental constraints.

These small settlements clearly have a mixture of qualities which make precise definition difficult. However, for the purposes of this strategy, a small town can be defined as *a locality with distinct urban limits that largely correlates with the application of the Township Zone (TZ) under the Campaspe Planning Scheme and which is specified in clause 21.04-1 and/or clause 21.04-4 of the Scheme*. These towns are likely to have a resident population between 200 and 2000 persons. Localities below this threshold population are more likely to be described as a 'settlement cluster' rather than townships while populations beyond the threshold are likely to form part of a fully serviceable concentration of activity with well-defined urban limits in keeping with Campaspe's larger settlements.

The most consistent trend in the recent history of Campaspe Shire's small towns is one of population loss or at best population stability. In addition, analysis has shown that in the main these towns have sufficient land to accommodate whatever foreseeable future housing demand there might be. Recent projections suggest this trend will continue over the outlook period.

Given that a case for additional zoned land to accommodate growth cannot be substantiated for Campaspe's smaller towns on strict application of the 15 year land supply benchmark a further rationale is needed for re-generation if that is considered desirable. The Shire of Campaspe believes it is.

Consequently a critical assumption going forward is that small towns, despite the pressure of population loss, are entitled to continue to contribute to the economic fabric of the municipality and that positive actions are required to retain small town life as part of the Shire's broader community. This challenge is heightened by the pronounced ageing profile of small towns placing additional demands upon services.

On the basis of this understanding, and data already available through the State Government's Urban Development Program (2013), it is not intended to conduct a detailed demand and supply analysis of developable land in this strategy but rather assess opportunities on a range of factors, principally the zoning regime. Zoning is important because it provides a strong market signal about development intentions. It is also considered important that any proposed zoning structure correlates with the nature of current land use and development and the existing allotment pattern.

The strategy assumes that extension of choice is a powerful motivating factor in assisting settlement functionality and growth and also in better supporting surrounding agricultural development. It is important that prospective residents be encouraged to live in settlements capable of servicing a wider agricultural catchment rather than live in farming areas and diminish the stock of available land for farming.

4.4 Settlement Clusters

Campaspe Shire contains quite a few areas of low intensity settlement located throughout its rural areas that are simply locales not supported by any zoning regime other than the underlying FZ. These small concentrations of settlement include Kyvalley, Strathallan, Bamawm, Bamawm Extension, Runnymede, Mathiesons and Waranga Shores. A restructure overlay is in place for Strathallan (RO3) and Runnymede (RO5).

These localities can best be described as 'settlement clusters' rather than towns. They are sporadic clusters of housing with few facilities or services and often indistinguishable urban limits.

Settlement clusters may have a public hall or school to identify a central point but are in most cases defined more by a fragmented rural lot pattern and a cluster of houses rather than what might otherwise be common in the surrounding rural area.

A considerable amount of rural farming land in Campaspe Shire has a fragmented allotment pattern. Some areas are located in reasonable proximity to defined townships and some are isolated.

Settlement clusters tend to function as commuter areas or stopover points for connection between larger settlements. The challenge is that although these areas are not too remote a disconnection from existing towns means that further housing development will exacerbate inefficient service provision and delivery.

The challenge for all small towns or settlement clusters is to maintain a viable level of employment and services and provide support to the agricultural hinterland, or at least have convenient access to such concentrations of activity. Each settlement has a particular set of constraints, opportunities and options for improving its growth potential, or at least maintaining its current assets. The key to these prospects generally lies with the specialised

role or function that each settlement performs and what public policy initiative might be able to more fully capitalise on this role.

4.5 Urban Land Supply and Demand

The land supply figures provided in **Table 3** confirm that in the main a sufficient stock of urban zoned land is available to accommodate residential growth demands within current supply benchmarks.

Whilst in a technical sense smaller towns do have considerable unused capacity for new development low levels of turnover and difficulties associated with ease of access, locational appeal and market returns on land development all contribute to inhibiting the growth potential of small townships and their capacity to arrest population decline.

Work done for Rural Councils Victoria in 2013²¹ on the financial costs of settlement indicates that whilst over time dispersed development tends to be the most expensive for councils to service, infill development is not common in rural settlements and the cost of developing 'in town' is often higher than developing on the outskirts of town.²²

The actual rate of development in the small towns has been low and the land supply and take up rates in the main do not justify further TZ or other residential zoning. However, this approach does not totally address longer term sustainability and leaves little scope for planning policy to improve the prospects for modest growth. Whilst zoning does create a degree of opportunity through market signalling and variation of expectations more realistically a package of initiatives will be required to tackle diminishing population and long term withdrawal of services.

The decline in small town population is an entrenched issue that can only be addressed over the long term by means of a multifarious policy approach. The challenge for public policy is to assess whether resources are better directed to other needs if such change is irreversible.

In regard to land supply and demand for rural living purposes a total of 7,745ha of RLZ land currently exists in Campaspe Shire, the majority of which is situated in the southern part of the municipality around Rushworth and isolated areas between Rushworth and Toolleen. RLZ land is also situated around Kyabram and a large sector immediately south-east of Echuca.

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Table 3: Shire of Campaspe – Residential Growth Capacity for Towns

Town/ District	2011 Census Population (SA1)	Current Population Estimate (2013p)	Population Projection to 2036 (2014)	Projected Population Change (2011-36) * 2014-2036	Number of Dwellings (2011)	Minor Infill - Vacant Lot Supply (2009)	Major Infill - Zoned Lot Supply (2013)	Average Annual Lot Production 2006-2012/ Supply Profile (2013)	Future Unzoned Stock (2013)
Echuca (Central East, South East & West Sectors - Echuca Village & Wharparilla included)	14810	14960	17903	+20.88% (Av. 0.84% pa)	6100	11.47 ha (126 lots)	696 lots	84 lots 6-8 years supply (future stocks 15+ years supply)	6,020 lots
Kyabram (East & West Sectors – Lancaster included)	7410	7470	10196	+37.60% (Av. 1.50% pa)	3200	9.45 ha (73 lots)	2,100 lots	26 lots (15+ years supply)	0
Rochester	3200	3200	3199	0%	1500	7.04 ha (40 lots)	235 lots	9 lots (15+ years supply)	0
Tongala	1890	1880	NA		800	2.04 ha (2 lots)	102 lots	4 lots (15+)	0
Tongala & District		3526 (2014 est.)	3512	-0.41%*					
Rushworth	1390	1400	NA		730	7.9 ha (24 lots)	33 lots	3 lots (15+)	0
Rushworth & District		2397 (2014 est.)	2343	-2.2%*					
Stanhope	920	880	NA		430	0.26 ha (4 lots)	0 lots	0.4 (10 years)	0
Stanhope & District		2441 (2014 est.)	2403	-1.55%*					
Lockington	800	770	NA		360	1.28 ha (11 lots)	0 lots	0.1 (11 years)	0
Lockington & Gunbower District		3950 (2014 est.)	3903	-1.20%*					
Girgarre	600	560	NA		245	0.61 ha (3 lots)	NA	0.1 (15+)	0
Stanhope & District		2441	2403	-1.55%*					
Gunbower	540	520	NA		290	0.55 ha (3 lots)	0 lots	0	72 lots
Lockington & Gunbower District		3950	3903	-1.20%*					

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Town/ District	2011 Census Population (SA1)	Current Population Estimate (2013p)	Population Projection to 2036 (2014)	Projected Population Change (2011-36) * 2014-2036	Number of Dwellings (2011)	Minor Infill - Vacant Lot Supply (2009)	Major Infill - Zoned Lot Supply (2013)	Average Annual Lot Production 2006-2012/ Supply Profile (2013)	Future Unzoned Stock (2013)
Nanneella	410	410	NA		155	0.35 ha (1 lot)	0 lots	0	0
Stanhope & District		2441	2403	-1.55%*					
Wyuna	360	360	NA		165	2.2 ha (4 lots)	NA	NA	0
Tongala & District		3526	3512	-0.41%*					
Toolleen	350	330	NA		215	0.4 ha (1 lot)	0 lots	0	0
Rushworth & District		2397	2343	-2.2%*					
Koyuga	330	330	NA		135	0.35 ha (1 lot)	0 lots	0	0
Tongala & District		3526	3512	-0.41%*					
Colbinabbin	300	300	NA		150	3.2 ha (12 lots)	NA	NA	0
Rushworth & District		2397	2343	-2.2%*					
Torrumbarry	290	310	NA		135	1.5 ha (2 lots)	NA	NA	0
Lockington & Gunbower District		3950	3903	-1.20%*					
Ballendella	260	260			110	-	NA	NA	0
Lockington & Gunbower District		3950	3903	-1.20%*					
Corop	239 (2006)	NA	NA		35	NA	NA	NA	NA
Stanhope & District		2441	2403	-1.55%*					

Data Sources: Estimated Residential Population by SA1 (ABS); .id Consulting (Campaspe Community Profile); 2013 Urban Development Program, DTPLI.

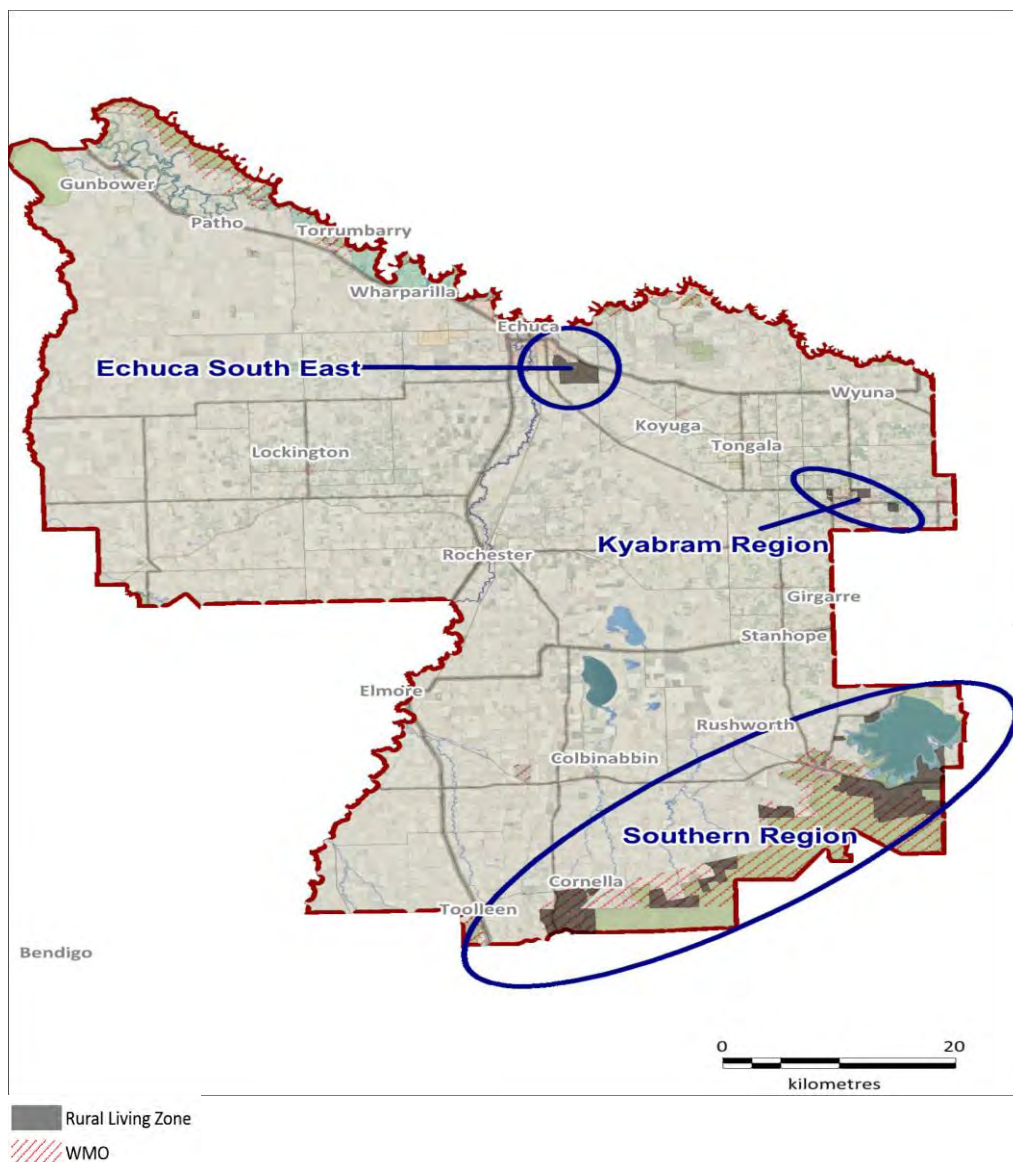
Note: Figures are rounded where practicable; 'p' (preliminary estimate); land supply areas in hectares (ha); 'minor infill' (less than 10 lots); 'major infill' (greater than 10 lots).

4.6 Rural Living Development

Currently the southern region of Campaspe around Rushworth, including Waranga Shores and the area between Rushworth and Toolleen, is the main focus for rural living opportunities in Campaspe, accounting for some 86% of the RLZ and 57% of development on RLZ land over the past decade. However, a significant proportion of this land is affected by the Bushfire/ Wildfire Management Overlay (BMO/WMO) which, although it doesn't prohibit new development, certainly constrains such development. The balance of RLZ is provided in Echuca South East and around Kyabram.

Figure 7 identifies the RLZ land in Campaspe Shire and indicates how the Bushfire (or Wildfire) Management Overlay (BMO/ WMO) particularly affects the southern region.

Figure 7: Rural Living Zone Land in Campaspe Shire



Source: Shire of Campaspe Rural Living Strategy 2015 (Essential Economics)

The implementation of the Echuca South East Rural Living Precinct Structure Plan will contribute a significant supply of RLZ to the market in the north of the Shire. Importantly, this precinct will provide for a range of RLZ lot sizes, adding to housing diversity in the area.

As only a limited supply of RLZ land and lots are available for development in the Kyabram area, potential exists for additional RLZ land in this locality²³ and in the central part of the Shire generally.

The periphery of Rushworth contains extensive RLZ to the immediate south east of the town. The different natural characteristics of land in the Rushworth area compared to the bulk of Campaspe Shire, and a lower degree of suitability for intensive farming, suggest that the western and northern edges of the town could be considered for additional RLZ. This needs to be balanced with the extensive swathe of RLZ existing to the south west of Rushworth which is relatively isolated and strongly affected by fire risk and application of the BMO/WMO. Consequently there is justification for some curtailment of this extensive area of RLZ in lieu of alternative supply closer to town.

The area to the north of Rushworth in the vicinity of Waranga Shores has a smaller pocket of RLZ and a large degree of fragmentation and non-farm building. It is also close to the Waranga Basin recreation area. However, its proximity to sensitive areas associated with the major water retention facility suggests that additional RLZ in this area would not be an optimal planning outcome.

The Murray River corridor is attractive for providing access for lifestyle purposes and to the west of Echuca RAZ has been applied extensively. Given the variety of environmental risks any addition of RLZ in the corridor would need to proceed with maximum caution. Other lower intensity rural zone options such as RAZ or FZ2 offer a more feasible alternative in areas of rural fragmentation.

A total of 684 RLZ allotments are situated in Campaspe, with 463 lots or 68% located in the southern region. With regard to vacant lots, or lots which have the potential to accommodate future demand for rural living, a total of 152 such lots exist throughout Campaspe. Of these vacant lots, 121 or 80% occur in the southern region²⁴.

Only a very limited supply of vacant RLZ lots currently exists surrounding Kyabram (12 lots) and Echuca South East (19 lots). However, the *Echuca South East Rural Living Precinct Structure Plan* is anticipated to encourage a greater level and take up of RLZ lot supply in the northern part of the Shire. By contrast, the central part of the Shire can be seen as having an identifiable deficiency of RLZ.

Table 4 summarises the supply of occupied and vacant RLZ residential lots in Campaspe in 2013.

Category	Southern Region	Kyabram Region	Echuca South East	Total Campaspe
Total Zoned Land	6,666 ha	246 ha	832 ha	7,745 ha
Share of total zoned land	86%	3%	11%	100%
Total Lot Supply				
Occupied	342 lots	46 lots	144 lots	532 lots
Vacant	121 lots	12 lots	19 lots	152 lots
Total	463 lots	58 lots	163 lots	684 lots
Share of total lots	68%	8%	24%	100%
Share of vacant lots	80%	8%	12%	100%

Source: Shire of Campaspe; Essential Economics Pty Ltd 2015

4.7 Rural Land

The physical landscape of the Shire of Campaspe reflects a reasonably diverse rural environment even though the Shire is predominantly devoted to irrigated agriculture. To the south and east of Echuca the minimally vegetated low alluvial plain is intensively farmed. Areas of active floodplain are evident along the Campaspe and Murray Rivers and wetland depressions feature around Corop. The western part of the Shire is largely a treeless alluvial plain. By contrast, in the south the land is differentiated by a mixture of undulating sedimentary and low volcanic hills and unirrigated dry farmland²⁵.

As previously indicated diversification away from broad scale agricultural production is occurring more frequently with an increase in on-farm enterprises such as tourism, aquaculture, and the processing of milk, wool and oil products as well as plantation forests. The most important motivation for diversification is to obtain an alternative source of income, driven by falling terms of trade, droughts and policy reform. Off-farm wages and salaries occur on more than 40% of broad acre farms, are mainly earned by women, and represent nearly half the average broad acre farm income²⁶.

Farmers face competition for land from various non-agricultural uses but particularly urban development. Land prices reflect a combination of these demands and the returns earned and values derived from agricultural use.

The desirable strategic approach is to protect rural land zoned for farming purposes (and accordingly used for mainstream or alternative agricultural uses) from a preponderance of lifestyle-related housing development. The demand for this form of residential occupation can be satisfied by ensuring its location adjacent to towns in areas that will not adversely affect agricultural production.

Whilst productivity growth at the enterprise level will improve returns to farmers over the long run it must be recognised that farmers manage a range of risks that cause their incomes to vary from year to year. Incomes vary due to fluctuations in prices received for farm products (due to market conditions, including exchange rates), in prices paid for farm

inputs (such as labour, energy, water, fertiliser and interest), and in production (due to seasonal conditions, pest and disease pressures, application of inputs and natural disasters such as droughts, floods and fires). The ability to use inputs flexibly, such as through water trading, is an important part of risk management²⁷.

In Campaspe Shire agricultural production is a downstream generator of employment and capital and therefore a major economic contributor. It is imperative that flexibility in using farm resources, in particular broad acre land holdings, is maintained and that this becomes an integral component of the Shire's settlement strategy.

Under the current planning provisions for FZ in the Campaspe Planning Scheme increased flexibility and a new array of discretionary non-farm uses have been built into the zone. Although this flexibility is supportive of broad scale agricultural practices the range of potential uses also represents a challenge. It is necessary to be clear about those uses and activities that, although not prohibited in the zone, should in most circumstances be discouraged.

Accordingly, the Campaspe Planning Scheme Review 2014 seeks to introduce a new planning policy for non-agricultural uses under clause 22 of the Scheme.

The policy objectives are to:

- Identify a preferred mix of land uses in the zone;
- Promote appropriate land use and development;
- Discourage non-agricultural use and development in all rural areas other than those that support agriculture.

It is policy to encourage the following uses in the Farming Zone:

- agriculture;
- primary produce sales;
- tourism facilities in association with or that complement agriculture such as wine tasting, farm gate sales, and
- rural industry.

By contrast it is policy to discourage the following uses in the Farming Zone:

- abattoir;
- convenience shop;
- dwelling, other than in association with agriculture or tourism;
- equestrian supplies;
- industry;
- motor racing track;
- hotel;
- store;
- tavern;

- trade supplies;
- residential hotel;
- service station;
- sawmill, and
- warehouse.

In **Table 5** each town's zoning situation and infrastructure capacity is documented, providing a sub-text for identifying important constraints and opportunities. The analysis primarily relates to the structural elements of change and the aspects of the planning system that can be varied to assist in a change process for each town. It is not suggested that zoning changes alone will turn around the prospects for any one town but given that the zoning system is often a precursor to economic activity it is evident that it has some influence in providing signals to the market and offering a greater degree of choice to individual home-seekers. Consequently it is hoped that individual decisions of benefit to a town will follow any encouragement or lead provided by changes to the zoning regime.

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Table 5: Town Structure, Services, Constraints and Opportunities

Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
ECHUCA	<p>Complex mix of urban, public use & other zones relevant to a regional centre. The town structure is strongly influenced by its location between two intersecting highways and the confluence of two major rivers.</p> <p>Restructure plans are in place for Echuca Village & a part of the Wharparilla area (RO1 & RO2).</p>	<p>Utilities:</p> <ul style="list-style-type: none"> ➤ reticulated water ➤ natural gas ➤ sewerage <p>In terms of water supply Echuca is part of Coliban Water's Murray Supply System which also includes Cohuna, Gunbower and Leitchville. Raw water is sourced directly from the Murray River for treatment.</p> <p>Sewage from the Echuca township is collected in an extensive system of gravity sewers and sewage pump stations and pumped to the Echuca Water Reclamation Plant (sewage treatment) is located four kilometres west of Echuca.</p> <p>Echuca is an important industrial, community, health, recreational & transportation hub for northern Victoria and southern New South Wales. Notable industry sectors include retail & wholesale trade, property & business services, construction, accommodation, personal services & manufacturing. Echuca is a vibrant retail & tourism centre.</p>	<p>Land suitable for irrigated horticulture & intensive dairy production is found generally to the south east & south west of Echuca. Environmental constraints, such as salinity & flood risk, are in evidence in some areas.</p> <p>Constrained rural land occurs as a result of flood risk along the Campaspe & Murray River floodplains to the south & east of the town.</p> <p>The Echuca Village area to the immediate east of the town is a rural lifestyle area with predominantly 8 hectare lots but is subject to environmental risks.</p>	<p>Echuca's urban growth structure is constrained by the direction of intersecting state & national highways & the flow path of two rivers. This leads to disparate residential precincts. Major highway access tends to be remote from the retail core.</p> <p>Inadequate separation of heavy vehicle traffic is evident close to town as well as points of potential pedestrian/ vehicle conflict. Echuca is limited in terms of passive parks and gardens close to town and the rivers. The Echuca Village area is precluded from further intensification due to ESO1, LSIO & RO1 constraints.</p>	<p>Between 2001 & 2013 Echuca's population grew by 1,930 persons (compared with 910 persons for Campaspe Shire as a whole). Echuca Town Structure Plan 2 provides the statutory framework for a planned residential growth corridor west of the Northern & Murray Valley Highways. Long term RLZ is to be accommodated in the Echuca South East Rural Living Precinct Structure Plan area.</p> <p>Echuca's retail core is separated from the tourist hub & this separation functions effectively. There is an opportunity to add to recreational open space & parkland where feasible, particularly in areas with convenient access to the rivers.</p> <p>Increased public access to the port tourist precinct, increased rail services, improved public access to the rail station precinct & a second crossing of the Murray River are all worthy growth opportunities.</p>

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		Major food producers include Kagome, Fonterra & Heinz.			There is a need to update Town Structure Plans 1-3 (Clause 21.04-4 CPS) to take account of completed strategic work, including the Economic Development Strategy 2014-2019 & the Rural Living Strategy 2015 (RLS).
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CAMPASPE SETTLEMENT STRATEGY 2015

Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
KYABRAM	A rectangular grid layout & a mix of urban & public use zones are reflective of a mid-sized town serving an intensively farmed rural hinterland. Extensive areas of partially developed & undeveloped GRZ as well as LDRZ located around the periphery. Existing RLZ on north side of town & a more isolated area east of town in the Howards Lane area.	<p>Utilities:</p> <ul style="list-style-type: none"> ➤ reticulated water ➤ natural gas ➤ sewerage <p>Goulburn Valley Water provides urban water and wastewater services to Kyabram through a treated channel supply sourced from the Goulburn/Broken river system.</p> <p>Located in the east of the Shire, Campaspe's second largest town has a range of retail, commercial, industrial and community services, particularly health & recreational services.</p> <p>Industries include Henry Jones IXL, Containers Packaging & JN&R Engineering.</p>	Kyabram is a significant service centre for a rural hinterland comprising mainly intensive dairying. The rural settlement pattern is quite fragmented & of a generally higher population density than is evident in the broad scale (or dry) farming areas in the west & south of the Shire.	<p>Kyabram's growth is constrained by a fragmented lot pattern & intensively farmed areas close to the periphery of town. Closely settled farm areas are interspersed with non-farm building.</p> <p>Orcharding is prevalent to the east of Kyabram & this may not be desirable for residential development.</p> <p>There is a need to be aware of water supply channel & associated LSIO constraints.</p> <p>Flood mapping might be required prior to, or contingent upon, any further rezoning.</p> <p>The town lacks a major landscape feature.</p> <p>It is not located on or near a major highway connection or river.</p> <p>Kyabram has a higher than Campaspe average unemployment rate (2011) & 'looking for employment' rate (2011).</p>	<p>Kyabram's resident population is located within proximity to larger employment centres at Echuca & Shepparton.</p> <p>Substantial zoning capacity exists for conventional residential development.</p> <p>Long term growth can be accommodated within current land supply.</p> <p>An under-supplied demand for rural living is identified in the RLS &, as per the existing town structure plan, the west side of Kyabram is the preferred opportunity for additional RLZ. Longer term the northern periphery could be considered.</p> <p>The Peppertree Lane area could be re-considered for RLZ. FZ2 could be considered as an alternative to FZ1 in some other fragmented rural locations.</p> <p>Although the Kyvalley settlement area has no TZ it has a reasonable level of serviceability, including a hall, school & recreation facilities. It also has an attractive landscape which complements rural activities. An extension to the FZ2 could be considered</p>

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					<p>to retain the character & productivity of the area. RLZ is not considered desirable. There is a need to update the Kyabram Town Structure Plan in Clause 21.04-4 of the CPS to take account of completed work & provide a more coherent growth strategy for the future.</p>
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CAMPASPE SETTLEMENT STRATEGY 2015

Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
ROCHESTER	Rochester is a smaller to mid-size town located on the Northern Highway, serving a productive agricultural catchment area. A mix of residential & public use zones are evident on the west side of town & residential, industrial & public use zones to the east. The town structure is strongly impacted by the Campaspe River & the associated Urban Floodway Zone (UFZ), as well as the highway & railway corridor.	<p>Utilities:</p> <ul style="list-style-type: none"> ➤ reticulated water ➤ natural gas ➤ sewerage <p>In regard to water Coliban Water's Goulburn System services the local Rochester population as well as commercial and industrial customers with around 1,500 connections.</p> <p>Water is pumped from Goulburn Murray Water's Waranga Western Main Channel, approximately two kilometres north of the town. A water reclamation plant (Coliban Water) is located on the west side of town. Located on the banks of the Campaspe River, Rochester supports a range of retail, business & community services. Major industries include food processing, concrete production, agricultural machinery & silo manufacturing. Major businesses include Devondale-Murray Goulburn, Humes CSR & Nelson Manufacturing.</p>	Rochester is the principal service centre for a diverse agricultural region in the central part of the Shire. The economic base of the hinterland is primarily derived from dairy farming, sheep, cattle, grain and vegetable growing.	<p>Rochester has a range of environmental risks – flooding & floodplain management, native vegetation protection - which can be considered significant impediments to growth.</p> <p>High value soil types for agriculture also occur east & west of Rochester in the FZ. The central part of the town is located on the west side of the Campaspe River abutting the Northern Highway & is somewhat disconnected from activity areas to the east.</p> <p>There is a disjointed relationship between zoning & on-ground development in East Rochester with the mix of industrial & residential development leading to low amenity. Any rezoning will need to take account of Local Floodplain Development Plans (LFDP) where appropriate.</p>	<p>Rochester has direct highway access to Melbourne & strong arterial road connections to the east.</p> <p>There is an opportunity for better utilisation of existing open space & the river frontage.</p> <p>The town is the home of a major food manufacturer (Murray Goulburn). A more appropriate separation is required between residential & industrial development in the east to optimise the area's potential.</p> <p>Revision of the zoning regime is needed to take account of the RLS & as part of an overall Town Structure Plan review.</p>

CAMPASPE SETTLEMENT STRATEGY 2015

Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
TONGALA	Tongala is a small town with a large Township Zone (TZ) but the town limits are significantly extended by contiguous industrial zonings (INZ1 & INZ2), public use reserves (PUZ1, PUZ2, PUZ4, PUZ6, PUZ7) & a Low Density Residential Zone (LDRZ) on the south eastern fringe. Tongala is accessed in a north south direction by Henderson Road (RDZ1).	<p>Utilities:</p> <ul style="list-style-type: none"> ➤ reticulated water ➤ natural gas ➤ sewerage <p>Goulburn Valley Water provides urban water and wastewater services to Tongala through a treated channel supply sourced from the Goulburn/Broken river system.</p> <p>Tongala lacks highway access but is supported by good road connections. Well serviced with civic, cultural & recreational facilities.</p> <p>Major industry - Nestle', Greenham & Sons, McColls Transport.</p>	Intensive dairying on highly productive soils in surrounding rural areas.	<p>Areas to the south of the railway line in Tongala are largely unsuitable for residential zoning due to industrial development, wastewater treatment & potential amenity impacts. Use of this land for sensitive purposes could conflict with existing industrial separations.</p> <p>Functional dairy farms abut much of the town periphery. Significant residential zone capacity exists to the north & east of Gooda & Purdey Streets but falling population suggests its development potential could be limited. Low critical mass might constrain returns on development & restrict optimum utilisation. There is a need to be aware of water supply channel constraints, particularly the backbone channel traversing the north east quadrant of the town.</p> <p>The Land Subject to Inundation Overlay (LSIO) impacts the northern & eastern periphery of the town.</p> <p>Flood mapping might be required prior to, or</p>	<p>The urban structure of Tongala reinforces a clear separation between residential development to the north & industrial development to the south. Tongala can offer substantial residential growth capacity if further employment can be attracted & population leakage stabilised. Proximity to Echuca, Kyabram & Shepparton offers convenient commuter access.</p> <p>There is a prospect for rural living on the northern & eastern periphery of the town within the limits of the existing channels & the LSIO but the area remains committed to farming. Alternatively, the area to the north west on the western side of Henderson Road has more potential for RLZ, providing an effective long term buffer to core farming areas to the north west.</p> <p>The town is the centre of the dairying district & substantial industrial zoning provides an opportunity for employment growth.</p>

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				contingent upon, any rezoning.	<p>INZ2 also offers placement for industry with potential off-site effects.</p> <p>Tongala has unused capacity in utility infrastructure to support development.</p> <p>A town commercial zone is feasible to reinforce strong town centre features.</p>
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Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
RUSHWORTH	<p>Rushworth is a small town with a large & irregularly shaped, low density Township Zone (TZ) traversed in an east-west direction by the Bendigo-Murchison Road (RDZ1). The TZ is surrounded by Crown Land reserves as part of the Rushworth State Forest & contained in the Public Conservation and Resource Zone (PCRZ). Other public uses are contained in PUZ2, PUZ3, PUZ4, PUZ5, PUZ6, PUZ7 & the Public Park and Recreation Zone (PPRZ). Immediately east of the TZ is a large area of Rural Living Zone (RLZ). The Farming Zone (FZ1) is interspersed with the public land zonings to the north, east & west of the TZ.</p> <p>The Bendigo-Murchison Road, Stanhope-Rushworth Road (RDZ1) & the Tatura-Rushworth Road (RDZ1) all converge on the township area.</p>	<p>Utilities:</p> <ul style="list-style-type: none"> ➤ reticulated water ➤ sewerage <p>Goulburn Valley Water provides urban water and wastewater services to Rushworth through a treated channel supply sourced from the Goulburn/Broken river system. Rushworth enjoys various education, hospital & civic facilities & is well served with community services. There is no major highway access but a number of intersecting roads connect nearby towns.</p>	<p>Surrounding rural land is a mix of varied farming & rural living development. The area features well vegetated, low sedimentary hills only marginally suitable for agriculture.</p>	<p>The Rushworth TZ is encased by public use zones & RLZ abutting to the east. Considerable stands of native vegetation (box ironbark) are located in protected public reserves & are interspersed with housing. The Bushfire/ Wildfire Management Overlay (BMO/ WMO) covers most of the PCRZ as well as substantial parts of the RLZ. Further RLZ in the Waranga Shores locale should be precluded due to environmental constraints. The Heritage Overlay (HO) affects most of the core of the township centred on the High Street precinct. The historic Whroo area is constrained in terms of accommodating additional development for tourism. The diminishing population places additional pressure on retaining or developing services. Rushworth has a low level of functional retail for the town population. Given the town's heritage appeal there is limited tourist infrastructure and</p>	<p>Rushworth enjoys considerable heritage assets & potential tourist appeal. Central Rushworth's High Street precinct & the Whroo area are unique heritage landscapes. Development sites could be identified for possible self-contained tourist accommodation facilities. The former railway reserve could be more fully utilised. Nearby Waranga Basin offers water-based recreation. There is potential for extended RLZ outside the BMO & greater application of RCZ in areas of existing 'lifestyle' development where there is identifiable biodiversity values. Employment in town is limited but proximity to a regional city (Shepparton) & the larger centre of Tatura offers some commuting opportunity. A more precise zoning definition might assist future development considerations & give some impetus to the tourist precincts. This need not conflict with the existing HO.</p>

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				<p>accommodation to support it.</p> <p>Rushworth offers a different physical environment to other Campaspe towns. The surrounding FZ1 contains highly vegetated 'lifestyle' lots with reduced capacity for agriculture given poorer soil types & existing vegetation.</p> <p>There is a need to consider landscape assessment plans for new development where appropriate.</p>	
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CAMPASPE SETTLEMENT STRATEGY 2015

Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
STANHOPE	<p>A small town with a sizable Township Zone (TZ) existing mainly on the north side of the Midland Highway (RDZ1), east & west of the Girgarre-Rushworth/ Curr Road (RDZ1). TZ is also located south of the Midland Highway on the east side of the Stanhope-Rushworth Road (RDZ1).</p> <p>The Stanhope township area contains public use zonings PUZ1, PUZ2, PUZ7 & PPRZ.</p>	<p>Utilities:</p> <ul style="list-style-type: none"> ➤ reticulated water ➤ natural gas ➤ sewerage <p>Goulburn Valley Water provides urban water and wastewater services to Stanhope through a treated channel supply sourced from the Goulburn/Broken river system.</p> <p>The Midland Highway connects Stanhope with Shepparton & the Northern Highway which then provides access to Bendigo & Echuca. Stanhope offers an attractive town centre & community & recreational facilities.</p> <p>Major industry – Fonterra.</p>	<p>Stanhope is surrounded by intensive irrigated agriculture (mainly dairying) located on relatively larger parcels of land & generally suitable alluvial soils.</p>	<p>There is a large amount of TZ available in Stanhope for the current & projected town population creating substantial residential infill opportunities. However, as in other similar size towns development is limited by the difficulty of achieving sufficient returns & lack of demand.</p> <p>The TZ south of the Fonterra food processing plant is suited only to industrial expansion.</p> <p>South west expansion of the town is constrained by environmental factors (Floodway Overlay (FO)).</p>	<p>Stanhope has a well-defined town centre which could benefit from a limited commercial zoning.</p> <p>There is capacity to expand industrial zoning south of Fonterra (possibly including a light/ service industrial area) & contain residential infill to the north of the Midland Highway.</p> <p>Stanhope has unused capacity in utility infrastructure to support development.</p> <p>Convenient highway access to major centres, existing utilities & available land all provide Stanhope with opportunity for commuter growth.</p>

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Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
LOCKINGTON	Lockington is a small town with a Township Zone (TZ) located on the east & west side of Lockington Road (RDZ1). Public reserve zonings PUZ1, PUZ2, PUZ7 & PPRZ complement the existing zoning structure. Surrounding land is contained in the Farming Zone (FZ1).	<p>Utilities:</p> <ul style="list-style-type: none"> ➤ reticulated water ➤ sewerage <p>Lockington is part of the Goulburn System in which Coliban Water supplies water under a bulk entitlement, stored & treated for distribution to around 420 people as well as commercial and industrial users via 215 connections. A water reclamation plant is located three kilometres to the west of the town. Lockington has no highway access but road connections to Echuca & Rochester. The town accommodates the Lockington & District Community Centre, a small range of dispersed retail services, other community facilities & a primary school.</p>	The immediate district is characterised by broad scale (or large holding) irrigated farming & a relatively treeless higher alluvial plain. Active farms directly abut all sides of the town.	Lockington is a tightly defined township constrained by extensively farmed agricultural land on all sides. There is a considerable holding of former railway land, currently vacant, near the centre of town. This may have appeal for civic purposes or housing but is probably not suited to industrial/ commercial development as suggested in the current town structure plan. Retail facilities are dispersed around the central part of the town. Any expansion on the eastern fringe of town would be adversely affected by the LSIO traversing the area in a north-south direction.	Lockington serves a productive irrigated agricultural region with dairy farming the core activity. Infill opportunities within the current urban boundary are available but are limited. An area north of King Street could be considered for a modest TZ increment without detriment to farming operations. There is potential for utilisation of the centrally-located former railway land. The town offers an attractive spine of parkland & civic facilities which could be added to.

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Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
GIRGARRE	Girgarre is a small town with a Township Zone (TZ) located west of Curr Road/ Girgarre-Rushworth Road & surrounded by various public reserves (PPRZ, PUZ1, PUZ2, & PUZ7). East of the Girgarre-Rushworth Road is a large area of IN1Z (former Heinz plant) & PUZ1 to the south of Winter Road. The Girgarre-Rushworth Road traverses Girgarre in a north-south direction & is zoned RDZ1.	<p>Utilities:</p> <ul style="list-style-type: none"> ➤ reticulated water ➤ natural gas ➤ sewerage <p>Goulburn Valley Water provides urban water and wastewater services to Girgarre through a treated channel supply sourced from the Goulburn/Broken river system.</p> <p>Girgarre has no highway access but good road connections. The town offers large public reserves for recreational purposes & a Memorial Hall.</p>	The hinterland is irrigated agriculture with dairy & tomato production most prominently featured on prior stream-bed alluvial soils.	<p>There is population decline in Girgarre & a slow withdrawal of services, with existing retail now limited. The closure of the Heinz factory has significantly diminished employment. Aside from the central crown reserve between Station Street & the Girgarre-Rushworth Road, limited infill residential land is available & much of it is marginally attractive or cost effective.</p> <p>Despite on-ground changes in the town there is no compelling reason to significantly amend the TZ or IN1Z.</p> <p>Extensive irrigated farming areas exist to the north, east & south of the town boundary.</p> <p>There is a need to be aware of water supply channel constraints.</p>	<p>There is opportunity to market Girgarre as a lifestyle/ commuter town & the successful local produce farmer's market encourages this opportunity.</p> <p>The current level of utility infrastructure (built to accommodate an industrial plant) is an advantage for re-generation of the town. Clearly there is potential offered by the large former Heinz site for employment re-capture. There is also potential to generate activity & add value through community uses, notably on the existing crown reserve east of Station Street & also potentially south of Winter Road through the proposed Gargarro Regional Botanic Garden.</p> <p>It is possible to unlock potential for rural living development on the western edge of town given the growth of the Girgarre Farmer's Market. However, this is a longer term scenario requiring further investigation of projected demand.</p>

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Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
GUNBOWER	The Township Zone (TZ) for Gunbower is predominantly located on the south side of the Murray Valley Highway (RDZ1) with pockets of TZ & FZ1 on the north side. The locality is traversed by Gunbower Creek & is a gateway to various creeks, waterways & wetlands to the north & east comprising the Gunbower Island area, primarily zoned PCRZ & FZ1. Public land reserves zoned PUZ1, PUZ2, PUZ6, PUZ7 & PPRZ are also contained within or adjacent to the TZ. The town airstrip to the south east is zoned PCRZ. A Heritage Overlay (HO608) applies to St. Matthew's Church.	<p>Utilities:</p> <ul style="list-style-type: none"> ➤ reticulated water ➤ sewerage <p>The water supply system provided by Coliban Water serves a population of residential, commercial and industrial customers with around 175 connections. Gunbower is part of the Murray System with a direct offtake from Taylor Creek & pumped to a treatment facility. Wastewater from Leitchville and Gunbower is treated at the Gunbower/Leitchville Water Reclamation Plant located approximately four kilometres south of Gunbower. Gunbower is located on the Murray Valley Highway between Echuca & Kerang. There is a small retail sector, hotel, Memorial Hall, primary school & horse racing track to the east of the town. Industry - Teangi Stock Feeds.</p>	Broad scale irrigated & non-irrigated farmland is located to the south of the Murray Valley Highway on a treeless alluvial plain. The land use pattern is generally mixed farming with greater lot fragmentation to the north on the active Murray river floodplain.	<p>As with other smaller rural towns population decline is the primary challenge for Gunbower. The environmental significance of the waterways & wetlands to the north & east; the extensively farmed areas to the south of the township & access difficulties all mitigate against urban expansion of any scale even if a demand could be established. In addition Gunbower has significant residential infill capacity. An LSIO aligns with Gunbower Creek & other waterways. Flood mapping might be required prior to, or contingent upon, any rezoning.</p>	<p>Gunbower has potential as a stopover for environmental tourism activities within the Gunbower State Forest & Murray River ecosystem but considerable investment is needed to maximise this opportunity. Infrastructure & land is available to support further development. Land east of Walkers Road, between the existing TZ & Gunbower Creek, is suitable for future residential development, as identified in the current town structure plan, & may be considered for rezoning. This increment could be applied in lieu of less effective parcels of TZ west of Market Street & an area on the east side of the town between the railway & highway which could both revert to FZ1. RLZ could be considered in the area north of Pavone/ Gunbower Island Road. Gunbower has limited employment but does offer convenient connection to Echuca & Kerang.</p>

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Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
NANNEELLA	A very small town with a Township Zone (TZ) of about 11 hectares drawn tightly around existing settlement at the corner of Echuca-Nanneella Road & Bennett Road. The surrounding area is FZ1 & FZ2. A PUZ2 is applied to the existing primary school.	Water tanks & irrigation supply channel but no reticulated water supply. The town area contains a primary school, recreation reserve, general store & hall.	Surrounding rural land is relatively flat, low lying & committed to agriculture, primarily dairy farming & vegetable growing.	From 2006 to 2011 the area's population declined from 502 to 410. There is limited opportunity for expansion given the proximity of an intensive agricultural area, the location of water channels & the impact of the LSIO on the western & southern edge. The town has limited facilities & services & is isolated from major arterial road connections. Capacity within the existing TZ suggests little necessity to plan for further growth at this stage.	Nanneella is located in proximity to Rochester (12 kilometres) & has reasonable access to Echuca.
WYUNA	Wyuna features a well-defined, rectangular TZ of some eight hectares, located on the north side of the Murray Valley Highway (RDZ1) & bounded by Lawler, Colbert & McManus Streets & Alfred Road. There are a number of houses in the TZ but also considerable vacant sites. A PUZ7 (CFA) is located in the north west corner & a recreation reserve (PPRZ) outside the TZ to the west.	Water tanks & irrigation supply channel but no reticulated water supply. A bus service is available. The town area contains a church, memorial hall & CFA depot.	An extensive farming district surrounds Wyuna.	The absence of a town water supply & shop/general store limit the capacity of the settlement to develop. The highway location would benefit from access safety improvements.	Highway access to Echuca & Shepparton & arterial road connection to Kyabram indicates a potential role as a commuting settlement although the absence of basic services mitigates against this. A number of vacant allotments exist in the TZ.

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Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
TOOLLEEN	A very small Township Zone (TZ) comprising only four vacant allotments is sited on the north-east corner of the Cornella-Toolleen Road & Northern Highway (RDZ1). The TZ does not reflect any logical town area; the settlement 'cluster' is rather defined by a Restructure Overlay (RO6) & Restructure Plan for the existing residential sized allotments facing the Cornella & Axedale Roads & the Northern Highway. The area of the 'town' outside the TZ is zoned FZ1 (including the Hotel, the town focal point). In the immediate locality there is a PUZ6 (local government), PUZ7 (other public use) & PPRZ (recreation reserve).	Toolleen has no connected utility services. Highway access (Northern) links Melbourne- Kilmore- Heathcote & Echuca. The 'town' comprises an existing hotel incorporating general store & post office agency, two churches, a recreation reserve with football ground & community centre, waste transfer station & CFA facility.	Toolleen is located in an area of gently undulating sedimentary hills west of the Mt Camel/ Colbinabbin volcanic range.	Toolleen comprises inappropriate small rural lots which are subject to a restructure plan within the RO6. The intention is therefore to reduce the number of lots available for housing. Consequently Toolleen is unlikely to ever become a well-defined, integrated township, rather more a way stop for tourists & a minor service point. A substantial supply of RLZ exists to the east of Toolleen, offering some development potential, but these areas are isolated & poorly serviced. A substantial part of the RLZ to the east is affected by a BMO/ WMO. A further BMO is applied west of the Northern Highway up to the intersection of Chamberlain Road. Further RLZ would be contrary to proper planning. Farming areas between Toolleen & the RLZ are also affected by the SMO. Toolleen lacks utility connections, particularly water reticulation.	Toolleen is a possible connecting point for touring the Rushworth-Whroo gold heritage area ('Gold & Ironbark' tour) & the Mt Camel/ Colbinabbin Range wine growing area. The area can function as a stopover for travellers to various destinations/ attractions but the absence of utility services, retail or accommodation limits this potential. Further potential may exist for the hotel as a featured destination.

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Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
KOYUGA	Koyuga is a settlement cluster characterised by an extensive 48 hectare TZ located on both sides of O'Dea Road, some seven kilometres north west of Tongala & 20 kilometres south east of Echuca. The TZ abuts a railway reserve (PUZ4). A few houses are located in the TZ but it is predominantly vacant farming land.	No reticulated in-ground utility services are available. Koyuga Hall, a recreation reserve & a Telstra sub-station are located in the TZ.	The rural hinterland is primarily intensively farmed dairying.	The houses in the TZ conform more to rural farm houses than urban dwellings in accordance with surrounding agricultural pursuits. An absence of town services adds to the perception of Koyuga as a settlement cluster rather than town. Arterial road access is non-existent & general road access is awkward & inconspicuous for the uninformed traveller. Koyuga is accessible in terms of commuting distance to Echuca but the overall perception is one of isolation. The TZ is too large & poorly developed – the zone could be reduced or removed to more meaningfully reflect existing or projected development. Despite the area's central locale in relation to nearby larger towns (& activity centres) there is minimal evidence of any demand for growth. Hence the desirability of retaining TZ must be queried.	Koyuga is located in an area with commuting potential to Echuca & its employment opportunities. Despite limited facilities there is an active community, including land care group. There is under-utilisation of the existing TZ so considerable capacity exists for growth should such demand be established.

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Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
COLBINABBIN	Colbinabbin is a small town comprising a rectangular block of Township Zone (TZ) on the north & south side of the Bendigo-Murchison Road (RDZ1) & associated public land zonings PUZ1, PUZ5, PUZ6, PUZ7 & PPRZ. Surrounding land is prime farming (FZ1).	Utilities: <ul style="list-style-type: none"> ➤ reticulated water Goulburn Valley Water provides urban water to Colbinabbin through a treated channel supply sourced from the Goulburn/Broken river system. There is no highway access but a main road connection (Bendigo-Murchison Road) to Bendigo & Rochester/ Echuca. There is a disused railway connection. Adjoining the TZ town boundary is a recreation reserve & primary school. Colbinabbin offers minor retail & community facilities. There is a nearby waste transfer station. Industry – Vic Feeds (grain distribution) on north side of town.	Colbinabbin services an extensively farmed hinterland.	Colbinabbin has an active community & the presence of a coherent urban township. However, beyond minor infill, realistically there is minimal opportunity for expansion given the location of existing water channels & prime farming areas surrounding the township. Growth is also limited by a lack of sewerage. The LSIO affects the eastern fringe of the township. Smaller lots to the immediate south east of the township are partially affected by the LSIO & are fully committed to agriculture & hence not a suitable prospect for RLZ. The SMO affects the north west periphery of the town.	Main road connections provide Colbinabbin with an opportunity for commuting to Bendigo/ Echuca. There could be modest employment growth derived from the Colbinabbin Range/ Heathcote wine growing area. Residential infill is achievable although limited. Minor retail enhancement & streetscape improvements could enhance commuter appeal.
TORRUMBARRY	Torrumbarry is a tiny settlement comprising a linear TZ located along the north side of the Murray Valley Highway (RDZ1), between Echuca & Gunbower, & located on the east & west side of Headworks Road.	Torrumbarry comprises a hall, hotel & service station as well as about a dozen houses most of which are located outside the TZ rather than within it.	Extensive farming (FZ1) areas surround the settlement, particularly to the south of the Highway.	An imprecise TZ is simply fitted to reflect existing uses. The limited existing services are geared mainly to a 'pit stop' function serving passing vehicle traffic. RLZ not likely to be justifiable in this area.	Vacant TZ sites are located west of Headworks Road. The settlement is within commuting distance to Echuca.

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Town	Current Zoning and Town Structure	Utility Infrastructure and Other Services	Rural Hinterland/ Interface	Growth Constraints	Growth Opportunities
BALLENELLA	The very small Ballendella TZ is located nine kilometres north west of Rochester & is a rectangular area bounded by the Prairie-Rochester Road, Waterman Road, Lowe Road & a 'backbone' water channel on its eastern boundary. The TZ area contains nine allotments of which five are about two hectares. All but one of these are occupied with building or houses & other dwellings are located nearby.	Ballendella contains a community hall & recreation reserve abutting the Rochester Road.	Extensively farmed irrigated agriculture.	Ballendella is a settlement cluster with little or no facilities or any identifiable demand for expansion/intensification of the TZ. The 'town' is physically indistinguishable from sporadic development in a rural area. The surrounding area is productively farmed rural land.	Although lots are limited in number (& occupied) they are potentially capable of further subdivision. Ballendella is accessible to Echuca & Rochester.
COROP	Corop is a small settlement which can be described as an 'old & inappropriate subdivision' subject to a Restructure Plan as referred to in RO4. There is no TZ, the underlying zoning is FZ1. A PUZ1 is located on the south east corner of the Midland Highway (RDZ1) & School Road. Lake Cooper (Public Conservation and Resource Zone PCRZ) directly abuts the 'township' to the south. Surrounding farming areas are FZ1.	Utilities: ➤ reticulated water Goulburn Valley Water provides non-potable water to Corop through a channel supply sourced from the Goulburn/Broken river system. Corop has highway access (Midland) linking Shepparton, Echuca & Bendigo. The 'town' contains a general store, post office & community centre & there are activities & associations which reflect the recreational focus of the settlement.	Extensive farming on generally larger lots & recreational features to the north east (Green's Lake) & to the immediate south (Lake Cooper).	Corop comprises small lots covered by RO4. As these lots are intended to be reduced there is little or no realistic prospect of foreseeable township growth. Corop 'township' & land to the immediate east are substantially affected by a Floodway Overlay (FO). The areas surrounding Corop are prime agricultural areas & are inappropriate for housing expansion of any density.	Corop is a recreational settlement located close to Lake Cooper/ Green's Lake & their associated aquatic features. The town could be enhanced as a stopover point for travellers to various destinations/ attractions and for specialised holiday accommodation connected with the lakes environment, recreational pursuits or the nearby Mt Camel/ Colbinabbin Range wine growing area.

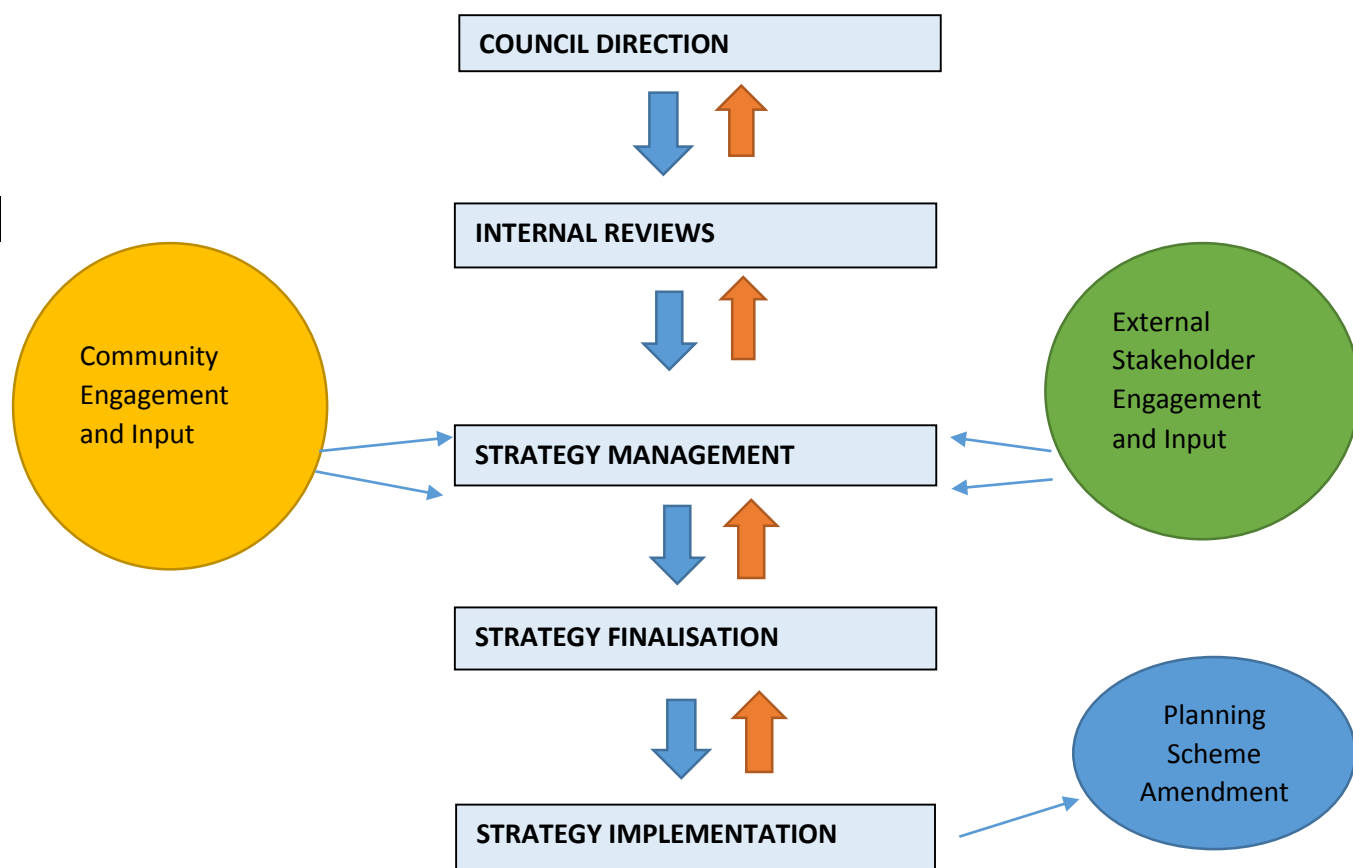
5.0 Defining a Preferred Settlement Strategy

5.1 Community Engagement by Council

Consultation with key stakeholders and the broader Campaspe community is integral to strategy development at Campaspe Shire. This includes relevant communications through various media to engage with residents and external stakeholders as well as internal stakeholders/ decision makers. Processes include:

- Key stakeholder workshops/ focus groups involving agency and industry group representatives;
- Media advertising through local press outlets, community newsletters, Council's website, online surveys, direct workshop discussions with residents and on-to-one (or 'drop in') information sessions held at high access points in the community;
- Councillor briefings prior to and during the conduct of strategic work being undertaken on behalf of the community;
- Formal exhibition of final draft reports and invitations to respond, and
- Council adoption, or otherwise, of final draft reports.

The strategy development and community engagement process is depicted graphically in **Figure 8** below.



5.2 Principles of Orderly Settlement

The broad statutory objectives and directions relating to town settlement are found in clause 11 of the SPPF and clause 21.04-1 of the LPPF of the Campaspe Planning Scheme. As previously outlined a number of Planning Practice notes released by the State Government also provide a framework for determinations made in relation to urban settlement in rural areas.

In addition various planning principles can be identified which more specifically articulate desirable land use and development patterns.

These principles are drawn from common planning practice and the need to concurrently support economic activity, protect farming land and effectively manage the demand for rural living development. They are highlighted in the relevant categories as follows:

Rural Living:

- ❑ Areas generally contiguous to existing urban settlement and with reasonable proximity to township services are preferred for rural residential zones such as RLZ rather than areas totally separated from settlement.
- ❑ Isolated pockets of RLZ are not desirable.
- ❑ Areas on the periphery of townships* could be considered for RLZ if the area is a natural extension of the higher densities in the town and a buffer to areas of widespread farming (FZ) beyond the town's current edge.
- ❑ A larger concentration of allotments in the 2 – 8 ha. range in generally fragmented rural areas might also be justified as RLZ if located close to existing urban facilities and not prejudicial to existing farming operations.
- ❑ Isolated larger parcels of RLZ that have limited existing development and minimal access to urban facilities should be considered for back-zoning to FZ.

* Townships generally defined by the TZ, GRZ or LDRZ

Rural Area Interaction:

- ❑ Areas of committed farming on a mix of larger and smaller allotments (some of which might be capable of further subdivision under RLZ) should not be considered for rezoning and FZ should be retained.
- ❑ Rural areas where productive farming enterprise is evident and zoned FZ will be excluded from consideration for urban zones even if clusters of settlement or pockets of smaller allotments exist.
- ❑ Fragmented farming areas where farming activity remains functional might be more suited to FZ2 rather than FZ1.
- ❑ Isolated pockets of small rural lots where a Restructure Overlay (RO) is applied will not be considered for rezoning from the underlying default zone (FZ1).

Urban Settlement:

- ❑ Townships with capacity for growth should be considered for a mix of relevant zoning types rather than simply TZ.
- ❑ Towns with considerable growth capacity within their existing zoned area diminish the desirability and likelihood of contiguous RLZ unless other factors are conclusive.
- ❑ Small settlements with limited growth potential and currently zoned TZ should have a tightly drawn zone boundary to minimise amenity effects on neighbouring farming areas.
- ❑ Areas of TZ where no growth has occurred should be considered for back zoning to the underlying FZ.

Landscape and Vegetation:

- ❑ Areas of generally modified rural landscape with limited environmental significance are preferred for RLZ.
- ❑ Vegetated areas of high environmental values would only be considered for RLZ where there is already a high degree of settlement and alternative zonings such as RCZ are not considered feasible.
- ❑ RCZ should be considered where environmental conditions reflect a high or very high biodiversity value.

Overlay Protection for Environmental Risk:

- ❑ Rural areas largely affected by planning overlays (in Campaspe's case mainly the LSIO, FO, BMO/ WMO & RO) should not be subjected to further urban settlement unless the bulk of the land is free of these overlay constraints and other relevant principles are adhered to.

The above principles will help achieve a desirable long term structure for urban development in what is primarily a rural municipality. Whilst acknowledging the Regional Victoria Settlement Framework in clause 11 of the SPPF a pattern of settlement hierarchy will continue to distinguish itself as a result of evolving economic and social activity across rural areas. Settlements are dynamic and their opportunity to evolve is clearly a function of the economic and social parameters impinging on them.

5.3 The Cost of Infrastructure and Services

Sound economic principles dictate that significant new investment in rural areas requires cost effective inputs and, accordingly, existing viable economic activity should not have to bear undue externalised costs imposed upon the delivery of the product or service.

Land that is valued substantially above its agricultural value has a significant impact on investment in agriculture. Many farm businesses have a high percentage of capital tied up in land. For a business to grow by investing in profit (as opposed to capital growth) high land

values pose a significant risk as only highly profitable businesses will be able to generate sufficient return on capital to service debt.

The agricultural sector is subject to continuing change. In the future there is likely to be fewer farms where the family is supported solely or mainly by agriculture. This does not necessarily mean there will be less land farmed or fewer farms. Many properties, even relatively small holdings, can and should still be productively farmed either by the landowner or another land owner as a part of a larger enterprise where land is leased or managed. These ongoing opportunities for agriculture are important in terms of the future economy, character and liveability of the Shire.

Rural land is primarily used for growing produce and raising livestock. Markets will determine the commodities produced, and the amount of land engaged, but the planning system has a role in maintaining land in parcels with productive management potential and minimising land lost to building development and non-agricultural use. In addition, intensive animal industries and other shed based agriculture should be carefully located so that scenic rural landscapes and environmentally sensitive tracts are protected. Agriculture should not compromise the condition of the natural resource base.

A clear distinction needs to be made between the larger settlements such as Echuca, Kyabram and Rochester, with capacity for sustainable growth, and the smaller settlements with their concentrated focus on retention of their existing role, size, services and character. Whilst it makes economic sense to encourage the highest level of growth to the towns with the greatest (and most efficient) infrastructure capacity it is legitimate that small towns also be able to contribute to economic prosperity and that public policy initiatives assist in achieving that objective. It is also important not to compromise the rural character, landscape or environmental assets of the Shire and their intrinsic values to residents. Without further intervention the small settlements are only likely, at best, to maintain their existing situation and risk continuing decline in population and services.

A recent report was prepared for the State Government on the financial costs of settlement patterns in rural Victoria¹⁵ and it generally established that:

- Typically infill development costs the least to council, but this is dependent on the capacity of existing infrastructure to accommodate growth and the number of new dwellings. Depending on capacity, additional development in an infill location may require the upgrade of existing infrastructure, as well as additional maintenance;
- Infill development is not common in rural locations, as the cost of developing 'in town' is often higher to proponents than developing on the outskirts of a town, and
- Comparing the costs at a high level over time indicates that over varying time periods, dispersed development tends to be the most expensive to councils and, accordingly, to the community as a whole.

Whilst this analysis generally supports the contention that concentration of activity in towns is a least cost outcome, the study also shows that development costs are relatively

indistinguishable. A more persuasive contention in support of containment is that urban development should not compete unfairly with important trade exposed and rural based industries such as agriculture.

Nevertheless, a multitude of evidence also supports the contention that residential development by itself (that is, without major impact on other uses) is a strong economic investment lever across the broader community, generating significant downstream effects and impacting positively on economic opportunity. The difficulty is in assessing the level of benefit to be derived from only small increments and how important that is in the overall generation of economic activity, particularly in primarily rural shires. Recent research carried out for the Shire of Campaspe²⁸ indicates that expansion of residential zoning in Campaspe's small towns will provide only a minimal degree of economic benefit to those towns. By contrast, the economic benefit derived from consolidation of agriculture is apparent on a much greater scale. In evaluating what at times might seem to be conflicting objectives the key conclusions to be drawn are as follows:

- In most circumstances the preference should be for settlements to grow incrementally in order to use available infrastructure in an optimal fashion;
- Guiding population and development to settlements fosters the economic base of the region and provides for the protection and growth of employment;
- Directing growth to settlements optimises the use of existing utility services and generally minimises the cost of development;
- The growth of investment and employment in towns, where investment is already concentrated, will have a higher multiplier effect through the broader economy than more sporadic, dispersed investment;
- New investment activity is usually desirable but it should not prejudice existing important industries by imposing externalities which unduly raise cost levels in those industries. For example, a reduction in the stock of valuable agricultural land resulting from the unfettered expansion of housing in rural areas is counter-productive economically;
- Adequate land resources should be specifically made available where relevant for new investment to occur in areas of demonstrated demand, and
- Further policy adjustments may be needed to assist small towns to survive and flourish and support their local communities.

5.4 Impact of the Demand for Rural Living

Based on ABS 2011 Census data²⁹, the key socio-economic characteristics of residents and households in the 'rural living' areas of Campaspe Shire are as follows:

- High incomes, with median household incomes 18% above the median for Campaspe;
- Household incomes higher than that occurring in neighbouring townships. For example, the median household income in the rural areas surrounding Rushworth is approximately 37% higher than the median income for the township of Rushworth. This is also the situation for rural living areas in Echuca and Kyabram;

- A high share of family households compared to neighbouring townships. This includes both families with and without children, reflecting a desire for rural living by young families and couples whose children have left the family home;
- A high average household size of 2.7 persons compared to 2.4 persons for Campaspe;
- Slightly lower dwelling occupancy, with 82% of dwellings occupied at the time of the 2011 Census compared to an average of 87% for Campaspe. The lower dwelling occupancy reflects a share of dwellings used as 'holiday homes' or 'weekenders'. However, a dwelling occupancy of 82% still indicates that dwellings are used primarily as permanent residencies;
- A high labour force participation rate and low unemployment rate. The labour force participation rate is 64% and the unemployment rate of 4.1%. This compares to a labour force participation rate in Campaspe of 61% and an unemployment rate of 4.5%;
- A high share of managers and professionals, accounting for 35% of employed residents compared to an average of 32% for Campaspe. Farmers and farm managers account for approximately one-third of managers and professionals in rural living areas. Education and health professionals account for 25% of managers and professionals, while specialist managers account for 14%, and a
- High share of internet connectivity and car ownership. 75% of households are connected compared with 70% of households in Campaspe. However, physical isolation is also reflected to a degree in high car ownership, with 80% of households owning at least two cars compared with 61% for Campaspe.

In summary, households in rural living areas in Campaspe tend to have high incomes relative to other Campaspe households; a high share of families with children; a high share of managers and professionals, and a high labour force participation rate.

Rural lifestyle properties tend to be more expensive than traditional residential properties in the urban areas of Campaspe.

Sales of rural lifestyle properties in Campaspe have been relatively consistent over recent years, averaging approximately 170 transactions a year between 2010 and 2013, including approximately 40 vacant rural lifestyle lots a year.

Over the period 2010 to 2013, rural lifestyle lots accounted for 24% of all residential sales in Campaspe, which is significantly above the average for regional Victoria of 15%. This situation illustrates the importance of the rural lifestyle market in Campaspe Shire³⁰.

These trends are depicted in **Table 6** below.

Table 6: Rural Lifestyle Property Sales Trends, Campaspe Shire, 2010-2013 (No. Lots) Category	2010	2011	2012	2013	Annual Average, 2010-2013
Shire of Campaspe					
Rural lifestyle	117	134	138	132	130
Vacant rural lifestyle	46	28	62	32	42
Miscellaneous improvements on rural lifestyle	-	1	3	1	1
Total - Rural lifestyle sales	163	163	203	165	174
Total residential sales	707	692	718	741	715
<i>Rural lifestyle share of total residential sales</i>	<i>23%</i>	<i>24%</i>	<i>28%</i>	<i>22%</i>	<i>24%</i>
Regional Victoria					
Regional Victoria - total rural lifestyle sales	5,347	5,695	5,550	5,953	5,636
Total residential sales	40,255	38,078	36,342	39,493	38,542
<i>Rural lifestyle share of total residential sales</i>	<i>13%</i>	<i>15%</i>	<i>15%</i>	<i>15%</i>	<i>15%</i>

Source: Valuer General Victoria; Essential Economics 2015

No specific evidence has been found that the provision of rural living opportunities within a locality leads to inflated agricultural land prices³¹. However, it is important to provide an adequate supply of RLZ land to satisfy demand for rural lifestyle lots. This will diminish the opportunity for demand for rural living land to be satisfied in farming areas (FZ). The above evidence clearly points to the provision of additional rural living opportunities adjacent to towns to concurrently provide an optimum level of service to these areas and to support existing town services.

The need for a minimum lot size for RLZ land has been identified in work conducted for Council³², with approximately 8 hectares considered to be the 'tipping point' for whether or not land owners actively use their land for some form of agricultural production.

5.5 Social Impact of Change in Rural Communities

The future of small rural towns within the broader urban structure of Campaspe Shire raises issues of equity of access to services and facilities and other social considerations. To some degree these may conflict with planning principles which are seen as necessary constraints upon development and hence impose some degree of restriction on individual expression of needs. However, community imperatives seek to emphasise the connectedness of small towns and the reasonable expectation that these communities be sustained for the overall health of the wider community.

Even though there might be an existing mismatch between demand for new conventional housing and the supply of residential land within defined township areas, in order to sustain local community connections into the future, it is reasonable to expect that small towns have some capacity to take proactive action to initiate and generate further development. Due to a lack of critical mass for new development this may mean the retention of a slightly larger surplus of available zoned land in comparison to larger centres.

As has been alluded to in this study greater capacity to absorb growth and achieve higher net community benefit will primarily be delivered in the larger towns. However, the social benefits of maintaining vibrant and strong small communities in the rural areas should not

be under-valued. In this regard planning ought to be seen as a proactive force rather than reactive or negative.

Links between settlement and housing patterns and community health and wellbeing are already in evidence and are strengthening. Recent work by the Heart Foundation in developing the idea of 'healthy by design' guidelines provides a clear nexus between the design and connectedness of residential neighbourhoods and the health of its residents. Allowing small towns to diminish the service and linkages they currently provide will increase isolation for vulnerable groups and not be conducive to overall community health.

The Campaspe Municipal Public Health and Wellbeing Plan 2013-2017 indicates that "being connected and feelings of belonging to families, friends, neighbours and the wider community" is a key determinant of public health³³.

5.6 Benchmarking Other Regions

A number of rural and housing settlement strategies have been recently prepared by municipal councils around Victoria. In perusing these strategies a continuity of overall approach is evident even if there is considerable variation in how these plans are presented.

The key principles of the *Moyne Warrnambool Rural Housing and Settlement Strategy 2010* emphasise:

- A clear and consistent distinction drawn between the role and function of settlements and rural areas;
- Housing development directed to those settlements and locations where demand exists and the capacity to accommodate growth can be most effectively met;
- The building of 'more sustainable' communities;
- Resisting incremental extension of town boundaries in favour of greater concentration and consolidation of identified settlements;
- A plentiful supply of land and housing opportunities within settlements, balancing pressure for the release of land and approving development outside settlements;
- Minimising potential conflicts between agriculture and other land uses, and
- Discouraging discretionary approval for settlement and housing in agricultural areas except where there is a demonstrated need to live on the land to conduct an effective agricultural use.

The strategic direction for the *Macedon Ranges Settlement Strategy 2011* is to:

- Maintain a clear distinction between those group of larger settlements which have capacity for growth as sustainable communities capable of supporting a range of services, subject to environmental constraints, and those small rural settlements unsuitable for further expansion;

- Recognise occasional opportunities for small infill development in smaller settlements but retain the existing role, size, services and character of these settlements;
- Identify capacity for growth within the larger towns, bearing in mind that potential is not equally distributed due to the opportunities and constraints presented by each settlement, and
- Deliver a greater capacity to absorb growth and net community benefit by focusing growth in the larger towns with established utility services to support growth and have the least environmental impact.

The key principles of the *Moira Shire Settlement Strategy 2012* largely mirror those for Moyne and Macedon Ranges shires but with a more expansive articulation of the variables involved. These principles seek to:

- Guide population and development to those settlements and locations where a base framework of community services and facilities already exists;
- Ensure that housing in small towns is responsive to the emerging needs of single person households and older households;
- Provide diversity and choice in housing types;
- Steer growth to settlements which optimise use of existing utility services, fostering the economic base of the Shire, and encouraging the protection and growth of employment in small towns;
- Facilitate appropriate economic development in areas of the Shire that have tourism, recreation or environmental attractions, including farming and rural living areas;
- Protect land used for agricultural activities which are a significant land use and economic function in the Shire;
- Ensure sufficient business land is provided to allow towns to play an appropriate retail role as their population increases, providing employment and reducing escape expenditure;
- Guide population and development to settlements where existing environmental and cultural assets and rural landscapes will not be jeopardised;
- Provide protection to declared water supply catchments by guiding development to settlements where reticulated sewer systems are available, and
- Provide residential opportunities in settlements where there is limited threat to people and property through flood or fire.

It is clear that there is a general consistency between these settlement strategies drawn from across the state and the principles espoused in this study. What, however, is also apparent is that there is a degree of latent conflict in some objectives and it remains unclear from these strategies as to how these conflicts might be resolved. For example, encouraging new investment and diversity in towns that are largely constrained in terms of their potential for expansion.

There is a consistent desire in these documents to determine and enforce a hierarchy of settlements across the municipality. This basically correlates with a desire to maintain an orderly concentration of services and facilities in larger centres. As indicated previously, whilst this has economic validity, some degree of additional flexibility may be needed to inspire re-generation of towns in rural areas where population loss is a constant threat.

6.0 Developing a Strategic Direction for Campaspe Settlement

In response to the preceding investigation and discussion it is possible to formulate an overall strategic direction for urban settlement in Campaspe Shire. In particular the strategic direction will recommend:

- Policy and actions for all Campaspe Shire's towns from the larger centres to the various small towns;
- Policy and actions for rural living development across the Shire;
- Policy and actions for rural land adjacent to existing settlements, and
- Changes to the Campaspe Planning Scheme either as a matter of priority on the basis of assembled evidence in this document or in the longer term, subject to further detailed investigation and evaluation.

In conjunction with the above approach two associated documents have been prepared to accompany this strategic evaluation. These are:

- A document outlining various zoning anomalies, corrections and minor alterations which should be dealt with in a planning scheme amendment as a matter of urgency, and
- A document identifying future opportunities for zoning change subject to further detailed analysis and decision-making by the planning authority.

The strategic direction for Campaspe settlement is outlined in **Table 7**.

Maps depicting the strategic direction for each town where changes are recommended are shown in **Figures 9 – 23** (pp. 74-88).

CAMPASPE SETTLEMENT STRATEGY 2015

Table 7: Town Settlement Strategy

Town	Role	Town Features/ Urban Interface	Strategic Direction/ Actions
ECHUCA	A regional centre & economic, cultural & administrative focal point for the Shire of Campaspe.	Echuca is an employment hub for the central Murray River corridor, particularly in relation to retail, business & community services, manufacturing & tourism. The core area for the tourism sector is separated from mainstream retail. Aside from infill new settlement is occurring principally to the town's west & longer term to the south-east at lower densities. Strong transport linkages exist with Melbourne & to the north through the Riverina district of New South Wales.	<ul style="list-style-type: none"> • Focus on Echuca's principal growth corridor to the west of the Northern/ Murray Valley Highways to re-balance east-west development & to preclude conflict with environmentally constrained areas to the east & south; • Apply the General Residential Zone (GRZ) and Development Plan Overlay (DPO) to the designated growth area as shown in Echuca Town Structure Plan 2 in the CPS as the most effective means to manage settlement growth in the western corridor over the next 25-30 years; • Implement the Echuca South East Industrial & Commercial Corridor to maintain separation with future residential & provide appropriate access to business areas; • Establish the Echuca South East Rural Living Precinct Structure Plan (PSP) area as Echuca's principal future supply of RLZ close to town, separated from core industrial & residential areas, & introduce a mix of allotment sizes as a feature of the PSP; • Enhance central Echuca's commercial, cultural & recreational assets, in particular connecting parkland & open space; • Promote resolution of a new Echuca-Moama bridge as a linchpin development in reviewing & reinforcing an effective long term growth structure for the town; • Update the Municipal Strategic Statement (MSS) to acknowledge the objectives and planning controls associated with the Goulburn-Murray Water Connections and Modernisation Project in Echuca and across the municipality; • Update town structure plans to take account of recent strategic initiatives.

CAMPASPE SETTLEMENT STRATEGY 2015

Town	Role	Town Features/ Urban Interface	Strategic Direction/ Actions
KYABRAM	A service centre for an intensive irrigated agricultural district. Campaspe's second largest town is located midway between a regional centre (Echuca) & a regional city (Shepparton).	Kyabram is an integrated urban environment offering a range of residential, commercial, industrial & recreational activities contained within a broad & intensively farmed agricultural district. Kyabram has a well formed residential zoned area based on a rectangular grid & a robust, largely linear, strip shopping centre in Allan Street.	<ul style="list-style-type: none"> • Balance long term residential growth to the south east with other short & medium term zoned residential opportunities to the north east & east; • Do not designate a 'future urban growth corridor' at this time given the opportunity for development of existing zoned land for the foreseeable future & existing approved Development Plans; • Investigate additional RLZ to the west of the town, & longer term to the north, to offer further rural living opportunity close to Kyabram's services & facilities & reflect existing fragmentation of rural tenements in the area, based on the recommendations of the Campaspe RLS; • Establish new RLZ areas only where agricultural development is not adversely impacted & environmental conditions are conducive, including the effectiveness of wastewater management & drainage systems; • Protect high value agricultural land to the east of the town by precluding further non-farm expansion; • Maintain & extend FZ2 as the most appropriate zoning treatment for the settlement cluster of Kyvalley; • Review Kyabram's Town Structure Plan to consolidate this strategy.
ROCHESTER	Service centre for a diverse farming district, Rochester is Campaspe's third most populous town & the largest town between the regional centre of Echuca & regional city of Bendigo.	Rochester is located on, & structurally divided by, the Campaspe River, Northern Highway & railway reserve. A substantial part of the urban environment in Rochester is potentially flood affected. The town is an agricultural centre & a feature is the central location of a notable industry (Murray Goulburn).	<ul style="list-style-type: none"> • Maximise residential infill opportunities particularly on the western, south-western & south-eastern edges of the town; • Investigate areas north of Dingee Road, extending in a westerly direction, and south of Diggora Road, extending to the west, for any foreseeable long term residential growth; • Investigate the introduction of RLZ to the north west of town (north of Diggora Road & east of Restdown Road) where land is free of LSIO & FO constraints & a greater diversity in housing options can be offered; • The above investigation will include a review of specific land capability conditions including the effectiveness of wastewater management & drainage systems; • Review industrial zoning in East Rochester to establish a more effective buffer with residential development & improve amenity in the longer term; • Investigate expansion of the industrial estate south of the Kyabram-Rochester Road; • Continue to improve linkages between the eastern & western sectors of Rochester; • Continue to enhance public access & the landscape appeal of the Campaspe river environs; • Review Rochester's Town Structure Plan to consolidate this strategy.

CAMPASPE SETTLEMENT STRATEGY 2015

Town	Role	Town Features/ Urban Interface	Strategic Direction/ Actions
TONGALA	A service centre for (primarily) the dairy industry located between the larger centres of Kyabram & Echuca.	Tongala is a dairy industry town providing services to the surrounding irrigated agricultural district. It has an attractive commercial strip. Notable industrial areas are located on the west side of town with residential infill potential in the north.	<ul style="list-style-type: none"> • Undertake a more specific zoning regime to replace TZ as the preferred town structure for Tongala; • Restrict expansion of residential to the south of town to avoid potential conflict with industrial use; • Recognise anticipated changes to the future use of Council-owned land, including the former 'Golden Cow' tourist facility, south of the railway line, & minimise the likelihood of any conflict with existing industrial; • Investigate the introduction of RLZ to the north west of the town to provide additional diversity in residential opportunities, subject to appropriate land capability considerations such as effective wastewater management & drainage; • Maintain appropriate setbacks to Goulburn Murray supply channels to ensure protection of water quality; • Investigate the opportunity to consolidate & enhance the town's commercial precinct; • Review the Tongala Town Structure Plan to consolidate this strategy.
RUSHWORTH	A 'lifestyle' oriented local service centre somewhat isolated from other urban centres & the prime farming activity areas of the Shire.	Rushworth features low intensity & substantially vegetated residential development, with limited retail facilities, primarily along the Bendigo-Murchison Road axis. A significant, largely undisturbed, heritage streetscape is centred on the High Street area. There is extensive rural living to the east of the town. Rushworth is the gateway to the Waranga Basin recreation area & the Whroo historic area.	<ul style="list-style-type: none"> • Investigate the biodiversity value of the heavily vegetated RLZ land south & east of the Rushworth township, currently impacted by the BMO/WMO, with a view to application of the Rural Conservation Zone (RCZ) in lieu of RLZ; • Consider the application of replacement RLZ to the immediate west & north-east of the existing township (TZ) where rural living opportunities can be provided free of the BMO/ WMO & where access to recreational & historic attractions can be optimised; • The above opportunity should be subject to review of land capability conditions including wastewater management systems; • Prepare a comprehensive tourism development strategy for Rushworth; • Support tourism by identifying potential sites for development & effective town entrance identification along the Bendigo-Murchison Road; • Revise the MSS to identify tourist development opportunities & town entrance improvements for Rushworth; • Investigate a more specific zoning regime to replace TZ as the preferred zoning structure for Rushworth; • Review the Rushworth Town Structure Plan to consolidate this strategy.

CAMPASPE SETTLEMENT STRATEGY 2015

Town	Role	Town Features/ Urban Interface	Strategic Direction/ Actions
STANHOPE	A commuter town & local service centre for the surrounding agricultural district, primarily the dairy industry.	Stanhope is a small dairy industry town located on the Midland Highway with a well-defined town centre, largely under-utilised former central rail corridor & a substantial amount of infill residential land. The notable 'Fonterra' food processing plant on the south side of the highway is adjoined by vacant TZ land.	<ul style="list-style-type: none"> Promote Stanhope as a fully serviced commuter town with convenient access to Shepparton, Bendigo & Echuca; Reinforce current infill opportunities north of the highway within the current TZ; Investigate the application of a small commercial zone to reinforce the town centre & convert the balance of residential land in the TZ to GRZ; Investigate a longer term civic/ open space development as part of the former railway land; Investigate an industrial zone for Fonterra to reflect existing use & more effectively promote industrial land opportunities south of the site; Maintain appropriate setbacks to Goulburn Murray supply channels to ensure protection of water quality; Review the Stanhope Town Structure Plan to consolidate this strategy.
LOCKINGTON	A local service centre for the irrigated (& non-irrigated) plains area west of the Northern Highway.	Lockington is a compact small town located within easy reach of Rochester & Echuca. The surrounding extensively farmed agricultural area directly abuts township limits on all sides. The town features a small but serviceable range of community & retail facilities.	<ul style="list-style-type: none"> Generally support consolidation of township limits; Investigate a limited increment to the TZ on the LSIO-free western side & provide an additional infill opportunity for an unconstrained, development site (of no more than 20 conventional house lots); Remove the 'potential future growth opportunity' notation on the existing Town Structure Plan south of Panoo Road, west of Robert Street, given that it has had no evident impact on town land supply; Develop a marketing/concept plan to endeavour to ascertain optimum use of the railway land & its possible development as a central town focus; Review the Lockington Town Structure Plan to consolidate this strategy.
GIRGARRE	A local service centre for the surrounding agricultural area.	Girgarre exhibits a low intensity, relaxed country town feel but has been impacted by services & industry withdrawal. There is potential for the town to capitalise on being a commuter & local produce focal point & maximise its generous sporting/ recreational facilities & capabilities. It contains a (former) notable industry site.	<ul style="list-style-type: none"> Retain the existing TZ in the primarily residential component of the town structure; Continue to support consolidation of the town; Investigate the potential demand for rural living opportunities on the west side of the town; Introduce public space design & amenity enhancements in the town centre as well as the Station Street recreation area (former railway reserve); Investigate & market the former Heinz industrial site for employment generation; Consider the rezoning of existing house lots located in a linear strip south of Winter Road, east of Girgarre-Rushworth Road, from FZ to TZ to recognise existing development; Review the Girgarre Town Structure Plan to consolidate this strategy.

CAMPASPE SETTLEMENT STRATEGY 2015

Town	Role	Town Features/ Urban Interface	Strategic Direction/ Actions
GUNBOWER	A small commuter/ local service town located on the Murray Valley Highway between Echuca & Kerang.	Gunbower is a small highway town with direct access to other larger centres & which functions as a gateway to the wetlands eco-system associated with the Murray River. The nearby network of waterways, aquatic assets & the Gunbower State Forest offer a destination which potentially adds value to the Gunbower township.	<ul style="list-style-type: none"> Continue to support the consolidation of Gunbower township & better utilisation of the existing TZ; Investigate opportunities to increase usability by extending the TZ to an area east of Walkers Road, between the existing TZ & Gunbower Creek, in lieu of the less effective zoning west of Market Street, on the south side of the Murray Valley Highway, & a pocket of TZ east of the Gunbower- Pyramid Road; Investigate future opportunities for RLZ in the area to the immediate north of Gunbower, generally in accordance with the Campaspe RLS & with particular emphasis on land capability & minimising environmental risks; Review the Gunbower Town Structure Plan to consolidate this strategy.
NANNEELLA	A local service point for the agricultural district & small commuter settlement.	Nanneella has a defined township area with the primary school the key feature. Larger rural lots surround the township.	<ul style="list-style-type: none"> Retain existing zoning as sufficient land is available within the TZ to accommodate projected new development; Support community development activities to enhance the amenity & usability of public space in the township, for example town entrances.
WYUNA	Small settlement with possible commuting potential.	Wyuna is a defined township on a rectangular grid located on the Murray Valley Highway, north of Kyabram, with a bus connection to nearby major centres. Mainly large rural lots surround the 'township'.	<ul style="list-style-type: none"> Retain existing zoning as sufficient land is available within the TZ to accommodate projected new development; Support community development activities to enhance the amenity & usability of public space in the township, for example town entrances.
TOOLLEEN	A settlement 'cluster' & minor service point for district farming as well as stopover point for road connections along the Northern Highway or east to Rushworth.	Toolleen is an attractively vegetated settlement area that functions as small service point, wayside stop area & destination for the hotel & recreation facility.	<ul style="list-style-type: none"> Enhance the Toolleen area as a wayside stop & short term destination; Retain the existing small TZ as a potential site for a separate commercial facility; Retain the large but isolated RLZ to the east of Toolleen & the Rochester-Heathcote Road having regard to the level of existing development; Continue to support implementation of the Restructure Plan for Toolleen (RO6); Support community development activities to enhance the amenity & usability of public space in the township, for example town entrances.

CAMPASPE SETTLEMENT STRATEGY 2015

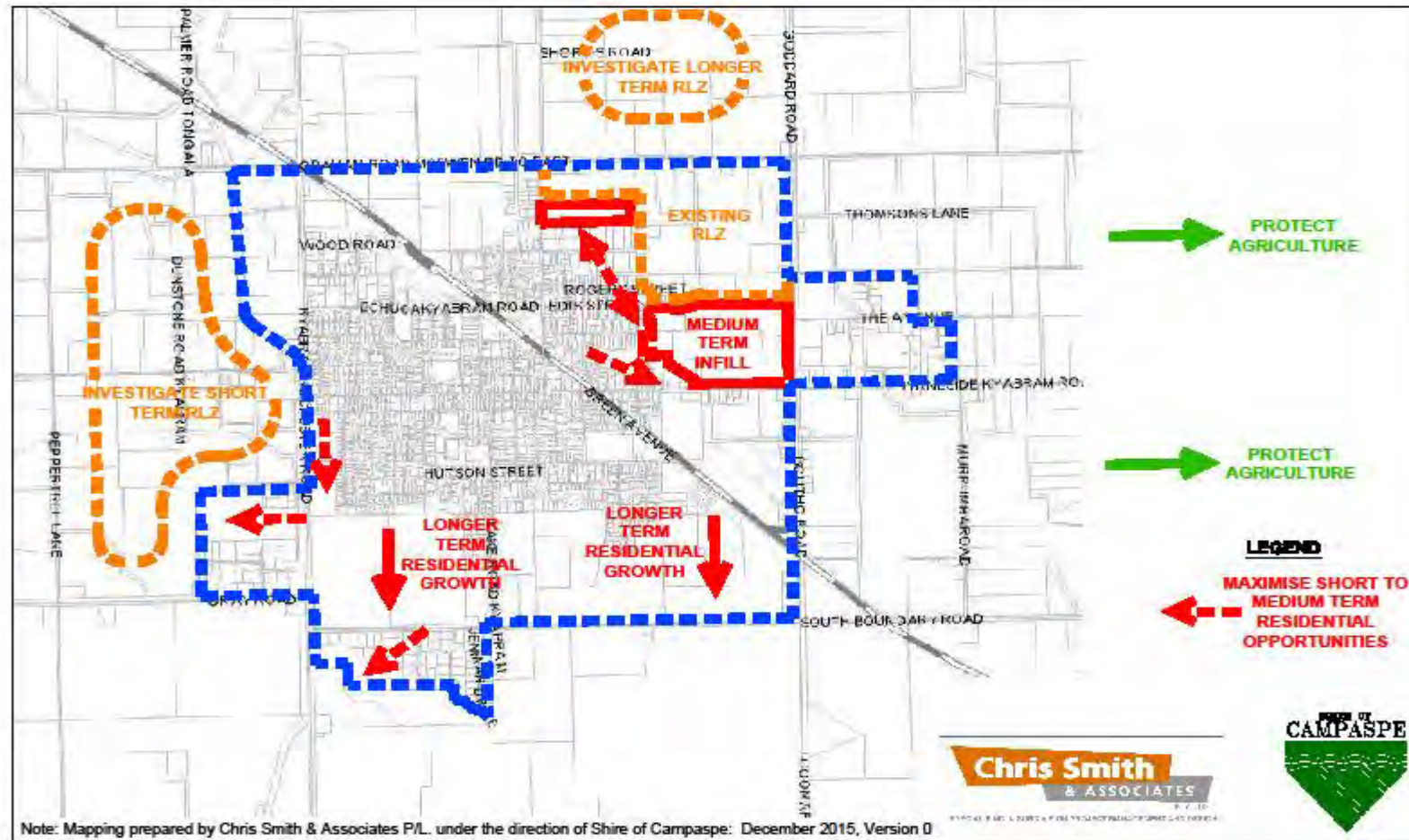
Town	Role	Town Features/ Urban Interface	Strategic Direction/ Actions
KOYUGA	A settlement cluster shaped by its location within easy reach of Echuca & other towns in an irrigated farm district.	There is no real sense of a 'town' or of town services in Koyuga.	<ul style="list-style-type: none"> Investigate the removal of the existing the TZ given that the strategic rationale for retaining a sizable but significantly under-utilised TZ in this location can no longer be established; Consider FZ2 as a more workable zoning choice for the area.
COLBINABBIN	Local service point for the agricultural district & a small commuter settlement.	Colbinabbin is a small township on the Bendigo-Murchison Road (Mitchell Street) with infill opportunities within the town boundary. It features a grain feed business & minor services. Most public use zones, however, are located outside the TZ.	<ul style="list-style-type: none"> Continue to support the consolidation & infill of Colbinabbin township given that contiguous land is committed to agriculture & the considerable impact of the LSIO & SMO; Support community development activities to enhance the amenity & usability of public space in the township, for example town entrances. Review the Colbinabbin Town Structure Plan to consolidate this strategy.
TORRUMBARRY	A stopover point for road connections along the Murray Valley Highway.	A small linear TZ accommodating the Hotel is the dominant feature of the settlement.	<ul style="list-style-type: none"> Continue to support consolidation & infill in Torrumbarry & retain TZ given its location on a major highway; Support community development activities to enhance the amenity & usability of public space in the township, for example town entrances.
BALLENELLA	A tiny settlement area within easy reach of Rochester.	Located on the Prairie-Rochester Road the Ballendella TZ provides a minor commuting locale to Echuca or Rochester.	<ul style="list-style-type: none"> Investigate the removal of the TZ given little realistic opportunity for further town development, the surrounding irrigated farm allotments of 20 hectares & above & an absence of strategic justification for any 'town' expansion.

CAMPASPE SETTLEMENT STRATEGY 2015

COROP	A minor service point, recreational destination & stopover for Midland Highway connections.	Corop is a small settlement that is strongly associated with nearby environmental attractions Lake Cooper, Greens Lake & wine growing in the Mt Camel/ Colbinabbin Range area. It also functions as a minor service point for the surrounding farming community & the town's permanent & occasional residents.	<ul style="list-style-type: none"> • Retain the underlying FZ for Corop given the settlement is significantly impacted by planning overlays seeking to reduce the number of small allotments in the 'town' area & impose requirements for floodway protection over most of the existing town; • Preclude the application of any other alternative non-urban zonings such as RLZ or RAZ given that the surrounding area is committed farming land; • Review the appropriate zoning and/or planning overlay controls affecting Lake Cooper & Greens Lake to ensure optimum environmental protection. • Support community development activities to enhance the amenity & usability of public space in the township, for example town entrances.
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CAMPASPE SETTLEMENT STRATEGY 2015

Kyabram Strategic Directions

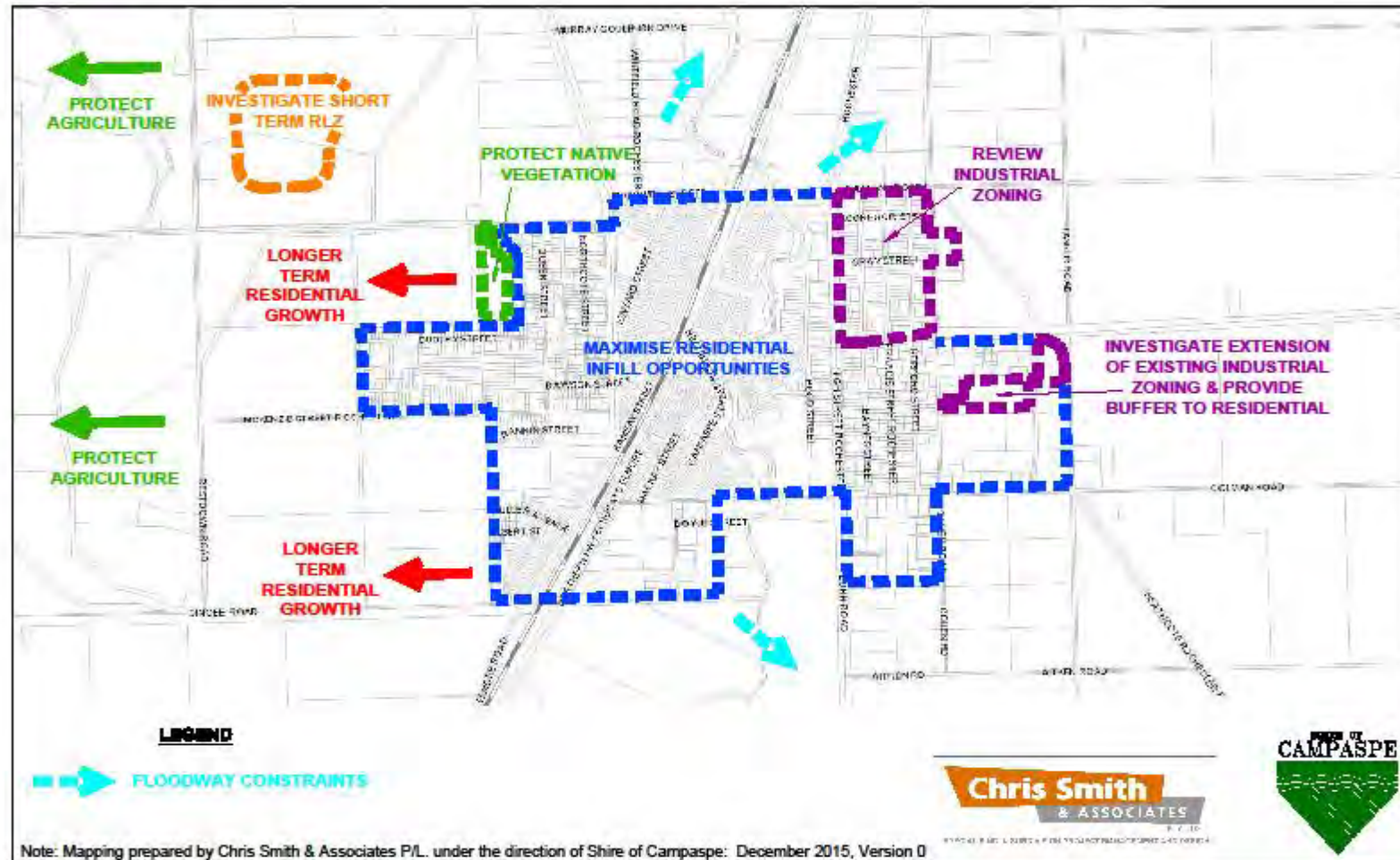


Kyabram Strategic Directions - Kyvalley



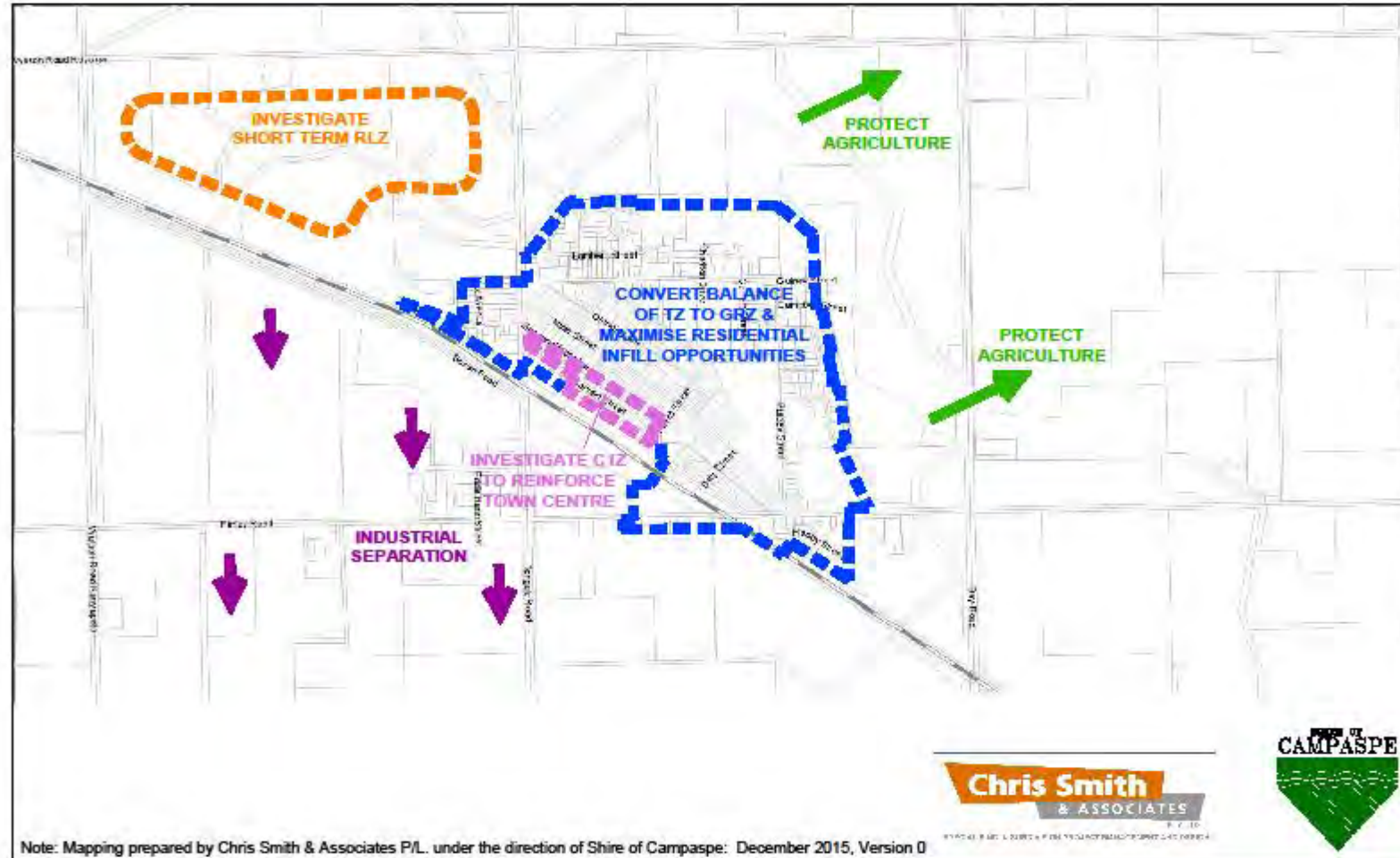
CAMPASPE SETTLEMENT STRATEGY 2015

Rochester Strategic Directions



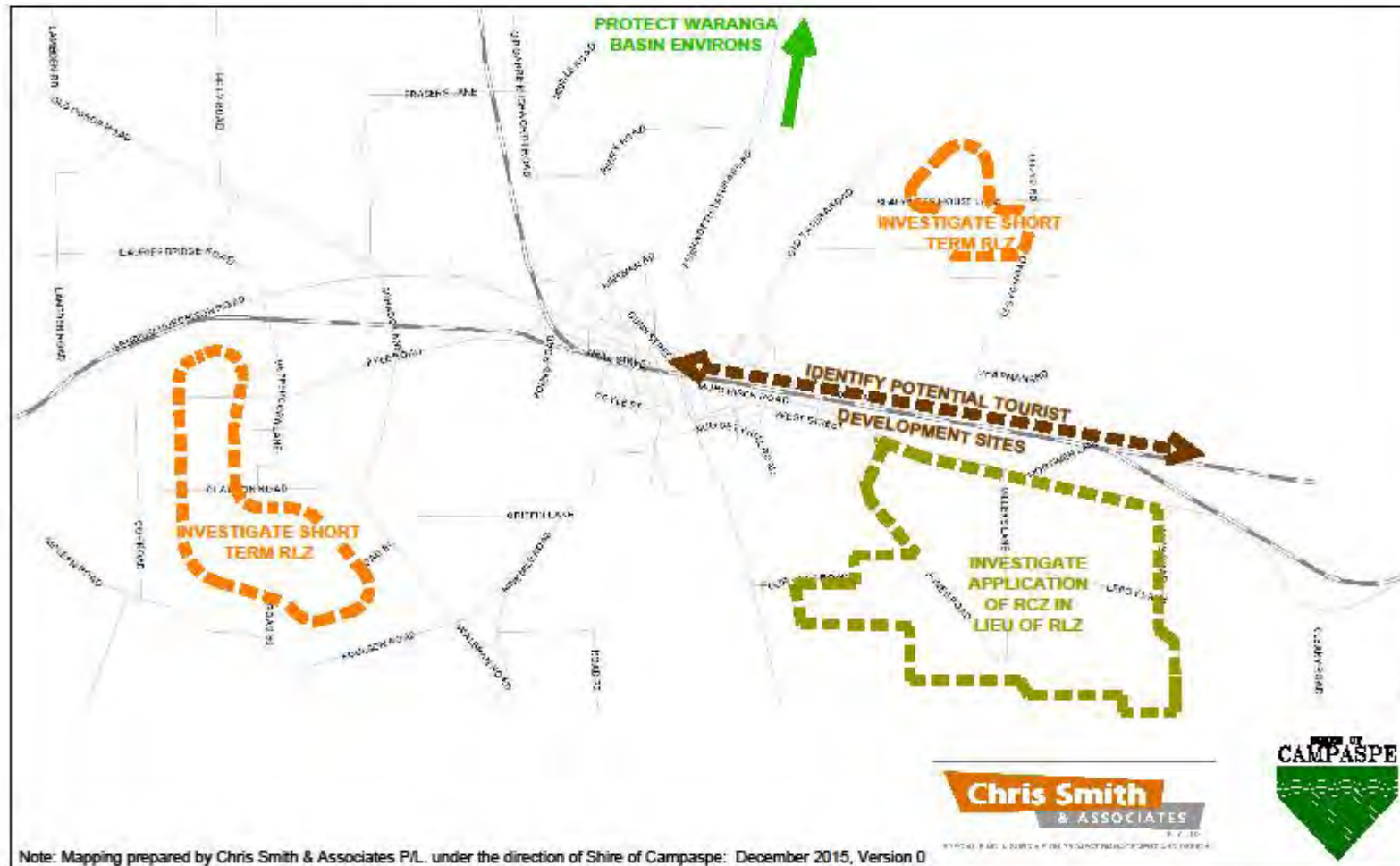
CAMPASPE SETTLEMENT STRATEGY 2015

Tongala Strategic Directions



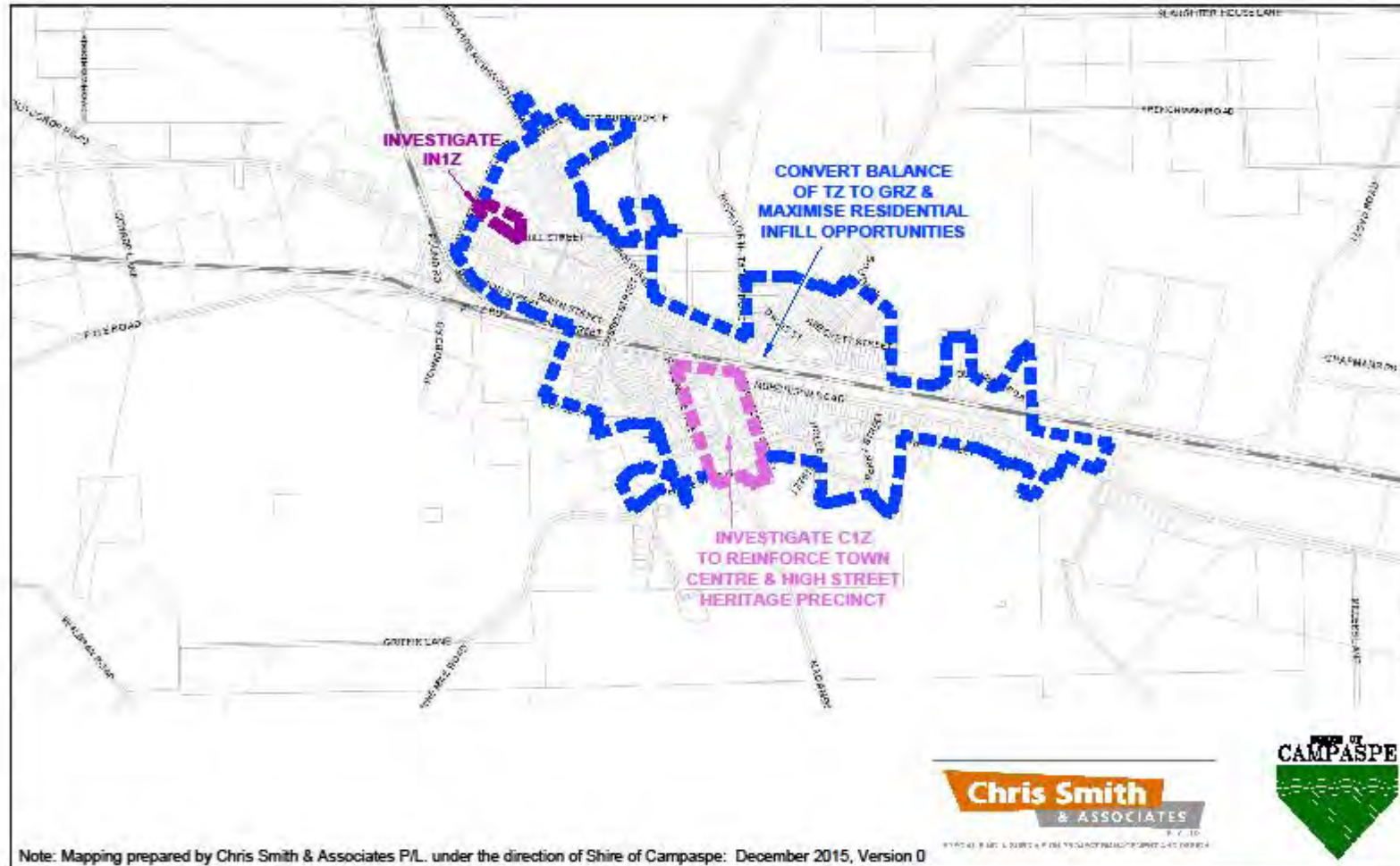
CAMPASPE SETTLEMENT STRATEGY 2015

Rushworth Strategic Directions (1)

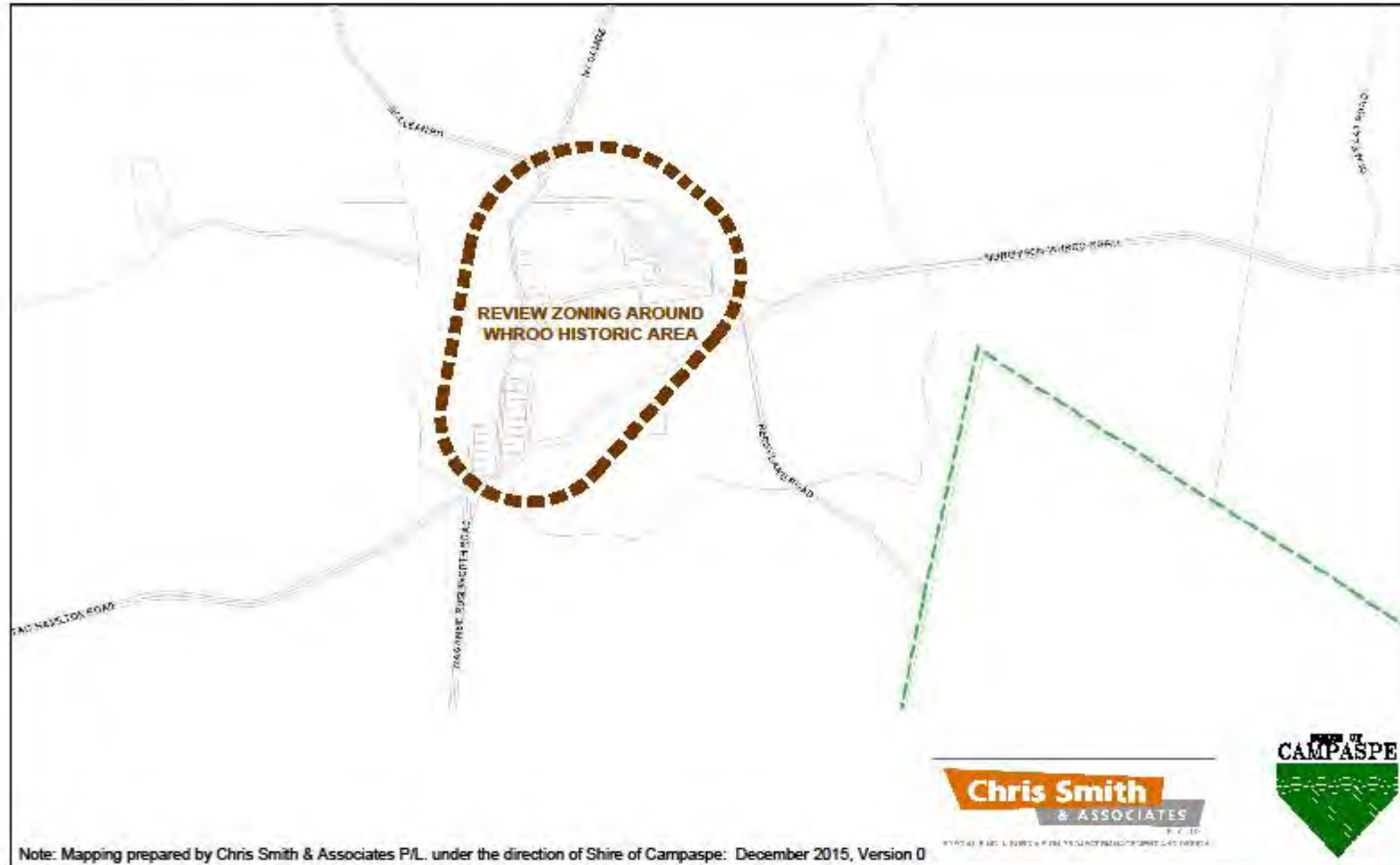


CAMPASPE SETTLEMENT STRATEGY 2015

Rushworth Strategic Directions (2)

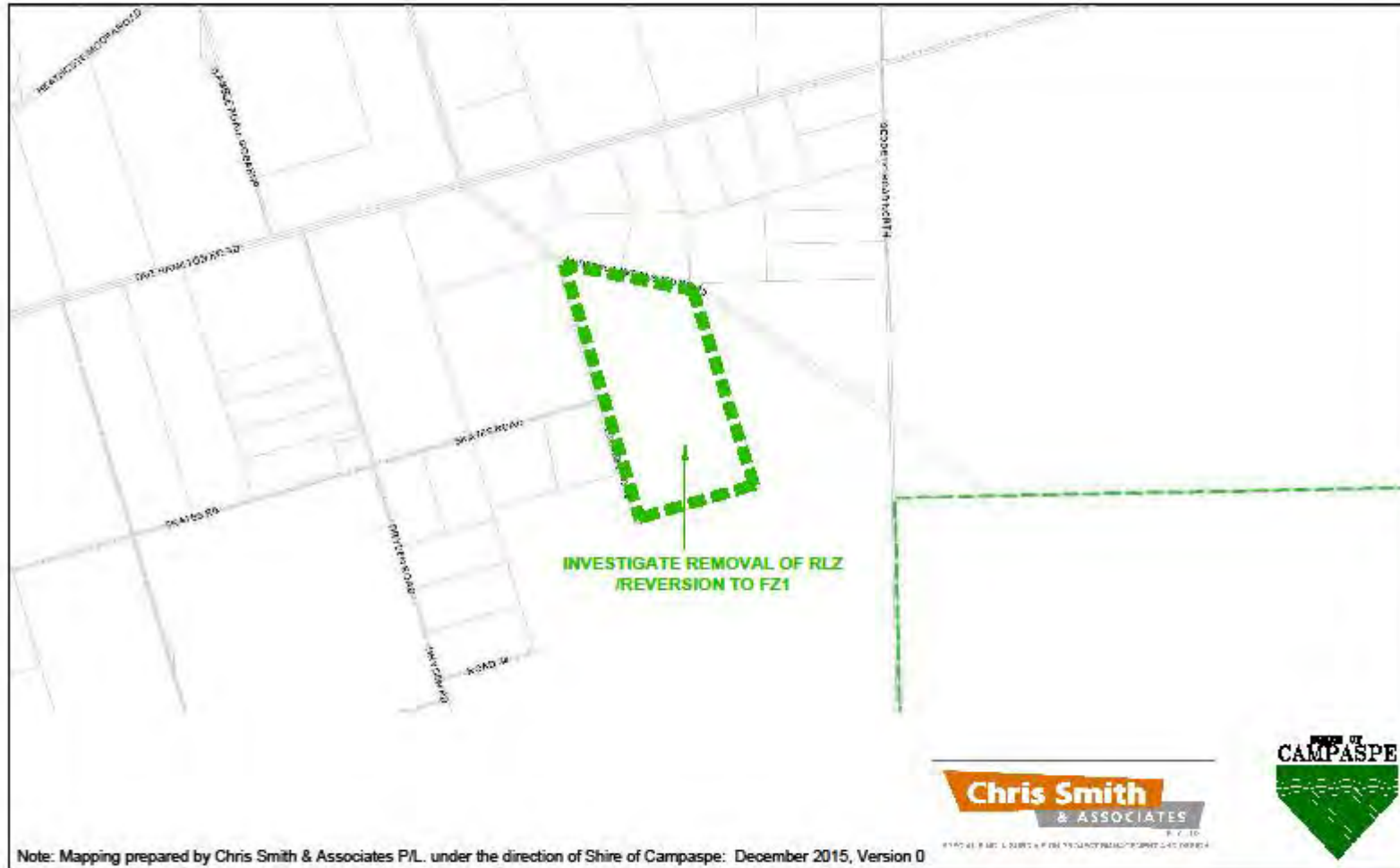


Rushworth Strategic Directions – Whroo Area



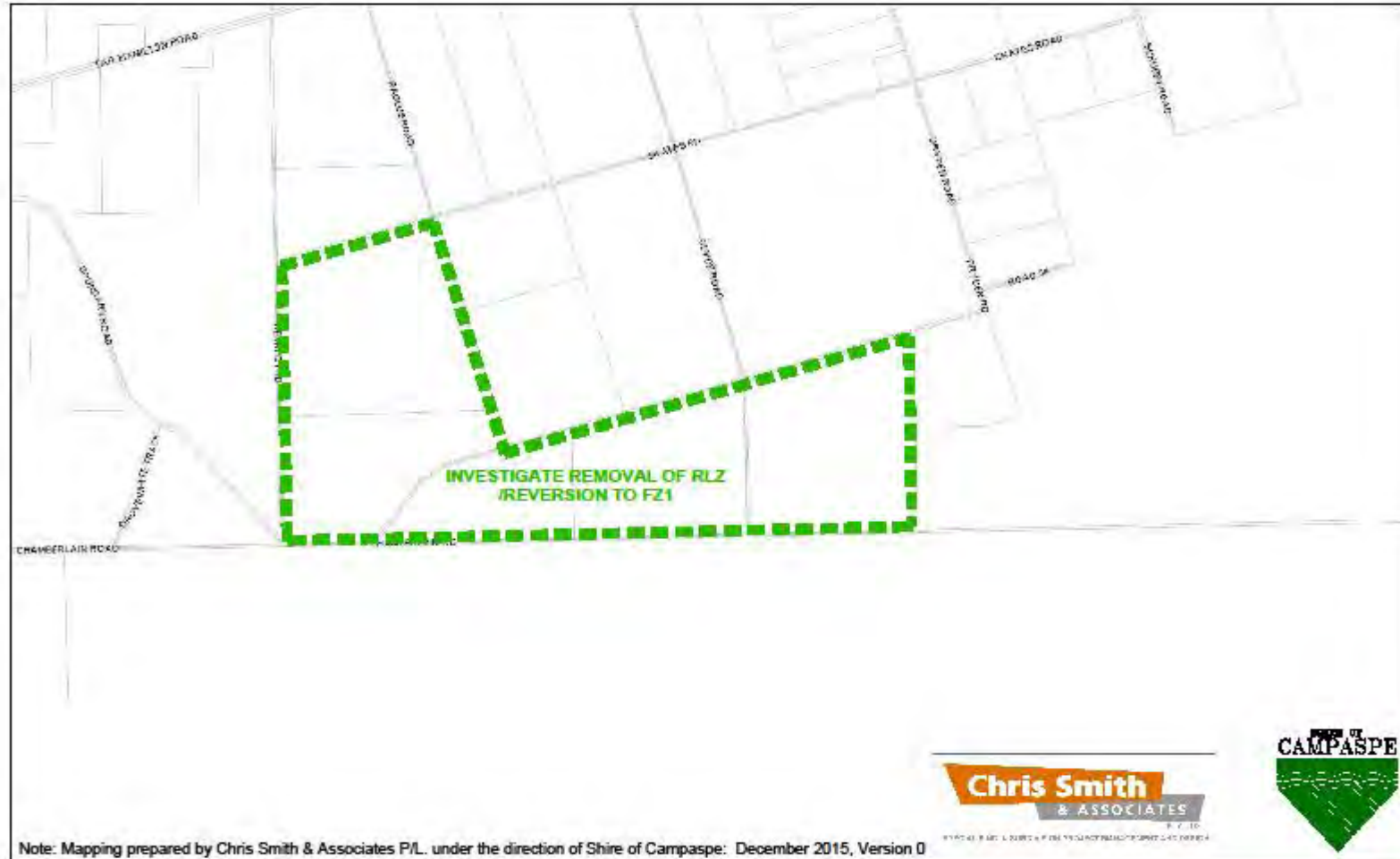
CAMPASPE SETTLEMENT STRATEGY 2015

Rushworth – Toolleen RLZ (1)



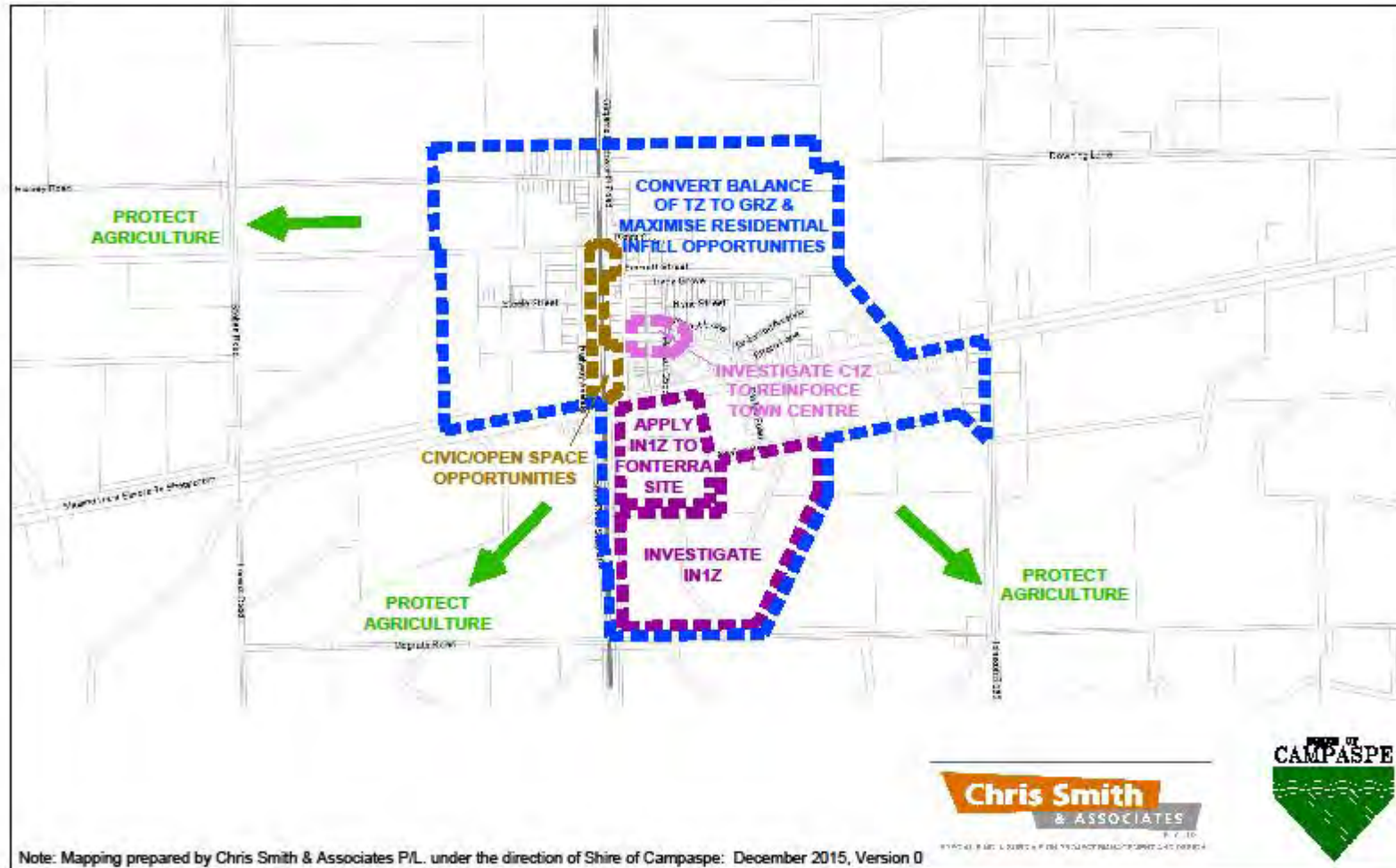
CAMPASPE SETTLEMENT STRATEGY 2015

Rushworth – Toolleen RLZ (2)



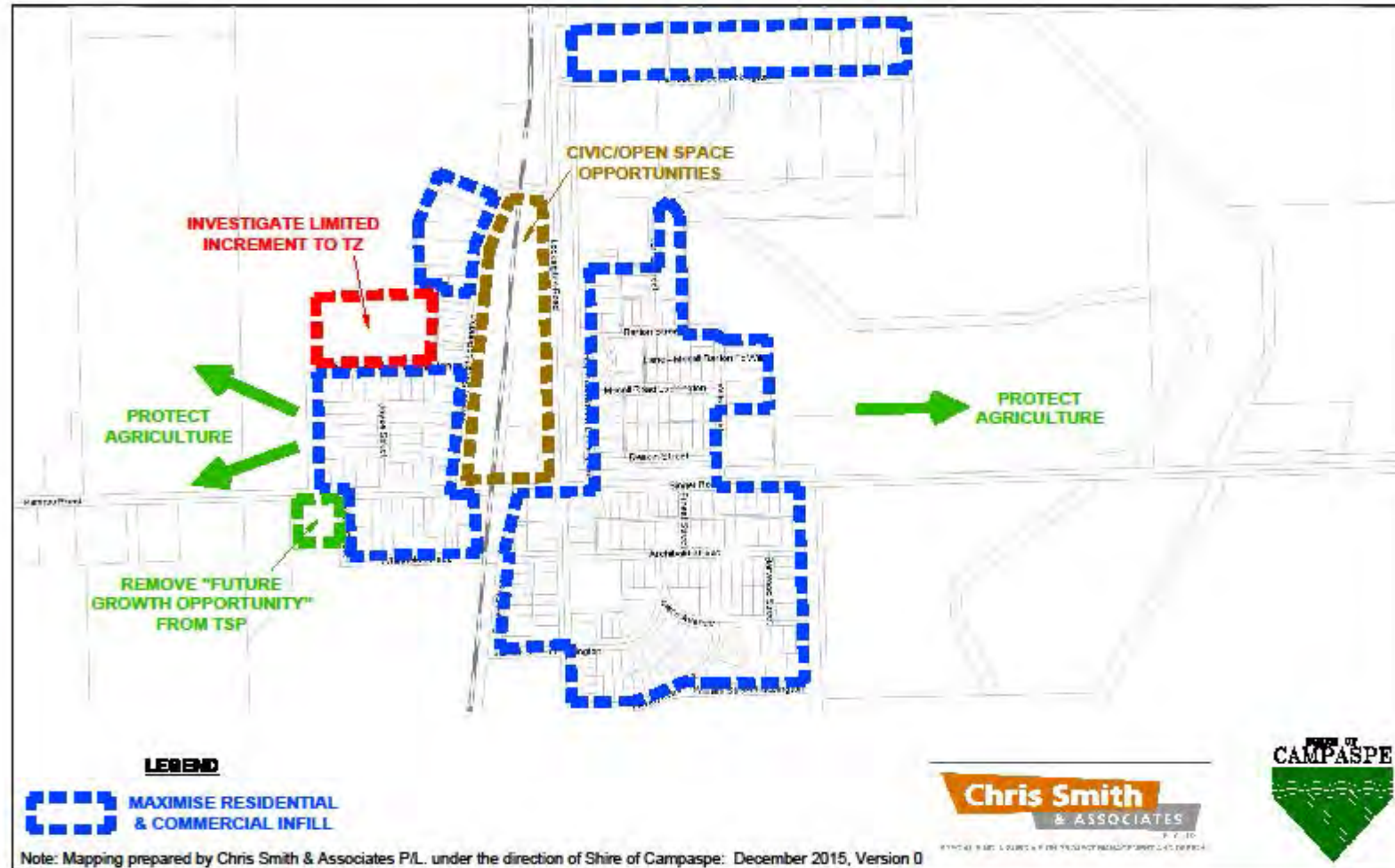
CAMPASPE SETTLEMENT STRATEGY 2015

Stanhope Strategic Directions



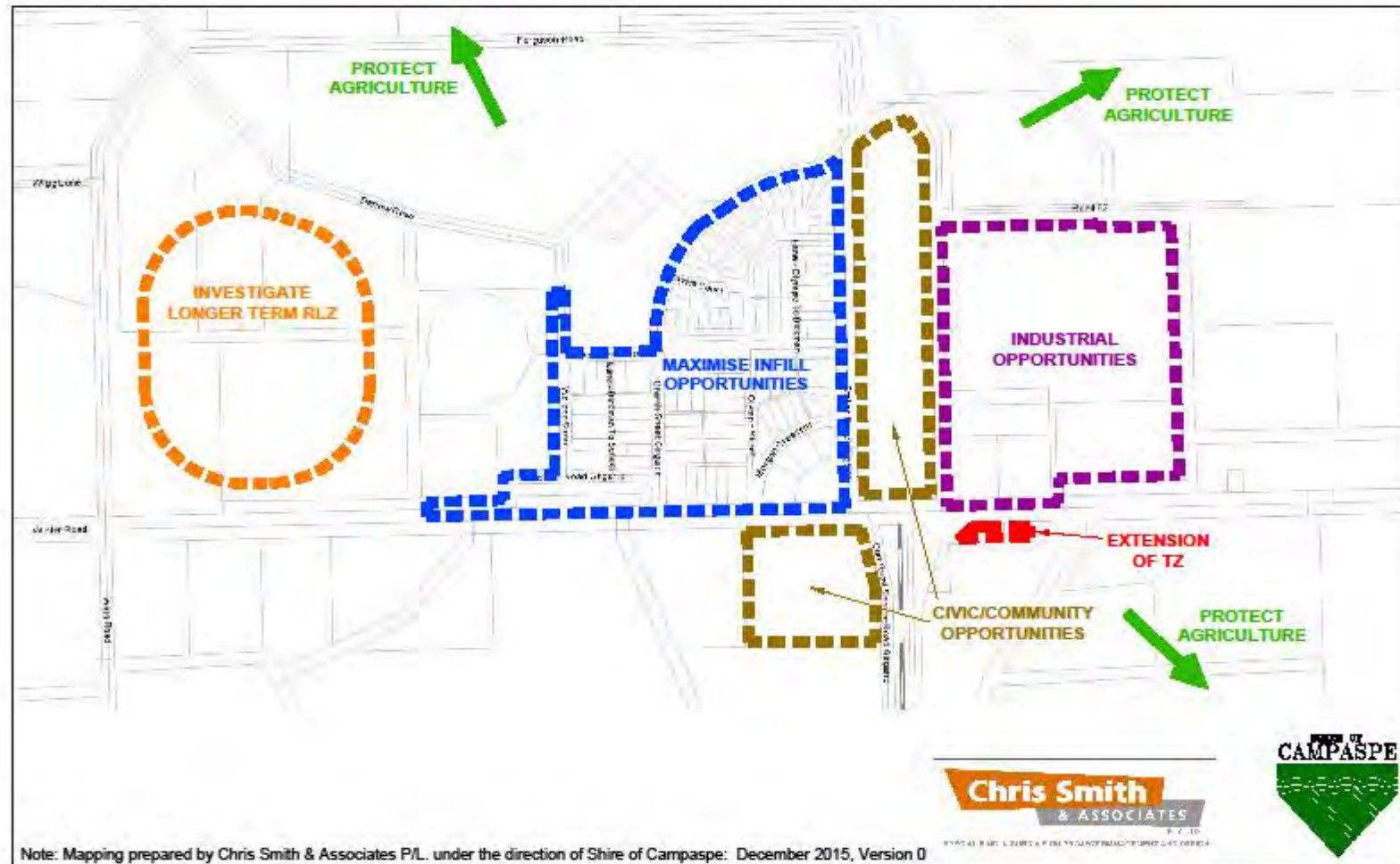
CAMPASPE SETTLEMENT STRATEGY 2015

Lockington Strategic Directions

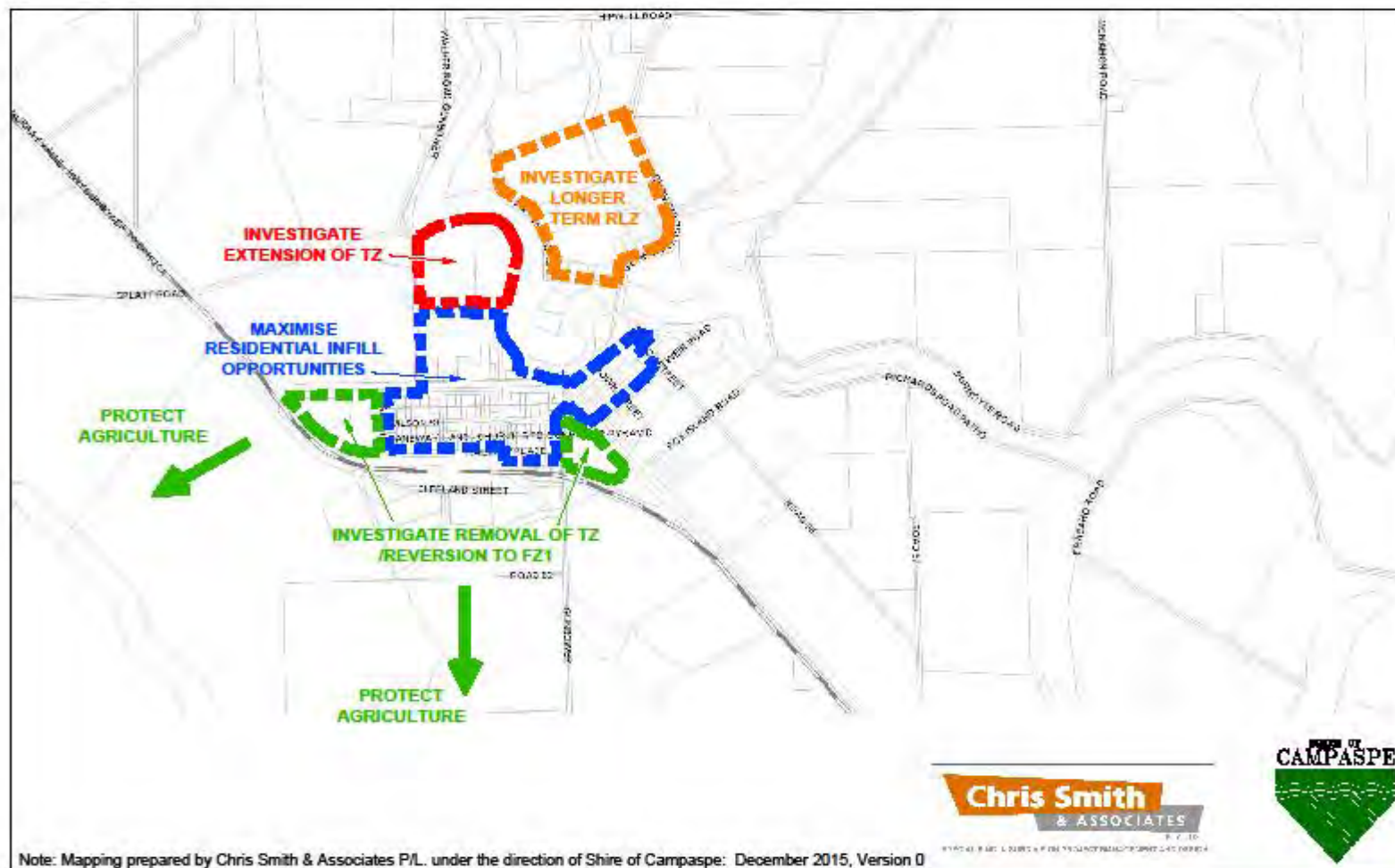


CAMPASPE SETTLEMENT STRATEGY 2015

Girgarre Strategic Directions



Gunbower Strategic Directions



CAMPASPE SETTLEMENT STRATEGY 2015

Koyuga Strategic Directions



CAMPASPE SETTLEMENT STRATEGY 2015

Ballendella Strategic Directions



7.0 Conclusion and Further Action

This strategy seeks to provide a cohesive direction to Campaspe Shire's rural settlement and town growth.

An important part of the settlement strategy is to identify the recommended actions and policy tools needed to put the strategy into effect. This requires a thorough assessment of compliance and consistency with the appropriate state and local policy frameworks.

The assessment primarily concerns planning scheme changes, particularly zoning, but for the totality of recommendations for each town the strategic directions in Table 7 should be looked at in conjunction with future statutory amendments to the planning scheme.

The strategy identifies where further detailed investigation will be necessary before some of the more significant planning scheme changes can be implemented.

It is expected that these planning scheme changes will be pursued progressively by Council from 2016 onwards. Council will need to consider timing and appropriate budgetary requirements in order to implement the strategy.

A review of the strategy can be conducted in accordance with the next formal review of the Campaspe Planning Scheme as required under section 12B (1) of the *Planning and Environment Act 1987*. The review will assess the currency and relevance of the strategy and recommend any appropriate fine-tuning or significant alteration to maintain performance.

Appendix 1: Community Engagement

Stakeholder Meeting on 24 September, 2015 (for public authorities) and follow up meetings;
 Public Information/ Drop-in Session at Kyabram 13 October, 2015;
 Public Information/ Drop-in Session at Rochester 14 October, 2015;
 Public Information/ Drop-in Session at Rushworth 21 October, 2015;
 Media Releases, Public Notices in local newspapers and newsletters (Sept – Nov 2015);
 Two Month Public Notice Period available for receipt of submissions (Sept – Nov 2015).

Appendix 2: Notations and Reference Documents

Notations

1. 2015 Intergenerational Report: Australia in 2055, Commonwealth of Australia 2015;
2. Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) 2014;
3. Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) 2014;
4. Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) 2014;
5. Loddon Mallee North Regional Growth Plan (DTPLI 2011);
6. Loddon Mallee Region Economic Profile – RDA Loddon Mallee (REMPPLAN 2012);
7. Loddon Mallee Region Economic Profile – RDA Loddon Mallee (REMPPLAN 2012);
8. Commonwealth of Australia: Agricultural Competitiveness Issues Paper 2014;
9. Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) 2014;
10. Australian Department of Agriculture, Fisheries and Forestry 2013 (now Department of Agriculture)
11. Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) 2014;
12. Australian Department of Agriculture, Fisheries and Forestry 2013 (now Department of Agriculture)
13. Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) 2014;
14. Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) 2014;
15. Shire of Campaspe profile.id/ Australian Bureau of Statistics (ABS);
16. Shire of Campaspe profile.id/ Australian Bureau of Statistics (ABS);
17. Shire of Campaspe profile.id/ National Institute of Economic and Industry Research (NIEIR);
18. Shire of Campaspe Rural Living Strategy 2015
19. Shire of Campaspe Rural Living Strategy 2015
20. Shire of Campaspe Rural Living Strategy 2015
21. Financial Costs of Settlement Patterns in Rural Victoria (Rural Councils Victoria 2013);
22. Financial Costs of Settlement Patterns in Rural Victoria (Rural Councils Victoria 2013);
23. Shire of Campaspe Rural Living Strategy 2015
24. Shire of Campaspe Rural Living Strategy 2015
25. Victorian Department of Natural Resources and Environment (now Department of Water, Environment, Land and Planning): Land Systems of the Shire of Campaspe;
26. Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) 2014;
27. Commonwealth of Australia: Agricultural Competitiveness Issues Paper 2014.
28. Shire of Campaspe Rural Living Strategy 2015
29. Shire of Campaspe Rural Living Strategy 2015/ ABS;
30. Shire of Campaspe Rural Living Strategy 2015
31. Shire of Campaspe Rural Living Strategy 2015
32. Shire of Campaspe Rural Living Strategy 2015
33. Shire of Campaspe Municipal Public Health and Wellbeing Plan 2013-2017.

Reference Documents

- Shire of Campaspe Integrated Strategy Plan (1996);
- The Campaspe, Greater Shepparton and Moira Rural Regional Land Use Strategy (2008);
- Shire of Campaspe: Regional Rural Land Use Strategy Implementation (2010);
- Shire of Campaspe: Echuca Housing Strategy (2011);

CAMPASPE SETTLEMENT STRATEGY 2015

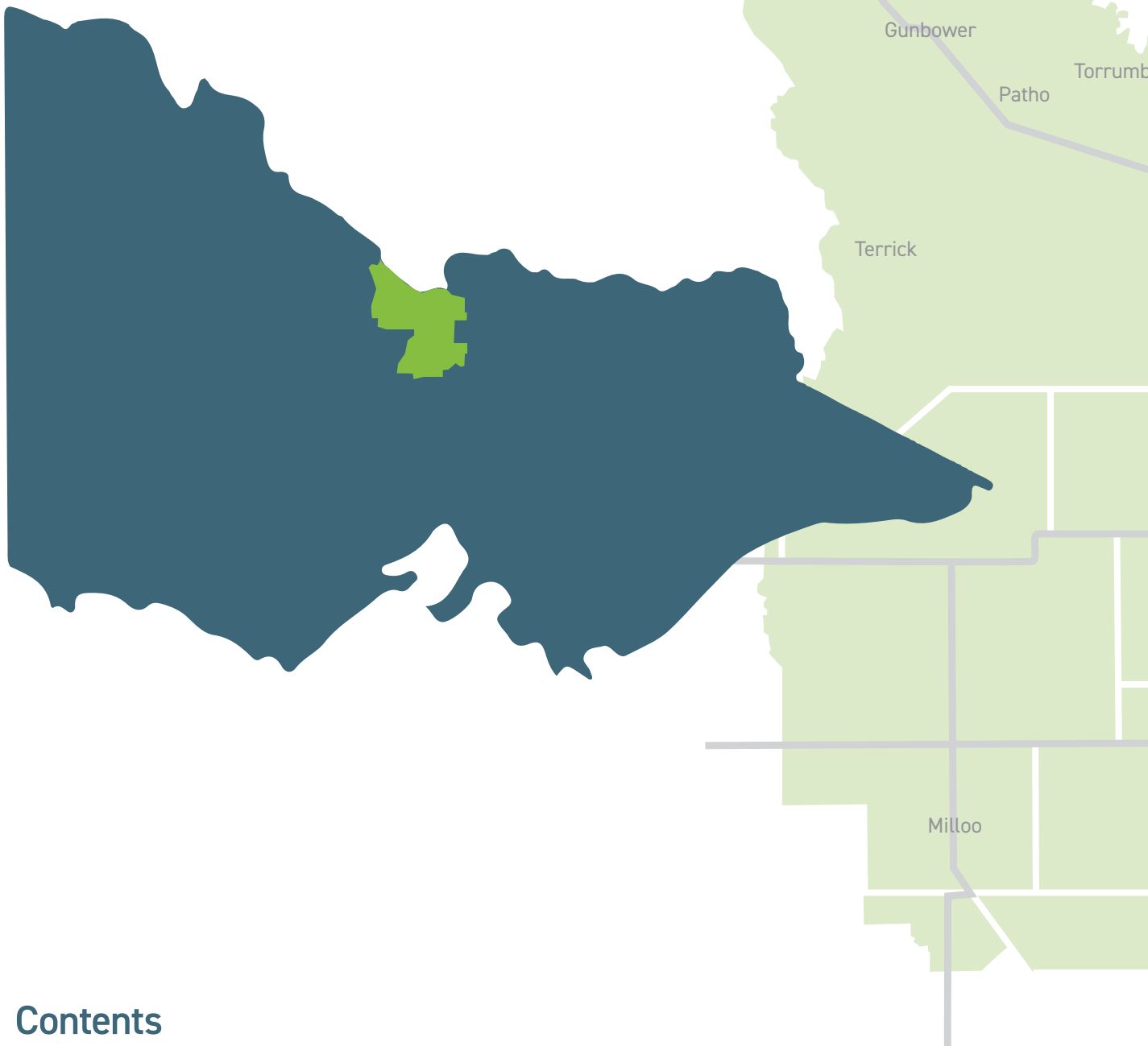
- *Shire of Campaspe: Echuca South East Industrial and Commercial Growth Corridor Land Strategy (2011);*
- *Victorian State Government: Loddon Mallee North Regional Growth Plan (DTPLI 2011);*
- *ABARES: Research Report by Sheng, Y, Gray, E, Mullen, J, Davidson, A (2011), Public investment in agricultural R&D and extension: an analysis of the static and dynamic effects on Australian broad acre productivity, Report 11.7, September 2011;*
- *Victorian State Government Independent Panel Report: Campaspe Planning Scheme Amendment C69 (2012);*
- *Shire of Campaspe Municipal Public Health and Well-Being Plan (2013-2017);*
- *Shire of Campaspe Council Plan (2013-2017);*
- *Rural Councils Victoria/ Victorian State Government/ Municipal Association of Victoria: Financial Costs of Settlement Patterns in Rural Victoria (2013);*
- *Victorian Department of Transport, Planning and Local Infrastructure (now Department of Environment, Land, Water and Planning): Urban Development Program (2013);*
- *'Sectoral-level employment multipliers in small urban settlements: a comparison of five models': a paper by Gordon F. Mulligan & Hak-Hoon Kim, Department of Geography & Regional Development, University of Arizona 15 May 2013;*
- *ABARES: Paper by Dahl, A, Leith, R, Gray, E (2013), Productivity in the broad acre and dairy industries, Agricultural Commodities, vol. 3, no. 1, March Quarter 2013;*
- *Campaspe Planning Scheme Review Report (2014);*
- *Victorian Department of Environment, Land, Water and Planning: Victoria Planning Provisions (VPP), Planning Scheme Mapping, Planning Practice Notes and 'Victoria In Profile' (2014);*
- *Victorian Department of Environment, Land, Water and Planning: 'Victoria In Future' (2015);*
- *Shire of Campaspe: Echuca South East Rural Living Precinct Structure Plan (2014);*
- *Shire of Campaspe profile.id/ Australian Bureau of Statistics (ABS);*
- *Campaspe Planning Scheme (as amended);*
- *Shire of Campaspe Rural Living Strategy (2015).*

ACTIVE TRANSPORT STRATEGY

Campaspe Shire Council

June 2019





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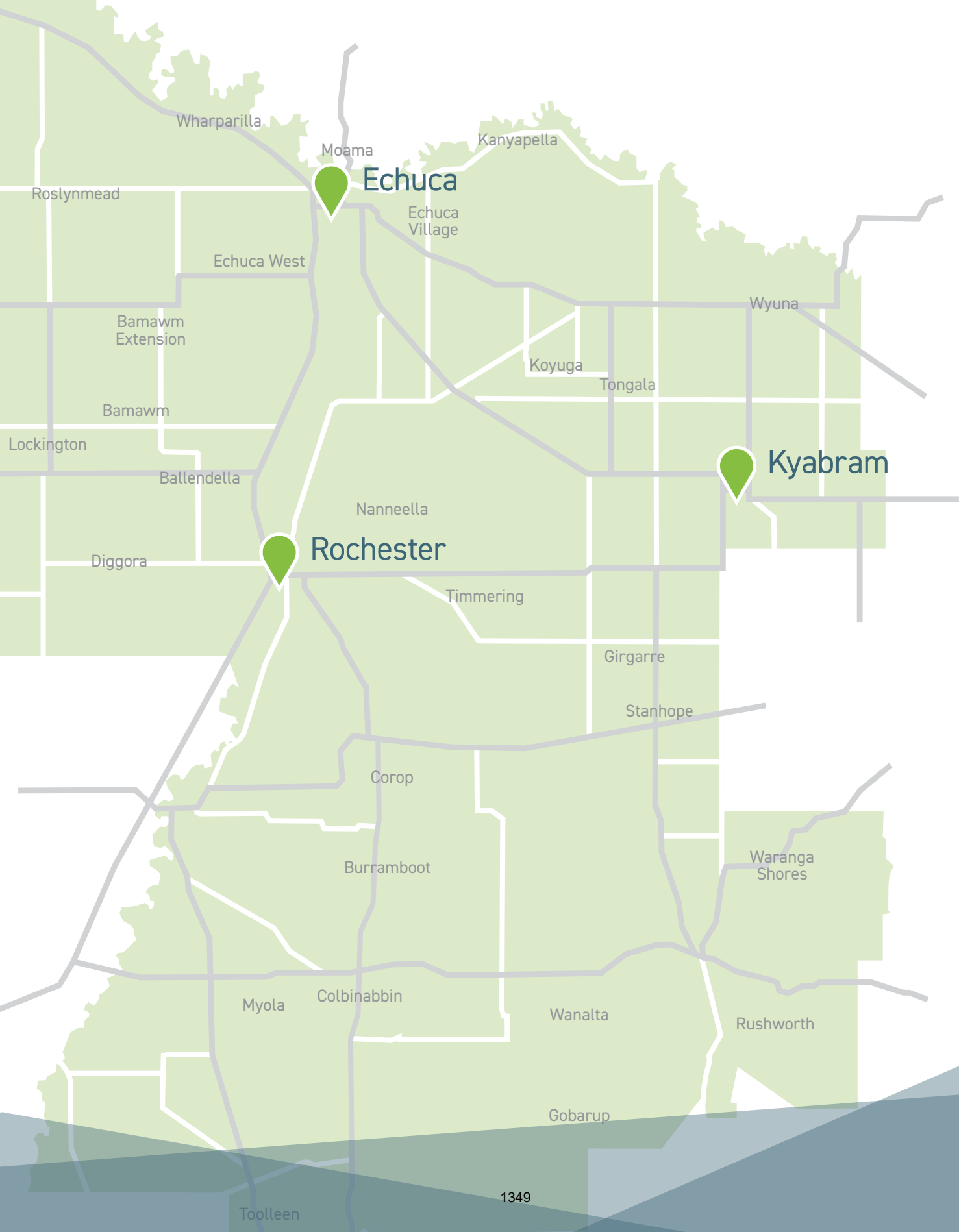
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Active Transport Strategy
Campaspe Shire Council

June 2019

Kerrie Hawkes - Recreation Manager
Fraser Neele - Recreation Planner





Rivers are part of the lifeblood of the Campaspe region, providing life to species of flora and fauna, supplying agriculture and holding special significance as a place of importance to Indigenous Australians.^{1,2}

From a recreational and economic perspective, Campaspe's waterfront regions attract both locals and tourists alike to enjoy the scenery, serenity and recreational opportunities its rivers provide.

Our Region

Campaspe is located in the heart of northern Victoria, idyllically located on the border with New South Wales and within reach of Melbourne and other major regional centres, including Bendigo and Shepparton.

Campaspe is one of the state's largest municipalities, with 54 townships and rural localities across a wide and diverse geography. The natural beauty, country lifestyle and relative affordability attract more than 37,000 residents and 16,000 workers to the area.³

Whilst growth has been relatively slow, forecasts suggest the region is expected to grow more quickly over the next 20 years compared to previous decades, to more than 42,000 residents forecast in 2036.⁴

As the gateway to the Murray River region and home to a range of attractions, the Shire has established itself as a popular tourist destination, offering a range of outdoor activities and opportunities for visitors to immerse themselves in wineries and breweries, eateries, farmgate produce, shopping, art and culture.⁵ The region is also home to a number of major festivals, including Southern 80, Riverboats Music Festival and the Winter Blues Festival.

The region boasts a comfortable climate for outdoor activities, with just three weeks of the year over 35 degrees and three-quarters of the year without rain. The region is also generally flat in topography.^{6,7}

Our Challenges

Campaspe faces its share of complex challenges which have the potential to impact on liveability and constrain growth and prosperity.

Access to Opportunities

Our settlements are spread across a vast geographic area and as a result, our towns have very different characteristics and identities – from regional cities to sparse rural localities.

The sheer size of the region places strain on Council’s service delivery and maintenance, with almost two-thirds of the capital works program for 2018/19 budgeted on transport-related projects.⁸

Across the municipality, townships differ significantly in terms of employment, access to education and social opportunities and availability of services and facilities. Absence of key services can mean long travel distances between townships to access daily needs.

Barriers to movement across the municipality dictate the viability of walking and cycling as realistic mode choices, including major highways between (and within) townships, rivers and absence of basic facilities (like footpaths) in some areas.

As a result, many communities are heavily dependent on car-based transport, bringing with it health issues and an increased cost of living.

Health

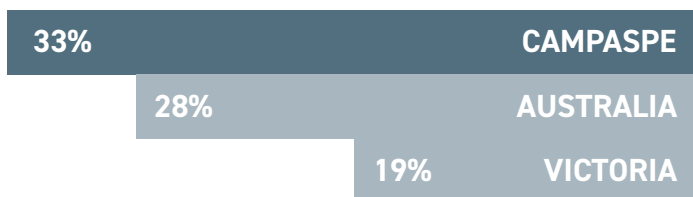
Our health is not in good shape. Campaspe is overrepresented in a range of lifestyle risk factors, including higher-than-average rates of obesity, smoking and excess alcohol consumption.⁹

These factors can lead to heightened risk of heart disease, cancers and a host of other health problems.¹⁰ Indeed, Campaspe faces a higher prevalence of cancer compared to the state average.⁹ Almost 1 in 5 residents report having high levels of psychological distress.¹⁷

One of the most significant contributors to poor health is insufficient physical activity - more than half (53%) of Campaspe residents do not undertake enough physical exercise. Our dependence on private cars for mobility compounds a sedentary lifestyle and exacerbates our existing health challenges.^{11,17}

Other health priorities, including mental health and poor air quality, are also connected to the way we travel.

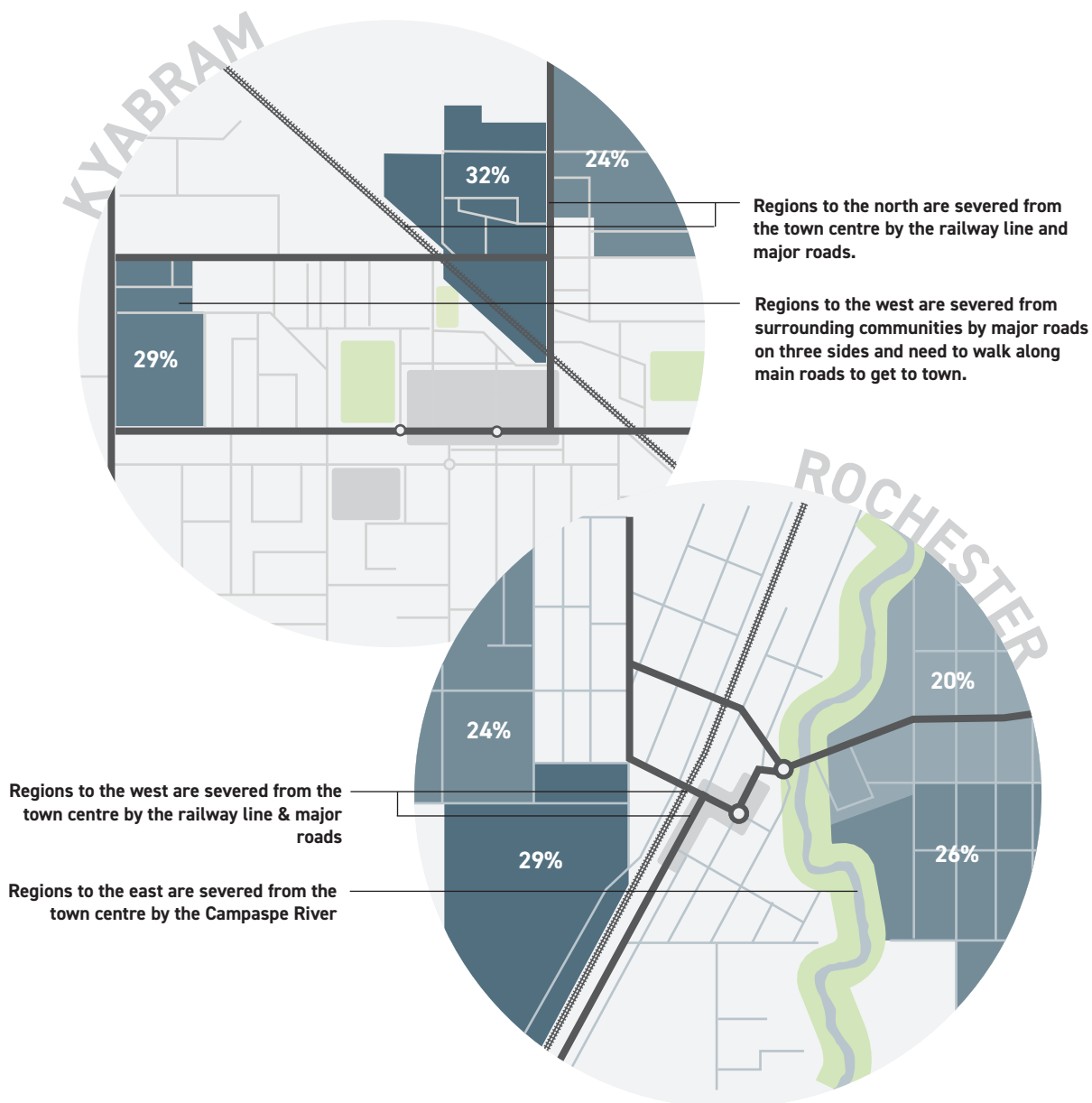
The region faces its share of complex challenges which have the potential to impact on liveability and constrain growth and prosperity.



1 IN 3
 CAMPASPE RESIDENTS ARE OBESE, HIGHER THAN STATE AND NATIONAL AVERAGES^{9,11}

AREAS OF THE HIGHEST YOUTH DISENGAGEMENT ARE OFTEN PHYSICALLY SEVERED FROM WORK AND EDUCATION OPPORTUNITIES.

Proportion of youths (aged 15-24) not employed or in education (%)¹³



Youth Disengagement

Social issues are deeply engrained amongst Campaspe's younger population, with more than 1 in 10 youths (aged 15 to 24 years) disengaged from both work and education – higher than average for regional Victoria.¹³

Some areas of the region also have very high levels of youth unemployment, often in rural localities but particularly in pockets in the outskirts of larger townships including Echuca, Kyabram, Rochester and Tongala. In these areas, youth unemployment can exceed 25%.¹³

Physical (or perceived) disconnection can contribute to lower levels of engagement. As for broader social equity, the areas with the highest youth unemployment and disengagement in townships are often separated from town centres (and the employment, education and social opportunities they provide) by railway lines, rivers or major roads.¹³

Social Equity & Disconnection

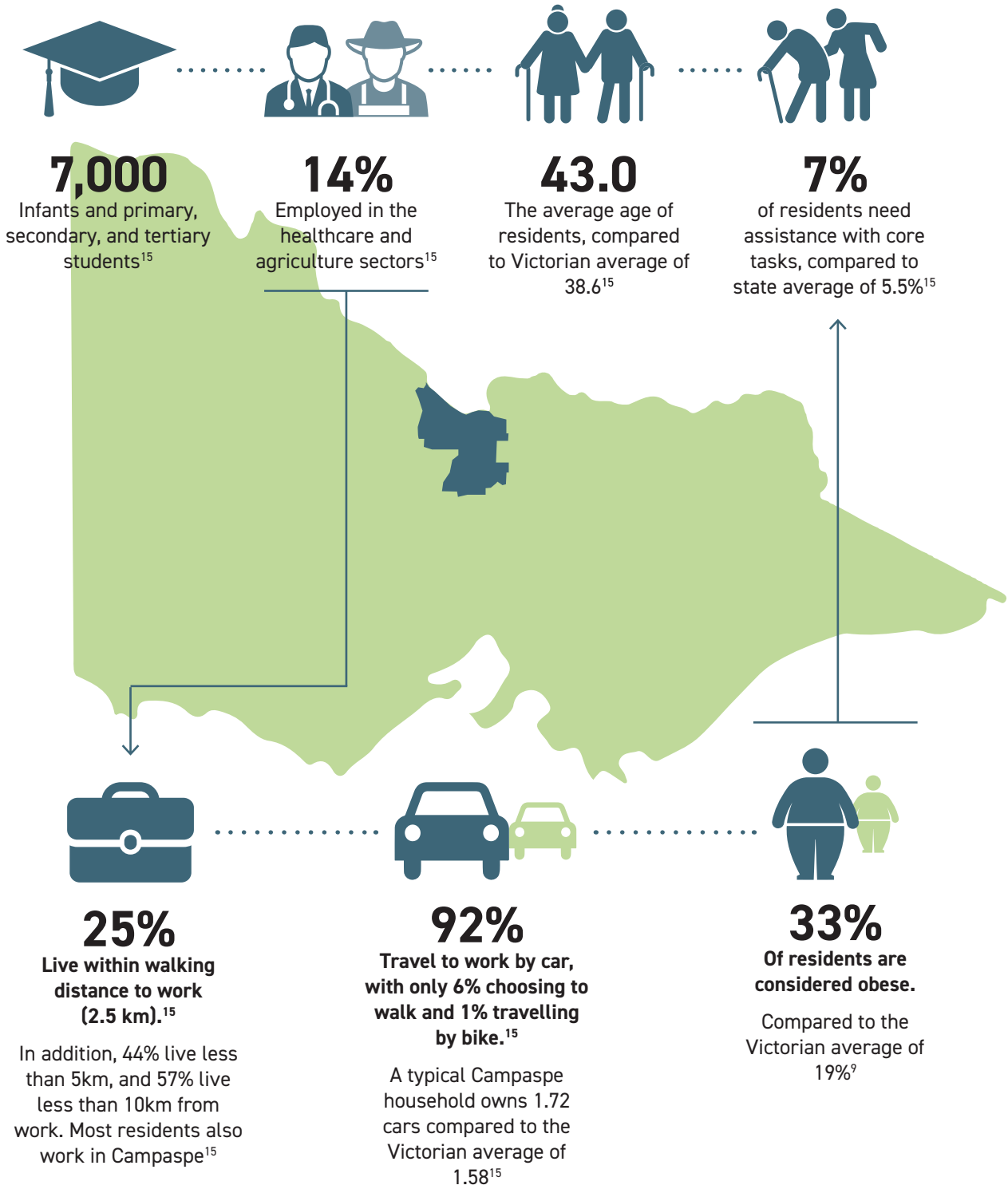
More than one-fifth of households in Campaspe are 'low-income' (earning less than \$650/week), consistent with other areas of regional Victoria. In some areas (including parts of Kyabram, Rochester and Rushworth), this increases to almost 30% of households.¹³

Areas with low levels of income, as well as other measures of social inequity (such as indices of disadvantage and share of residents who need assistance with core activities) are, in many cases, higher on the edges of townships or in areas which are severed from town centres.¹³

These areas often have poorer linkages to work and education opportunities than in the core of townships, ingraining reliance on cars for mobility, at the peril of isolation.

To make things worse, the high cost of owning and operating a car (up to \$240 per week for a large car) can engender a vicious cycle of disadvantage.¹⁴

Snapshot of Campaspe



Snapshot of Active Transport in Campaspe



In some areas, footpaths or shared paths aren't accessible for all users.



In other areas, pedestrian facilities simply 'disappear'.



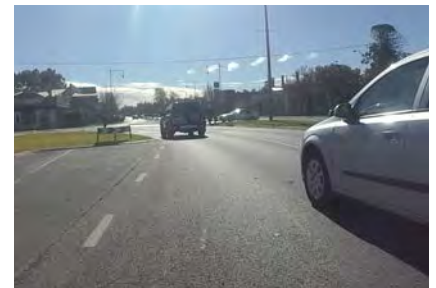
As a result, people can be 'forced onto the road'.



Pedestrian areas create great spaces for people to linger and spend time.



Desire lines show where people want to travel, but are not supported by facilities.



Bike facilities sometimes end right where we need them the most.



Some new development areas are providing improved walking and cycling facilities.



Where there is no footpath or bike path, driving is the only choice.



Some growth areas have good local facilities, but lack connections into town centres.



Some communities on the outskirts of towns are not connected to key attractors.



Footpaths on one side of the road, the other blocked by plants and barriers to movement.



Our Active Transport Strategy

The Strategy

'Active Transport' means travelling in ways which get us up and moving, and our blood pumping. It most often means walking and cycling, but it also means jogging, wheeling, skateboarding, rollerblading, e-biking or riding a penny farthing.

The Strategy is to dramatically increase the amount of people walking and cycling in Campaspe.

Encouraging people to travel in an active way brings a wide range of benefits to everyone in our community.

More physical activity can help us feel better physically and mentally. It can also help us overcome many of the health challenges facing our region.

Compared to other modes, active transport is cheap to take up, and is usually free to use. Walking and cycling also have a low space requirement, meaning our public space can be used for more enjoyable things.

Active modes are also good for the environment, generating zero pollution or emissions, no demand for fossil fuels during use and no noise impact.

Promoting active transport gives more people a chance to feel included, connected and engaged with their community, no matter their circumstances.

This Active Transport Strategy means we will have a clear, cohesive approach to decision-making and investment.

The Strategy will give Council clear and consistent direction to make the best use of our funding and resources.


It will also articulate our stance on major development and infrastructure proposals, guide us in identifying and prioritising projects and form the basis of our advocacy to other levels of government. This will make sure we can deliver the best active transport outcomes for the community.


The Strategy also represents a united vision for us all to aspire towards, and our shared responsibility to work together to deliver it.


The Strategy is to dramatically increase the amount of people walking and cycling in Campaspe.





How did we create the Strategy?

 To build an evidence base for our strategy, we sourced and collated a range of material from a variety of sources, including analysis of data and various regional characteristics. We also established a policy context to understand the challenges and opportunities to leverage.

 We undertook site-specific investigations of existing walking and cycling conditions to observe local nuances, such as school peaks, network peaks and weekend visitation and special occurrences, such as houseboat loading events.

 We facilitated a number of discussions, including workshops with Council officers and Councillors to 'set the tone' of the strategy, based on best-practice active travel initiatives.

 We met with external stakeholders and the Youth Action Group to discuss their ideas and opportunities to collaborate. We then engaged with the community to understand their priorities at two pop-up sessions in Echuca and Kyabram, and through the CrowdSpot online platform.

 Combining our lessons from the above, we developed a series of initiatives and actions specific to the local conditions and challenges, based on best-practice initiatives, evidence, community priorities and transport planning expertise.

HOW DID WE 'SET THE TONE'?

1 BEFORE THE WORKSHOP, WE COMPILE A RANGE OF INITIATIVES AND ACTIONS (INCLUDING 'BEST PRACTICE').



2 AT THE WORKSHOP, PARTICIPANTS DISCUSS THE MERITS AND TRADE-OFFS OF EACH INITIATIVE AND DECIDE IF IT IS APPROPRIATE FOR CAMPASPE.



3 WE REVIEW THE OUTCOMES TO 'SET THE TONE' AND UNDERSTAND PRIORITIES FOR THE STRATEGY.



4 WE DEVELOP THE STRATEGY, BASING OUR FINDINGS ON RESEARCH, EVIDENCE, CONSULTATION & EXPERTISE.



Where does this Strategy fit?

Our strategy seeks to dramatically increase the number of people walking and cycling in Campaspe. These aspirations align with the broader goals and objectives to establish a thriving, healthy, sustainable, prosperous and engaged region.

A brief summary of alignment with key local policies is outlined below.



Campaspe Council Plan 2017 - 2021

The Council Plan outlines the things that Council stands for, our objectives, the main activities we will undertake over the next four years and how they will be resourced.

The Plan outlines five key objectives to guide service delivery:

- Services, programs and advocacy enable improved health, wellbeing and safety of our community.
- Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development.
- A healthier environment for current and future generations.
- Services and assets meet current and future community need.
- Strong leadership, advocacy and good governance.

.....



Loddon Campaspe Transport Strategy (2015)

The Loddon Campaspe Integrated Transport Strategy provides the framework for developing the transport network such that it remains fit for purpose and adaptable for future needs.

Whilst many of the top ten action items revolve around vehicle movement and public transport upgrades, the Strategy identifies the need to prioritise:

- simple infrastructure upgrades to make it easier to walk, ride or catch public transport to commute or for social activities, particularly around railway stations or transport hubs. This includes improving pedestrian, bike and bus access networks and improved wayfinding.
- the development existing rail trails and recreational bike networks.
- 'connectivity plans' which ensure that people living in smaller communities continue to have access to services and health and social needs.

The document also establishes a goal to support the achievement of improved community health and environmental outcomes, including by encouraging bicycle and walking travel.



Campaspe Advocacy Priorities 2018 - 2021

Along with delivery of a range of infrastructure and services, Council plays a key role in speaking out on issues that matter to the local community. This includes liaising with other levels of government (including state and federal governments) and other strategic partnerships.

Council's priorities for the next four years include overhauling key sport and recreation spaces, transformative public transport upgrades, service roads for business growth, regional natural trail experiences and precinct-building for events in Echuca.

In general, the advocacy seeks to:

- improve access to quality green spaces
- stimulate physical and mental health benefits
- support access to health, education and professional services
- support social engagement and increase participation in leisure activities for those without other means of getting around
- contribute positively to the local economy and local liveability
- improve the public realm, pedestrian connectivity, safety and servicing.

.....



Campaspe: Our Future (2015)

More than 500 members of the community contributed to developing the vision for the future of Campaspe as a 'strong, supportive, vibrant and sustainable' community.

At present, the community told us that they most highly value 'friendly communities' and a sense of belonging, 'family-friendly environments' as great places to raise kids and the opportunities for a 'healthy lifestyle' that living in Campaspe offers.

Into the future, the community would like to live in a Campaspe which is safe and friendly, offers healthy and sustainable lifestyles, is environmentally progressive, offers more sporting facilities and activities for children, more bicycle paths and better transport.

What did the community tell us?

The community had a generally positive reception to an uptake of walking and cycling in the region.

The community had a generally positive reception to an uptake of walking and cycling in the region.¹²

Some of the key challenges include:

- some disinterest in walking and cycling due to ease and expectation of car parking and relatively unrestricted vehicle access.
- safety concerns, particularly parents in allowing their children to ride to school
- low cycling uptake means there is an absence of 'safety in numbers', compounded by poor motorist attitude.

The community told us they would like to see:

- Safer walking and cycling routes to schools, including through infrastructure, traffic restrictions, activity programs and improved facilities.
- Improved amenity and infrastructure, including consideration of users with higher needs in design and maintenance.
- Infrastructure which facilitates walking and cycling and overcomes many of the 'well-known' barriers to accessing towns.
- A culture shift which fosters safety and confidence in active travel.

We also met with our Youth Action Group to discuss how younger people perceive walking and cycling.

They told us they walk and cycle because:

- It's sometimes quicker than public transport
- Parents aren't always available to drive them
- It's free, and they use it to get/stay fit

However they also noted that:

- Riding bikes on a main road is stressful and they don't feel safe
- There are no lights where they want to walk, so they don't feel safe
- They aren't in the habit of thinking it's an option

Specific quotes can be found at the start of each section, with more detail provided in the separate Consultation Summary.



How do we bring the Strategy to life?

The Strategy is not made to live in isolation, nor is it made to sit on the shelf. It is our intention that the Strategy will:

- reflect, and build upon, the initiatives and actions of broader strategies
- develop finer-grain initiatives and actions specific to the aspirations for active transport, cognisant of the broader aspirations for the region
- refine the initiatives and actions by building an evidence base and engaging with the community
- bringing the actions to life through strong leadership, committed partnerships and focussed advocacy

Specifically, the Strategy can be brought to life in a number of ways:



ADVOCACY & BUSINESS CASES

The Strategy directly informs advocacy priorities to other levels of government and clearly articulates the outcomes we seek as a community.



SOLVING CHALLENGES

Council faces complex challenges which require careful balancing. A workshop with stakeholders (using the initiatives and actions as prompts) can help identify the 'must haves' and 'nice to haves' to help set the 'active transport' tone for the project, and what can be achieved.



IDENTIFY & PRIORITISE PROJECTS

Applying the Strategy against our existing transport network will highlight gaps in the network, and project priorities for Council. For example, improving the walking network would be prioritised above increasing car parking around schools.



INFORM OTHER STRATEGIES

Strategies work best when they are consistent and integrated. As this strategy has been built from other local priorities, so too should other strategies be informed by the Active Transport Strategy.



ASSESSING PROPOSALS

Whether they are local development applications or major state infrastructure proposals, the Strategy clearly articulates the outcomes Council expects, and provides leverage to pursue these outcomes with stakeholders.



What do we want to achieve?

We want to dramatically increase the number of people walking and cycling in Campaspe.

Achieving this will strengthen:

Our Health

A little more activity can have a big impact on our health & wellbeing.

An extra 30 minutes of walking on five days of the week could cut our disease burden by more than a quarter and reduce our risk of diabetes, stroke, heart disease, cancers, kidney problems, arthritis and dementia.^{10,11}

In many areas, this could be as simple as making the choice to walk to and from school, work or the shops - almost one quarter of Campaspe residents live less than 2.5km (a 30 minute walk) from work.¹⁵

In other areas, it might be making a conscious choice to walk when possible - for example, leaving the car in one place and walking between shops in a township, or for recreation.

A key focus of our strategy is to build upon the existing culture of health promotion by providing opportunities for people to lead active, healthy lifestyles, consistent with our Council Plan.⁹

This means creating environments which are attractive and safe for walking and cycling, establishing connected networks and making sure barriers to movement can be overcome.

Ultimately, we want to build communities where everyone can be healthy, active and feel included.



2 IN 3

AUSTRALIAN ADULTS ARE OVERWEIGHT OR OBESE¹¹



1 IN 4

AUSTRALIAN CHILDREN ARE OVERWEIGHT OR OBESE¹¹

Our Young People

Our children are the next generation of active travellers. The skills, attitudes and experiences we share with our children can last a lifetime. If we teach our kids the value and enjoyment of walking and cycling at an early age, we can ingrain habits and attitudes that will build the next generation of 'active travellers'.

Teaching kids to move and be active can also unlock social connections, promote movement and outdoor activity, teach valuable road sense and navigation skills and foster healthy lifestyle choices.^{18,19,20}

As a nation, young people are severely overrepresented in living sedentary lifestyles, with 74% of children (aged 5-12) and 92% of adolescents (aged 13-17) falling short of the recommended level of physical activity.¹¹

VicHealth highlights that nearly a third of all children spend less than five minutes walking per day. In Victoria, four in five school children live within three kilometres of their school, yet 70% are driven to school.¹⁸

We want to see more kids walking and cycling to school.

Given many families in towns live close to their schools, achieving uplift in active travel for the school cohort represents a 'quick win' opportunity which is relatively easy and inexpensive to implement.

Combined with sport or other activities, walking or cycling to school can be an easy way to reach daily exercise targets for both children and accompanying parents and create healthier, happier communities.¹⁹

Ultimately, we want to create an environment where kids feel safe and confident to walk and cycle to school, and continue travelling actively for life.

Ultimately, we want to create an environment where kids feel safe and confident to walk and cycle to school, and continue travelling actively for life.



4 IN 5
VICTORIANS LIVE WITHIN THREE KILOMETRES OF THEIR SCHOOL¹⁸

YET 70%
ARE DRIVEN TO SCHOOL BY CAR¹⁸





We want to enable residents to be active and engaged in their community.

Our Sense of Community

Our residents are highly dependent on using cars to access work and education opportunities, as well as daily needs.¹⁵ Liberal availability of free and convenient car parking and minimal congestion reinforce driving as the 'obvious choice'.

A growing shift to online platforms to access businesses, shopping and services⁹ places additional strain on connectivity, engagement and social cohesion, as well as the vibrancy and prosperity of our local shops and streets.

We want to build stronger, more connected towns.

A key focus of our strategy is to build strong, healthy and vibrant communities and enable residents to be active and engaged in their community, consistent with our Council Plan.⁹

Getting more people walking and cycling will make our towns more lively and prosperous, provides more opportunities for social engagement and puts more 'eyes on the street' to improve perceptions of safety and security for all.²¹

Creating well-connected townships will also link people with the goods, services and facilities they need to prosper and establish inclusive environments where everyone can feel welcome, safe and empowered to travel by foot or bike, regardless of ability.

Ultimately, we want to reduce our dependence on cars and evolve into vibrant, connected walking and cycling townships.

Overcoming Barriers

For many, the sheer size of our region can inherently introduce barriers to walking and cycling between townships or across long distances.

To achieve a dramatic increase in the number of people walking and cycling, we have focussed our initiatives on townships, where population density is higher and distances between services and everyday needs are generally within reach by foot or bicycle.

But it is not only people in townships who benefit.

Many people who live in rural localities will need to visit towns to access services, facilities, shops or supermarkets. Improving the active transport environment means people can park their car and walk between destinations or to recreational opportunities. It also means that visitors have a real choice to explore our towns by foot or bike, which means more people walking into our shops, restaurants and services.

We acknowledge that there are some barriers to walking and cycling in our region.

Concerns for safety can deter people from choosing to travel by foot or bike. Swooping magpies can prevent people from using tracks and paths at times of the year. Widespread presence of bindi-eyes (or burrs) can deflate our cycling plans and we often rely on our car to carry the groceries home from the supermarket.¹²

But we also have a shared responsibility to accept and overcome these barriers and make choices which allow us to travel more actively.

This might mean buying a trolley for groceries, or bringing along a backpack for smaller shops. It might mean investing in inexpensive puncture-resistant tyres, putting magpie-deterrants on our helmets or choosing another route at some times of the year. Being another pair of eyes on the street will help others feel safe and create a culture where walking and cycling is the norm.

Choosing to walk and cycle is not always comfortable, but the benefits are well worth it.

Choosing to walk and cycle is not always comfortable, but the benefits are well worth it.

Our Focus

We want to dramatically increase the number of people walking and cycling in Campaspe.

We will achieve this by agreeing and acting upon a range of **initiatives** which clearly establish Council's strategic direction, and **actions** which clearly articulate the steps Council will take to promote walking and cycling in the region.

Reflecting on our challenges, our initiatives have a particular focus on:

Getting to school by walking and cycling

School-based initiatives represent a 'quick win' as they are typically simple to implement and represent a cost-effective way to catalyse change. Designing facilities for children also makes walking and cycling more accessible for all.

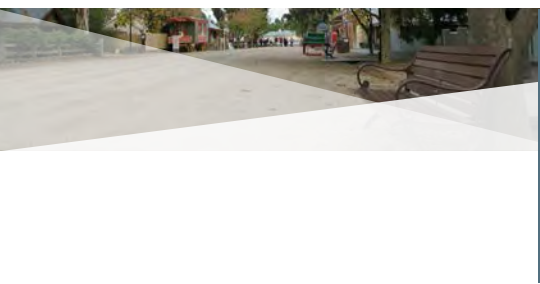
Importantly, our consultation with the community showed support for measures which support the behaviour change around schools, such as reduced car usage and safer walking and cycling facilities.



Creating walking and cycling towns

We propose to establish our towns as comfortable and attractive places to walk. This will include initiatives which prioritise the convenience of walking in favour of driving and car parking.

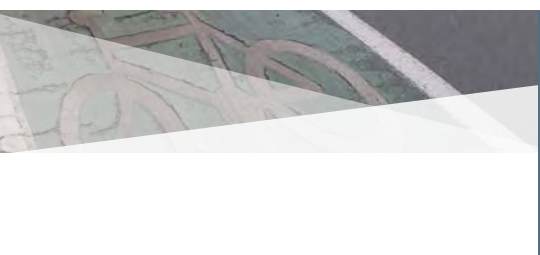
We envision towns where people can walk from home (or park their car), then linger and spend time at the shops, a cafe and the supermarket by foot, rather than by car. In turn, this will stimulate economic activity and opportunities for social interaction.



Connected and liveable developments

In tandem with other initiatives and actions in the Strategy, we will implement and uphold standards for good walking and cycling connections in new developments.

As our region grows, safe and connected active transport infrastructure and higher levels of permeability will be pivotal to strengthening the health and liveability of our communities.



A Choice in Approach

As a Council, and as a community, we have a choice to make about changing the way we travel.

We can either take a **'step change'** approach, and roll out a series of active travel initiatives to build major momentum in walking and cycling across the region.

This might include minor infrastructure investments (such as local treatments), travel demand management measures, provision of facilities and behaviour change initiatives. It will require collaboration and partnerships with schools, organisations and the community.

The 'next step' for this approach is for Council to catalyse and enable change in the way we travel.

Or, we can leap frog the rest of the state and push for transformational change by evolving our townships into **'gold standard'** walking and cycling havens.

This approach will include the 'step change' initiatives, plus larger and more intensive initiatives, such as road reallocation, pedestrianisation and some serious cycling facilities. It will also require resource and funding partnerships with other levels of government, including state and federal governments.

The 'next step' for this approach is for Council to prepare a business case which clearly articulates the case for change in Campaspe.

As a Council and community, we need to choose the approach we take, commit to it and deliver it with pride.

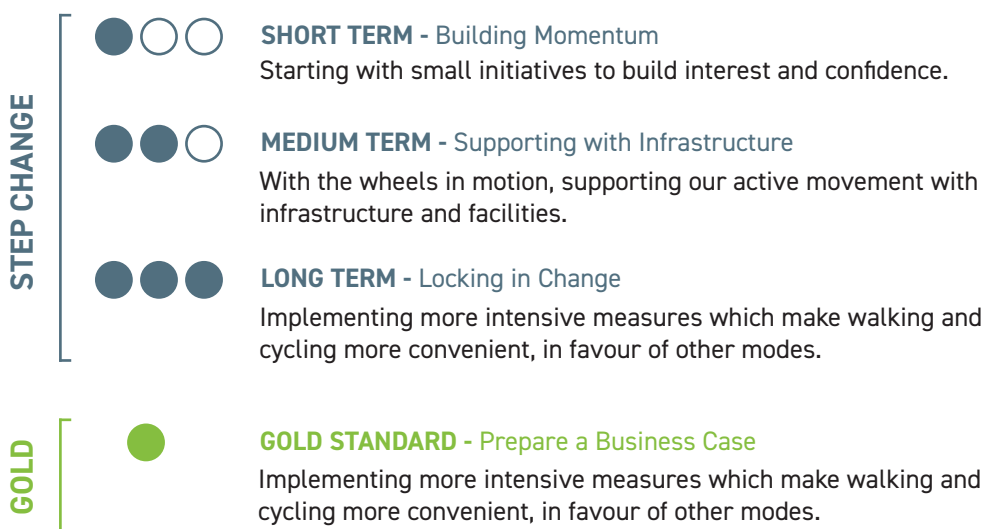


Staging

Both options have similar objectives, they just have different resource demands and outcomes. As a result the Action Plan looks very different.

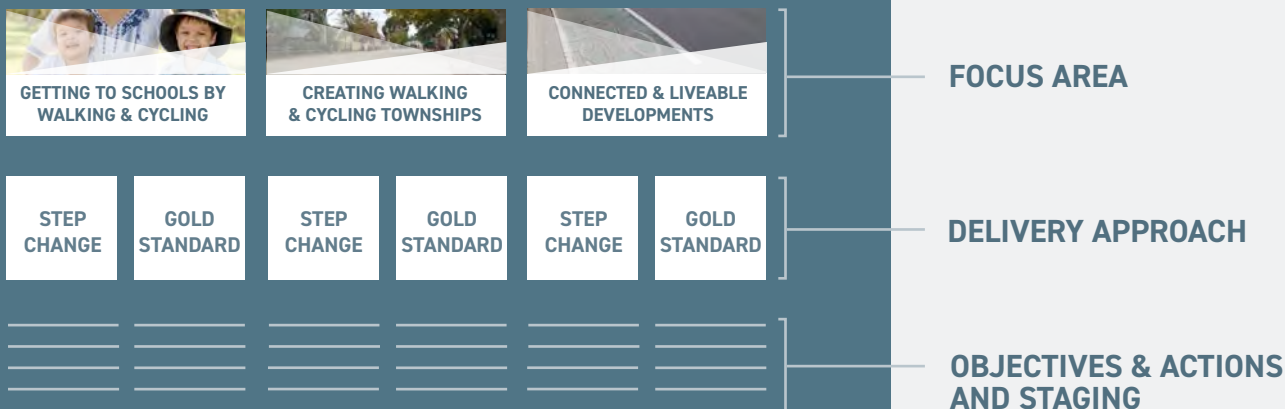
For a 'step change' approach, our strategy is staged to build momentum and capitalise on opportunities to make Campaspe a great place to walk and cycle.

For a 'gold standard' approach, the next step is to prepare a business case to make the case for change.



Structure of the strategy

The Strategy is structured to reflect the above key focus areas, responsibility for delivery and staging.





01

Getting to schools by walking & cycling



Building the foundations for active school travel takes time, effort and partnerships. It also takes a shared sense of responsibility and ownership between Council, schools and parents.

Our strategy is to start with small initiatives to build interest and confidence and work towards more ambitious infrastructure and policy outcomes which establish walking and cycling as a truly viable mode choice.

What did the community tell us?

We reached out to the community to understand the priorities and opportunities for improving active travel to schools.¹² These included:

“More bike lanes to schools”

“Not enough protection at major roads”

“Improved pedestrian & cyclist links across towns”

“Additional footpaths to schools”

“Traffic lights to allow safe crossing of major roads”

“Restricting vehicle access and illegal parking around schools”

“Traffic calming, with police presence and speed restrictions”

“Competitions and incentive programs to promote activity levels”

'Step Changes'

INITIATIVE 1.1 - Work with schools to develop active travel programs

- 1.1.1 Arrange and deliver a region-wide active travel competition between schools. ● ○ ○ ●
- 1.1.2 Work with schools and provide mini-grants to leverage existing active travel programs and initiatives, such as walking/cycling school bus, a regular walking/cycling program, Park & Stride or Bicycle Network's Ride2School program. ● ○ ○ ●

INITIATIVE 1.2 - Guide children along the safest routes

- 1.2.1 Provide clear wayfinding 'on the ground' for children along key walking and cycling routes to schools. This should also communicate with drivers. ● ○ ○ ●

INITIATIVE 1.3 - Improve pedestrian and cyclist priority, especially on routes to schools

- 1.3.1 Work with VicRoads to implement quick call-up and longer crossing times at all signalised crossings, prioritising key routes to schools. ● ● ○
- 1.3.2 Where possible, replace existing pedestrian crossing facilities with raised crossings, prioritising key routes to schools. ● ● ○ ●

INITIATIVE 1.4 - Make walking and cycling easy across 'the whole journey'

- 1.4.1 Link residential estates to the existing walking/cycling network ● ● ○ ●
- 1.4.2 Seek opportunities to overcome barriers to movement (such as rivers and major roads) to minimise community severance, prioritising routes to schools. ● ● ○ ●
- 1.4.3 Install treatments to reduce crossing distance across streets, including wider medians. ● ● ○ ●
- 1.4.4 Seal road shoulders in townships and provide safe cycling facilities. ● ● ○ ●
- 1.4.5 Leverage (or advocate for) opportunities to deliver active transport upgrades as part of other projects. ● ● ○ ●

INITIATIVE 1.5 - Reduce car movements around key areas

- 1.5.1 Work with schools to close streets around schools at peak times. ● ● ● ●
- 1.5.2 Close undesired thoroughfares, whilst maintaining walking and cycling permeability. ● ● ● ●
- 1.5.3 Further reduce speed limits on streets near schools. ● ● ○ ●

+ 'Gold Standard'

INITIATIVE 1.6 - Develop an exceptional cycling network

- 1.6.1 Build a high-quality, connected and separated key cycling network throughout townships, including facilities at intersections. This includes replacing existing facilities and creating new routes linking key attractors, including schools. ● ● ○ ●
- 1.6.2 Install protected cycling facilities on high-speed, high-volume or high-risk cycling routes, including risks of dooring. Where adequate protection cannot be provided, relocate car parking. ● ● ○ ●

What's the difference in our approach?

E.g. Action 1.4.1 - Link residential estates to the existing walking/cycling network.

A **'step change'** approach would provide basic footpaths and crossing facilities to connect key attractors and residential areas to the broader network, driven by Council.

A **'gold standard'** approach would consider new high-quality, off-road shared paths from larger residential areas to townships and safe, protected facilities at intersections and crossings, in collaboration with other levels of government and stakeholders.

02

Creating walking and cycling towns



To achieve a real uplift in active transport, we need facilities which make walking and cycling 'the obvious choice'.

This means making some bold changes to our townships to create walking and cycling 'havens', where pedestrians and cyclists have priority and can move safely when and where they need to go.

It also means seeking opportunities and making choices to travel by foot and bicycle where possible.

Creating change won't always be comfortable, but the health, social and economic benefits will be worth it.

What did the community tell us?

We reached out to the community to understand what walking and cycling is like in their local area at present.²³ Some quotes include:

"Be great to see more bike racks to encourage cycling"

"Unpleasant to walk as you are forced onto the road"

"Great spot for walking/jogging/cycling... be great if we can eliminate cars"

"Notoriously difficult to cross"

"No footpaths on certain sides of the street"

"Bike lanes in this area would improve safety"

"Love riding my bike over this bridge"

"Would be a lovely spot to enjoy the river, walking, picnicking, without the cars driving on top of you!"

'Step Changes'

INITIATIVE 2.1 - Complete missing sections of the pedestrian network

- 2.1.1 Install pedestrian footpaths, crossings and facilities to complete the network. Prioritise routes to schools, key pedestrian areas (town centres, shops, community facilities, tourist destinations and hospitals) and streets which have no existing pedestrian facilities. ● ● ○ ●
- 2.1.2 Seek opportunities to widen existing footpaths in town centres. ● ● ○ ●
- 2.1.3 Ensure all new or redeveloped paths link in to the existing network. ● ● ○ ●

INITIATIVE 2.2 - Make the pedestrian environment accessible for all

- 2.2.1 Install facilities to enable users to access key destinations by wheelchair, scooter or foot safely and comfortably. Use raised crossings in preference to ramps. Prioritise areas with footpaths on a single side. ● ● ○ ●

INITIATIVE 2.3 - Make walking and cycling comfortable and attractive

- 2.3.1 Deliver new convenient, easily accessible bicycle parking facilities at key attractors, particularly town centres. ● ○ ○ ●
- 2.3.2 Prioritise regular cleaning and maintenance of pedestrian and cyclist facilities, including bindi-eye removal. ● ○ ○
- 2.3.3 Investigate opportunities to provide additional lighting in key pedestrian areas, including car parks. ● ● ○ ●
- 2.3.4 Plant trees and provide shade on key walking routes. ● ● ○ ●

INITIATIVE 2.4 - Encourage everyone to leave their cars and move around town by foot

- 2.4.1 Establish public off-street car parking areas as 'park and stride' facilities where people are encouraged to leave their cars and explore town by foot. ● ● ○ ●

INITIATIVE 2.5 - Make better use of road space

- | | | |
|-------|--|---------|
| 2.5.1 | Seek opportunities to relocate on-street car parking to existing off-street car parks (including residential properties). | ● ● ● ● |
| 2.5.2 | Relocate all long-term <u>on-street</u> car parking from town centres and replace with short-stay car parking or reallocate to active transport. | ● ● ● ● |
| 2.5.3 | Seek opportunities to widen existing footpaths on key routes and in town centres. | ● ● ○ ● |
| 2.5.4 | Seek opportunities to make flexible use of road space in key locations, including at different times of day or days of the week. | ● ● ○ ● |

+ 'Gold Standard'

INITIATIVE 2.6 - Create exceptional pedestrian spaces

- | | | |
|-------|--|---------|
| 2.6.1 | Reallocate road space to create new pedestrian environments and remove cars from key areas, such as town centres or the Port of Echuca. | ● ● ● ● |
| 2.6.3 | Seek opportunities to reduce speed limits in key pedestrian areas. | ● ● ○ ● |
| 2.6.4 | Use infrastructure treatments to enforce speed limits and discourage car use. | ● ● ○ ● |
| 2.6.5 | Provide crossing facilities on pedestrian and cyclist desire lines. Where VicRoads warrants are not met, use future Movement & Place classifications to advocate for the delivery of crossing facilities at these locations. | ● ● ○ ● |
| 2.6.6 | Downgrade through routes in response to new infrastructure. | ● ● ● ● |

What's the difference in our approach?

E.g. Action 2.4.1 - Establish 'park and stride' facilities where people can explore the town by foot.

A 'step change' approach would identify and establish particular car parks as 'park and stride' facilities and provide basic connections to the footpath network.

A 'gold standard' approach would support the 'step change' by reallocating road space in key pedestrian areas, updating road signage on major approaches to direct vehicles to car parks and establishing high-quality pedestrian links from car parks to key attractors, including wayfinding.

03

Connected & liveable developments



For many, there is a desire to walk or cycle to work, schools or the shops, but a lack of facilities makes active travel choices very difficult.

Particularly in older growth areas or the outskirts of towns, an absence of footpaths, bike lanes or safe places to cross the road detract from the safety and comfort of walking and cycling.

In these areas, we need to make sure the basics are in place - including a walking and cycling network which is complete, connected and attractive.

It also means ingraining active travel habits early in new developments, with high-quality walking and cycling facilities which connect to towns and key destinations.

What did the community tell us?

We reached out to the community to understand what walking and cycling is like in their local area.²³ Some quotes from people in areas with new developments included:

“Need a safe way to go into town without having to fear crossing/be extremely close to the highway”

“There is no bike path for adults and children to ride safely”

“I am not willing to send my children out onto the busy Northern Highway to ride to school”

“This intersection is very dangerous to cross both as a pedestrian and cyclist”

“You have children of all ages from three schools playing chicken with traffic”

“No footpaths for school kids to walk along, hedges, plants and wooden obstacles going directly across nature strips with no access through”

'Step Changes'

INITIATIVE 3.1 - Require higher standards of walking and cycling facilities

- 3.1.1 Require footpaths be provided on both sides of every new street, with higher requirements at key locations (such as outside of schools). ● ○ ○
- 3.1.2 Require new subdivisions to provide bicycle facilities (on-street lanes or shared path) on all streets which are classified as 'collector' or above. ● ○ ○
- 3.1.3 Require new sub-divisions to future-proof links to neighbouring sites which may be developed in the future. Subdivisions must not be created as isolated sites. ● ○ ○
- 3.1.4 Require new developments (including subdivisions) to connect into the existing footpath and cycling network, where possible. ● ○ ○

INITIATIVE 3.2 - Encourage developments to provide attractive walking links

- 3.2.1 Encourage developers to provide a highly attractive walking and cycling streetscape through landscaping, tree planting and urban design elements. ● ○ ○
- 3.2.2 Encourage developers to consider safety in design, including lighting, minimising blind corners and design of passive surveillance into building design. ● ○ ○
- 3.2.3 Encourage developers to plan for maximum connectivity to local services and facilities which facilitate residents walking in the local neighbourhood. ● ○ ○
- 3.2.4 Encourage subdivisions to have smaller block sizes and increased permeability to surrounding neighbourhoods. ● ○ ○
- 3.2.5 Encourage developers to seek opportunities to consolidate crossovers. ● ○ ○

What's the difference in our approach?

E.g. Action 3.1.4 - Require new developments to connect into the existing footpath and cycling network.

A **'step change'** approach would require pedestrian (and where relevant, cycling) facilities to be provided which connect into the main town network. This includes basic footpaths, cycle lanes and crossings.

A **'gold standard'** approach would require high-quality pedestrian and cycling links which are attractive (i.e. landscaping, surfacing), comfortable (i.e. seating, trees) and safe (i.e. protected and prioritised crossings) for walkers and cyclists.





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COUNCIL PLAN 2017-2021



VISION

We are strong, supportive, vibrant and sustainable.

MISSION

Campaspe Shire Council will provide services, facilities, support and advocacy to enable our community to be healthy, connected, prosperous and resilient.

ABOUT THE COUNCIL PLAN

The four year Campaspe Council Plan (incorporating the Municipal Public Health & Wellbeing Plan) 2017-2021 was developed following the October 2016 local government election.

The Council Plan is council's key planning document for the four year electoral term and describes the things that council stands for, our objectives, the main activities we will complete and how these activities are going to be resourced. Importantly, it also explains how our performance will be measured and reported through the Annual Report and other performance reports.

The Council Plan 2017-21 was developed through a community engagement process, as well as taking into account local community plans, council adopted strategic and master plans and regional plans.

Our plan incorporates the requirements of the Public Health and Wellbeing Act to prepare a Municipal Public Health and Wellbeing Plan. The Public Health and Wellbeing Act 2008 mandates that council must "seek to protect, improve and promote public health and wellbeing within the municipal district". The development of our plan also considered the priorities of the Victorian Health and Wellbeing Plan. This strengthens the integrated planning approach across all council activities and allows council to focus on health and wellbeing outcomes for the community and enables a more optimal use of resources.

Our Health and Wellbeing priorities have been established through Healthier Campaspe, a partnership effort established to improve community health and wellbeing. In addition to the priorities of Healthier Campaspe, collective action to address family violence remains a high priority for council.

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ACKNOWLEDGMENT OF COUNTRY

The municipal area of Campaspe lies within the traditional lands of the Yorta Yorta, Dja Dja Wurrung and Taungurung Peoples, Council respects and acknowledges the unique Aboriginal cultural heritage within. Council acknowledges and pays their respect to the ancestors and people of the Yorta Yorta, Dja Dja Wurrung and Taungurung.

A MESSAGE FROM THE MAYOR



I am delighted to present the Council Plan for the newly elected Campaspe Shire Council.

This important plan outlines the actions that council will oversee during its four-year term, our strategic direction and what we hope to achieve. It incorporates five strategic objectives and each desired outcome.



Strong and Engaged Communities

Services, programs and advocacy enable improved health, wellbeing and safety of our community



Resilient Economy

Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development



Healthy Environment

A healthier environment for current and future generations



Balanced Services and Infrastructure

Services and assets meet current and future community need



Responsible Management

Strong leadership, advocacy and good governance

An organisation that is responsive, flexible, honest, accountable and consistent

Council is keen to continue working with our community, industry leaders and government at a local, state and federal level to ensure the Shire of Campaspe will continue to prosper.

A key priority over the coming four years is to continue to build upon the relationships established with Yorta Yorta, Dja Dja Wurrung and Taungurung Peoples whose traditional lands lies within the Shire of Campaspe. A Memorandum of Understanding that recognises the importance of the relationship is being established between the Yorta Yorta Nation Aboriginal Corporation and council. The Agreement is underpinned by a strong commitment from both organisations to realising long term benefits for the wider Campaspe community through improved understanding and an enhanced working relationship. Most importantly the relationship is to facilitate the ongoing process of reconciliation.

The plan acknowledges that council alone cannot achieve its objectives. In working towards the long-term vision council will lead, partner, advocate, support and facilitate.

This plan was created in consultation with Campaspe residents, through our Campaspe Conversation day, key stakeholder group meetings, councillors and staff to ensure the community's needs and aspirations are met.

While there is much to look forward to, there are also challenges. One of these is the state government's rate capping measures which will have a significant impact on our financial position and planning for the future. We are however confident with strong financial long-term planning, an ongoing review of our services and assets, we can continue to achieve our mission and provide services, facilities, support and advocacy to enable our community to be healthy, connected, prosperous and resilient.

We look forward to working closely with the community to ensure our plans and priorities become a reality, and that our shire continues to grow and prosper.

Cr Adrian Weston
Mayor

OUR COUNCILLORS



Cr Daniel Mackrell



Cr Kristen Munro



Cr Vicki Neele



Cr Neil Pankhurst



CR Leanne Pentreath



Cr Annie Vickers



Cr Adrian Weston



Cr Leigh Wilson



Cr John Zobec

ABOUT CAMPASPE

The Shire of Campaspe is located in north central Victoria, about 180 kilometres north of Melbourne. It includes the communities of Echuca, Kyabram, Rochester, Lockington, Gunbower, Rushworth, Stanhope, Tongala and Girgarre. However many people also live and work outside these townships. The shire is located in the heart of one of the richest and most diverse agriculture and food processing areas in Victoria. Its climate, history, cultural heritage, natural assets and location in relation to major urban centres provide the shire with extensive opportunities.

The economy is driven by the agriculture, food processing and healthcare sectors, whilst tourism plays a strong role with Echuca Moama and the Murray River recognised as among the state's key tourism destinations.

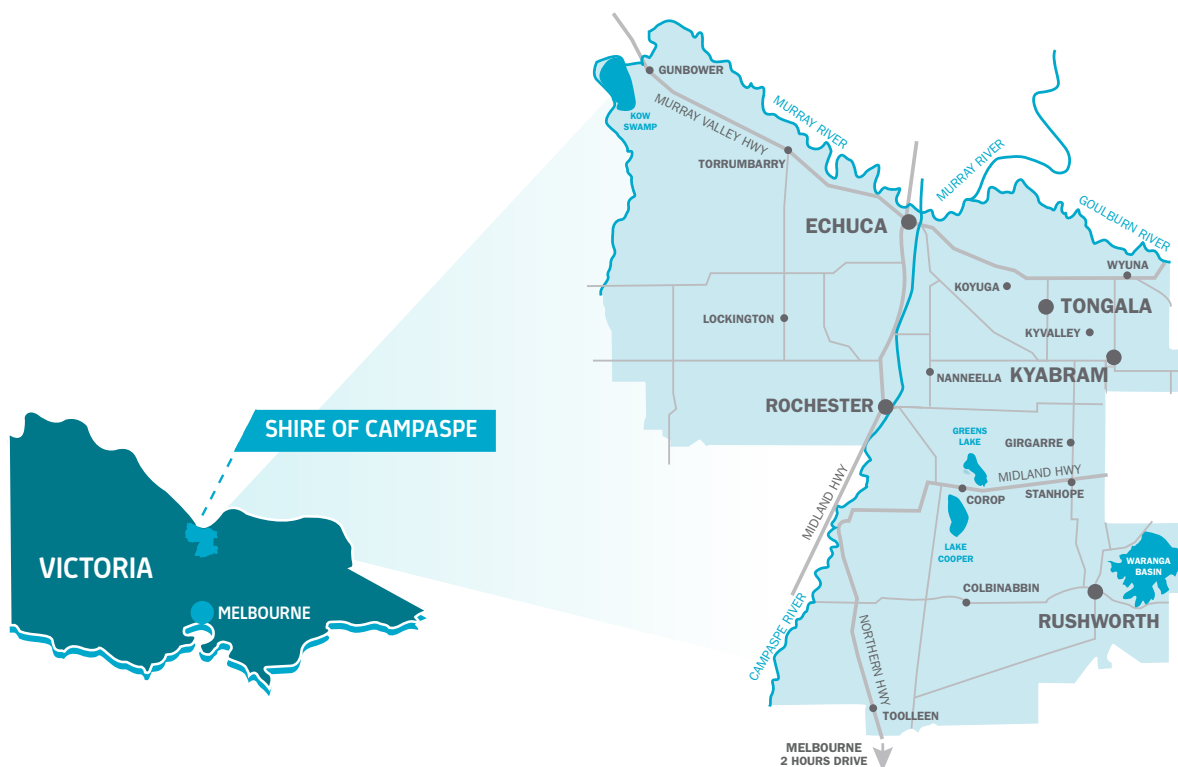
The shire encompasses a total land area of over 4,500 square kilometres.

OUR STRENGTHS AND COMPETITIVE ADVANTAGES

The Shire of Campaspe benefits from its location at the heart of northern Victoria, with strong connections to Bendigo and Melbourne to the south, Shepparton and the Goulburn Valley to the east, and the expansive Riverina and Mallee agricultural regions to the north and west.

Alongside agriculture and manufacturing, the tourism and service sectors help drive a strong and diverse economy. High employment levels in the health and aged care sectors along with high rates of volunteering and community participation reflect the many opportunities of our ageing population.

The warm climate and healthy natural environment foster a friendly, supportive community spirit.





OUR CHALLENGES

While the population is growing overall, population decline in smaller communities will continue to pose a challenge to the effective delivery of services and equitable distribution of infrastructure.

Water security for the agricultural sector remains a key area of uncertainty, in particular future access to water in a changing climate and potentially higher water prices impacting on competitiveness.

As business and services continue to transition online, poor bandwidths pose a particular challenge to local businesses and residents alike. The region experiences some of the slowest internet speeds in the state. The current NBN roll-out and mobile access is uneven across the shire.

Some other key areas of challenge include:

- › High costs of inputs for industry (energy and water)
- › Renewal of community facilities
- › An ageing population
- › Engagement of young people
- › Substance abuse issues
- › Family violence
- › Availability of tertiary education and training opportunities
- › Cross-border impacts on the community and business

These challenges are not unique to Campaspe and are faced by many other rural communities.

Council is also very mindful of financial constraints – including reduced funding from other levels of government, and capped rates.

This will require council to maintain its focus on identifying operational efficiencies. Responsible decision-making will be critical and a set of financial principles (outlined in this Council Plan) has been developed to guide our decision making.

SOME FACTS ABOUT US...

WE ARE GROWING



In 2015, the estimated residential population was 36,747 (ABS, 2015) and is expected to grow to almost 43,000 by 2036.

WE WORK IN A VARIETY OF INDUSTRIES



Approximately 40% of Campaspe's employed residents work in manufacturing, agriculture or health care. Many others work in tourism related industries, such as food services, accommodation and retail trade.

WE ARE BECOMING OLDER AND YOUNGER



Compared to regional Victoria we have a higher population of both older people and younger people. This trend is expected to grow, with progressively **less working age residents** in the municipality.

WE ARE RELATIVELY HOMOGENOUS



Almost 90% of residents have Australian, English, Irish or Scottish heritage and 93.3% only speak English. However, non-European migration to the area is an emerging trend.

WE HAVE A LARGE ABORIGINAL POPULATION



2.3% of our residents are Aboriginal, compared to only 0.7% in Victoria and 1.5% in regional Victoria. In some towns we have an even higher percentage of Aboriginal residents.

WE HAVE LOWER EDUCATION LEVELS



As a population we have lower levels of education than the rest of regional Victoria and only 47.2% of residents hold a qualification of some sort (compared to 51.6% for regional Victoria).

WE HAVE LOWER INCOME LEVELS



In 2011 our median weekly income was only \$886, compared to \$945 for regional Victoria (and \$1,242 for Australia). However, median income levels vary significantly across the municipality.



OUR PRIORITIES

Recognising ‘our strengths and competitive advantages’ and ‘our challenges’ our top priorities for the next four-years are:

- Increased communication and community engagement with our community
- Increased advocacy on issues that impact our community
- Building strong partnerships with and for the benefit our community
- Reviewing the services we provide to ensure that they meet the current and future needs of our community
- Ensuring sound financial management
- Developing and supporting multi use infrastructure

HEALTH AND WELLBEING

HEALTHIER CAMPASPE

Health services working across the Shire of Campaspe have recognised that individually they have varied capacity and capability, to address the community's various needs.

In an effort to improve community health and wellbeing, Echuca Regional Health, Njernda Aboriginal Corporation, Kyabram and District Health Service, Rochester and Elmore District Health Service, Bendigo Health, Goulburn Valley Health, Murray Primary Health Network, Campaspe Primary Care Partnership and Campaspe Shire Council have established a partnership known as 'Healthier Campaspe'.

PARTNERSHIPS

The partnership aims to improve coordination and integration of services by providing evidence based actions for each of the key priority areas.

The project partners all recognise the importance of planning and investing in ways that:

- › enhance the connections and integration of services to the community
- › align efforts to a shared understanding of health needs and priorities of people living within the Shire of Campaspe
- › explores opportunities to strengthen health service integration and to initiate strategies that target health needs and priorities for people living within the Shire of Campaspe

HEALTH ISSUES WE ARE FACING...

WE HAVE A HIGH PERCENTAGE OF CURRENT SMOKERS



In 2014 approximately 22% our community smoked compared to the Victorian average of 13%. Of those Campaspe residents that smoke approximately 20% did so daily compared to the Victorian average of 9%.

WE CONSUME LESS FRUIT AND VEGETABLES



In 2014 approximately 60% of our community did not meet fruit and vegetable consumption guidelines compared to the Victorian average of 49%.

WE CONSUME TAKE-AWAY MEALS AND SNACKS MORE FREQUENTLY



In 2014 almost 80% of residents consumed between 1 and 3 take-away meals a week compared to the Victorian average of 71%.

WE CONSUME LARGE AMOUNTS OF SUGAR SWEETENED SOFT DRINK



In 2014 almost 18% of residents consumed sugar-sweetened soft drink daily compared to the Victorian average of 11%.

WE ARE MORE OBESE



In 2014 almost 33% of residents were categorised as obese according to their BMI compared to the Victorian average of 19%.

WE CONSUME ALCOHOL REGULARLY AND EXCESSIVELY



In 2014 almost 66% of residents had a lifetime risk of alcohol related harm due to regular, excessive consumption compared to the Victorian average of 59%.

WE HAVE A HIGHER PREVALENCE OF CANCER



In 2014 the lifetime prevalence of self-reported doctor-diagnosed cancer was 10.2% for compared to the Victorian average of 7.4%.



PRIORITY ISSUES

Five key health priorities are being targeted under the Healthier Campaspe initiative.

The priority areas were selected as they were shown to be a significant issue in local health and wellbeing data and pose a significant impact on local health services and communities.

CANCER (LEAD AGENCY: ECHUCA REGIONAL HEALTH)

- › Cancer and the causes are not fully understood. However, some risk factors place individuals at a greater risk, including; tobacco smoking, alcohol consumption, overweight and obesity, physical inactivity, UV radiation, and family history and genetic susceptibility.

DIABETES (LEAD AGENCY: KYABRAM AND DISTRICT HEALTH SERVICE)

- › Diabetes is the fastest growing chronic disease in Australia affecting around 1.7 million Australians. Diabetes can be managed but the potential complications are the same for type 1 and type 2 diabetes including heart attack, stroke, kidney disease, limb amputation, depression, anxiety and blindness.

DRUG & ALCOHOL (LEAD AGENCY: CAMPASPE SHIRE COUNCIL)

- › Drug and alcohol causes significant public health issues, including respiratory illnesses caused by smoking, liver disease from harmful alcohol consumption and overdose from illicit drug use.

MENTAL HEALTH (LEAD AGENCY: CAMPASPE PRIMARY CARE PARTNERSHIP)

- › Mental health constitutes 10% of the global burden of disease, with 1 in 5 Australians experiencing a mental health disorder in their lifetime. Mental health is a National Health Priority Area.

OBESITY (LEAD AGENCY: ROCHESTER AND ELMORE DISTRICT HEALTH SERVICE)

- › Obesity is a major risk factor for cardiovascular disease, Type 2 diabetes, some musculoskeletal conditions and some cancers. As the level of excess weight increases, so does the risk of developing these conditions. In addition, being overweight can hamper the ability to control or manage chronic disorders.

EXPECTED OUTCOMES

The partnership through the implementation of this work is aiming to enable communities to increase control over, and to improve, their health and the health of the people they care for through building knowledge, skills and understanding.

Building the communities knowledge means promoting health and preventing ill-health so people are better able to recognise when they need to take preventative action, like when to get immunised or when to seek help. Increased knowledge allows people to change lifestyles which can impact on the social, economic and environmental conditions that determine health.

However when people become ill we need to treat them as effectively as possible. This means services should not only be effective, but also affordable to society and accessible. Improved service delivery and accessibility of services by the community are also key outcomes of the partnership for each health priority area. Improvements in these areas will in turn reduce avoidable hospital admissions, and the pressure that is in turn created on regional partners such as Bendigo Health and Goulburn Valley Health.

FAMILY VIOLENCE

Family violence is a significant issue within our community. In September 2016, the rate of family incidents of 1,889 (per 100,000) was significantly higher than the state average of 1,302 (per 100,000). Between September 2015 and September 2016, the rate of family incidents in our community increased by 24.6%, compared to a 6.8% increase across Victoria.

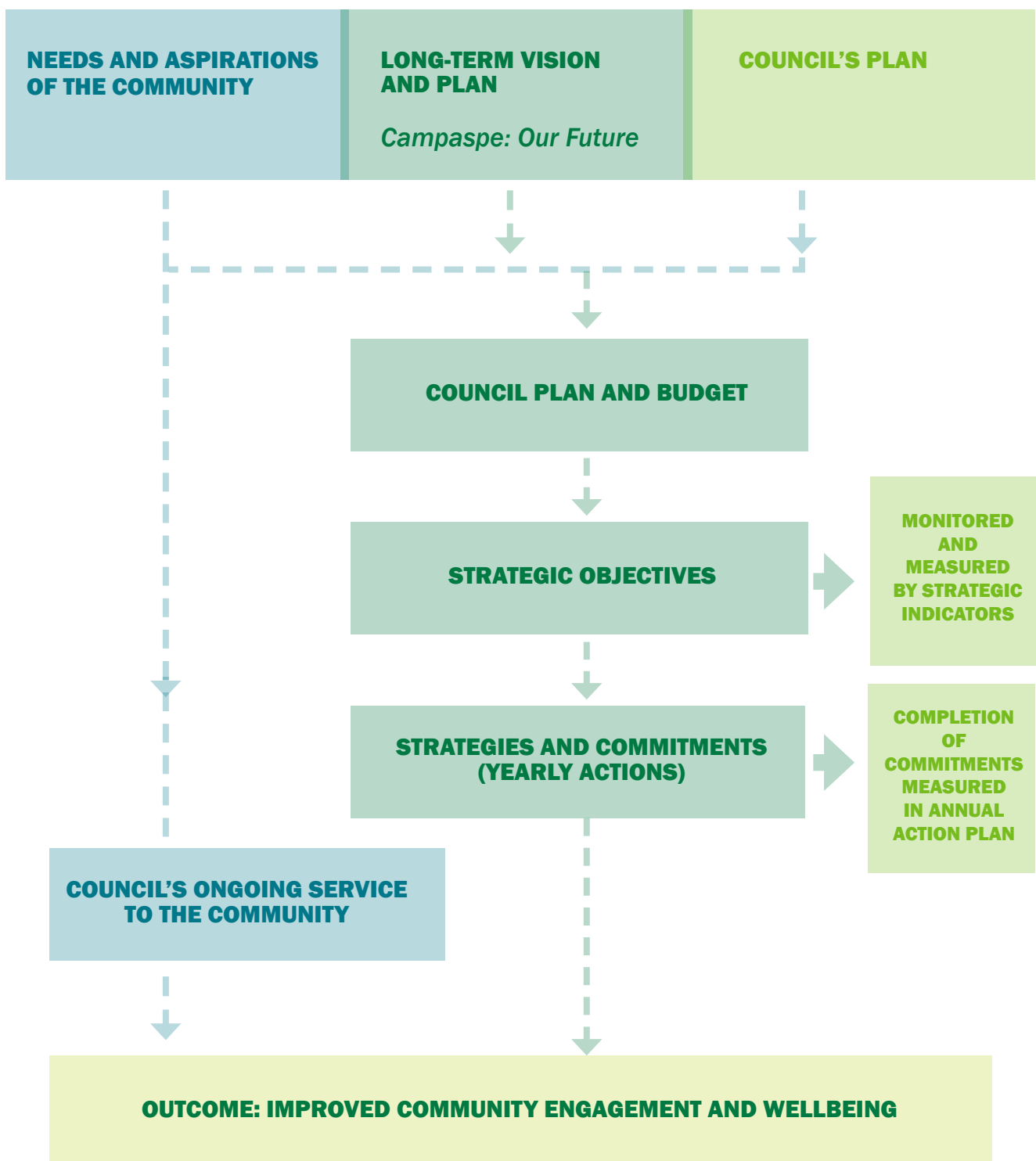
In response council has taken a lead role on the issue through:

- › Obtaining workplace accreditation as part of White Ribbon Australia program
- › Hosting annual White Ribbon Day events and activities to raise community awareness
- › Advocating for increased service provision to support family violence response
- › Supporting partnerships through the Campaspe family violence Executive Committee
- › Advocating for improved facilities at Echuca Magistrates Court to support victims of family violence

Council is not a family violence response agency. But we partner, participate in initiatives, and advocate on behalf of our community for services, programs and supports to increase community awareness, early intervention, crisis response to reduce the incidents of violence within our community.



OUR PLANNING FRAMEWORK



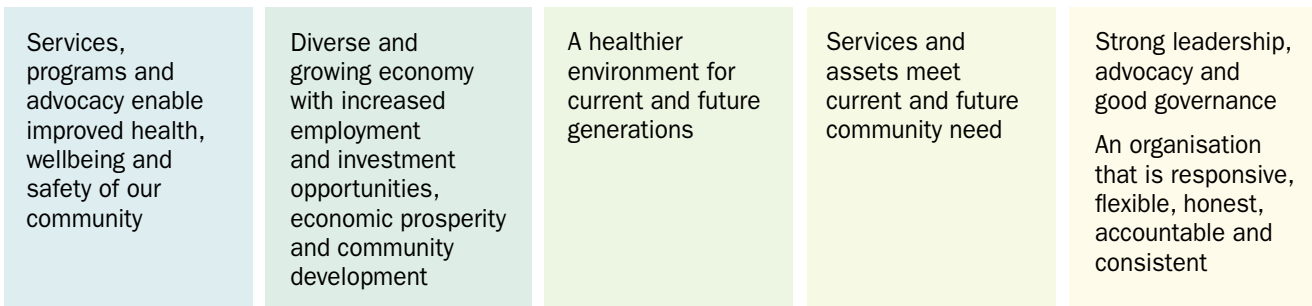
PLAN OVERVIEW

The Plan outlines the way we will achieve our goals for the four-year council term. The Annual Action Plan for each year details actions to be taken in each financial year of the four-year term. The following diagram, shows how the various parts of the plan fit together.

THE FIVE THEMES OF THE COUNCIL PLAN WILL GUIDE SERVICE DELIVERY THROUGH THE NEXT FOUR YEARS



EACH THEME IS SUPPORTED BY STRATEGIC OBJECTIVES (DESIRED OUTCOME)



EACH STRATEGIC OBJECTIVE INCLUDES A NUMBER OF STRATEGIES FOR ACTION (HOW WE WILL ACHIEVE THESE OUTCOMES)



OUR DELIVERY

In working towards the long-term vision, council engages in five ways:

LEAD

A key responsibility for council is to attract projects and lead project delivery as well as lead and deliver key community services. Nearly 80% of our staff are employed in direct service delivery. We work hard and smart to deliver services in a way that balances quality and cost, whilst understanding that we need to continue to engage with our community to better understand the services that are needed.

PARTNER

A large part of our work is achieved through partnering with other agencies, government departments, businesses, industry bodies and the community. We partner to find solutions to challenges we face and plan for the future together.

Partnering also helps us to use ratepayers' money more efficiently.

We believe that the best partnerships occur when we engage with a wide range of stakeholders, looking for common ground and joint outcomes that we can combine resources to work towards.

ADVOCATE

An important role for council is to step forward to speak out on issues that matter.

There are many ways in which we represent our community on issues that matter, including communicating directly to government, other agencies or stakeholders and participating in industry forums and speaking at conferences. Council's priority advocacy issues are outlined in the Campaspe Advocacy Priorities 2016-2018.

SUPPORT

Supporting others to achieve outcomes by way of letter, in-kind support or additional resourcing is one of the ways council is able to assist our community without direct hand on involvement.

FACILITATE

Building the capacity of others (community groups, business groups, government agencies, etc), and bringing parties together to find their own acceptable solutions with the responsibility for action and ownership of outcomes remaining with the community groups, business groups or agencies.



COMMUNITY VISION

This Council Plan is a four year plan to help council achieve the long-term vision for the Campaspe Shire as outlined in the Strategic Community Plan, *Campaspe: Our Future*.

Developed in 2015, *Campaspe: Our Future*, presents the community's vision for the future: *We want to be strong, supportive, vibrant and sustainable*. Five key principles underpin the community vision and spell out in more detail the elements that will help to deliver on the vision. The five principles identified in the strategy are as follows:

HEALTHY ENVIRONMENT

Protection of our natural environment and delivery of programs and services to support a connected and healthy community

LAND USE

Sustainable use of land, which encourages population growth whilst ensuring the viability of farming and industry, and development which consolidates and respects the historical built environment

COMMUNITY FACILITIES

Establish and maintain community facilities that are appropriate to the needs of communities

BUSINESS GROWTH

Foster a business-friendly environment that encourages business growth and innovation to support local jobs and a diverse economy

ACCOUNTABILITY

Model responsible council decision-making, underpinned by strategic planning and community input.

The principles articulate what needs to be done to protect the things the community values and how the vision can be achieved. These five principles will be used by council to inform its strategic decision-making and whenever it develops or reviews strategic and operational plans.



OUR STRATEGIC FRAMEWORK

Council has identified five strategic objectives to describe what we are working towards and how we achieve our goals for the four-year council term. An annual Action Plan details actions to be taken in each financial year of the four-year term to achieve these objectives.





STRONG AND ENGAGED COMMUNITIES

STRATEGIC OBJECTIVE <i>(Desired outcome)</i>	STRATEGIES <i>(How we will achieve these outcomes)</i>
<p>Services, programs and advocacy enable improved health, wellbeing and safety of our community</p>	<p>STRATEGY 1 Foster community partnerships and support other agencies in the delivery of services</p> <hr/> <p>STRATEGY 2 Build strong, healthy and vibrant communities through innovation and implementing best practice in service delivery for our diverse community</p> <hr/> <p>STRATEGY 3 Enable residents to be active and engaged in their community and support participation in artistic, cultural, sporting, and leisure opportunities</p>



RESILIENT ECONOMY

STRATEGIC OBJECTIVE <i>(Desired outcome)</i>	STRATEGIES <i>(How we will achieve these outcomes)</i>
<p>Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development</p>	<p>STRATEGY 1 Facilitate and enable local enterprise, support existing businesses and develop stronger business networks</p> <hr/> <p>STRATEGY 2 Promote Campaspe’s competitive advantages to attract new investment and maximise economic growth</p> <hr/> <p>STRATEGY 3 Support and develop Campaspe’s tourism opportunities</p> <hr/> <p>STRATEGY 4 Work in partnership with industry, education providers and community to address skills for the future, lifelong learning opportunities and skills shortage gaps</p>



HEALTHY ENVIRONMENT

STRATEGIC OBJECTIVE <i>(Desired outcome)</i>	STRATEGIES <i>(How we will achieve these outcomes)</i>
A healthier environment for current and future generations	STRATEGY 1 Strategically plan for future growth areas and existing communities while respecting our natural, built, social and economic environments
	STRATEGY 2 Promote resource minimisation and recovery through innovative environmental practice
	STRATEGY 3 Adopt, support and promote sustainable and affordable energy options
	STRATEGY 4 Support the community, business and industry to respond to the impacts of a changing climate
	STRATEGY 5 Develop partnerships to ensure a healthy natural environment



BALANCED SERVICES AND INFRASTRUCTURE

STRATEGIC OBJECTIVE <i>(Desired outcome)</i>	STRATEGIES <i>(How we will achieve these outcomes)</i>
Services and assets meet current and future community need	STRATEGY 1 Manage and maintain assets to optimise their lifecycle considering social, economic and environmental sustainability
	STRATEGY 2 Plan and advocate for services and infrastructure to meet community need
	STRATEGY 3 Maximise access and usage of assets through innovative design and partnership initiatives
	STRATEGY 4 Relinquish services and assets that no longer meet community need



RESPONSIBLE MANAGEMENT

STRATEGIC OBJECTIVE <i>(Desired outcome)</i>	STRATEGIES <i>(How we will achieve these outcomes)</i>
<p>Strong leadership, advocacy and good governance</p>	<p>STRATEGY 1 Consult and engage with all sectors of the community to determine their priorities and support council decision making</p>
<p>An organisation that is responsive, flexible, honest, accountable and consistent</p>	<p>STRATEGY 2 Advocate for infrastructure and services where another level of government has responsibility, such as road and transport issues</p>
	<p>STRATEGY 3 Strengthen relationships and partnerships to maximise service and infrastructure opportunities, deliver joint initiatives, and leverage external funding</p>
	<p>STRATEGY 4 Enable the delivery of services, facilities and programs to the community through sound corporate governance and fiscal responsibility</p>
	<p>STRATEGY 5 Foster an organisational culture that promotes staff development, recognises achievements and celebrates successes</p>
	<p>STRATEGY 6 Foster a customer centered approach</p>

STRATEGIC INDICATORS

Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators

STRATEGIC INDICATORS



STRONG AND ENGAGED COMMUNITIES

STRATEGIC OBJECTIVE:

Services, programs and advocacy enable improved health, wellbeing and safety of our community

PERFORMANCE MEASURE	SOURCE	CONTEXT	2017-18 TARGET	DEPARTMENT
Community satisfaction with consultation and engagement	Victorian Local Government Community Satisfaction Survey	The 2016 actual index score was 50	>50	Corporate Strategy
Percentage of children fully vaccinated at 12-15 months, 24-27 months and 60-63 months	Department of Health and Human Services	The 2015-16 actual at: > 12-15 months 96.58% > 24-27 months 93.44% > 60-63 months 92.86%	>93% across all 3 age groups	Public Environments
Percentage of the population that reported their health as excellent or very good	Victorian Population Health Survey	The 2014 result was 34.2%	>34%	Community Care
Percentage of the population that reported being very satisfied or satisfied with life	Victorian Population Health Survey	The 2014 result was 92.2%	>92%	Community Care
* Perception of safety whilst walking alone at night	VicHealth Indicator Survey	The 2015 result was 54.7%	>55%	Corporate Strategy

* Note: these measures will be reported four yearly and are derived from the VicHealth Indicators Survey which focuses on the social determinants of health.



RESILIENT ECONOMY

STRATEGIC OBJECTIVE:

Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development

PERFORMANCE MEASURE	SOURCE	CONTEXT	2017-18 TARGET	DEPARTMENT
Value of non-residential building approvals	Campaspe id. Economic profile indicators	The 2015-16 actual was \$47m. The 2014-15 actual was \$26m Average trend across last 15 years to 2015 is increasing by approx. \$2.7m per year	>\$25m	Planning & Building
Unemployment rate	Campaspe id. Economic profile indicators	The June 2016 Quarter actual was 4.24%	<4.5%	Economic Development
Average visitor spend per trip	RemPlan Economic Profile Visitor Expenditure	Domestic Day \$112 Domestic Overnight \$343 International \$636	Domestic Day >\$112 Domestic Overnight >\$343 International >\$636	Economic Development
Average visitor stay	RemPlan Economic Profile Visitor Expenditure	Domestic Overnight 3 nights International 15 nights	Domestic Overnight >3 nights International >15 nights	Economic Development
* Value of gross regional product	Campaspe id. Economic profile indicators	The 2014-15 actual was \$1,588m Average trend across last 9 years to 2015 is decreasing by approx. \$20m per year	>\$1,500m	Economic Development
* Number of local jobs	Campaspe id. Economic profile indicators	The 2014-15 actual was 15,774	>15,500	Economic Development
* Number of employed residents	Campaspe id. Economic profile indicators	The 2014-15 actual was 16,917 The average trend across last 9 years to 2015 is remaining stable	>17,000	Economic Development

* Note: these measures will be reported five yearly and are derived from the ABS Labour Force survey and Australian National Accounts: National Income, Expenditure and Product reported through the National Institute of Economic and Industry Research.



HEALTHY ENVIRONMENT

STRATEGIC OBJECTIVE:

A healthier environment for current and future generations development

PERFORMANCE MEASURE	SOURCE	CONTEXT	2017-18 TARGET	DEPARTMENT
Percentage of planning applications decided within 60 days	Local Government Performance Reporting 'Know Your Council'	The 2015-16 actual score was 85.81%	>90%	Planning & Building
Average time taken to decide on planning applications	Local Government Performance Reporting 'Know Your Council'	The 2015-16 actual score was 42 days	<40 days	Planning & Building
Percentage of kerbside collection waste diverted from landfill	Local Government Performance Reporting 'Know Your Council'	The 2015-16 actual score was 40.57%	>43%	Public Environments
Electricity consumption for all council owned and operated buildings and facilities	Internal – Public Environments Department (Planet Footprint)	2015-16 total electricity consumption 2,304,664 kWh 2015-16 average daily electricity consumption per facility 136.92 kWh	Decrease consumption by 5%	Public Environments
Tonnes of CO2 emissions from electricity and gas used in all council owned and operated buildings and facilities	Internal – Public Environments Department (Planet Footprint)	The 2015-16 actual was 2,760 tCO2	<2,760 tCO2	Public Environments



BALANCED SERVICES AND INFRASTRUCTURE

STRATEGIC OBJECTIVE:

Services and assets meet current and future community need

PERFORMANCE MEASURE	SOURCE	CONTEXT	2017-18 TARGET	DEPARTMENT
Community satisfaction with condition of sealed local roads	Victorian Government Community Satisfaction Survey	The 2016 actual index score was 53	>53	Corporate Strategy
Percentage of sealed local roads maintenance	Local Government Performance Reporting 'Know Your Council'.	The 2015-16 actual score was 99.48%	>99%	Infrastructure Delivery
Percentage of capital projects practically completed at the conclusion of the financial year (based on number of projects).	Internal – Assets Department	The 2015-16 actual was 48%	80%	Program Management
Maturity of council's Asset Management practices and processes using the National Asset Management Assessment Framework	Internal – Assets Department	The 2016 actual was 841	1,000	Assets



RESPONSIBLE MANAGEMENT

STRATEGIC OBJECTIVE:

Strong leadership, advocacy and good governance

An organisation that is responsive, flexible, honest, accountable and consistent

PERFORMANCE MEASURE	SOURCE	CONTEXT	2017-18 TARGET	DEPARTMENT
Community satisfaction with customer service	Victorian Government Community Satisfaction Survey.	The 2016 actual index score was 65	>65	Corporate Strategy
Community satisfaction with decisions made in the interest of the community	Victorian Government Community Satisfaction Survey	The 2016 actual index score was 48	>48	Corporate Strategy
Community satisfaction with overall direction of council	Victorian Government Community Satisfaction Survey	The 2016 actual index score was 40	>40	Corporate Strategy
Community satisfaction with lobbying on behalf of the community (advocacy)	Victorian Government Community Satisfaction Survey	The 2016 actual index score was 50	>50	Corporate Strategy
Compliance measures that are currently in operation	Local Government Performance Reporting 'Know Your Council'	The 2015-16 actual score was 23/24	24/24	Governance
Council decisions made at meetings closed to the public	Local Government Performance Reporting 'Know Your Council'	The 2015-16 actual score was 12.44%	<12%	Governance
Adjusted underlying surplus (or deficit) as a percentage of underlying revenue	Local Government Performance Reporting 'Know Your Council'	The 2015-16 actual score was -7.93%	>0	Finance
Responsiveness to phone calls	Internal – Communications & Public Affairs Department	The 2015-16 actual score was 84.99%	90%	Communications & Public Affairs
Number of Occupational Health & Safety near miss incident reports*	Internal – Human Resources Department	The 2015-16 actual was 137 near miss incident reports of 145	150 near miss incident reports	Human Resources
Risk maturity level	Internal – Governance Department	The 2016-17 actual was 44% of criteria met for "risk managed" maturity level	100% of criteria for "risk managed" maturity level met	Governance

* Note: We are undertaking proactive steps and supporting staff to report all OH&S near miss incidents that occur as we deliver services to the community. As a result we anticipate an increase in the total number of incidents reported.

PERFORMANCE MONITORING AND IMPROVEMENT

Council is committed to continuous improvement through regular performance monitoring. Once plans are developed, performance against these is regularly measured. This includes measuring the achievement of actions included in the various plans as well as performance indicators which assess the effectiveness of the activity.

Council's performance against the Council Plan is openly reported to our community quarterly via progress of activities outlined in the annual Action Plan in the council agenda and in the Annual Report.

Local Government Victoria has also introduced a set of performance indicators for all Victorian councils to provide consistent reporting of performance to the community as part of the newly developed Local Government Performance Reporting Framework. These indicators show council's performance against selected service areas, our financial performance, our governance and management of council and include measures of our long-term sustainability. These results are published on the Know Your Council website and are published in our Annual Report.

Regular performance monitoring allows the organisation to identify areas of improvement.







CAMPASPE SHIRE COUNCIL

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STRATEGIC RESOURCE PLAN 2017-18



OUR PEOPLE

No organisation can deliver services to a community through assets and equipment alone. Our employees are the most valuable resource we have, and we are proud to have committed and professional people working for the community. Therefore we must maintain our commitment to the recruitment and retention of high calibre staff, as well as to the ongoing development of our existing employees.

To deliver the services of council, and achieve the strategic objectives set out in the Council Plan, the structure of the organisation needs to provide the right connections and relationships, as well as allow key areas to receive appropriate resources and focus.

The Campaspe Shire Council has the following structure:



The human resources required by the organisation make a large part of our operating costs.

The valuable contribution that these people make across a broad range of services and across the municipality helps to build a healthier and happier community. Council acknowledges the significant commitment of these many dedicated people.

OUR SERVICES

Every day we deliver service to our community. The services we delivery enable our community to be healthy, connected, prosperous and resilient.

SERVICE	SERVICE DESCRIPTION
AERODROME	Provision of an aerodrome as an economic and visitation driver to meet social needs and medical emergency requirements.
AGED AND DISABILITY SUPPORT	Support services for the aged and people with disability including whole of service coordination and supervision, visiting eligible clients in their homes to discuss and assess their service and support needs, the recruitment and supervision of volunteers delivering meals or undertaking transport of clients and the provision of Veterans Affairs Services on behalf of Loddon Mallee Local Government Aged and Disability Services Consortium.
AQUATIC FACILITIES	Provision of safe swimming and recreation facilities across seven outdoor sites over summer for four months of the year and one indoor multipurpose leisure and aquatic facility for twelve months of the year. Delivering community health, wellbeing, education and social outcomes through commercial and non-commercial programs and activities.
BUILDING APPROVALS & CONTROL	<p>Provide building services to the community including:</p> <ul style="list-style-type: none"> › Building approvals › Safety Awareness reviews on all public, commercial, industrial and accommodation buildings. › Municipal Building Surveyor Report and consent approvals › Illegal building detection and compliance › Place of public entertainment and temporary occupancy permits › Registration, permanent storage and retrieval of all building approval records in the municipality <p>Note: Council must appoint a Municipal Building Surveyor (MBS) under the Act.</p>
BUILDING MAINTENANCE	<ul style="list-style-type: none"> › Maintenance and repair of council owned properties and assets › Programmed maintenance of mechanical, electrical and fire services in accordance with the Essential Services Act and Australian Standards › Annual Essential Services inspections and reporting › Proactive building inspections › Staff accommodation services including fit out works and contractor management › Management of small construction and fit out projects › Participation in site meetings and site visits of large scale council projects to monitor quality and consult on services and finishes.

OUR SERVICES

SERVICE	SERVICE DESCRIPTION
CARAVAN PARKS	Provide managed caravan parks in Echuca and Rochester to support tourism and economic development.
CHILD CARE SERVICES	Provide nationally licensed and regulated child care services to children aged 0-6 years at long day care centres in Echuca and Rochester.
CHSP/HACC - CARE SERVICES	<p>Provision of care support services including:</p> <p>Home care: supporting clients to remain living independently in their home through meal preparation, running errands, paying bills and shopping.</p> <p>Personal care: assisting clients to complete daily tasks that they are unable to do for themselves due to frailty, injury or disability.</p> <p>Respite care: Supporting carers to take a break from the daily responsibilities they face when caring for someone with a disability or frail older people.</p> <p>Planned activities: support people who are frail aged or have a disability to remain socially connected with their community through a range of activities and structured programs.</p> <p>Transport access: provided transport for frail older people and people with disabilities to attend medical appointments.</p>
CHSP/HACC - DELIVERED MEALS	Provision of delivered meals, or meals on wheels, to eligible people with disabilities or those who are frail or aged.
CHSP/HACC - PROPERTY MAINTENANCE	Provision of property maintenance services for community members who are frail, aged or have a disability to keep their homes safe and secure.
CHSP/HACC - SENIOR CITIZENS	Provision of building and asset management services to ensure appropriate facilities are available for use by Senior Citizens groups. Council also provides an annual seniors grants program to eligible groups and organisations to support the delivery of programs and events aimed at increasing the health, wellbeing and social connectedness of older citizens.
COMMUNICATIONS & PUBLIC AFFAIRS	<ul style="list-style-type: none"> › Inform, educate, advocate and connect with the community regarding council activities › Manage civic events › Promote corporate image in a professional and consistent manner › Manage and monitor grant funding (SOC and tied grants received).

SERVICE	SERVICE DESCRIPTION
COMMUNITY DEVELOPMENT	<ul style="list-style-type: none"> ➤ Lead the development and review of community-specific place-based plans, based on a shared understanding of community needs and priorities and establish implementation plans that clearly identify roles and responsibilities for all parties involved in bringing projects outcomes about. ➤ Support and coordinate the integration of the Community Development Program to other council strategic plans, strategies and initiatives, including the creation of appropriate linkages and engagement of key officers.
COMMUNITY PLACES PROJECT SCOPING AND INITIATION	<ul style="list-style-type: none"> ➤ Work with the community early in project planning of community-initiated projects, predominantly relating to new or enhanced standards of community places. ➤ Enable council to make informed decisions about community-initiated projects including assessment of the impacts on council's service levels and long term financial objectives.
COMMUNITY PROGRAMS	<ul style="list-style-type: none"> ➤ Direct service delivery of state government funded projects. ➤ Management of council's proprietary art collection. ➤ Support Community Houses through the provision of council contribution within the terms and conditions of established service agreements. ➤ Support a number of community organisations and groups, within established partner agreements, in the development and delivery of key community programs that align with council objectives. ➤ Implementation of relevant actions in the Municipal Public Health and Wellbeing Plan 2013 – 2017. ➤ Development and implementation of the Access and Inclusion Plan 2015 – 2017.
CONSERVATION	<p>Ensure protection and conservation of native vegetation (including rare and threatened species) on:</p> <ul style="list-style-type: none"> ➤ roadsides ➤ council land ➤ private property. <p>Meet legislative requirements obligations for weed management on council owned and managed land and roadsides. Including the management of noxious weeds on roadsides as prescribed under the Catchment and Land Protection Act.</p> <p>Support Landcare Groups and the community with environmental projects.</p>
CONSTRUCTION	<p>Construction of roads and road related infrastructure including:</p> <ul style="list-style-type: none"> ➤ Road rehabilitation ➤ Drainage construction.

OUR SERVICES

SERVICE	SERVICE DESCRIPTION
CORPORATE STRATEGIC PLANNING	Ensuring that council complies with legislated corporate strategic planning responsibilities and performing an oversight role for the coordinated development of strategic plans and strategies across the various departments of the organisation.
CUSTOMER CONTACT	The first point of contact for customers through a networked call centre, front counter and online from multiple locations, responding, connecting and providing information about council and its services.
DEVELOPMENT ENGINEERING	Provision of council's engineering requirements for development proposals including checking of plans and construction surveillance.
ECHUCA LIVESTOCK EXCHANGE (INCLUDES TRUCK WASH)	<ul style="list-style-type: none"> › Provision of a livestock exchange to facilitate the sale of cattle and horses. › Provision of a truck washing facility servicing heavy vehicles accessing the saleyards and others by agreement.
ECHUCA PADDLESTEAMERS	<p>To promote tourism and contribute to the regional economic environment through:</p> <ul style="list-style-type: none"> › Preserving Campaspe's historic paddlesteamers and enhancing Echuca's reputation as Australia's Paddlesteamer Capital › Provision of paddlesteamer cruises to visitors with educational commentary conveying the historical relevance of paddle steamer contribution to the region and Australia's economy in the late 1800s.
ECONOMIC DEVELOPMENT	<p>To promote economic growth and retail vibrancy across the municipality through activities including:</p> <ul style="list-style-type: none"> › Provision of direction and guidance to small businesses through Small Business Workshops.
EMERGENCY MANAGEMENT	<ul style="list-style-type: none"> › Deliver council's emergency management obligations under the Emergency Management Act 1986, 2013 and Emergency Management Manual Victoria in prevention, preparedness, response and recovery functions. › Deliver council's municipal fire management obligations under the Country Fire Authority Act 1958 and the Emergency Management Manual Victoria.
ENGINEERING DESIGN	<p>Provide engineering services:</p> <ul style="list-style-type: none"> › Engineering designs for civil construction projects relating to council assets in particular roads and drains › Act in the position of Subject Matter Experts (SME), on relevant council projects › Undertaking feature surveys, cost estimating for projects › Overseeing of design consultants' work.

SERVICE	SERVICE DESCRIPTION
ENGINEERING INVESTIGATION	Engineering investigation of issues associated with council infrastructure with a major focus on roads, streets, bridges and drainage. Traffic management for events.
ENVIRONMENTAL HEALTH	<p>To protect, improve and promote public health and wellbeing within the municipal district by:</p> <ul style="list-style-type: none"> › Creating an environment which supports the health of members of the local community and strengthens the capacity of the community and individuals to achieve better health › Initiating, supporting and managing public health planning processes at the local government level › Developing and implementing public health policies and programs within the municipal district e.g. Arbovirus, waste water management, food safety inspections › Developing and enforcing up-to-date public health standards and intervening if the health of people within the municipal district is affected › Facilitating and supporting local agencies whose work has an impact on public health and wellbeing to improve public health and wellbeing in the local community › Coordinating and providing immunisation services to children living or being educated within the municipal district › Ensuring that the municipal district is maintained in a clean and sanitary condition.
ENVIRONMENTAL PROJECTS	Support Landcare Groups and the community with environmental projects.
EXECUTIVE MANAGEMENT SERVICE	<ul style="list-style-type: none"> › Develop and refine the organisation's strategic direction and policy in conjunction with the CEO and councillors. › Implement and deliver the adopted organisation direction and policy through enabling organisational divisions.
FINANCIAL SERVICES	<p>Provide accurate, efficient, timely and effective management, control and development of council's financial services in line with Australian Accounting Standards and the Local Government Act, including:</p> <ul style="list-style-type: none"> › Management of council's rating system including revaluation of properties as required by the Valuation of Lands Act in line with the requirement of the Local Government Act. › Coordination and development of council's Financial Statements, Annual Budget and Long Term Financial Plan. › Accounting (tax, grants, projects) › Accounts payable › Accounts receivable › Fleet management › Procurement – public tendering, procurement and purchasing.

OUR SERVICES

SERVICE	SERVICE DESCRIPTION
GOVERNANCE	<ul style="list-style-type: none"> › Provide accurate, efficient, timely and effective management, control and development of governance services including: <ul style="list-style-type: none"> - council & election expenses - Freedom of Information Act - Local Government Act - coordination of legal advice - policy development. › Management of governance services ensuring compliance with the Acts that control the operations of Local Government in Victoria.
HUMAN RESOURCES	To provide a work place where we have the ability to place the right people, with the skills, in the right jobs at the right time so the organisation can serve our community through building a future that is sustainable and vibrant.
INDOOR SPORTING FACILITIES	Provision of safe indoor sports stadiums that support community groups and clubs structured training, local, regional and state competition in a variety of sports and activities. Spaces also accommodate non-sporting/recreation major events and exhibitions and informal/unstructured physical activities.
INFORMATION COMMUNICATION TECHNOLOGY SERVICES	<p>Facilitate council's business operations through the provision of Information Technology (IT) and communication systems planning, management and support services including:</p> <ul style="list-style-type: none"> › Strategy and policy development › Application management and maintenance › Telecommunications › Business systems analysis › Data and contract management › IT security › Maintenance and general support activities.
INVESTMENT ATTRACTION	<p>Promote economic growth and attract business investment.</p> <p>Develop and grow business and industry across the shire by informing and developing council's strategic direction in facilitating the attraction of new businesses; supporting, guiding and growing existing businesses.</p>
LANDFILL SITE MANAGEMENT	Manage and maintain historical landfill sites to comply with legislative obligations.

SERVICE	SERVICE DESCRIPTION
LIBRARY SERVICES	Library services offers the provision of print, online and audio resources, access to the internet and additional resources through library loans. Many activities and programs are offered including; reading clubs, school holiday activities, IT classes, e-library services and many more.
LITTER BIN COLLECTION	Street and park litter bin collection, waste disposal and infrastructure maintenance to maintain the municipality in a clean and sanitary condition and comply with legislative obligations.
LOCAL LAWS COMMUNITY RANGERS AND ANIMAL SHELTER	To protect the safety and amenity of businesses owners, residents and visitors to the Shire of Campaspe through education and enforcement of Local Laws and the relevant State Government Acts.
MATERNAL AND CHILD HEALTH SERVICES	Support for families in the areas of parenting, health and wellbeing, growth and development through scheduled regular appointments from birth to school age.
MECHANICAL WORKSHOP	Provision of trade and workshop services including service, repair and replacement of council plant and equipment.
MOORING INFRASTRUCTURE	Provision of mooring infrastructure to the Port of Echuca and other commercial and private boat owners.
PARKING	Provision of public car parking with the aim to encourage the turn-over of car parking spaces through the monitoring of time restricted parking bays, issuing of infringements, and maintenance of parking meters (including the collection of coins).
PARKS & GARDENS	<ul style="list-style-type: none"> › Maintain council owned and managed parks and gardens, recreation reserve infrastructure and assets across the Shire of Campaspe in line with adopted policies, procedures and guidelines, including. <ul style="list-style-type: none"> - Garden maintenance - Ground maintenance - Cleaning and servicing of public toilets and BBQ's - Preparation and restoration of public areas prior to and following public events, signage and temporary fencing - Conducting playground maintenance and inspections to Australian Standards - Ground suitability assessments of council managed ovals - Responding to customer service requests › Complete annual electric powerlines tree clearance works in line with the Shire of Campaspe Electric Line Clearance Management Plan › Perform tree inspections and maintenance of trees in urban areas › Perform tree inspections and maintenance of trees located on Crown Lands managed by the Shire of Campaspe.

OUR SERVICES

SERVICE	SERVICE DESCRIPTION
PLANT MANAGEMENT	Provision and management of plant and equipment to ensure fit for purpose.
PORT OF ECHUCA	<ul style="list-style-type: none"> › Underpin the tourism economic value of the municipality through actively attracting visitors to the Port precinct and act as the conduit for other attractions within the region. › Provide interpretive services to visitors and locals through the “Discovery Centre” over the time period 1870 - 1910, showcasing the development of the Port of Echuca and its importance to the region through the themes of Steam, Timber and Paddlesteamers. › Protect and preserve the heritage listed site and wharf for current and future generations.
PRESCHOOLS	Coordination and management of central enrolment process for nine kindergartens across the shire.
PROGRAM MANAGEMENT	<p>Provision of Program Management Office services covering:</p> <ul style="list-style-type: none"> › Capital Works Program Delivery – Capital Works Budget identification and the management of council’s annual Capital Works Program. › Governance – Oversee project management quality, change management and financial governance relating to program and projects. › Project documentation – The implementation and control of council’s project delivery framework and tools.
PROJECT MANAGEMENT	Ensure the efficient, timely and cost effective delivery of the Capital Works Program.
PROPERTY MANAGEMENT	Manage council’s property portfolio including provision of leases, licences and sale of surplus property.
QUARRY OPERATIONS	Production and sales of a range crushed rock products for internal use as road making material and external sales.
RECORDS MANAGEMENT	Manage council records as required under the Public Records Act 1973.
RECREATION DEVELOPMENT AND SUPPORT	Supporting volunteers, clubs and community groups/organisations in the development and management of safe public and recreation spaces along with the development of sustainable community models that support increased formal and informal participation in sport and recreation.

SERVICE	SERVICE DESCRIPTION
ROAD MAINTENANCE	<p>Ensure that roads and road related infrastructure remain fit for purpose and reach their intended design life, through:</p> <ul style="list-style-type: none"> › Road maintenance › Drainage maintenance › Footpath / Shared path maintenance › Road furniture maintenance › Traffic counts › Rural roadside tree maintenance › Manage maintenance works on defect to footpaths and to kerb and channel.
ROAD SERVICES	<ul style="list-style-type: none"> › Ensuring that council complies with legislated road management responsibilities › Setting service standards and acceptable practices for <ul style="list-style-type: none"> - Roads - Bridges - Drainage - Footpaths and shared paths - Car parks - Street lighting - Street furniture - Traffic management infrastructure - Vegetation management › Approving the installation of private infrastructure or non-road related infrastructure eg Christmas decorations, flagpoles › Undertake analysis and provide response to customer enquiries relating to road infrastructure › Special rate and charge schemes › Discontinuance of roads › Governance of road reserve status › Development and management of road and drainage renewal and upgrade programs › Development of policies.

OUR SERVICES

SERVICE	SERVICE DESCRIPTION
SCHOOL CROSSING SUPERVISORS	Provision of school crossing supervisors as a safe means for school aged children and other pedestrians to cross the road at school crossings and pedestrian lights.
SPORTS FACILITIES	Provision of a variety of community places including recreation reserves, play spaces, community spaces and open spaces for formal and informal recreation activities. This service facilitates active and passive recreation for community health, wellbeing and social outcomes.
STATUTORY & STRATEGIC PLANNING	<p>Provision of statutory and strategic planning services, including:</p> <ul style="list-style-type: none"> › Planning scheme amendments › Planning policies and documents › Planning permits › Providing expert information and advice about the Campaspe Planning Scheme and the Victorian Planning System including education and training (eg running Developers Forums) › Planning dispute resolution. › Investigates complaints and illegal planning activity and enforcement of planning permits. › Plan of Subdivision Certification and Statement of Compliance › Representing council at the Administrative Appeals Tribunal (VCAT)
STORE	To provide store supplies to support works delivery.
STRATEGIC ASSET MANAGEMENT	<ul style="list-style-type: none"> › Provide strategic direction to council in the management of its assets › Develop and maintain policies and plans to ensure appropriate ongoing management of assets › Develop the renewal component of the Capital Works Budget › Obtain, create, maintain and update condition and other asset related data across Campaspe's asset stock › Provide information on asset condition to Service Managers for renewal planning purposes and to other Strategic Planning units for longer term strategic planning.
STRATEGIC RECREATION PLANNING	<p>Developing strategic direction for council's recreation, sporting, open spaces and community facilities through an objective and transparent planning process.</p> <p>Determining appropriate service levels that relate to strategic direction.</p> <p>Reviewing and preparing service strategies, provision & distribution plans and infrastructure and services plans.</p>

SERVICE	SERVICE DESCRIPTION
TECHNICAL SERVICES	<ul style="list-style-type: none"> › Ensuring that council complies with legislated Road Management Plan responsibilities › Approving the installation of private infrastructure on road reserves. › Assessment of Higher Mass Limits, B Doubles and Over Dimensional Transport › Allocation of rural road numbers › Approval of works within road reserves › Standpipe water sales › Inspection and maintenance of boat ramps.
TOURISM AND EVENTS SUPPORT	<p>Develop and grow the tourism industry across the shire by informing and developing council's strategic direction for tourism; facilitating the attraction of new tourism businesses; supporting, guiding and growing existing tourism businesses and facilitating the development of events.</p>
TRANSFER STATION & RESOURCE RECOVERY	<p>Provide Resource Recovery Centres offering options for residents to manage their waste and opportunities for recovering resources.</p>
WASTE EDUCATION	<p>Provide focused waste, resource recovery and conservation solutions through information and engagement to affect behaviour change in:</p> <ul style="list-style-type: none"> › Community (including groups and individual householders) › Businesses (including small to large businesses and industry) › Schools (including preschool, primary and secondary) › Council staff, councillors and contractors › Visitors to the shire. <p>Meet legislative requirements obligations for waste management on council owned and managed land and infrastructure.</p> <p>Assist council to increase, and educate for, sustainability in our projects.</p> <p>Educate community groups, businesses and schools by assisting with environmental projects.</p>
WASTE MANAGEMENT - KERBSIDE WASTE, RECYCLING AND GARDEN ORGANICS COLLECTIONS	<p>Kerbside waste, recycling and garden organic collections to maintain a clean and sanitary condition and comply with legislative obligations.</p>

OUR FINANCIAL PLANNING PRINCIPLES

- Council to utilise 10 year long term financial planning.
- Council to meet core business obligations prior to allocating additional operating projects.
- Council to maintain commitment to the Asset Renewal Funding Strategy through considering any available additional funds (surplus or savings) to be assigned to the capital renewal budget.
- Council to manage its debt in accordance with established guidelines.
- Council to seek to implement a cost recovery model.
- Council to hold funds for future implementation of Council Plans and Strategies.
- Before approving new or upgrade capital projects or the acquisition of new assets, council will analyse and review social impacts, review service plans, and determine whole of life costs including impacts to the operational budget and long term financial plan.



OUR FINANCES

COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2021

	Forecast	Budget	SRP Projections		
	2016/17 \$000	2017/18 \$000	2018/19 \$000	2019/20 \$000	2020/21 \$000
Revenue from ordinary activities					
Rates income	33,792	34,544	35,234	35,939	36,657
Garbage charge	5,607	5,802	5,976	6,155	6,340
Grants commission	11,078	11,078	11,327	11,582	11,843
Other recurrent grants	3,993	3,533	3,603	3,675	3,749
Non-recurrent grants	4,934	7,593	2,047	2,047	2,047
User fees	16,518	17,572	17,923	18,282	18,648
Interest	842	882	913	945	978
Total revenues	76,763	81,005	77,024	78,626	80,262
Expenses from ordinary activities					
Employee benefits	32,917	33,357	34,273	35,216	36,184
Materials and services	21,785	22,746	23,428	24,131	24,855
Depreciation	17,389	17,400	18,096	18,820	19,573
Finance costs	363	321	689	836	774
Total expenses	72,454	73,824	76,486	79,002	81,386
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	650	650	400	400	400
Surplus/(deficit) for the year	4,959	7,830	938	24	(724)

BALANCE SHEET

For the four years ending 30 June 2021

	Forecast	Budget	SRP Projections		
	2016/17 \$000	2017/18 \$000	2018/19 \$000	2019/20 \$000	2020/21 \$000
Current assets					
Cash and cash equivalents	627	1,323	1,371	1,387	1,407
Trade and other receivables	3,402	3,495	3,590	3,688	3,789
Inventories	785	803	821	840	859
Financial assets	23,500	24,150	24,150	24,150	24,150
Other assets	279	279	279	279	279
Non-current assets classified as held for sale	0	0	0	0	0
Total current assets	28,593	30,050	30,211	30,343	30,484
Non-current assets					
Investment property	11,103	11,103	11,103	11,103	11,103
Financial assets	6,500	6,500	6,500	6,500	6,500
Property, infrastructure, plant and equipment	571,438	591,061	607,503	623,577	637,338
Total non-current assets	589,041	608,664	625,106	641,180	654,941
Total assets	617,634	638,714	655,318	671,523	685,425
Current liabilities					
Trade and other payables	2,632	2,698	2,765	2,835	2,905
Interest-bearing loans and borrowings	1,055	1,217	1,231	1,278	1,278
Provisions	6,672	6,933	7,204	7,487	7,780
Trust funds and deposits	820	795	770	770	770
Total current liabilities	11,179	11,643	11,971	12,370	12,734
Non-current liabilities					
Interest-bearing loans and borrowings	6,517	5,283	6,052	6,773	5,495
Provisions	2,707	2,553	2,446	2,395	2,421
Trust funds and deposits	2	(23)	(48)	(48)	(48)
Total non-current liabilities	9,226	7,813	8,450	9,121	7,868
Total liabilities	20,405	19,456	20,421	21,490	20,602
Net assets	597,228	619,258	634,897	650,033	664,823
Equity					
Accumulated surplus	328,653	336,484	337,422	337,446	336,722
Asset revaluation reserves	268,575	282,773	297,474	312,587	328,101
Total equity	597,228	619,258	634,896	650,033	664,825

STATEMENT OF CHANGES IN EQUITY

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000
2017/18			
Balance at beginning of the financial year	597,228	328,653	268,575
Adjustment on change in accounting policy	-	-	-
Comprehensive result	7,830	7,830	-
Net asset revaluation increment(decrement)	14,198	-	14,198
Balance at end of the financial year	619,258	336,484	282,773
2018/19			
Balance at beginning of the financial year	619,257	336,484	282,773
Comprehensive result	938	938	-
Net asset revaluation increment(decrement)	14,701	-	14,701
Balance at end of the financial year	634,897	337,422	297,474
2019/20			
Balance at beginning of the financial year	634,897	337,422	297,474
Comprehensive result	24	24	-
Net asset revaluation increment(decrement)	15,112	-	15,112
Balance at end of the financial year	650,032	337,445	312,587
2020/21			
Balance at beginning of the financial year	650,032	337,445	312,587
Comprehensive result	(724)	(724)	-
Net asset revaluation increment(decrement)	15,514	-	15,514
Balance at end of the financial year	664,822	336,722	328,101

STATEMENT OF CASH FLOW

For the four years ending 30 June 2021

	Forecast	Budget	SRP Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$000	\$000	\$000	\$000	\$000
Cash flows from operating activities					
Rates and charges	40,272	40,334	41,199	42,082	42,986
User fees and other fines (inclusive of GST)	17,934	19,241	19,624	20,015	20,414
Grants (inclusive of GST)	22,006	24,424	18,675	19,035	19,402
Interest received	1,192	882	913	945	978
Net GST (payment)/refund	(1,257)	(1,700)	(1,144)	(1,142)	(1,139)
Payments to suppliers (inclusive of GST)	(23,912)	(24,968)	(25,717)	(26,488)	(27,284)
Payments to employees	(32,644)	(33,073)	(33,978)	(34,909)	(35,865)
Finance costs	(363)	(321)	(689)	(836)	(774)
Net cash from operating activities	23,227	24,819	18,883	18,703	18,718
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(25,145)	(23,963)	(19,837)	(19,781)	(17,820)
Payments for landfill rehabilitation	(92)	(176)	(131)	(75)	0
Proceeds from sale of property, infrastructure, plant and equipment	0	650	400	400	400
Net cash from investing activities	(25,237)	(23,489)	(19,568)	(19,456)	(17,420)
Cash flows from financing activities					
Repayment of borrowings	(1,024)	(1,084)	(1,217)	(1,231)	(1,278)
Proceeds from borrowings	650	500	2,000	2,000	0
Proceeds/(repayment) of trusts and deposits	(50)	(50)	(50)	0	0
Net cash from financing activities	(424)	(634)	733	769	(1,278)
Net increase/(decrease) in cash and cash equivalents	(2,433)	696	48	15	20
Cash and cash equivalents at start of period	3,061	628	1,324	1,372	1,388
Cash and cash equivalents at end of period	628	1,324	1,372	1,388	1,408

Reconciliation of Surplus (Deficit) and Net Cash Flows from Operating Activities

Surplus/(deficit) for the year	4,959	7,830	938	24	(724)
Depreciation	17,389	17,400	18,096	18,820	19,573
(Profit)/loss on sale of infrastructure, property, plant and equipment	(650)	(650)	(400)	(400)	(400)
Net movement in current assets and liabilities	1,529	239	249	259	269
Net cash inflow (outflow) from operating activities	23,227	24,819	18,883	18,703	18,718

STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2021

Capital Works Areas	Forecast	Budget 2017/18 \$'000	Projections		
	Actual 2016/17 \$'000		2018/19 \$'000	2019/20 \$'000	2020/2021 \$'000
Property	2,284	2,134	2,200	3,192	3,700
Aerodromes: Small Projects	33				
Building improvements	792	769			
Buildings	131	-	2,000	2,992	3,500
Fixtures, Fittings and Furniture	38				
Heritage buildings	551	610			
Heritage buildings: Small Projects	-	53			
Land Improvements	740	702	200	200	200
Plant, equipment and other	3,670	3,825	3,541	4,269	2,716
Computers and Telecommunications: Small Project	-	168			
Computers and Telecommunications	343	123	200	200	200
Heritage Plant and Equipment	289	304			
Library Books	131	139	143	147	150
Plant, Machinery and Equipment	2,907	3,091	3,198	3,922	2,366
Infrastructure	21,184	22,150	17,127	17,345	19,832
Aerodromes: Small Projects	-	165			
Bridges: Small Projects	-	209			
Bridges	421	530	2,000	1,500	2,000
Building improvements	18				
Drainage	1,032	234	1,160	1,150	1,200
Drainage: Small Projects	-	1,289	450	450	450
Footpaths and Cycleways: Small Projects	-	222			
Footpaths and Cycleways	601	80	525	425	425
Other Infrastructure: Small Projects	-	408	370	370	370
Other Infrastructure	766	1,570	370	370	370
Off Street Car Parks: Small Projects	-	179	50	50	50
Parks, Open Space and Streetscapes	2,112	4,544	1,450	1,850	1,850
Parks, Open Space and Streetscapes: Small Projects	-	360			
Plant, Machinery and Equipment	116				
Recreational, Leisure and Community Facilities	3,195	1,028	885	980	1,000
Rec., Leisure and Community Facilities: Small Projects	-	777	250	250	250
Roads	12,448	8,389	9,417	9,850	11,767
Roads: Small Projects	-	1,532			
Waste Management	475	636	200	100	100
GRAND TOTAL CAPITAL WORKS EXPENDITURE	27,139	28,108	22,868	24,806	26,248
REPRESENTED BY:					
New Expenditure	4,275	5,286	1,372	1,488	1,575
Renewal Expenditure	18,642	19,458	19,186	20,812	22,022
Upgrade Expenditure	4,194	3,347	2,287	2,481	2,625
Expansion Expenditure	28	17	23	25	26
GRAND TOTAL CAPITAL WORKS EXPENDITURE	27,139	28,108	22,868	24,806	26,248
Contingency in Capital Works Program		1,817			

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.1 New works Capital Works Program - 17/18	Project Cost	Asset Expenditure Types				Funding Sources		
		New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash
Funds to Reserves	2,430,208	687,000	1,743,208	-	-	-	2,543,718	-
Property	50,000	50,000	-	-	-	-	50,000	-
Other Infrastructure: Small Projects	50,000	50,000	-	-	-	-	50,000	-
Plant, equipment and other	1,408,208	-	1,408,208	-	-	-	1,408,208	-
Plant, Machinery and Equipment	1,408,208	-	1,408,208	-	-	-	1,408,208	-
Asset Renewal Budget Forecast Allocation, Plant & Fleet	1,408,208	-	1,408,208	-	-	-	1,408,208	-
Infrastructure	972,000	637,000	335,000	-	-	-	1,085,510	-
Drainage: Small Projects	250,000	250,000	-	-	-	-	250,000	-
Other Infrastructure: Small Projects	235,000	-	235,000	-	-	-	348,510	-
Rec., Leisure and Community Facilities: Small Projects	100,000	-	100,000	-	-	-	100,000	-
Waste Management	387,000	387,000	-	-	-	-	387,000	-
Waste Strategy Allocation	387,000	387,000	-	-	-	-	387,000	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.1 New works (cont.)

Capital Works Program - 17/18	Project Cost	Asset Expenditure Types			Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
New	117,400	-	117,400	-	-	-	-	117,400	-
Infrastructure	117,400	-	117,400	-	-	-	-	117,400	-
Parks, Open Space and Streetscapes	117,400	-	117,400	-	-	-	-	117,400	-
Renewal	12,468,500	43,500	12,121,475	286,775	16,750	4,093,905	-	8,374,595	-
Property	53,000	-	53,000	-	-	-	-	53,000	-
Heritage buildings: Small Projects	53,000	-	53,000	-	-	-	-	53,000	-
Plant, equipment and other	610,500	-	577,000	16,750	16,750	-	-	610,500	-
Computers and Telecommunications: Small Projects	167,500	-	134,000	16,750	16,750	-	-	167,500	-
Heritage Plant and Equipment	304,000	-	304,000	-	-	-	-	304,000	-
Shire Marine Vessel Works 17/18 Renewal (Alexander Arbutnot, Adelaide, D26 Barge)	304,000	-	304,000	-	-	-	-	304,000	-
Library Books	139,000	-	139,000	-	-	-	-	139,000	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.1 New works (cont.)

Capital Works Program - 17/18	Project Cost	Asset Expenditure Types			Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash	Borrowings
Infrastructure	11,805,000	43,500	11,491,475	270,025	-	4,093,905	-	7,711,095	-
Aerodromes: Small Projects	164,500	-	164,500	-	-	-	-	164,500	-
Bridges: Small Projects	208,500	-	208,500	-	-	-	-	208,500	-
Bridges	400,000	-	400,000	-	-	-	-	400,000	-
Gunbower Fox Island Road Bridge Renewal (17/18 budget allocation)	400,000	-	400,000	-	-	-	-	400,000	-
Drainage: Small Projects	596,500	-	572,975	23,525	-	-	-	596,500	-
Footpaths and Cycleways: Small Projects	222,200	-	211,090	11,110	-	-	-	222,200	-
Other Infrastructure: Small Projects	173,000	-	162,900	10,100	-	-	-	173,000	-
Off Street Car Parks: Small Projects	179,000	-	170,050	8,950	-	-	-	179,000	-
Parks, Open Space and Streetscapes: Small Projects	360,000	-	320,500	39,500	-	-	-	360,000	-
Recreational, Leisure and Community Facilities	435,000	43,500	391,500	-	-	-	-	435,000	-
Echuca EWMAC Air Circulation System Renewal	435,000	43,500	391,500	-	-	-	-	435,000	-
Rec., Leisure and Community Facilities: Small Projects	300,000	-	271,200	22,800	-	-	-	300,000	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.1 New works (cont.)

Capital Works Program - 17/18	Project Cost	Asset Expenditure Types			Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash	Borrowings
Infrastructure	11,805,000	43,500	11,491,475	270,025	-	4,093,905	-	7,711,095	-
Aerodromes: Small Projects	164,500	-	164,500	-	-	-	-	164,500	-
Bridges: Small Projects	208,500	-	208,500	-	-	-	-	208,500	-
Bridges	400,000	-	400,000	-	-	-	-	400,000	-
Gunbower Fox Island Road Bridge Renewal (17/18 budget allocation)	400,000	-	400,000	-	-	-	-	400,000	-
Drainage: Small Projects	596,500	-	572,975	23,525	-	-	-	596,500	-
Footpaths and Cycleways: Small Projects	222,200	-	211,090	11,110	-	-	-	222,200	-
Other Infrastructure: Small Projects	173,000	-	162,900	10,100	-	-	-	173,000	-
Off Street Car Parks: Small Projects	179,000	-	170,050	8,950	-	-	-	179,000	-
Parks, Open Space and Streetscapes: Small Projects	360,000	-	320,500	39,500	-	-	-	360,000	-
Recreational, Leisure and Community Facilities	435,000	43,500	391,500	-	-	-	-	435,000	-
Echuca EWMAC Air Circulation System Renewal	435,000	43,500	391,500	-	-	-	-	435,000	-
Rec., Leisure and Community Facilities: Small Projects	300,000	-	277,200	22,800	-	-	-	300,000	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.1 New works (cont.)

Capital Works Program - 17/18	Project Cost	Asset Expenditure Types				Funding Sources					
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings		
Roads											
Shire Sealed Road Shoulder Resheeting Renewal	7,234,500	-	7,147,050	87,450	-	3,110,500	-	4,124,000	-		
Shire Gravel Road Resheeting Renewal	820,000	-	820,000	-	-	-	-	820,000	-		
Shire Sealed Road Surface Renewal	2,024,000	-	2,024,000	-	-	-	-	2,024,000	-		
Shire Sealed Road Surface Renewal	1,280,000	-	1,280,000	-	-	-	-	1,280,000	-		
Stanhope Geodetic Road Rural Rehabilitation Renewal (North from Blamey Rd St to 800m north of Blamey Rd)	394,000	-	394,000	-	-	394,000	-	-	-		
Kotta Kotta Road Rural Rehabilitation Renewal (3km south of Mt Terrick Rd to 5km south of Mt Terrick Rd)	500,000	-	500,000	-	-	500,000	-	-	-		
Kyabram Rogers Street Kerb and Channel Renewal (Rodney St to Okeefe St Nth side)	484,000	-	459,800	24,200	-	484,000	-	-	-		
Echuca Bolton Street Urban Rehabilitation, Footpath and Kerb & Channel Renewal (Cohuna Echuca Road to Connelly St)	467,500	-	467,500	-	-	467,500	-	-	-		
Echuca Annesley Street Urban Rehabilitation and Kerb & Channel Renewal (McKinlay St to 150m north of McKinlay St)	385,000	-	365,750	19,250	-	385,000	-	-	-		
Kyabram Lake Road Urban Rehabilitation Renewal (Fenaughty St to Pettifer St)	499,000	-	474,050	24,950	-	499,000	-	-	-		
Echuca Civic Avenue Kerb and Channel Renewal (McKenzie St to Haverfield St) Design completed 16/17	381,000	-	361,950	19,050	-	381,000	-	-	-		
Roads: Small Projects	1,531,800	-	1,465,210	66,590	-	983,405	-	548,395	-		

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.1 New works (cont.)

Capital Works Program - 17/18	Project Cost	Asset Expenditure Types			Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
Upgrade	337,800	-	18,000	319,800	-	65,300	-	272,500	-
Property	178,800	-	-	178,800	-	65,300	-	113,500	-
Building improvements	178,800	-	-	178,800	-	65,300	-	113,500	-
Plant, equipment and other	159,000	-	18,000	141,000	-	-	-	159,000	-
Computers and Telecommunications	123,000	-	-	123,000	-	-	-	123,000	-
Plant, Machinery and Equipment	36,000	-	18,000	18,000	-	-	-	36,000	-
Subtotal Works Direct Funded (Ex. Cont.)	15,353,908	730,500	14,000,083	606,575	16,750	4,159,205	-	11,308,213	-
Contingency (Renewal 60%, New/Upgrade 100%)	1,090,670	-	-	-	-	-	-	-	-
Subtotal Contingency in Works Direct Funded	1,090,670	7,830	996,642	84,188	2,010	-	-	1,090,670	-
Grand Total Works Direct Funded	16,444,578	738,330	14,996,725	690,763	18,760	4,159,205	-	12,398,883	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

The following table lists projects planned to be delivered from existing Council cash reserves.

6.1 New works (cont.)

Capital Works Program - Cash Reserve Funded	Project Cost	Asset Expenditure Types				Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
New	807,150	-	-	-	-	200,000	43,000	564,150	-
Property	252,000	-	-	-	-	-	-	252,000	-
Land Improvements	252,000	-	-	-	-	-	-	252,000	-
Echuca Industrial Estate Stage 3 (Design)	252,000	-	-	-	-	-	-	252,000	-
Infrastructure	555,150	-	-	-	-	200,000	43,000	312,150	-
Recreational, Leisure and Community Facilities	388,150	-	-	-	-	100,000	22,000	266,150	-
Rochester Lawn Tennis Club Court and Lights (Grant funded, Council funding from RRR Water Rights Sale - Adopted Strategy Reserve, Budget includes contingency)	388,150	-	-	-	-	100,000	22,000	266,150	-
Rec., Leisure and Community Facilities: Small Projects	167,000	-	-	-	-	100,000	21,000	46,000	-
Rochester Netball Club Lights and Courts (budget includes contingency)	167,000	-	-	-	-	100,000	21,000	46,000	-
Renewal	1,297,840	-	-	-	-	-	-	1,297,840	-
Plant, equipment and other	1,297,840	-	-	-	-	-	-	1,297,840	-
Plant, Machinery and Equipment	1,297,840	-	-	-	-	-	-	1,297,840	-
Plant Replacement - Major Plant Expenditure	963,780	-	-	-	-	-	-	963,780	-
Plant Replacement - Minor Plant Expenditure	40,586	-	-	-	-	-	-	40,586	-
Plant Replacement - Fleet Expenditure	293,474	-	-	-	-	-	-	293,474	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

Capital Works Program - Cash Reserve Funded	Project Cost	Asset Expenditure Types				Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
Upgrade	1,238,500	-	-	-	-	304,400	-	934,100	-
Social Projects	126,000	-	-	-	-	73,400	-	52,600	-
Building improvements	126,000	-	-	-	-	73,400	-	52,600	-
Shire Senior Citizens Centres - Rochester and Echuca (budget includes contingency)	126,000	-	-	-	-	73,400	-	52,600	-
Infrastructure	1,112,500	-	-	-	-	231,000	-	881,500	-
Drainage: Small Projects	442,500	-	-	-	-	-	-	442,500	-
Echuca Sturt Street Urban Drainage Upgrade (Design only)	60,000	-	-	-	-	-	-	60,000	-
Kyabram South Boundary Road Drain Upgrade (Drainage Policy)	113,500	-	-	-	-	-	-	113,500	-
Kyabram Fauna Park Lakes Outlet Valve Upgrade (Drainage policy)	69,000	-	-	-	-	-	-	69,000	-
Drainage Policy Other Works 17/18 (100498,100511)	200,000	-	-	-	-	-	-	200,000	-
Other Infrastructure	260,000	-	-	-	-	80,000	-	180,000	-
DDA Reserve Expenditure Forecast 17/18	100,000	-	-	-	-	-	-	100,000	-
DHHS - DDA Allocation to toilet facility	160,000	-	-	-	-	80,000	-	80,000	-
Rec., Leisure and Community Facilities: Small Projects	210,000	-	-	-	-	151,000	-	59,000	-
Rochester Market Reserve Skate Park and Surrounds Upgrade (budget includes contingency)	210,000	-	-	-	-	151,000	-	59,000	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.1 New works (cont.)

Capital Works Program - Cash Reserve Funded	Project Cost	Asset Expenditure Types				Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
Upgrade	1,238,500	-	-	-	-	304,400	-	934,100	-
Waste Management	200,000	-	-	-	-	-	-	200,000	-
Shire Street Litter Bins 17/18 allocation	100,000	-	-	-	-	-	-	100,000	-
Shire Historic Unlicensed Landfill Risk Assessment and Rehabilitation (17/18 allocation)	100,000	-	-	-	-	-	-	100,000	-
Subtotal Works Reserve Funded (Ex. Cont.)	3,343,490	-	-	-	-	504,400	43,000	2,796,090	-
Contingency (Renewal 60%, New/Upgrade 100%)									
Subtotal Contingency in Reserve Funded	54,500	-	17,250	37,250	-	-	-	54,500	-
Grand Total Works Reserve Funded	3,397,990	829,575	1,809,440	758,975	-	504,400	43,000	2,850,590	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.2 Works carried forward from the 2016/17 year (cont.)

Capital Works Program - 17/18	Project Cost	Asset Expenditure Types			Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
New	4,807,000	3,656,000	-	1,151,000	-	3,300,000	264,333	1,242,667	-
Property	400,000	400,000	-	-	-	-	-	400,000	-
Land Improvements	400,000	400,000	-	-	-	-	-	400,000	-
Kyabram Business Park Development	400,000	400,000	-	-	-	-	-	400,000	-
Plant, equipment and other	80,000	56,000	-	24,000	-	-	-	80,000	-
Plant, Machinery and Equipment	80,000	56,000	-	24,000	-	-	-	80,000	-
Quarry Weighbridge Software & CivilWorks	80,000	56,000	-	24,000	-	-	-	80,000	-
Infrastructure	4,327,000	3,200,000	-	1,127,000	-	3,300,000	264,333	762,667	-
Parks, Open Space and Streetscapes	4,327,000	3,200,000	-	1,127,000	-	3,300,000	264,333	762,667	-
Echuca West Open Space Development	327,000	-	-	327,000	-	-	264,333	62,667	-
Echuca Riverfront Development	4,000,000	3,200,000	-	800,000	-	3,300,000	-	700,000	-
Renewal	3,810,979	-	3,665,819	145,160	-	1,505,000	-	2,305,979	-
Property	1,074,000	-	1,027,600	46,400	-	35,000	-	1,039,000	-
Building Improvements	464,000	-	417,600	46,400	-	-	-	464,000	-
Echuca, Port of Echuca, 52-56 Murray Esplanade Remedial Works	464,000	-	417,600	46,400	-	-	-	464,000	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.2 Works carried forward from the 2016/17 year (cont.)

Capital Works Program - 17/18	Project Cost	Asset Expenditure Types				Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
Heritage buildings	610,000	-	610,000	-	-	35,000	-	575,000	-
Echuca, Shackell's Bond Store Renewal	560,000	-	560,000	-	-	-	-	560,000	-
Echuca, Port of Echuca, Log Slip	50,000	-	50,000	-	-	35,000	-	15,000	-
Plant, equipment and other	269,000	-	269,000	-	-	-	-	269,000	-
Plant, Machinery and Equipment	269,000	-	269,000	-	-	-	-	269,000	-
Plant Replacement - Major Plant Expenditure	269,000	-	269,000	-	-	-	-	269,000	-
Infrastructure	2,467,979	-	2,369,219	98,760	-	1,470,000	-	997,979	-
Bridges	130,000	-	130,000	-	-	-	-	130,000	-
Echuca, Anstruther Street Footbridge Renewal	50,000	-	50,000	-	-	-	-	50,000	-
Gunbower, Fox Island Road Bridge Renewal	80,000	-	80,000	-	-	-	-	80,000	-
Drainage	233,543	-	212,170	21,373	-	-	-	233,543	-
Shire, Rural Road Culvert Renewal Program;; 15/16 and 16/17 program combined	100,000	-	90,000	10,000	-	-	-	100,000	-
Echuca, Law Court Car Park Drainage Pipe Renewal	33,543	-	27,170	6,373	-	-	-	33,543	-
Shire, Urban Drainage Pipe Renewal 16/17	100,000	-	95,000	5,000	-	-	-	100,000	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.2 Works carried forward from the 2016/17 year (cont.)

Capital Works Program -17/18	Project Cost	Asset Expenditure Types			Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash	Borrowings
Footpaths and Cycleways	80,000	-	76,000	4,000	-	-	-	80,000	-
Shire, Footpath Programmed Renewal	80,000	-	76,000	4,000	-	-	-	80,000	-
Other Infrastructure	1,170,000	-	1,170,000	-	-	-	-	-	-
Echuca Wharf Flood Recovery	1,050,000	-	1,050,000	-	-	-	-	-	-
Echuca Radcliffe St Flood Recovery	120,000	-	120,000	-	-	-	-	-	-
Parks, Open Space and Streetscapes	100,000	-	100,000	-	-	-	-	100,000	-
Hopwood Gardens Play Space Development	100,000	-	100,000	-	-	-	-	100,000	-
Recreational, Leisure and Community Facilities	204,436	-	163,549	40,887	-	-	-	204,436	-
Girgarre, Recreation Reserve Tennis and Netball Courts Renewal	204,436	-	163,549	40,887	-	-	-	204,436	-
Roads	550,000	-	517,500	32,500	-	-	-	300,000	-
Echuca Goulburn Road Intersections upgrade and road rehabilitation from Bowen Street to Sutton Street	250,000	-	217,500	32,500	-	-	-	250,000	-
Shire Flood Recovery Resheeting Works	300,000	-	300,000	-	-	-	-	-	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

6.2 Works carried forward from the 2016/17 year (cont.)

Capital Works Program -17/18	Project Cost	Asset Expenditure Types				Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
Upgrade	793,000	70,000	-	723,000	-	305,000	20,000	468,000	-
Infrastructure	793,000	70,000	-	723,000	-	305,000	20,000	468,000	-
Other Infrastructure Rochester Flood Management Plan, Functional, design and feasibility options Goulburn-Murray Irrigation District Study (Design only project)	140,000 70,000 70,000	70,000 70,000 -	- - -	70,000 - 70,000	- - -	45,000 - 45,000	20,000 - 20,000	75,000 70,000 5,000	- - -
Roads	604,000	-	-	604,000	-	260,000	-	344,000	-
Kyabram Bradley Street Blackspot Upgrade	10,000	-	-	10,000	-	10,000	-	-	-
Roads New & Upgrade Projects (CFW)	594,000	-	-	594,000	-	250,000	-	344,000	-
Waste Management Shire, Historic Unlicensed Landfill Risk Assessment and Rehabilitation.	49,000 49,000	- -	- -	49,000 49,000	- -	- -	- -	49,000 49,000	- -
Subtotal Works Carried FWD (Ex. Cont.)	9,410,979	3,726,000	3,665,819	2,019,160	-	5,110,000	284,333	4,016,646	-
Contingency (Renewal 60%, New/Upgrade 100%)									
Subtotal Contingency in CFW	672,209	49,350	420,711	202,147	-	-	-	672,209	-
Grand Total Works CFW	10,083,188	3,775,350	4,086,530	2,221,307	-	5,110,000	284,333	4,688,855	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

Capital Works Areas	2018/19 \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property	2,200	450	3,627	100	23	-	-	2,200	-
Buildings	2,000	250	1,627	100	23	-	-	2,000	-
Land Improvements	200	200	-	-	-	-	-	200	-
Plant, equipment and other	3,541	-	3,541	-	-	-	-	3,541	-
Computers and Telecommunications	200	-	200	-	-	-	-	200	-
Library Books	143	-	143	-	-	-	-	143	-
Plant, Machinery and Equipment	3,198	-	3,198	-	-	-	-	3,198	-
Infrastructure	17,127	922	29,455	2,187	-	2,046	-	24,498	-
Bridges	2,000	300	1,500	200	-	-	-	2,000	-
Drainage	1,160	-	960	200	-	-	-	1,160	-
Drainage: Small Projects	450	300	135	15	-	-	-	450	-
Footpaths and Cycleways	525	-	375	150	-	-	-	525	-
Other Infrastructure: Small Projects	370	-	370	-	-	-	-	370	-
Other Infrastructure	370	-	370	-	-	-	-	370	-
Off Street Car Parks	50	-	50	-	-	-	-	50	-
Parks, Open Space and Streetscapes	1,450	222	728	500	-	-	-	1,450	-
Recreational, Leisure and Community Facilities	885	-	685	200	-	-	-	885	-
Rec., Leisure and Community Facilities: Small Projects	250	-	250	-	-	-	-	250	-
Roads	9,417	-	8,595	822	-	2,046	-	7,371	-
Waste Management	200	100	-	100	-	-	-	200	-
Subtotal Works Direct Funded (Ex. Cont.)	22,868	1,372	19,186	2,287	23	2,046	-	20,822	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

Capital Works Areas	2019/20 \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property	3,192	550	5,009	600	25	-	-	3,192	-
Buildings	2,992	350	2,017	600	25	-	-	2,992	-
Land Improvements	200	200	-	-	-	-	-	200	-
Plant, equipment and other	4,269	-	4,269	-	-	-	-	4,269	-
Computers and Telecommunications	200	-	200	-	-	-	-	200	-
Library Books	147	-	147	-	-	-	-	147	-
Plant, Machinery and Equipment	3,922	-	3,922	-	-	-	-	3,922	-
Infrastructure	17,345	938	29,856	1,881	-	2,046	-	25,149	-
Bridges	1,500	150	1,000	350	-	-	-	1,500	-
Drainage	1,150	100	1,050	-	-	-	-	1,150	-
Drainage: Small Projects	450	300	135	15	-	-	-	450	-
Footpaths and Cycleways	425	-	425	-	-	-	-	425	-
Other Infrastructure: Small Projects	370	-	370	-	-	-	-	370	-
Other Infrastructure	370	-	370	-	-	-	-	370	-
Off Street Car Parks	50	-	50	-	-	-	-	50	-
Parks, Open Space and Streetscapes	1,850	100	1,350	400	-	-	-	1,850	-
Recreational, Leisure and Community Facilities	980	-	780	200	-	-	-	980	-
Rec., Leisure and Community Facilities: Small Projects	250	-	250	-	-	-	-	250	-
Roads	9,850	188	8,746	916	-	2,046	-	7,804	-
Waste Management	100	100	-	-	-	-	-	100	-
Subtotal Works Direct Funded (Ex. Cont.)	24,806	1,488	20,812	2,481	25	2,046	-	22,760	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the four years ending 30 June 2021

Capital Works Areas	2020/21	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
Property	3,700	700	6,174	300	26	-	-	3,700	-
Buildings	3,500	500	2,674	300	26	-	-	3,500	-
Land Improvements	200	200	-	-	-	-	-	200	-
Plant, equipment and other	2,716	-	2,716	-	-	-	-	2,716	-
Computers and Telecommunications	200	-	200	-	-	-	-	200	-
Library Books	150	-	150	-	-	-	-	150	-
Plant, Machinery and Equipment	2,366	-	2,366	-	-	-	-	2,366	-
Infrastructure	19,832	875	35,124	2,325	-	2,046	-	29,553	-
Bridges	2,000	300	1,400	300	-	-	-	2,000	-
Drainage	1,200	100	1,100	-	-	-	-	1,200	-
Drainage: Small Projects	450	300	135	15	-	-	-	450	-
Footpaths and Cycleways	425	-	325	100	-	-	-	425	-
Other Infrastructure: Small Projects	370	-	370	-	-	-	-	370	-
Other Infrastructure	370	-	370	-	-	-	-	370	-
Off Street Car Parks	50	-	50	-	-	-	-	50	-
Parks, Open Space and Streetscapes	1,850	75	1,375	400	-	-	-	1,850	-
Recreational, Leisure and Community Facilities	1,000	-	800	200	-	-	-	1,000	-
Rec., Leisure and Community Facilities: Small Projects	250	-	200	50	-	-	-	250	-
Roads	11,767	-	10,507	1,260	-	2,046	-	9,721	-
Waste Management	100	100	-	-	-	-	-	100	-
Subtotal Works Direct Funded (Ex. Cont.)	26,248	1,575	22,022	2,625	26	2,046	-	24,202	-



OUR NON-FINANCIAL RESOURCES

BUDGETED STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs - operating	31,972	32,285	33,178	34,095	35,038
Employee costs - capital	945	1,072	1,096	1,120	1,146
Total staff expenditure	32,917	33,357	34,273	35,216	36,184
Staff numbers	FTE	FTE	FTE	FTE	FTE
Employees	372.98	375.94	375.94	375.94	375.94
Total staff numbers	372.98	375.94	375.94	375.94	375.94

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part Time \$'000
Office of CEO	404	404	-
Corporate Services	6,848	5,791	1,057
Economic and Community Development	958	958	-
Regulatory and Community Services	13,451	9,456	3,995
Infrastructure Services	6,511	6,333	178
Total permanent staff expenditure	28,173	22,943	5,229
Casuals and other expenditure	4,112		
Capitalised Labour costs	1,072		
Total expenditure	33,357		

Department	Budget FTE	Comprises	
		Permanent Full time	Permanent Part Time
Office of CEO	2.00	2	-
Corporate Services	72.67	58.84	13.83
Economic and Community Development	8.00	8.00	-
Regulatory and Community Services	157.55	106.95	50.61
Infrastructure Services	79.58	77.00	2.58
Total permanent staff	319.80	259.79	67.01
Casuals and other	47.14		
Capitalised Labour costs	9		
Total staff	375.94		

SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE

For the four years ending 30 June 2021

Department	Budget	Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Office of CEO				
- Fulltime	384	395	406	417
- Parttime	0	0	0	0
Total Office of CEO	384	395	406	417
Corporate Services				
- Fulltime	5,804	5,964	6,128	6,297
- Parttime	1,007	1,035	1,063	1,092
Total Corporate Services	6,811	6,999	7,191	7,389
Economic and Community Development				
- Fulltime	905	930	956	982
- Parttime	0	-	-	-
Total Economic and Community Development	905	930	956	982
Regulatory and Community Services				
- Fulltime	9,399	9,656	9,922	10,195
- Parttime	3,818	3,923	4,031	4,142
Total Regulatory and Community Services	13,217	13,579	13,953	14,337
Infrastructure Services				
- Fulltime	6,423	6,605	6,793	6,984
- Parttime	165	170	175	180
Total Infrastructure Services	6,588	6,775	6,968	7,164
Total Casuals	4,378	4,499	4,623	4,750
Total operating staff expenditure	32,284	33,177	34,097	35,039
Total Capitalised Labour expenditure	1,072	1,096	1,120	1,146
Total staff expenditure	33,356	34,273	35,216	36,186

SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE

For the four years ending 30 June 2021

Department	Budget	Projections		
	2017/18 FTE	2018/19 FTE	2019/20 FTE	2020/21 FTE
Office of CEO				
- Fulltime	2.00	2.00	2.00	2.00
- Parttime	0.00	0.00	0.00	0.00
Total Office of CEO	2.00	2.00	2.00	2.00
Corporate Services				
- Fulltime	58.84	58.84	58.84	58.84
- Parttime	13.83	13.83	13.83	13.83
Total Corporate Services	72.67	72.67	72.67	72.67
Economic and Community Development				
- Fulltime	8.00	8.00	8.00	8.00
- Parttime	0.00	0.00	0.00	0.00
Total Economic and Community Development	8.00	8.00	8.00	8.00
Regulatory and Community Services				
- Fulltime	106.95	106.95	106.95	106.95
- Parttime	50.61	50.61	50.61	50.61
Total Regulatory and Community Services	157.55	157.56	157.56	157.56
Infrastructure Services				
- Fulltime	86.00	86.00	86.00	86.00
- Parttime	2.58	2.58	2.58	2.58
Total Infrastructure Services	88.58	88.58	88.58	88.58
Total Casuals	47.14	47.14	47.14	47.14
Total staff expenditure	375.94	375.95	375.95	375.95



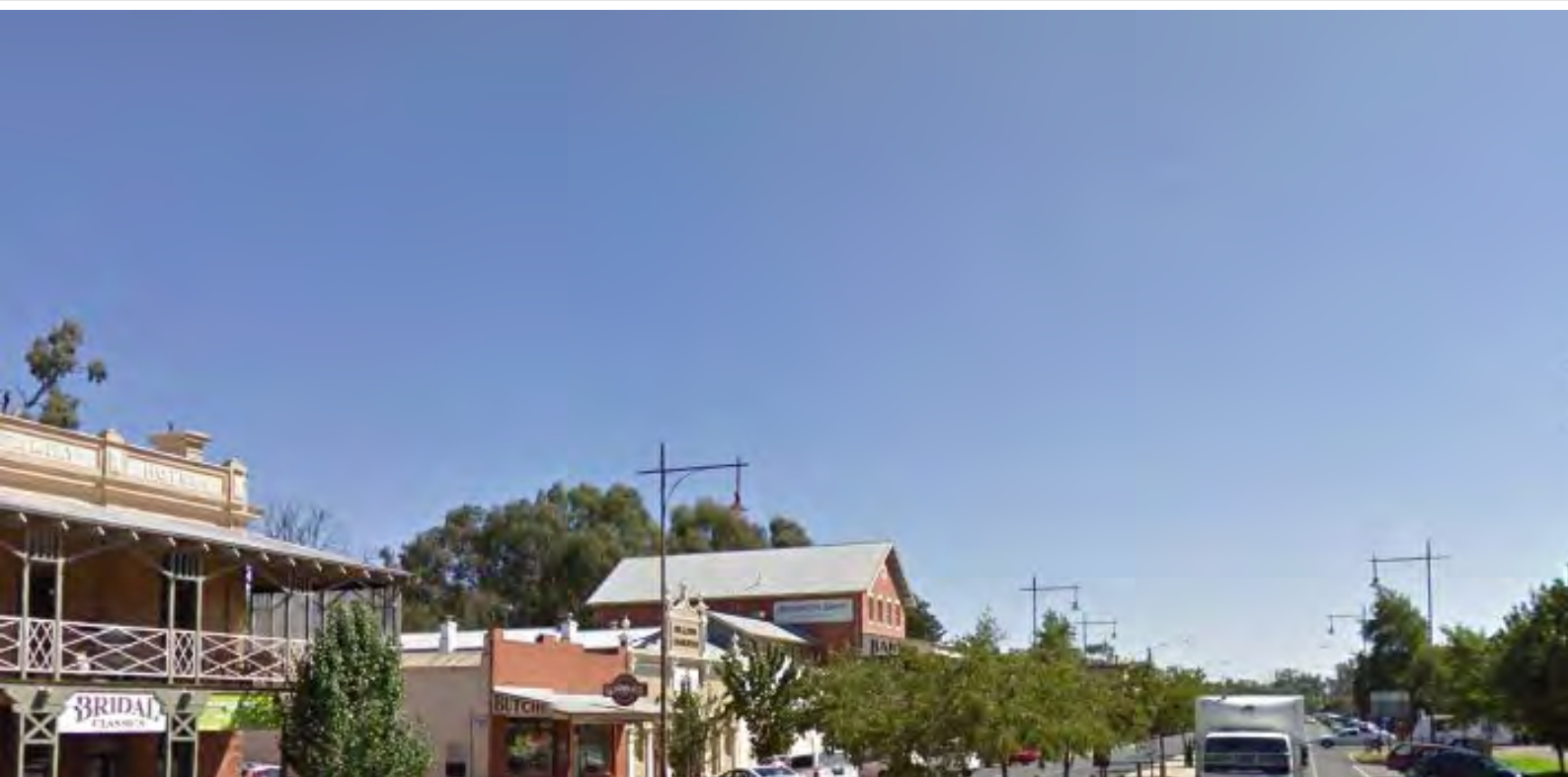
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Echuca CBD & Historic Port Precinct

Parking Strategy

Prepared For
Campaspe Shire Council

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Echuca CBD & Historic Port Precinct

Parking Strategy

Echuca CBD & Historic Port Precinct

Parking Strategy

Document Control

Issue No.	Type	Date	Prepared By	Approved By
A	Initial Issue	29/06/2018	J. Place	H. Turnbull
B	Second Issue	15/10/2018	J. Place	H. Turnbull

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Echuca CBD & Historic Port Precinct

Parking Strategy

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Echuca CBD & Historic Port Precinct

Parking Strategy

1 Introduction

Traffix Group has been engaged by Campaspe Shire Council to prepare a Car Parking Strategy for the Echuca CBD, Hospital Precinct and Historic Port Precinct.

The Strategy seeks to review the existing Car Parking Strategy for Echuca and Historic Port Precinct 2008. The objectives of this strategy (as specified in the project brief) are as follows:

- *Identify future parking requirements, both on and off-street, including possible locations for new off-street parking facilities;*
- *Identify issues relating to the location, provision and management of parking across the study area (including the provision of disabled parking);*
- *Identify parking needs for workers, shoppers and visitors within the context of current and emerging planning, development and transportation issues;*
- *Examine shortfalls in existing short and long term parking, on and off street parking provisions based on the saturation surveys for car parking;*
- *Provide direction on the location and management of car parking so as to minimise traffic generated by the search for a parking space;*
- *Provide direction on the management of parking operations, in terms of provision, time limits, fees, permits, major event parking, etc.;*
- *Review existing statutory implementation for considering waiving of parking requirements /cash-in-lieu payments;*
- *Identify improvements to general amenity for pedestrians to increase the willingness for visitors and staff to walk to and within the CBD;*
- *Encourage the use of active and sustainable travel modes rather than increased private vehicle travel (including defining an acceptable walking distance between parking location and destination for short and long term stays);*

Echuca CBD & Historic Port Precinct

Parking Strategy

2 Background

2.1 Parking Strategy 2008

The “*Parking Strategy for Echuca CBD and Historic Port Precincts*” was adopted by Council on 21st October 2008 and is a Reference Document in the Campaspe Planning Scheme.

The 2008 Parking Strategy indicated that the need for a parking strategy had arisen because of the following:

- *The perceived inadequacy of various types of parking in the Historic Port Precinct.*
- *The need to encourage employees and shop owners to park in all day car parking areas instead of taking up high demand on-street parking spaces.*
- *The need to provide a mechanism to charge cash in lieu payments for parking requirements that cannot be provided on-site.*
- *The need to provide Council with a long term plan to meet the future parking demands.*
- *The need to review parking rates, time limits and existing signage.*

The Parking Strategy for Echuca CBD and Historic Port Precinct replaced the earlier 1997 Echuca Parking Study, 1998 Echuca Central Business District Study and the 1993 Port of Echuca Parking and Traffic Management Study.

The parking strategy provided a range of recommendations which were adopted by Council, including recommendations relating to introducing alternative parking provision rates and payments in lieu of parking unable to be provided on development sites, locations for future public parking provision, capital works, changes to parking restrictions and trader permit schemes and bus parking improvements.

2.2 Echuca Commercial Strategy 2017

The Echuca Commercial Strategy & Implementation Plan (May 2017) was prepared by Campaspe Shire Council to:

- *provide a clear understanding of the role and function of each current and proposed activity centre,*
- *identify future retail and commercial floorspace and land requirements,*
- *provide direction to areas that need to be improved,*
- *provide general observations about the adequacy of existing car parking requirements and policy,*
- *identify opportunities for commercial areas to accommodate new business, investment and employment opportunities, and*
- *prepare a strong basis for Council land use and development policies.*

Community consultation was undertaken as part of the commercial strategy. The results of the resident survey indicate that many residents believe that there is a lack of car parking in the Echuca CBD.

Echuca CBD & Historic Port Precinct

Parking Strategy

The commercial strategy background report states that the demand for both on and off-street parking is exacerbated by several factors. These include:

- *a tendency for some staff to park close to their place of work, thereby limiting the number of convenient spaces available to shoppers;*
- *a desire by some customers to seek parking spaces immediately in front of their destination in the CBD and other centres;*
- *a tendency from some residents to undertake multiple trips by car instead of parking once and walking.*

The commercial strategy background report further notes that:

- *Although a parking strategy was undertaken in 2008, perceptions by residents that there are insufficient car parks remain, although new long-term car spaces have been created in Sturt Street and in the vicinity of the Visitor Information Centre.*
- *Sustainable, long term solutions to this issue are likely to require a significant attitude shift among the population to embrace walking and even consider different modes of transport. The need for attitudes to change was confirmed by many of the businesses who completed the business survey. It is important to note that making walking and other modes of transport a more viable option will require consideration of many different issues relating to movement and urban design to make sure that walking is safe, comfortable, convenient and enjoyable.*
- *In the short to medium term, there may be opportunities to alter the format or type of car parking in different areas of the CBD to better serve the needs all users of the CBD. It is suggested that these issues should be addressed as part of a detailed car parking strategy that can investigate demand and supply issues in detail.*

The car parking related issues raised as part of the commercial strategy consultation process are considered as part of this parking strategy.

Echuca CBD & Historic Port Precinct

Parking Strategy

3 Context

3.1 Campaspe Shire

The Shire of Campaspe is a large rural municipality in northern Victoria and comprises a mix of small and large towns and a Regional Centre spread across a predominantly rural landscape.

The Shire of Campaspe is located in the heart of one of the richest and most diverse agriculture and food processing areas in Victoria. Its climate, history, cultural heritage, natural assets and location in relation to major urban centres provide the Shire with an extensive tourism opportunity.

3.2 Echuca

Echuca is the Shire of Campaspe's major urban centre, with a 2016 population of approximately 14,011 and interacts with its New South Wales counterpart, Moama. The current population of Echuca – Moama is approximately 20,000.

The Echuca CBD performs important roles in attracting investment and as a place for the community to congregate, as well as providing a 'centre piece' or focal point for residents and visitors to the Shire of Campaspe. The Echuca CBD is the main centre providing both regional and local amenities to residents and visitors to Echuca and the surrounding region.

The Echuca CBD currently contains approximately 68,200m² of retail and commercial floor space and successfully performs its role as a regional centre.

Echuca CBD & Historic Port Precinct
 Parking Strategy

4 Existing Conditions

4.1 Study Area

The study area is irregular in shape and includes three sub-precincts, including the CBD, Historic Port and Health Precinct as shown in the locality map at Figure 1 below.

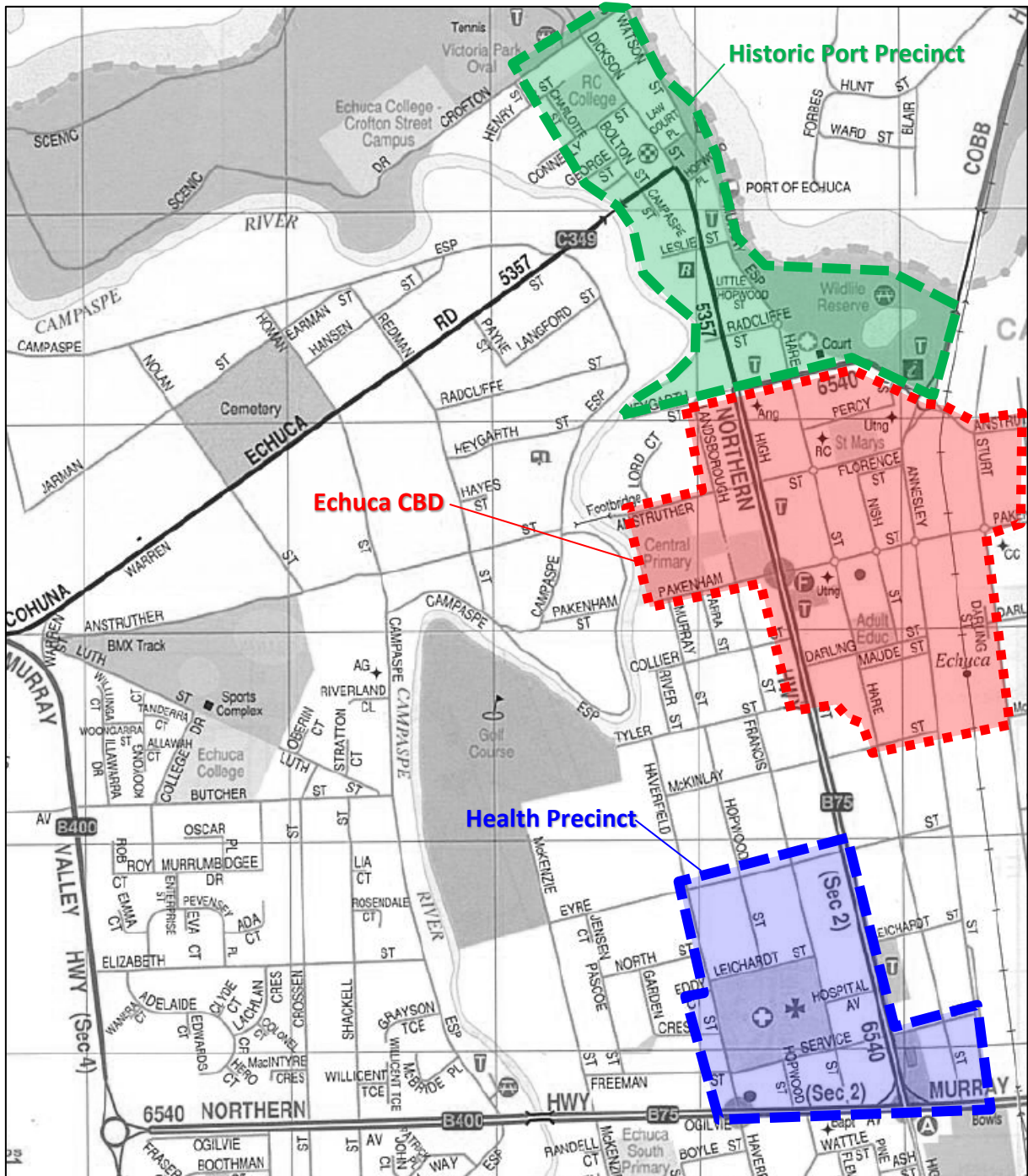


Figure 1: Study Area Map

Echuca CBD & Historic Port Precinct
 Parking Strategy

4.2 Existing Land Use Zoning

The existing land use zoning is shown in Figure 2 below.

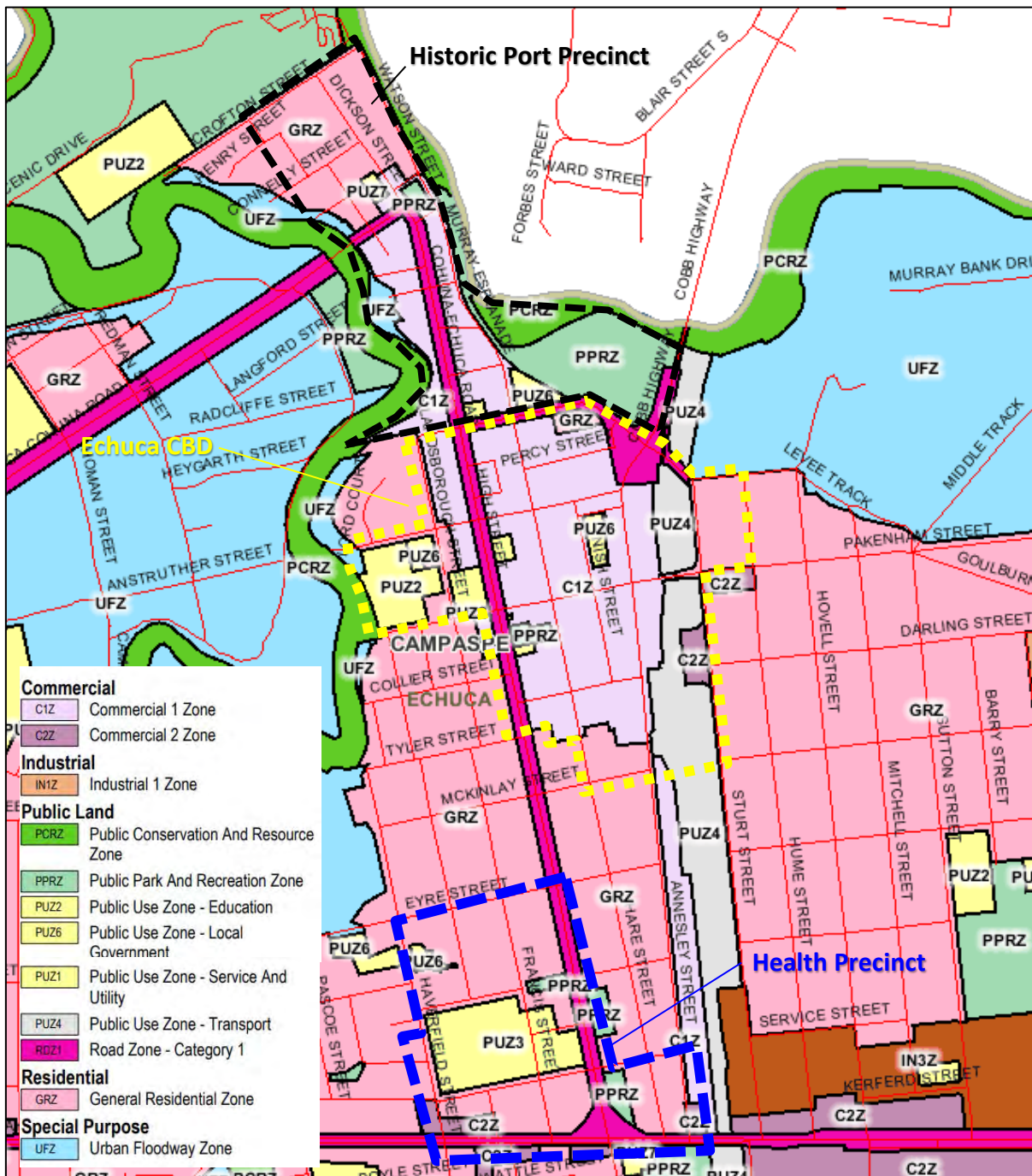


Figure 2: Land Use Zone Map

The Historic Port Precinct comprises a mix of Commercial 1 Zone (C1Z), General Residential Zone (GRZ) and Public Park & Recreation Zone (PPRZ). The Echuca CBD is predominantly C1Z. The Health Precinct incorporates Public Use Zone – Schedule 3 (Health & Community) as well as surrounding residential zoned land (GRZ).

Echuca CBD & Historic Port Precinct

Parking Strategy

4.3 Existing Floor Space

A retail and commercial floorspace survey was undertaken in the Echuca CBD by Essential Economics in April 2015, and the results are summarised in Table 1 below.

Table 1: Retail & Commercial Floorspace, Echuca CBD (2015)*

Land Use Type	Floorspace	Share of Retail Floorspace	Share of Total Retail & Commercial Floorspace
Food, Liquor and Groceries	12,520 m ²	25.7%	18.4%
Food Catering	6,190 m ²	12.7%	9.1%
Non-Food	26,300 m ²	54.0%	38.6%
Retail Services	3,700 m ²	7.6%	5.4%
TOTAL RETAIL	48,710 m²	100.0%	71.4%
Non-Retail Commercial Floorspace	14,630 m ²	-	21.4%
Total Occupied Retail & Commercial	63,340 m²	-	92.8%
Vacant Floorspace	4,880 m ²	-	7.2%
Total Retail & Commercial Floorspace	68,220 m²	-	100.0%

* Source: Echuca Commercial Strategy Background Report: Research & Analysis (Campaspe Shire Council, August 2016)

Key features of the tenancy mix in the Echuca CBD include the following:

- A strong presence of FLG retailing accounting for 26% of retail floorspace, including three strongly-performing supermarkets (Woolworths, Coles and ALDI).
- Food catering accounts for almost 13% of retail floorspace which is high compared to other regional Victorian centres and reflects the strong tourism role performed by the centre.
- Non-food retailing accounts for 54% of the retail floorspace in the CBD and includes the strongly-performing Big W DDS and a range of national brand tenancies, including Cotton- On, EB Games, Susan, Sports Girl, Collins Bookstore, House, Target Country, Jeans West, Reject Shop, Priceline, Best and Less, Athletes Foot, etc. The strong presence of national brand retailers is reflective of a vibrant centre.
- Non-retail commercial floorspace accounts for 23% of occupied retail and commercial floorspace and includes mainly small businesses providing services to the local community. Examples include accountants, lawyers, real estate agents, life insurance and the like.
- The vacancy rate of 7.2% includes a large proportion of vacancies located in secondary locations, as well as the former Mitre 10 store. Since the land-use survey was conducted, that store has been occupied by Cheap as Chips. The current shop vacancy rate is approximately 5% and this reflects a relatively healthy CBD.

Echuca CBD & Historic Port Precinct

Parking Strategy

4.4 Existing Car Parking Supply

The existing car parking supply comprises three categories, as follows:

- on-street car parking,
- publicly available off-street car parking (including Council-owned car parks as well as car parks on private land which allow public/customer parking), and
- private off-street car parking (including informal staff parking at the rear of shops, etc.)

The overall study area has been further divided into three precincts. The car parking supply in each of the precincts is summarised in Table 2 below.

Table 2: Existing Car Parking Supply

Location	On-Street	Off-Street (Publicly Available/Surveyed)	Off-Street (Private/Not Surveyed)	TOTAL
CBD Precinct	1,292 spaces	1,390 spaces	490 spaces	3,281 spaces
Historic Port Precinct	757 spaces	109 spaces	105 spaces	971 spaces
Health Precinct	687 spaces	-	303 spaces ⁽¹⁾	990 spaces
TOTAL	2,736 spaces	1,499 spaces	898 spaces	5,133 spaces

Note (1): No off-street car parks were surveyed within the Health Precinct, and accordingly all off-street car parking within this precinct has been identified as private/not surveyed, although it is noted that customer/visitor parking is permitted in some of these spaces.

Table 3 below summarises the existing parking restrictions (excluding the off-street spaces which were not included in the occupancy surveys).

Table 3: Existing Parking Restrictions

Restriction	CBD Precinct	Historic Port Precinct	Health Precinct
Unrestricted All Day	868 spaces ⁽¹⁾	619 spaces	524 spaces
All Day Ticket/Meter	330 spaces	-	-
4P	-	44 spaces	-
3P	30 spaces	-	-
2P	908 spaces	203 spaces	158 spaces
2P Caravans Only	4 spaces	-	-
2P Ticket/Meter	467 spaces	-	-
1P Ticket/Meter	77 spaces	-	-
1/4P	8 spaces	-	-

Note 1: includes 312 on-street spaces and 556 off-street spaces (some of which are on private land and intended for customers/members only, e.g. Cheap as Chips, Working Mans Club, King Pin Bowl)

Echuca CBD & Historic Port Precinct

Parking Strategy

Figures 3 to 5 below map the existing parking restrictions in the Echuca CBD, Historic Port Precinct and Health Precinct respectively.

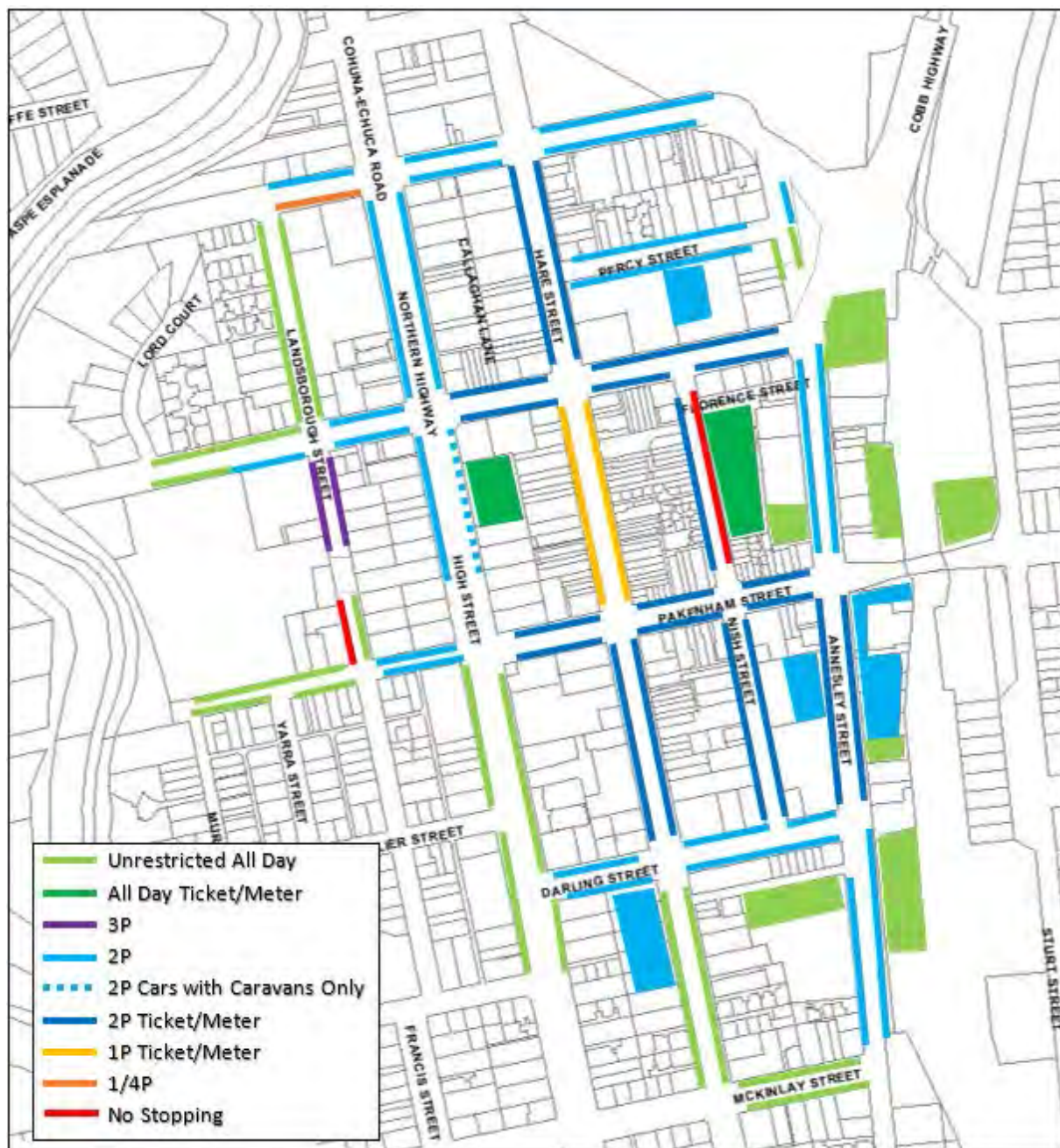


Figure 3: Echuca CBD Precinct Parking Restrictions

Echuca CBD & Historic Port Precinct Parking Strategy

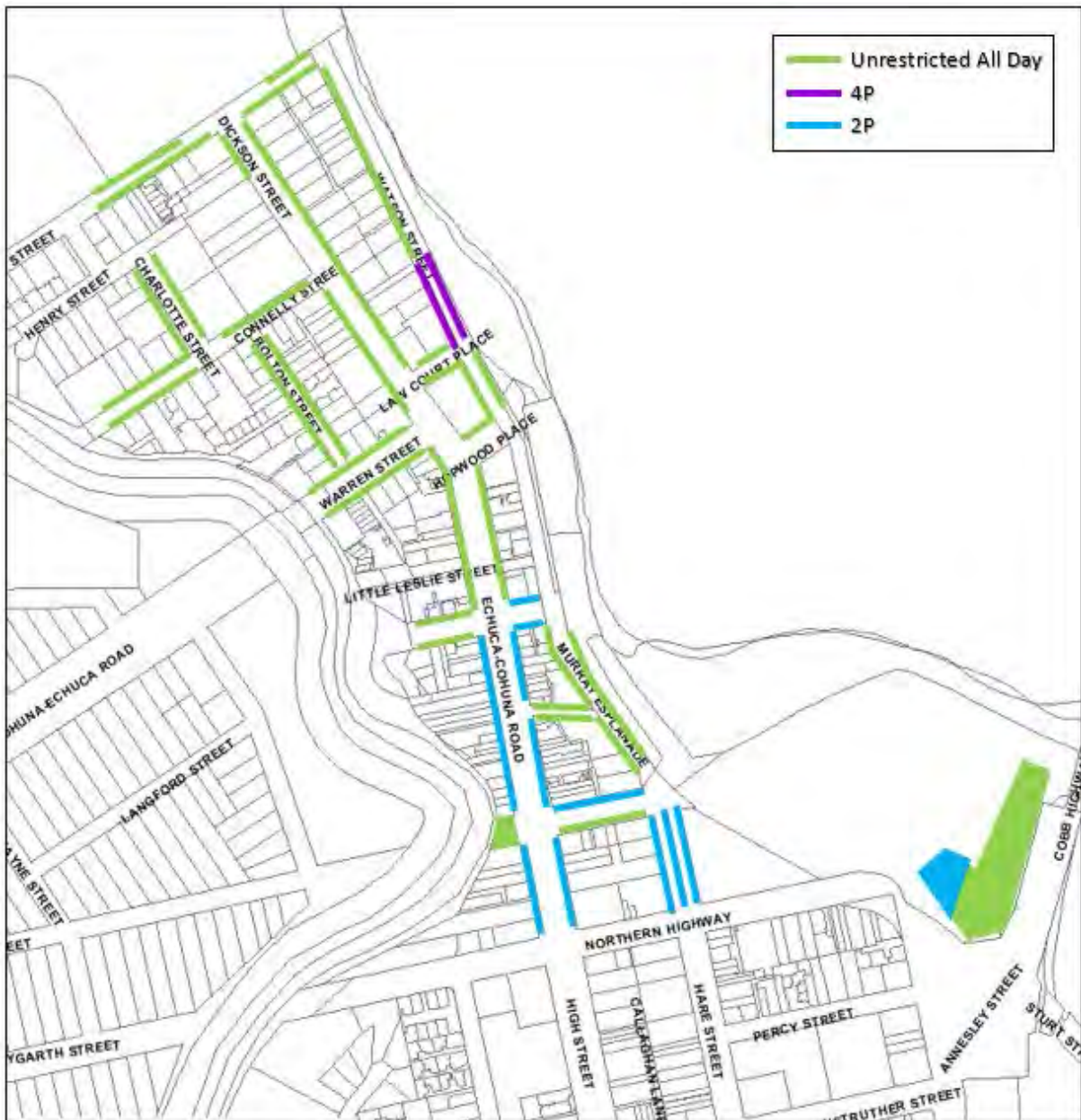


Figure 4: Historic Port Precinct Parking Restrictions

Echuca CBD & Historic Port Precinct Parking Strategy



Figure 5: Hospital Precinct Parking Restrictions

4.5 Existing Car Parking Demand

Car parking occupancy surveys were undertaken at 10:00am, 1:00pm and 4:00pm on the following days:

- Thursday 10th and Friday 18th November 2016
- Wednesday 25th and Friday 27th January 2017
- Thursday 9th and Friday 10th February 2017

The January 2017 surveys were undertaken during school holidays, either side of a public holiday in summer, and represent high season for tourists in the region.

Of the six surveyed days, the peak occurred on Thursday 9th February 2017 at 10:00am, at which time there were 2,574 cars parked within the 4,245 spaces surveyed (i.e. excluding the private off-street car parks listed in the fourth column of Table 2.)

Figure 6 and 7 below shows “heat maps” of parking saturation levels at the peak surveyed time.

Echuca CBD & Historic Port Precinct

Parking Strategy

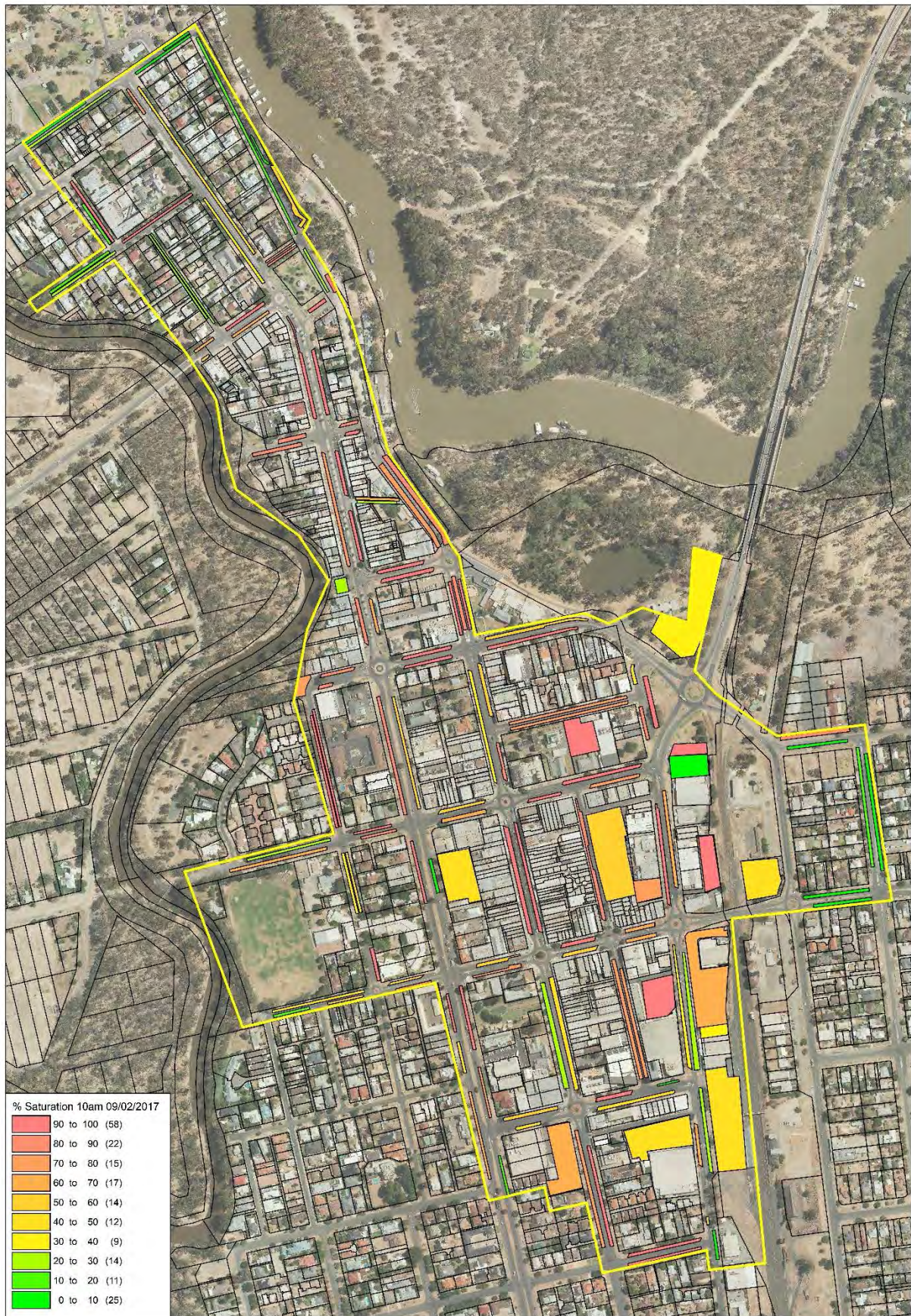


Figure 6: Car Parking Saturation Map (CBD & Port) – Thursday 9th February 2017, 10am

Echuca CBD & Historic Port Precinct
 Parking Strategy



Figure 7: Car Parking Saturation Map (Hospital Precinct) – Thursday 9th February 2017, 10am

Heat maps showing areas of high and low demand at all other survey times are attached at Appendix A.

Echuca CBD & Historic Port Precinct

Parking Strategy

Table 4 below summarises the parking demands for each of the precincts at the peak surveyed time.

Table 4: Peak Surveyed Parking Demands – 10am Thursday 9th February 2017

Location	On-Street	Off-Street (Publicly Available/ Surveyed)	Off-Street (Private/ Not Surveyed) ⁽¹⁾	TOTAL
CBD Precinct	861 cars (67% occupancy)	817 cars (59% occupancy)	348 cars (71% occupancy)	2,026 cars (62% occupancy)
Historic Port Precinct	481 cars (64% occupancy)	34 cars (31% occupancy)	56 cars (53% occupancy)	571 cars (59% occupancy)
Health Precinct	366 cars (53% occupancy)	-	207 cars (68% occupancy)	573 cars (58% occupancy)
TOTAL	1,708 cars (62% occupancy)	851 cars (57% occupancy)	611 cars (68% occupancy)	3,170 cars (62% occupancy)

Note (1): Observations taken from www.nearmap.com, 8:30am Thursday 21st December 2017.

The car parking survey results are summarised as follows:

- The overall car parking demands within the three precincts are high but not stressed, with the CBD precinct having the highest occupancy rates.
- The “overall” rates include some residential frontages on the periphery of the study area, which skews the overall result (as depicted in “green” on the saturation maps).
- There are a number of locations which could be considered “stressed” (90 – 100% occupied at the peak time), as depicted in “red” on the saturation maps, including the following locations where parking occupancy was observed to be above 90% on both sides of the road:
 - Hare Street (between Anstruther Street and Pakenham Street, and between Heygarth Street and Radcliffe Street, and between Service Street and Ogilvie Avenue),
 - Landsborough Street north of Anstruther Street,
 - Heygarth Street between High Street and Hare Street,
 - Radcliffe Street between High Street and Hare Street,
 - McKinlay Street between Hare Street and Annesley Street,
 - Hopwood Street between Service Street and Ogilvie Avenue,
 - Haverfield Street between Eddy Court and Garden Crescent, and
 - Francis Street between Leichardt Street and Hospital Avenue.
- The two primary Council-owned public car parks (High Street and Nish Street) were observed to have low to moderate occupancy rates. Both of these car parks provide all-day (staff) parking, for a fee.

It should be noted that a high on-street parking occupancy rate in the CBD area is not necessarily bad, as it contributes to a sense of vibrancy in the activity centre. However high on-street parking occupancy rates on residential frontages within the Health Precinct is undesirable and needs to be managed to ensure adequate parking is available for residents. Notably, while Clause 52.06 of the Planning Scheme allows Council to consider some reliance on on-street car parking for new uses,

Echuca CBD & Historic Port Precinct

Parking Strategy

changes of use and increases to floor space for existing uses, Clause 52.06 specifically refers to consideration of on-street parking in non-residential zones, and streets in residential zones specifically managed for non-residential parking. On-street parking in residential zones intended for residential use should not be relied upon by non-residential uses (such as Echuca Regional Health).

5 Future Projections

5.1 Projected Population Growth

Population forecasts have been undertaken by demographic forecasting firm, id forecast on behalf of Council. The forecasts have been provided at both a municipal level and smaller area level, reflecting specific urban areas and rural districts.

The Echuca population forecast for 2018 (including Echuca Central-East, Echuca South-East and Echuca West) is 14,353, and is forecast to grow to 17,747 by 2036¹. Much of the population growth for the entire Shire of Campaspe is anticipated to occur within the Echuca Township, while some of the rural/regional areas of the shire are expected to experience a population decline. Table 5 below sets out the population projections.

Table 5: Population Projections

Locality	2018 Population	2036 Population Forecast	Population Change	% Change
Echuca (Central-East)	5,536	5,843	+ 307	5.54%
Echuca (South-East)	2,814	3,157	+ 343	12.19%
Echuca (West)	6,003	8,747	+ 2,744	45.70%
Rest of Campaspe ⁽¹⁾	23,415	24,958	+1,543	6.59%
TOTAL Campaspe Shire	37,769	42,706	+ 4,937	13.07%

Note (1): Includes Rochester, Kyabram, Lockington-Gunbower & District, Tongala & District, Stanhope & District and Rushworth & District

The population projections for Campaspe indicate:

- An ongoing concentration in future growth in Echuca with approximately 69% of Campaspe's total growth to 2036 occurring in Echuca.
- Much of the remainder of growth over this period occurring in Kyabram.
- Limited growth (and in some instances a decline in population) in the rural areas of the municipality.

¹ Source: <https://forecast.id.com.au/campaspe>

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5.2 Future Commercial Floorspace Requirements

The 2017 Echuca Commercial Strategy indicates that in a regional context, Echuca-Moama competes to a high degree with the regional centres of Shepparton, Bendigo, Swan Hill and Deniliquin for investment and the retail spending of trade area residents. The existing average annual turnover level in Echuca reflects a well-performing retail sector in a regional Victorian context. The Commercial Strategy indicates:

- *In 2016, Echuca's commercial centres achieve an estimated market share of 56% of the \$571m in retail spending by the estimated 44,320 residents in the Main Trade Area (MTA).*
- *In 2036, the MTA population is forecast to be approximately 50,040 residents and their retail spending will continue to increase in real terms.*
- *Allowing for population and income growth over the next 20 years, potential demand is expected to support an additional 24,000m² of retail floorspace, comprising the following:*
 - *Non-food floorspace: 12,600 square metres*
 - *Food, groceries and liquor (FGL) floorspace: 6,500 square metres*
 - *Food catering floorspace: 3,000 square metres*
 - *Retail services: 1,500 square metres*
- *Retail development proposals such as the Echuca West Neighbourhood Centre and the Ogilvie Avenue Homemaker Centre, and currently existing vacant space will provide around 8,000 to 10,000 square metres of this additional retail space. The remaining unmet demand for floorspace will include an additional full-line supermarket, potentially another discount department store and a wide variety of specialty stores. This space will need to be found in the existing and planned activity centres of Echuca-Moama.*
- *Echuca's office market is likely to focus on the provision of office accommodation for small to mid-sized businesses that provide important services to residents in the surrounding region.*
- *It would be prudent to plan for an additional 6,000m² of office floorspace over the next 15 years, the majority of which is likely to be located in the Echuca CBD.*

The existing and future floor space requirements are summarised in Table 3 below.

Table 6: Future Floor Space Requirements

Land Use Type	Existing Floorspace	Additional Floorspace to 2036	Total Future Floorspace
Food, Liquor and Groceries	12,520 m ²	6,500 m ²	19,020 m ²
Food Catering	6,190 m ²	3,000 m ²	9,190 m ²
Non-Food	26,300 m ²	12,600 m ²	38,900 m ²
Retail Services	3,700 m ²	1,500 m ²	5,200 m ²
Non-Retail Commercial Floorspace	14,630 m ²	6,000 m ²	20,630 m ²
Total Occupied Retail & Commercial	63,340 m²	29,600 m²	92,940 m²

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6 Community Consultation

Community feedback was invited via a questionnaire which could be completed either online or in person at Council's offices. The questionnaire sought community feedback in relation to how the community currently utilises the Port, CBD and Health precincts, how often they visit, how long they stay, where they park and whether the current parking meets the community's needs in terms of proximity, cost and safety. The questionnaire also provided an opportunity to raise specific issues.

A total of 72 survey responses were received, including 70 online responses and 2 "paper" responses. Table 7 below summarises the responses to the general questions (not specific to a single precinct). Not all respondents answered every question.

Table 7: Community Feedback

Question	Responses				
Which car parking precinct do you use the most?	Echuca Port Precinct	Echuca CBD		Echuca Health Precinct	
<i>Response:</i>	26 (36%)	41 (57%)		5 (7%)	
If you work within the Echuca CBD, Port Precinct or Health Precinct, where do you typically park for work?	On-Street (restricted parking, e.g. 2-hour limit)	On-Street (unrestricted all-day parking)	Off-Street	Not Applicable	Other
<i>Response:</i>	6 (10%)	19 (32%)	8 (14%)	21 (36%)	5 (8%)
What factor is most important in influencing where you choose to park?	Proximity to Destination		Cost of Parking		Safety (e.g. visibility of pathways, street lighting, etc.)
<i>Response:</i>	25 (44%)		24 (41%)		10 (17%)
The current cost of parking within the Echuca CBD is ...	Too low		About right		Too high
<i>Response:</i>	1 (2%)		16 (28%)		41 (71%)
What do you think is an appropriate walking distance to access all-day parking?	Up to 200 metres	Up to 400 metres	Up to 800 metres	Other	
<i>Response:</i>	22 (37%)	27 (46%)	6 (10%)	4 (7%)	
Are there any locations where additional car parking should be provided within Echuca?*	Yes, Port Precinct	Yes, Echuca CBD	Yes, Health Precinct	No	Not Sure
<i>Response:</i>	28 (49%)	17 (30%)	4 (7%)	1 (2%)	7 (12%)

* Note that the responses exclude the two paper responses. Both of these ticked all three areas (Port, CBD and Health Precinct) as needing additional parking, however the online survey form only allowed a single response to be recorded for each respondent.

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Table 7 indicates the following:

- Of the survey respondents, 10% of staff park in time-limited (e.g. 2 hour) spaces, with a further 32% parking on-street in unrestricted spaces.
- The most important factor influencing where people park is proximity to destination, followed by cost.
- The vast majority of survey respondents believe the current cost of parking in the CBD is too high.
- A total of 83% of respondents believe that all-day parking should be located 400 metres or less from their destination.

A total of 26 people responded to the questions relating specifically to the Echuca Port Precinct. This is consistent with the number of people that indicated they use the Port Precinct the most out of three precincts.

The survey responses for the Port Precinct are summarised in Table 8 below.

Table 8: Echuca Port Precinct – Survey Responses

Question	Responses				
What is the main purpose of parking?	Work			Shopping/Restaurants/Recreation/Visit	
<i>Response:</i>	19 (73%)			7 (27%)	
How often do you drive to the location?	Less than once per week	1 time per week	2 – 4 times per week	5 – 7+ times per week	
<i>Response:</i>	0 (0%)	1 (4%)	9 (35%)	16 (62%)	
How would you rate the existing car parking?	Poor	Below Average	Average	Above Average	Excellent
<i>Response:</i>	10 (38%)	4 (15%)	7 (27%)	1 (4%)	4 (15%)
How much time does it take to find a car parking space?	Much shorter than expected	Shorter than expected	As expected	Longer than expected	Much longer than expected
<i>Response:</i>	2 (8%)	1 (4%)	8 (31%)	8 (31%)	7 (27%)
How long do you typically park for?	An hour or less	More than an hour but less than two hours	Two to four hours	Whole day (more than four hours)	
<i>Response:</i>	3 (12%)	4 (15%)	4 (15%)	15 (58%)	

The majority of respondents for the Port Precinct indicated that they work in the precinct. Recreational visits in this precinct are predominantly tourist-related and it is unlikely that many (if any) tourists completed the survey. This is also reflected by the fact that almost all respondents indicated that they visit the precinct two or more times per week. Accordingly, it is noted that the results for the Port Precinct are skewed towards the needs and concerns of employees.

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A total of 67 people responded to the questions relating specifically to the Echuca Central Business District (CBD) precinct. This corresponds to 93% of all survey respondents.

The survey responses for the CBD Precinct are summarised in Table 9 below.

Table 9: Echuca CBD – Survey Responses

Question	Responses				
What is the main purpose of parking?	Work		Shopping/Restaurants/ Recreation/Visit		
<i>Response:</i>	10 (15%)		57 (85%)		
How often do you drive to the location?	Less than once per week	1 time per week	2 – 4 times per week	5 – 7+ times per week	
<i>Response:</i>	6 (9%)	4 (6%)	40 (60%)	17 (25%)	
How would you rate the existing car parking?	Poor	Below Average	Average	Above Average	Excellent
<i>Response:</i>	8 (12%)	19 (28%)	28 (42%)	8 (12%)	4 (6%)
How much time does it take to find a car parking space?	Much shorter than expected	Shorter than expected	As expected	Longer than expected	Much longer than expected
<i>Response:</i>	3 (4%)	1 (1%)	28 (42%)	29 (43%)	6 (9%)
How long do you typically park for?	An hour or less	More than an hour but less than two hours	Two to four hours	Whole day (more than four hours)	
<i>Response:</i>	35 (52%)	22 (33%)	4 (6%)	6 (9%)	

Table 9 indicates that:

- The majority (85%) of respondents visit the CBD for shopping/recreation purposes.
- More than half (60%) drive to the CBD two to four times per week.
- Most respondents rated the existing car parking as at or below average, with only 18% rating the existing parking as above average or excellent.
- A total of 42% said it takes as long as expected to find a car parking space, with a further 52% saying it takes longer or much longer than expected.
- Slightly more than half of survey respondents indicated that they parking in the CBD for an hour or less. This is likely to be reflective in part of the fact that the majority of respondents were visitors, not staff.

A total of 68 people responded to the questions relating specifically to the Echuca Health Precinct. This corresponds to 94% of all survey respondents. This is despite only 7% of respondents indicating that the Health Precinct is the area they use the most, and this may have skewed the results towards a large number of respondents indicating they visit the health precinct (i.e. they are not employees), they attend less than once a week and they only visit for a short time.

The survey responses for the Health Precinct are summarised in Table 10 below.

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Table 10: Echuca Health Precinct – Survey Responses

Question	Responses				
What is the main purpose of parking?	Work		Shopping/Restaurants/ Recreation/Visit		
<i>Response:</i>	13 (19%)		55 (81%)		
How often do you drive to the location?	Less than once per week	1 time per week	2 – 4 times per week	5 – 7+ times per week	
<i>Response:</i>	44 (65%)	10 (15%)	6 (9%)	8 (12%)	
How would you rate the existing car parking?	Poor	Below Average	Average	Above Average	Excellent
<i>Response:</i>	12 (18%)	12 (18%)	29 (43%)	13 (19%)	2 (3%)
How much time does it take to find a car parking space?	Much shorter than expected	Shorter than expected	As expected	Longer than expected	Much longer than expected
<i>Response:</i>	3 (4%)	5 (7%)	31 (46%)	19 (28%)	10 (15%)
How long do you typically park for?	An hour or less	More than an hour but less than two hours	Two to four hours	Whole day (more than four hours)	
<i>Response:</i>	28 (41%)	24 (35%)	8 (12%)	8 (12%)	

In addition to the multiple-choice questions, the community feedback questionnaire asked respondents to identify any specific issues they felt warranted consideration as part of the Echuca Parking Strategy. A total of 53 of the survey responses detailed specific issues. A comprehensive summary of issues raised and a response to each is attached at Appendix A, with the key issues summarised as follows:

- Request for greater disabled parking availability.
- Request for existing car parks to be made multi-storey.
- Request for existing underutilised private land to be converted into public car parking.
- Request for changes to parking restrictions, including short-term (15 minute) parking.
- Request for increased enforcement of parking restrictions to improve turnover.
- Landsborough Street between Anstruther and Heygarth Streets – car parking on both sides is restricting traffic flow down to a single lane, and pedestrians walk on the road (no footpath). Request for a footpath on the east side and street widened to allow installation of angle parking adjacent to the Port of Echuca motel.
- Requests relating to parking costs, including requests for cheaper (or free) parking in the CBD, free parking for the first half hour and free parking on weekends, concerns regarding the equity of paying for parking in the CBD when tourists (in the Port Precinct) have access to free parking, request for introducing a charge in the Port Precinct, and a suggestion to increase the price differential between on-street and off-street parking.

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- Concern that parking machines will only take coins (not notes or cards) and don't allow a refund, also request that ticket machines are interchangeable all over town, i.e. buy one ticket and can move between public parking areas (on-street and off-street).
- Requests for Echuca residents to have free permits for car parking, citing other towns (e.g. Kyabram and Rochester) having lower rates and free parking.
- A number of submissions raised concern that the car spaces are too small/narrow, particularly for getting children out, elderly, pregnant, prams, etc.
- Requests for additional parking, including family friendly parking near the Echuca Library, more parking to encourage tourism, use of crossovers in the Port Precinct as short-term loading bays during the day and parking spots after hours, expanded CBD parking east of the railway line, consideration of a footbridge near Beechworth Bakery and parking on the west side of Campaspe River, and more all-day parking in general.
- Lack of dedicated parking for caravans/boats/trailers/motor homes. Request for dedicated spaces for caravans near supermarket(s), with good signage.
- Inadequate staff parking available within a reasonable distance of businesses.
- Concern that Council staff are utilising all day parking in the port area to the detriment of the elderly and tourists. Request a designated all-day free staff parking area away from the river (and for other workers in the area) that won't impact on the Port.
- There is a need to provide more parking to encourage tourism.
- Shade, including request for undercover parking in the CBD and shade sails or similar on periphery parking to encourage people to park there, and request for more trees to provide shade.
- Requests for parking permits (for staff, and for school parents) and an option of a three-month ticket for residents.
- Lighting issues, including more lights at night in parking areas and improvement of lighting around the health precinct to improve safety after dark (particularly in winter).
- Alternative travel modes, including installation of bike parking and encouraging park and walk.

In addition to the above issues raised during the community consultation, Campaspe Shire's Road Services department has advised that a number of requests have been received over the past 2 – 3 years relating to parking around the Hospital and the Medical precinct, including:

- Residents requesting that workers and clients of medical practises do not park in front of their home and/or that they are issued with permits or reserved spaces for their exclusive use.
- Medical practices requesting that all of the parking be made 2-hour in the whole area so that they are available for their clients use.
- Concerns that Hospital staff use the parking bays on the street, and not the bays provided for staff within the Hospital site and park there for their whole shift.
- Concerns that people who are not using the Haverfield St shops park in the angle bays in front of the shops.
- Requests for line marking of bays and for signing of No Standing areas such as across driveways and near street corners as reinforcement of Road Rules due to poor compliance.

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7 Car Parking Analysis – Echuca CBD & Port

7.1 Theoretical Car Parking Demand

Schedule 1 to the Parking Overlay (PO1) was introduced into the Campaspe Planning Scheme via Amendment C83 in 2013. PO1 applies to all land within the Echuca CBD and Historic Port Precinct, and applies Clause 52.06 “Column B” parking rates for all land uses.

A theoretical car parking demand analysis for the Echuca CBD based on the available 2015 floor space information (occupied floor space) and adopting Clause 52.06 Column B rates is presented in Table 11 below.

Table 11: Theoretical Car Parking Demand Assessment

Land Use Type	Floorspace	Column B Rate	Requirement ⁽¹⁾
Food, Liquor and Groceries (Supermarket Rate)	12,520 m ²	5 per 100m ²	626 spaces
Food Catering (Restaurant/Food & Drink Rate)	6,190 m ²	3.5 per 100m ²	216 spaces
Non-Food (Shop Rate)	26,300 m ²	3.5 per 100m ²	920 spaces
Retail Services (Shop Rate⁽²⁾)	3,700 m ²	3.5 per 100m ²	129 spaces
Non-Retail Commercial Floorspace (Office Rate)	14,630 m ²	3 per 100 m ²	438 spaces
Total Occupied Retail & Commercial	63,340 m²	-	2,329 spaces

Note (1): Clause 52.06 states that where a number is a fraction of a whole number, it should be rounded down to the nearest whole number.

Note (2): Clause 74 of the Planning Scheme sets out land use definitions, and includes retail services such as beauty salons, hairdressers, laundromats, etc. under the “shop” land use term.

Table 11 indicates that based on the existing CBD floor space, the car parking requirement is 2,329 spaces.

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7.2 Theoretical vs Observed Peak Car Parking Demand

The surveyed peak car parking demands are detailed in Table 4.

For the CBD, the peak parking demand was 2,026 spaces, comprising 861 on-street spaces, 817 surveyed off-street spaces, and an estimated 348 cars parked in private parking areas which were not surveyed.

Some of the “CBD” floor space is located within the Historic Port Precinct (defined as being north of Heygarth Street for the purposes of this study).

For the Port Precinct, the peak parking demand was 571 spaces, comprising 481 on-street spaces, 34 off-street spaces (within the visitor centre carpark) and an estimated 56 cars parked in private parking areas which were not surveyed.

The total combined peak demand for the CBD and Historic Port Precinct was 2,579 spaces, corresponding to an overall car parking generation rate of 4.07 spaces per 100m², based on a total occupied floor space of 63,340m².

This observed peak demand exceeds the theoretical demand calculated in Table 7 by 250 spaces.

However, the surveys include car parking demands generated by tourists visiting the Port, paddle steamers, parks, etc., as well as staff and visitor car parking demands associated with Echuca Primary School and St. Joseph’s College which fall within the CBD boundary (as depicted by high occupancy levels nearby the schools as shown on the heat map at Figure 6).

On that basis, it is considered that the Clause 52.06 Column B parking rates are reflective of the actual peak parking demands generated by the CBD floor space, with the additional 250 space demand accounting for the port activities and schools, etc.

SUMMARY POINT

THE EXISTING CAR PARKING RATES ADOPTED UNDER SCHEDULE 1 TO THE PARKING OVERLAY (CLAUSE 52.06 COLUMN B RATES) ARE APPROPRIATE HAVING REGARD TO THE CAR PARKING OCCUPANCY SURVEY RESULTS.

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7.3 Theoretical Future Car Parking Demand – 2036

Based on the projected floor space requirements to 2036 and adopting the “Column B” Clause 52.06 car parking rates, Table 12 below calculates the theoretical additional car parking requirements.

Table 12: Theoretical Car Parking Demand Assessment

Land Use Type	Additional Floorspace to 2036	Column B Rate	Requirement ⁽¹⁾
Food, Liquor and Groceries (Supermarket Rate)	6,500 m ²	5 per 100m ²	325 spaces
Food Catering (Restaurant/Food & Drink Rate)	3,000 m ²	3.5 per 100m ²	105 spaces
Non-Food (Shop Rate)	12,600 m ²	3.5 per 100m ²	441 spaces
Retail Services (Shop Rate⁽²⁾)	1,500 m ²	3.5 per 100m ²	52 spaces
Non-Retail Commercial Floorspace (Office Rate)	6,000 m ²	3 per 100 m ²	180 spaces
Total Occupied Retail & Commercial	29,600 m²	-	1,103 spaces

Note (1): Clause 52.06 states that where a number is a fraction of a whole number, it should be rounded down to the nearest whole number.

Note (2): Clause 74 of the Planning Scheme sets out land use definitions, and includes retail services such as beauty salons, hairdressers, laundromats, etc. under the “shop” land use term.

Table 12 indicates that by 2036 there is likely to be an increased demand for in the order of 1,103 car parking spaces within the Echuca CBD. It is understood that the anticipated increased floor space (and associated car parking demand) is based on population projections, and excludes any potential increased tourism demands.

The majority of the surveyed off-street carparks are on private land and are intended for use by customers of the adjacent businesses that they serve. Some of the under-utilised private off-street carparks experience peak parking demands at different times to the peak surveyed time of 10am on Thursday 9th February 2017, and some may be redeveloped in the future and are not guaranteed to continue to form part of the public parking supply.

The on-street car parking supply within the CBD Precinct is currently 1,292 spaces. If it is assumed that saturation occurs at 90% occupancy (i.e. beyond this demand, vehicles would circulate excessively looking for vacancies), then the practical capacity is in the order of 1,163 spaces. At the peak surveyed time, there were 861 cars parked. Accordingly, it could be said that there is capacity to increase the on-street car parking demands by in the order of 301 vehicles, although it is noted that the existing demand varies by street, with many streets in the central CBD and Port Precinct being at or close to saturation at peak times, and many of the existing vacancies being at the periphery of the survey area, located remotely from the primary destinations of staff and visitors.

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Similarly, if the (Council-owned) High Street and Nish Street carparks were considered to be at practical capacity when they are 90% occupied, there is capacity to accommodate in the order of 53 additional cars within the High Street carpark and 83 additional cars within the Nish Street carpark.

This equates to a capacity to accommodate in the order of 437 vehicles within the Echuca CBD.

This falls substantially short of the estimated 1,103-space requirement to the year 2036.

While some of the demand is likely to be met within new off-street carparks provided by developers, some of this will be at the expense of removing/replacing existing off-street carparks (with a potential intensification of use on existing sites). Accordingly, there is likely to be a need to increase the overall public parking supply in the CBD in the medium term.

SUMMARY POINT

THERE WILL BE A NEED TO INCREASE THE OVERALL PARKING SUPPLY IN THE CBD IN THE MEDIUM TERM.

7.4 Adequacy of All-Day Parking Provision

Table 13 below provides an estimate of the “all-day” staff parking demands based on the existing floor space and typical proportions.

Table 13: All Day Staff Parking – Theoretical Demands (Existing)

Land Use Type	Floorspace	Column B Rate	Requirement	Proportion Staff	No. of staff Spaces
Food, Liquor & Groceries	12,520 m ²	5 per 100m ²	626 spaces	20%	125 spaces
Food Catering	6,190 m ²	3.5 per 100m ²	216 spaces	25%	54 spaces
Non-Food (Shop Rate)	26,300 m ²	3.5 per 100m ²	920 spaces	25%	230 spaces
Retail Services	3,700 m ²	3.5 per 100m ²	129 spaces	25%	32 spaces
Office	14,630 m ²	3 per 100 m ²	438 spaces	95%	416 spaces
Total	63,340 m²	-	2,329 spaces		857 spaces

Table 13 indicates that the existing all-day staff parking demand within the CBD (i.e. excluding the Health Precinct demands) is estimated to be in the order of 857 spaces.

With the exception of existing all-day ticket parking provided in the High Street and Nish Street carparks and private parking provided at the rear of some premises, the majority of all-day parking is located at the periphery of the CBD.

The parking inventory identified a total of 312 unrestricted on-street spaces within the CBD precinct, with some of this being located on residential frontages. Notably, Figure 6 shows areas of high parking

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demand on residential frontages in McKinley and Landsborough Streets, with Landsborough Street in particular raised as an area of concern as part of the community consultation process.

The car parking occupancy surveys suggest that all-day parking is readily available in the two centrally located Council-owned carparks (High Street and Nish Street) as well as at the visitor centre on the north side of Heygarth Street to the east of the Council offices, which suggests that the overall existing availability of all-day parking is adequate to accommodate the CBD's requirements.

Having regard to the above, it is necessary to:

- identify the barriers which are preventing use of current under-utilised all day parking locations,
- determine whether there is a need to manage parking on residential frontages in and adjacent to the CBD, and
- identify whether there is a need to modify restrictions/increase the supply of all-day parking in the CBD.

Table 14 below summarises the existing all-day parking supply, location, surveyed occupancy rate (at the peak survey time of 10am on Thursday 9th February 2017) and factors which may influence usage.

Table 14: All-Day Parking Summary

All Day Parking Locality	Supply	Occupancy	Location	Cost	Amenity/Comments
High Street Council Carpark	118 spaces	45% (65 vacancies)	Central	Yes (\$1.10 per hour)	Requires U-turn to access from the south, connection to Hare Street is poor (narrow, enclosed).
Nish Street Council Carpark	212 spaces ⁽¹⁾	51% ⁽²⁾ (103 vacancies)	Central	Yes (\$1.10 per hour)	Connection to Hare Street via Fountain Plaza (unwelcoming access from carpark side, economic study indicates high shop vacancy rates in the plaza). Nish Street operates one-way, and access to the carpark is not well signed.
Visitor Info Off-Street Carpark	109 spaces ⁽³⁾	31% (75 vacancies)	Periphery	No	Unrestricted spaces "feel" remote (area heavily treed, not easily seen from the street), shared pathway not well lit, may feel unsafe for staff returning after dark.
Sturt Street Council Carpark	100 spaces	40% (60 vacancies)	Periphery (Other side of railway line)	No	Carpark itself is well lit and signed, but signage from the CBD could be improved and the railway line is a physical barrier.

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All Day Parking Locality	Supply	Occupancy	Location	Cost	Amenity/Comments
High Street On-Street (south of Pakenham Street)	36 spaces	75% (9 vacancies)	Periphery	No	Road Zone Category 1 (higher volume arterial with two lanes each way and a median). West side is mostly residential frontages.
Hare Street On-Street (south of Darling Street)	50 spaces	68% (16 vacancies)	Periphery	No	Angled spaces east side, potentially enough width to incorporate angled parking on the west side too (particularly on the Coles frontage).
McKinley St On-Street (bt Hare & Annesley St)	29 spaces	100% (0 vacancies)	Periphery	No	Footpath north side only, angled parking north side, parallel parking south side, predominantly residential frontages (General Res Zone).
Pakenham Street On-Street (west of Landsborough Street)	31 spaces	42% (18 vacancies)	Periphery	No	Footpath both sides, residential frontages south side, Echuca Primary School (oval) north side – 40kph. Observed increased 60% occupancy at 1pm on Thursday 9 th February 2017. Potentially short peak at school pick-up/drop-off.
Anstruther Street On-Street (west of Landsborough Street)	44 spaces ⁽⁴⁾	52% (21 vacancies)	Periphery	No	Footpath south side only (school frontage), with angle parking. North side parking on gravel verge. Aerial image (nearmap.com) from Thursday 21 st December 2017 (8:30am) suggests close to 100% occupancy on south side, and suggests a lower supply on the north side than identified in the surveys (road is narrow between trees in parts).
Landsborough Street On-Street (between Anstruther and Heygarth Streets)	38 spaces	100% (0 vacancies)	Periphery	No	The street is in the General Residential Zone (GRZ). Residential frontages on the west side, commercial zone on the east side, no footpaths.

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All Day Parking Locality	Supply	Occupancy	Location	Cost	Amenity/Comments
Percy Street On-Street (southern dead-end area)	42 spaces	95% (2 vacancies)	Central	No	Footpath west side, good surveillance from Annesley Street and Heygarth Street.

Note 1: 60 spaces are currently subject to 2P restrictions within this carpark, with the remainder being all-day spaces

Note 2: Peak surveyed saturation was 60%, occurring at 4pm on 18th November 2016 (84 vacancies)

Note 3: 24 spaces are currently subject to 2P restrictions within this carpark, with the remainder being all-day spaces

Note 4: some spaces are subject to 2P restrictions on the south side

Table 10 indicates:

- There is an under-utilisation of Council-owned off-street carparking areas.
- Contributing factors to the low utilisation of Council-owned off-street carparking areas potentially include:
 - Cost of parking (High Street and Nish Street carparks)
 - Amenity/connectivity to the primary retail spine (Hare Street)
 - Perceived/actual safety concerns for the more remote parking areas (Visitor Information and Sturt Street carparks)
- Unrestricted on-street car parking areas are in high demand even though they are generally on the periphery.
- Some of the on-street unrestricted parking locations in high demand are not well suited to meeting CBD staff parking demands due to a lack of amenity (footpaths/lighting) and being on residential frontages. This applies to Landsborough Street in particular.
- Some of the on-street unrestricted parking locations have the potential to accommodate increased parking by converting parallel spaces to angled spaces.

It is noted that the community consultation identified that there is an aversion to paying for car parking (including all day staff parking), with respondents indicating that they would generally prefer to walk further to avoid paying parking fees. At the same time, respondents indicated that they feel they shouldn't have to walk far to access parking, and there is a perceived parking shortfall proximate to the CBD, despite the two centrally located off-street carparks being under-utilised.

There is also a perceived inequity in rate-payers (i.e. employees and shoppers in the CBD) being required to pay for parking, but tourists (visiting the Port Precinct) having access to free parking.

SUMMARY POINT

THERE IS SCOPE TO IMPROVE UTILISATION OF EXISTING ALL-DAY PUBLIC PARKING RESOURCES BY IMPROVING AMENITY FOR USERS.

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8 Car Parking Analysis – Health Precinct

8.1 Existing Off-Site Parking Impacts

Figure 7 shows that on-street car parking (both unrestricted and 2P) was in high demand at 10am on Thursday 9th February 2017 on both sides of all hospital frontage roads as well as in local streets generally within approximately 100 metres walking distance on all sides of the hospital.

While the map at Figure 7 doesn't show the presence of the large off-street carpark bounded by Hospital Avenue, High Street and Service Street, aerial imagery at nearmap.com (shown below in Figure 8) confirms that the carpark existed at the time that the parking surveys were undertaken, and accordingly the car parking survey results for on-street parking surrounding the hospital are reflective of current conditions.



Figure 8: Aerial Image Dated Sunday 18th December 2016 (Taken Before Parking Surveys)

The Echuca Regional Health (ERH) website² advertises the following information relating to parking availability for patients and visitors:

ERH Visitor Carpark

- *The main 220 bay carpark at ERH is located on the corner of High Street and Service Street Echuca, with the entrance to the carpark from Service Street.*
- *There is no cost or time limit associated with this car park and it is available for patients, visitors and staff.*

² <https://erh.org.au/patientsfamilies/parking-at-erh/>

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Hopwood Centre & Medical Consulting Suites

- *For specialist appointments at the Hopwood Centre or Medical Consulting Suites, there is 2-hour parking available on Leichardt Street and Francis Street for your convenience.*

Medical Day Treatment and Education Centre

- *For Medical Day Treatment appointments or if you are visiting our Education Centre, there is a carpark available off Leichardt Street with limited parking available for patients and staff.*

The ERH website appropriately directs patients, visitors and staff to the on-site parking facility first. While this carpark wasn't surveyed, aerial imagery at nearmap.com suggests it is not currently at capacity (albeit the only available aerial images were taken very close to Christmas in late December and early January and may not reflect usual conditions).

There is an existing aquatic centre with no on-site parking located at the southeast corner of the Service Street/High Street intersection which is likely attributable to the high on-street parking demands in Service Street (east of High Street) and Hare Street, given that pedestrian connectivity across High Street to the hospital is not good, and the off-street carpark has no cost or time limit and is better located for hospital use.

8.2 Future Demands

There is no statutory requirement under Clause 52.06 or the Parking Overlay for a hospital.

The associated consulting suites fall under the "Medical Centre" use. The hospital and surrounds are not covered by the parking overlay and accordingly the Clause 52.06 Column A rates apply. For a medical centre, the relevant rate is 5 spaces to the first person providing health services and 3 spaces to every other person providing health services.

Prior to 2012, the former Clause 52.06 included the following rate for hospital:

- *1.3 spaces per bed available for use by patients*

This (or an alternative) rate was not included in the revised version of Clause 52.06.

The Department of Human Services, Victoria (DHS) released a document titled "Design Guidelines for Hospitals and Day Procedure Centres" (2004) which sets out formulae for calculating car parking requirements for use in the absence of a relevant Local Council car parking code.

The DHS document states that the car parking requirements are based on the results of surveys in a number of hospitals.

The formulae for calculating the required number of parking spaces are based on a premise that different types of car park users at hospitals have peak demands at different times. These requirements do not include car parking for emergency facilities.

Suburban and country conditions:

- $Pm = 0.9 Sm + 0.7 Ssm + 0.2 Bp + 0.3 Bm + 0.4 Bd + 1.5 DSo$
- $Pa = 0.9 Sa + 0.7 Ssa + 0.3 Bp + 0.4 Bm + 0.25 Bd + 1.5 Dso$

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Explanation of Codes:

- *Pm* - required number of parking spaces during the morning peak
- *Pa* - required number of parking spaces during the afternoon peak
- *Sm* - number of staff during the morning peak (typically between 10.00 am and 11.00 am), including visiting doctors
- *Sa* - number of staff during the afternoon peak (such as during the nursing shift changeover, both morning and afternoon nursing shifts counted), including visiting doctors and medical research staff
- *Ssm* and *Ssa* - number of medical and nursing students present during the morning and afternoon peaks respectively;
- *Cpt* - coefficient of public transport provision - 0.9 if a public transport node such as a bus/rail interchange is located within 250 m from the facility boundary, otherwise 1.0
- *Bp* - number of beds, all patients except maternity patients and children patients
- *Bm* - number of maternity and children beds
- *Bd* - number of beds or recliners for day patients
- *Dso* - number of effective full-time doctors and specialists treating Outpatients including Community and Allied Health, Physiotherapy and Imaging.

While the existing breakdown of staff, beds, etc. at the existing Echuca Regional Health facility is not known, it is noted that when this formula was applied to Warrnambool Base Hospital, it resulted in a car parking rate that was more than double the former statutory rate of 1.3 spaces per bed.

GTA Consultants undertook surveys of Knox Private Hospital in Wantirna (outer-suburban Melbourne) in 2014 and identified a peak car parking demand rate of 1.88 car spaces per bed.

Over the past few years, Council's Road Services unit has received a number of requests relating to parking around the Hospital and the medical precinct, in particular relating to Service Street, Hopwood Street, Francis Street (south of Service Street) and Haverfield Street near the shops and adjacent to the aged care facilities. Requests include:

- Residents requesting that workers and clients of medical practices do not park in front of their home and/or that they are issued with permits or reserved spaces for their exclusive use.
- Medical practices requesting that all of the parking be made 2-hour in the whole area so that they are available for their clients' use.
- Concerns that hospital staff use the parking bays on the street and not the bays provided for staff within the hospital site and park there for their whole shift.
- Concerns that people who are not using the Haverfield Street shops park in the angle bays in front of the shops.
- Requests for line marking of bays and for signing of No Standing areas such as across driveways and near street corners as reinforcement of road rules due to poor compliance.

It is noted that depending on what part of the hospital people are going to, on-street parking is more proximate than the on-site carpark. Much of the existing on-street parking is unrestricted. Some is

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subject to 2P restrictions which is generally suitable (and therefore likely being utilised) for hospital visitors.

The high car parking occupancy levels are not a concern on the hospital's frontages, however Clause 52.06 of the Planning Scheme generally does not encourage reliance on on-street parking on residential frontages for non-residential uses.

It is noted that in this instance, the hospital has been in this locality for a long period of time and residents would have been aware of its existence at the time of purchasing their property. The affected residential dwellings generally have access to off-street car parking within their garages and driveways, and it is unrealistic to expect that additional on-street parking will be available on their direct frontage at all times. Surveys indicate that parking impacts only extend approximately 100m from the hospital, and accordingly on-street car parking can generally be found within 100 metres of dwellings, which is considered to be reasonable/suitable walking distance for overflow/visitor parking demands where they exceed on-site provision.

It would be possible to provide permit zone restrictions on one side of streets which have residential frontages to ensure these spaces are available for residents (with displaced hospital parking needing to be accommodated within the hospital site), however the process of issuing permits and enforcing restrictions is a burden for Council, so there is a need to weigh up whether it is a significant issue or a minor inconvenience.

On balance, considering the parking survey results, it is recommended that no permit zone restrictions be implemented at this stage, but that a rate for "hospital" be included in the parking overlay to ensure sufficient parking is provided for future expansions and the hospital impacts don't continue to expand further onto the surrounding road network.

A cash-in-lieu rate could also be considered for the health precinct.

It is recommended that a separate Parking Overlay apply to the health precinct, so that the separate relevant hospital rate can be applied, with the remainder of uses to be as per Column A of Clause 52.06 (i.e. current rates). A lower cash-in-lieu rate could be applied for any parking not provided on-site, and contributions could be utilised for the following:

- management of existing on-street car parking (including potentially installing signage and issuing permits to residents), and/or
- provision of additional on-street parking by converting parallel parking to angle parking in Francis Street north of Leichardt Street.

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8.3 Medical Practices

Council's Road Services department has also advised that requests have been received from medical practices within the health precinct for on-street parking to be restricted to 2P, so that spaces are available for clients' use.

There is a substantial supply of 2P spaces already within the health precinct, as well as parking within the hospital grounds.

Medical practices should accommodate both staff and client parking requirements on-site.

Clause 52.06 Column A rates are generally adequate to meet demands, and these rates should be applied to any future medical centre applications within the health precinct.

Clause 52.06 of the Planning Scheme notes that non-residential uses should avoid relying on on-street parking on residential frontages.

Any increase to the 2P parking supply should be accommodated on non-residential frontages only, e.g. on the hospital frontage (east side of Haverfield Street between Service Street and Leichardt Street).

Where existing on-site parking supplies are falling short of client demands, parking occupancy surveys indicate that on-street parking can typically be found within 100 metres, which is considered to be a reasonable/suitable walking distance for overflow/visitor parking demands where they exceed on-site provision.

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9 Review of 2008 Strategy Recommendations

9.1 2008 Locations for “Future” Car Parking

The 2008 Strategy recommended a number of projects for Council’s Capital Works Program within the Historic Port Precinct and the Echuca CBD and ranked the projects by priority and proposed year of construction.

The following works projects have now been completed which are consistent with the previous (2008) strategy:

Historic Port Precinct:-

- improvements to signage and line-marking to car parking areas,
- provision of overflow parking north of the Tourist Information Centre, and
- purchase and installation of parking meters.

Echuca CBD:-

- improvements to signage,
- provision of additional car parking in Annesley Street, and
- provision of additional car spaces at the Echuca Railway Station.

The following locations for “future” car parking were highlighted in the 2008 parking strategy which have not been completed to date:

- provision of overflow parking on the west side of Campaspe at Leslie Street including construction of a footbridge,
- addition of a first floor to the Nish Street carpark, and
- addition of a first floor to the High Street carpark.

9.2 Suitability of Incomplete Projects

It is understood that Council owns a number of land parcels on the west side of the Campaspe River.

This land is prone to flooding, making it unsuitable for most uses. However, overflow all-day (staff/tourist) parking would be a suitable use, subject to appropriate management during flooding events.

If a footbridge crossing of the Campaspe River were constructed at the end of Leslie Street, car parking would potentially be able to be located within approximately 400 metres walking distance of the Echuca Port, which is roughly equivalent to 7.5 minutes’ walking distance, and is not an unreasonable distance for long-term/all-day parking.

For parking in this location to be successful, the following would be required:

- a footbridge crossing of the river,
- no time restrictions or fees for the parking spaces,
- well-signed, well-lit route for pedestrians, and

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- signage in the vicinity of the port directing drivers to the parking location.

These factors will need to be considered as part of the cost of the project.

The provision of additional all-day parking on the west side of Campaspe River (as envisaged in the 2008 Strategy) would be a suitable project for cash-in-lieu contributions.

Within the Echuca CBD, decked parking was envisaged and costed for the High and Nish Street public carparks as part of the 2008 strategy, however the timing was not set, and the projects have not been completed.

Both of these carparks are currently underutilised. Potential reasons include a tendency for staff to prefer to walk further to free parking (including on residential frontages) in preference to paying for car parking located closer to their destination, and a lack of attractive connections between the car parking and the main street for pedestrians.

Decked parking may be an attractive option for shoppers in the CBD noting that the community has expressed a desire for undercover parking.

It is recommended that these two projects be considered as a means of increasing CBD parking provision in the future, in addition to upgrading/updating/activating laneway connections for pedestrians between the carparks and the main street, introducing permit zone restrictions in residential streets on the periphery of the CBD where overspill all-day staff parking from the CBD is occurring, and introducing a yearly permit scheme for traders to ensure that parking within the provided spaces is an attractive option.

9.3 Other Potential Locations for Future Car Parking

Other locations where the public parking supply could be increased are as follows:

- Converting parallel parking to angled parking on the Coles frontages in Hare and Darling Streets.
- Investigate the potential to purchase vacant/under-utilised sites within the CBD (provided the smallest dimension of the site is at least 16.5 metres).

10 Cash In Lieu Rate

The parking strategy has identified that there is likely to be a need to increase the overall parking supply in the future as additional floor space is provided within the Echuca CBD.

Some of this parking may not be able to be provided on individual development sites, particularly where small existing premises seek to increase floor space by adding an additional storey for example.

The Clause 52.06 and Parking Overlay (Clause 45.09) provisions are set up in such a way so as to allow Councils to collect a financial contribution as a way of meeting the car parking requirements that apply to a particular development.

The existing Schedule 1 to the Parking Overlay which applies to the Echuca CBD allows for Council to collect cash in lieu of car spaces which cannot be provided on-site for development applications.

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Specifically, sub-clause 4.0 (Financial Contribution Requirement) of Schedule 1 to Clause 45.09 states the following:

If a permit is granted pursuant to Clause 52.06-3 to reduce or waive the requirement for car parking, the Responsible Authority must include a condition requiring payment-in-lieu for car parking spaces which are not provided on site, unless satisfied that such payment is not warranted having regard to the circumstances.

The payment-in-lieu contribution is \$2,000 per space. This amount is to be increased annually [on 1st July], in accordance with the Construction Industries Producer Price Index-General Construction Industry after the Gazettal of Amendment C83.

The cash contribution must be made before the use or development commences unless a permit condition allows payments by instalments under the Section 173 agreement provisions of the Planning and Environment Act 1987.

It is noted that the existing Schedule 1 to Clause 45.09 is not clear on when the starting year is for indexation.

Further, the current rate of \$2,000 per space was set acknowledging that the funds would not need to provide physical additional parking spaces but would be used to improve the amenity of existing parking spaces (including wayfinding, lighting, etc.), which is allowable under the provisions of the Parking Overlay.

However, it is likely that a point will soon be reached at which it is not sufficient to improve utilisation of existing parking, and new spaces will need to be constructed, at a cost which will substantially exceed the existing cash-in-lieu rate set in the Parking Overlay.

It is also noted that in Echuca, cash-in-lieu should be encouraged in preference to on-site customer parking on smaller development sites in particular (excluding large developments such as Coles and Woolworths), to maintain vibrancy of the centre. Shared public parking resources are more efficient than private parking³. Accordingly, the cash-in-lieu parking rate should take into account the desire to encourage this option for provision of customer parking.

There are a number of factors with implications beyond traffic engineering that should be considered in determining an appropriate cash-in-lieu value.

There is a limit to how much can be charged for parking via a cash-in-lieu scheme without discouraging the development of the activity centre.

It is also important to recognise that it is not intended that the cash-in-lieu amount cover the full cost of providing car parking (land plus construction value).

Council would not need to construct one car space for every space for which cash-in-lieu is paid. Due to the variation in demand over time for various uses, public parking resources are more efficient and can be shared by multiple users. For example, cash-in-lieu contributions might be collected from a retail store with opening hours of 9am till 5pm, and additional cash-in-lieu contributions might be

³ Often taking access within a retail precinct will lose on-street spaces and adversely impact on the streetscape.

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collected from a restaurant which generates parking demands predominantly after 6pm. These two uses can share the same parking spaces.

In determining the cash-in-lieu rate, consideration should also be given to equity between existing and future developments, noting that historically in Echuca, a substantial proportion of car parking has been provided as public parking (including on-street parking and public off-street carparks).

10.1 Example Cash-in-Lieu Rates

A number of other municipalities have Parking Overlays at Clause 45.09 which allow for the collection of cash in lieu of car parking spaces. The following table sets out cash-in-lieu rates which are currently applied in some other regional and metropolitan municipalities.

Table 15: Example Cash-in-Lieu Rates

Municipality	Cash-in-Lieu Rate ¹
Regional Municipalities	
Greater Shepparton	\$4,500
South Gippsland	\$0 (1 – 4 spaces) \$4,800 (per space for 5th to 8th space) \$7,200 (per space for 9th to 20th space) \$9,600 (per space for 21st space and above)
Wodonga	\$5,000
Benalla	\$6,431
Southern Grampians	\$8,000
Latrobe	\$8,000
Moira	\$8,060
Greater Bendigo	\$10,000
Colac-Otway	\$13,000
Surf Coast	\$13,291
AVERAGE	\$8,348
Metropolitan Municipalities	
Monash	\$6,000 (Oakleigh) ² \$11,000 (Glen Waverley) ²
Wyndham	\$12,500
Casey	\$16,935
Greater Dandenong	\$19,000
AVERAGE	\$13,087

Note 1: These rates are correct at the time they were adopted, and have not been indexed to the current year.

Note 2: The Parking Overlay (including cash-in-lieu provisions) was deleted from Monash Planning Scheme on 24th May 2018 via Amendment C137.

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10.2 Cash-in-Lieu Options

There are several options which can be considered in determining the cash-in-lieu rate, as follows:

- **Cost Penalty:** This option charges an amount in excess of the actual cost of providing parking spaces (i.e. the cost of providing spaces off-site exceeding the cost of providing them within a proposed development), with the intention being to discourage developments which do not meet their parking requirements on-site.
- **Full Cost Recovery:** This option charges an amount equal to the actual cost of providing parking spaces, with the intention being that Council utilise the funds to construct one car space for every space that cash-in-lieu payments are collected, without needing to contribute additional funds.
- **Subsidised Fee:** This option charges an amount less than the actual cost of providing parking spaces and takes into account efficiencies in public parking resources (with the sharing of public parking meaning Council is unlikely to need to construct one parking space for every space which cash-in-lieu is collected). This also takes into consideration that most parking provided by Council would not be ideal for any particular developer and would not be restricted for use by customers of the originally contributing developers but would be in the general area and therefore utilised by shoppers shopping in the general area.

Most of the regional municipalities that have cash-in-lieu parking rates adopt the 'subsidised fee' approach in recognition that shared public parking resources are a valuable asset to the broader community, with the adopted cash-in-lieu rate not being reflective of the full cost of providing a parking space.

10.3 Locations for New Public Parking in the Echuca CBD & Port Precinct

There a number of locations which are considered to be suitable for further consideration in the Echuca CBD and Port Precinct in relation to the potential provision of additional public parking resources in the future (to be funded by future cash-in-lieu contributions) as follows:

- at-grade parking on Council-owned land on the west side of Campaspe River in proximity to the Echuca Port (including a pedestrian bridge across the river, lighting, wayfinding signage, etc),
- decked parking on the existing High Street and Nish Street Council-owned carparks,
- increased on-street parking in the vicinity of Coles (by converting parallel parking spaces to angled bays), and
- exploring the potential to purchase vacant/under-utilised private land.

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10.4 Locations for New Public Parking in the Health Precinct

There are limited options for increasing public car parking provision in the Health Precinct.

Provision of adequate on-site car parking should be encouraged for future hospital upgrades and other development applications (including medical centres).

Where on-site car parking provision cannot meet the statutory requirements, cash-in-lieu could be considered, and could be utilised for:

- provision of additional car parking on Francis Street north of Leichardt Street by converting parallel parking spaces to angled bays,
- introducing parking restrictions on residential frontages (and issuing permits to residents),
- lighting upgrades, etc.

10.5 Cash-in-Lieu Calculation Formula

The formula for calculating cash-in-lieu contributions is generally:

$$P = (L + C + A) \times (1 - D)$$

Where:

- P – Cost per space (cash-in-lieu rate - \$ per car space)
- L – The market value of land (\$ per m² x land area per car space)
- C – The construction cost (\$ per m² x land area per car space)
- A – An administration charge (typically 2% of the total cost)
- D – Discount, e.g. 0.3 (30% discount)

The construction cost for decked parking is considerably more expensive than at-grade parking, with basement car parking being substantially more costly again.

The Cobram Parking Precinct Plan for example (Moirra Shire, 2009) lists the construction cost for at-grade parking at \$2,200 per car space. In comparison, *Rawlinsons Construction Cost Guide 2016* indicates a cost per square metre of \$83, \$465 and \$1,645 for open parking areas, decked parking areas and underground (single level) parking areas respectively. Based on an average of 28m² per space (including access aisles), this corresponds to a cost of \$2,324, \$13,020 and \$46,060 per space for at-grade, decked and basement car spaces respectively. These costs exclude land value.

The 2008 parking strategy report noted that the average cost of providing a car space in Echuca (current as of 2008) was \$14,000 per space in the CBD and \$7,700 per space in the Historic Port Precinct, with these costs excluding land costs, as all proposed (costed) spaces were to be located on land already under Council ownership.

The port car parking costs included an on-going annual cost for providing a courtesy shuttle bus due to the remote location of the proposed car parking, although it is not clear if it included the cost of constructing a pedestrian bridge crossing of the Campaspe River.

It is noted that the Panel reports for both Amendment C10 to the Benalla Planning Scheme and Amendment C56 to the Moira Planning Scheme determine that a 30% 'discount', is a reasonable compromise.

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10.6 Recommended Cash-in-Lieu Rate

The adopted cash-in-lieu cost per parking space not provided on-site for new developments, as currently reflected in the Parking Overlay, is \$2,000 per space.

This amount is lower than the rates adopted in all other existing metropolitan and regional planning schemes and is not sufficient to allow Council to undertake capital works projects which increase the public parking supply in Echuca currently.

Having regard to the current high parking demands within some parts of the CBD, it is recommended that the cash-in-lieu rate be increased, to allow Council to undertake timely works to increase the public parking supply as demand warrants in the future.

It is recommended that Council adopt the 'subsidised fee' option, providing for a 'discount' in the cost of actually providing a car space. This option is fairer for the development industry taking into account that the space will not be exclusively available for customers of the development which made the cash-in-lieu contribution and will instead be a shared public parking resource some distance away from the development site.

While Benalla and Moira adopted a 30% discount (70% developer-funded), the adopted rates in these municipalities are \$6,431 and \$8,060 respectively, suggesting the actual cost per space would be \$9,187 and \$11,514 respectively (with the in-lieu rates representing 70% of these costs), being significantly lower than the \$17,000 per space for multi-level car parks as indicated by the Rawlinsons Guide.

Other factors (beyond the actual cost of providing a space) also require consideration when determining the cash-in-lieu rate, such as the desire to either attract or discourage development in the CBD for example.

It is recommended that having regard to the historical 'public' contribution to the parking supply in the Echuca CBD and Port, a discount of 30% (consistent with the Benalla and Moira Planning Schemes) be applied to the \$13,020 car space cost, corresponding to a cash-in-lieu contribution rate of \$9,114, or \$9,296 if a 2% administration fee is added.

This recommended rate is slightly lower than the nearby Bendigo CBD rate (for which the Echuca CBD competes with to a degree for development and retail spending) and is approximately in line with average rates for regional areas, taking into account indexation.

The rate should be applied (via an amended Parking Overlay – Schedule 1) to the Echuca CBD and Historic Port Precinct Areas covered by the current version of the Parking Overlay.

The current nominal rate of \$2,000 per space should also be applied to the Health Precinct area identified in Figure 1 of this report, to provide a financial means of managing car parking and upgrading lighting, etc. in instances where future planning applications are unable to meet the statutory car parking requirements on-site, to be considered by Council on a case-by-case basis.

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11 Action Plan

Table 16 below sets out the parking strategy recommendations, actions and priorities.

Table 16: Echuca Parking Strategy Recommendations & Action Plan

Recommendation/Action	Priority	Comment
Retain the existing Clause 2.0 of Schedule 1 to the Parking Overlay which adopts Clause 52.06 Column B parking rates for Echuca and the Historic Port Precinct.	N/A	No action required.
<p>Amend Clause 4.0 of Schedule 1 to the Parking Overlay as follows:</p> <p><i>If a permit is granted pursuant to Clause 52.06-3 to reduce or waive the requirement for car parking, the Responsible Authority must include a condition requiring payment-in-lieu for car parking spaces which are not provided on site, unless satisfied that such payment is not warranted having regard to the circumstances.</i></p> <p><i>The payment-in-lieu contribution is \$9,300 per space. This amount is to be increased annually [on 1st July], in accordance with the Construction Industries Producer Price Index-General Construction Industry after the Gazettal of Amendment C83.</i></p> <p><i>The cash contribution must be made before the use or development commences unless a permit condition allows payments by instalments under the Section 173 agreement provisions of the Planning and Environment Act 1987.</i></p>	High	Requires a Planning Scheme Amendment
Introduce a new Schedule 2 to the Parking Overlay, which should be applied to the Health Precinct (generally as identified in Figure 1 of this report).	High	Requires a Planning Scheme Amendment
<p>Clause 2.0 of Schedule 2 to the Parking Overlay should specify a parking rate for hospitals. The recommended rate is 1.5 spaces per bed, with this rate being roughly the average of the former rate (removed from the planning scheme in 2012) and the empirical surveyed rate at Knox Hospital.</p> <p>Clause 4.0 of Schedule 2 to the Parking Overlay should be generally as follows:</p> <p><i>If a permit is granted pursuant to Clause 52.06-3 to reduce or waive the requirement for car parking, the Responsible Authority must include a condition requiring payment-in-lieu for car parking spaces which are not provided on site, unless satisfied that such payment is not warranted having regard to the circumstances.</i></p> <p><i>The payment-in-lieu contribution is \$2,000 per space. This amount is to be increased annually [on 1st July], in accordance with the Construction Industries Producer Price Index-General Construction Industry after the Gazettal of Amendment C83.</i></p> <p><i>The cash contribution must be made before the use or development commences unless a permit condition allows payments by instalments under the Section 173 agreement provisions of the Planning and Environment Act 1987.</i></p>	High	Requires a Planning Scheme Amendment

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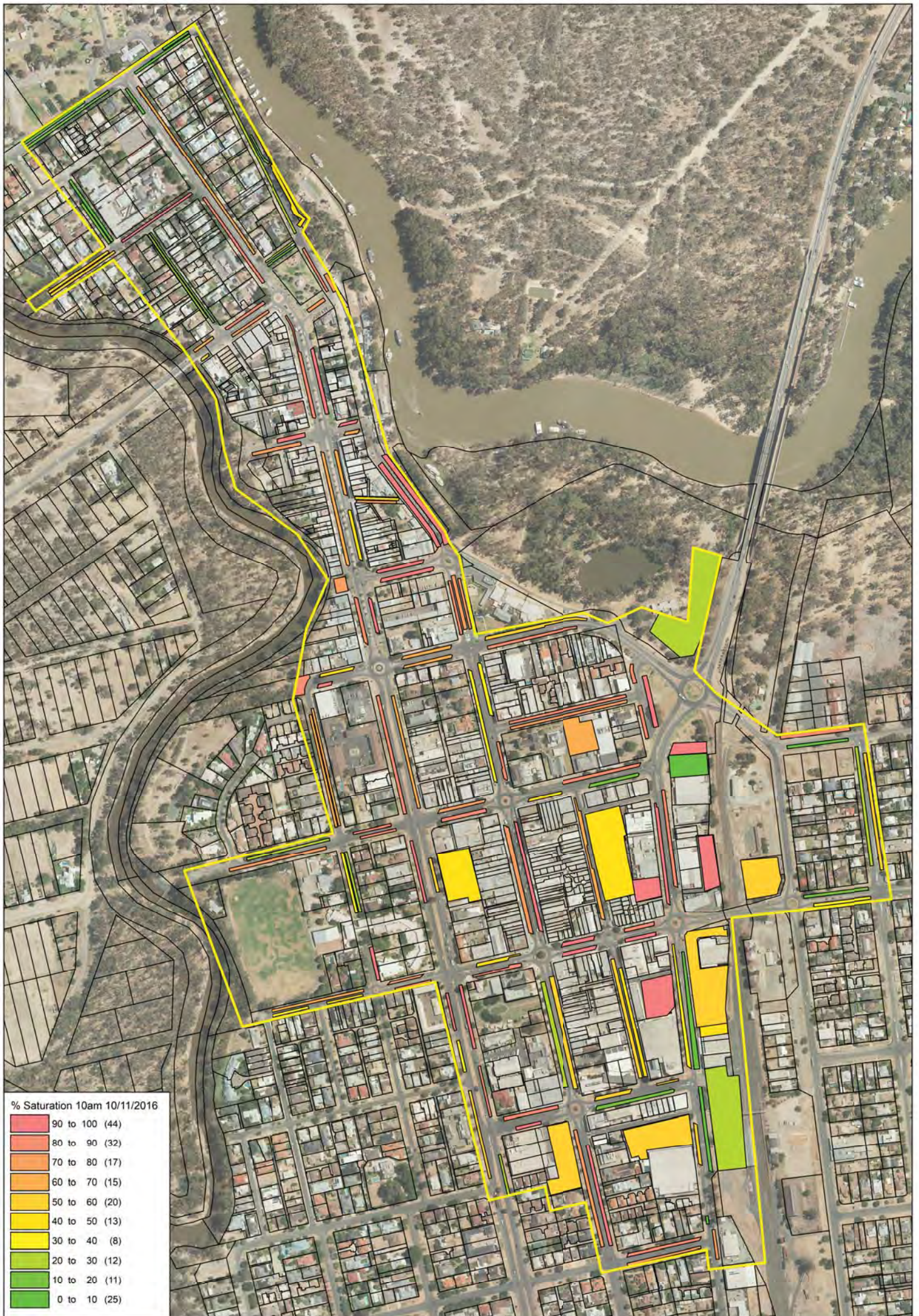
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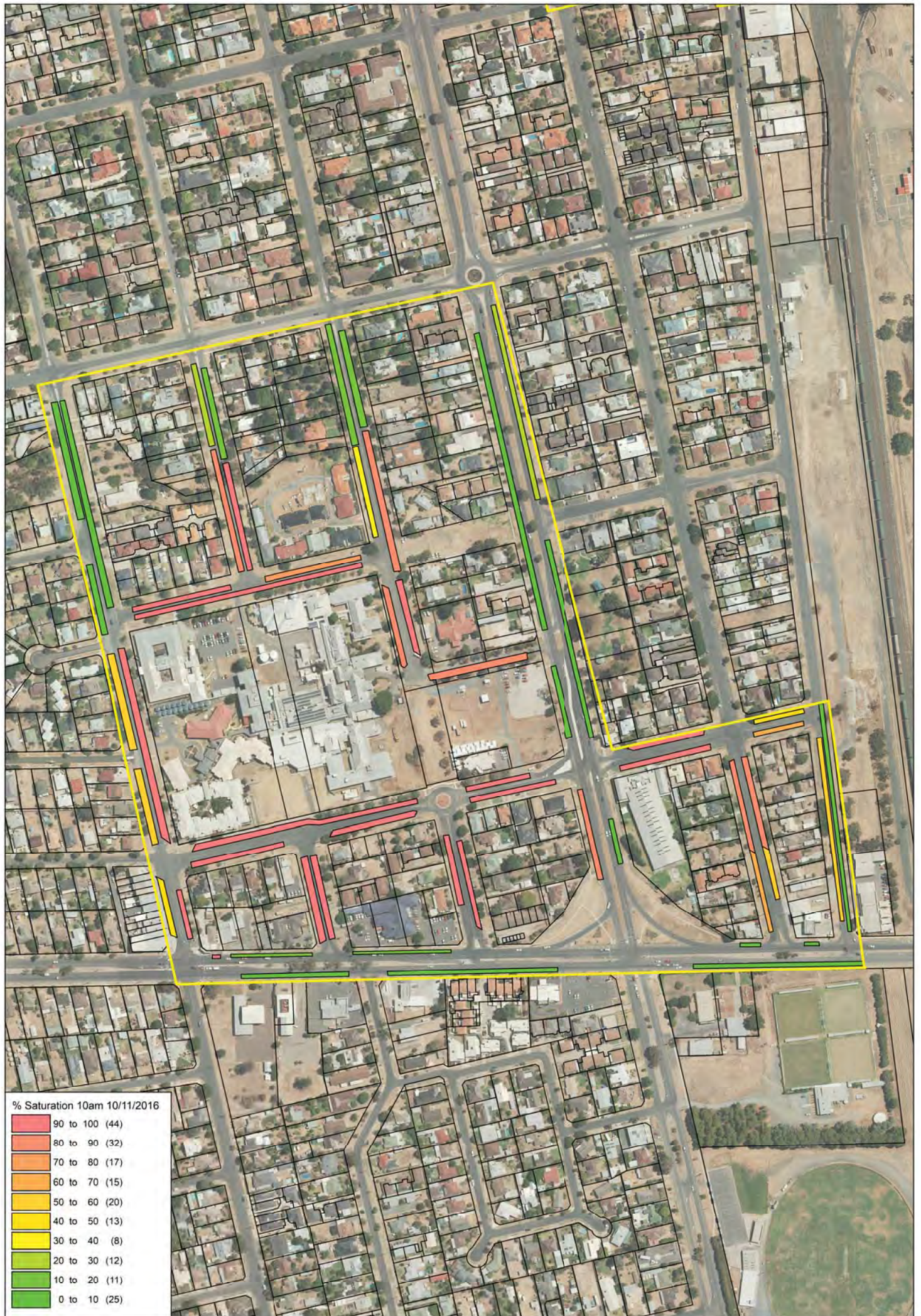
Recommendation/Action	Priority	Comment
<p>Parking costs in the High and Nish Street carparks should be reviewed with the aim of increasing usage, particularly by CBD staff. For example, a daily cap equivalent to say 3 hours parking could be considered and/or issue permits to traders at low cost, to get staff off residential streets (particularly Landsborough Street) and into these off-street carparks instead.</p>	Medium	<p>Following implementation of parking restriction changes in the Port Precinct</p>
<p>Facilitate improved connections between the High Street and Nish Street carparks and Hare Street, through revitalised/wider/open/well-lit/welcoming and well-signed thoroughfares.</p>	Medium/High	<p>Revitalised/improved links to Hare Street require redevelopment of land in private ownership</p>
<p>Improve safety for users of the Visitor Information and Sturt Street carparks, including consideration of measures that will improve lighting and surveillance of the parking areas and connecting walkways, particularly having regard to staff returning to their vehicles after dark in the winter months.</p>	High	<p>This needs to occur prior to any changes to existing long-term parking restrictions in Murray Esplanade.</p>
<p>P15-minute parking restrictions (no cost) should be considered directly in front of banks and the post office.</p>	Medium	<p>Road services.</p>
<p>As parking machines are replaced in the future, these should be upgraded to include card payment facilities for convenience, and to ensure the continued vibrancy of the Echuca CBD.</p>	Low	<p>As existing machines reach the end of their useful life (responsibility of local laws, with funding to come from general parking revenue)</p>
<p>Investigate altering parking restrictions on Murray Esplanade and High Street within the Port Precinct to provide for 3-hour parking, to reduce usage by staff and increase turn-over for Port visitors.</p>	High	<p>This action needs to be undertaken in conjunction with (following) improved safety measures for existing parking behind the visitor information centre.</p>
<p>If pay parking is adopted in the tourist precinct, it needs to be convenient to pay (i.e. card) as non-locals won't necessarily be prepared with coins.</p>	Low	<p>Responsibility of local laws, with funding to come from general parking revenue.</p>

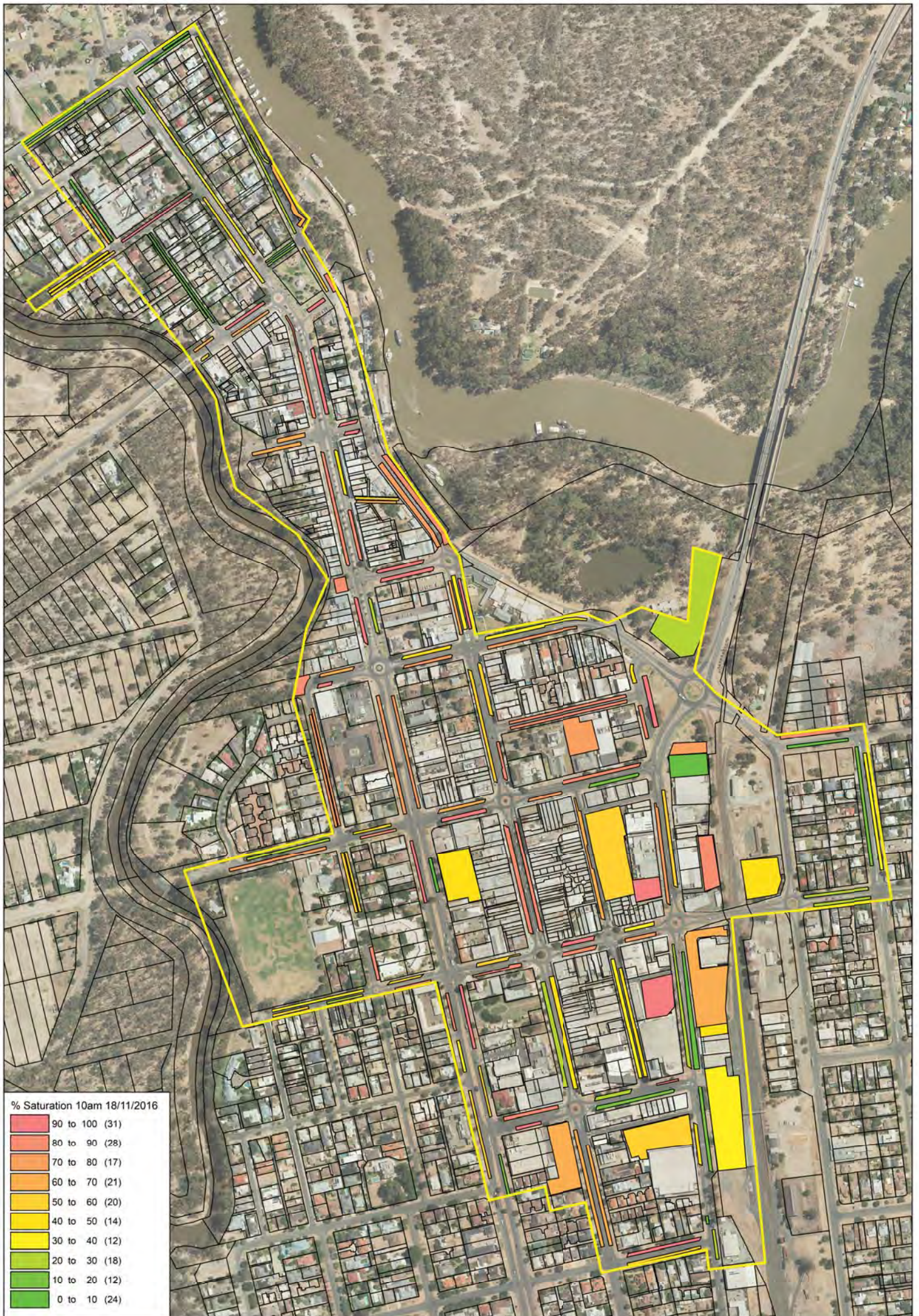


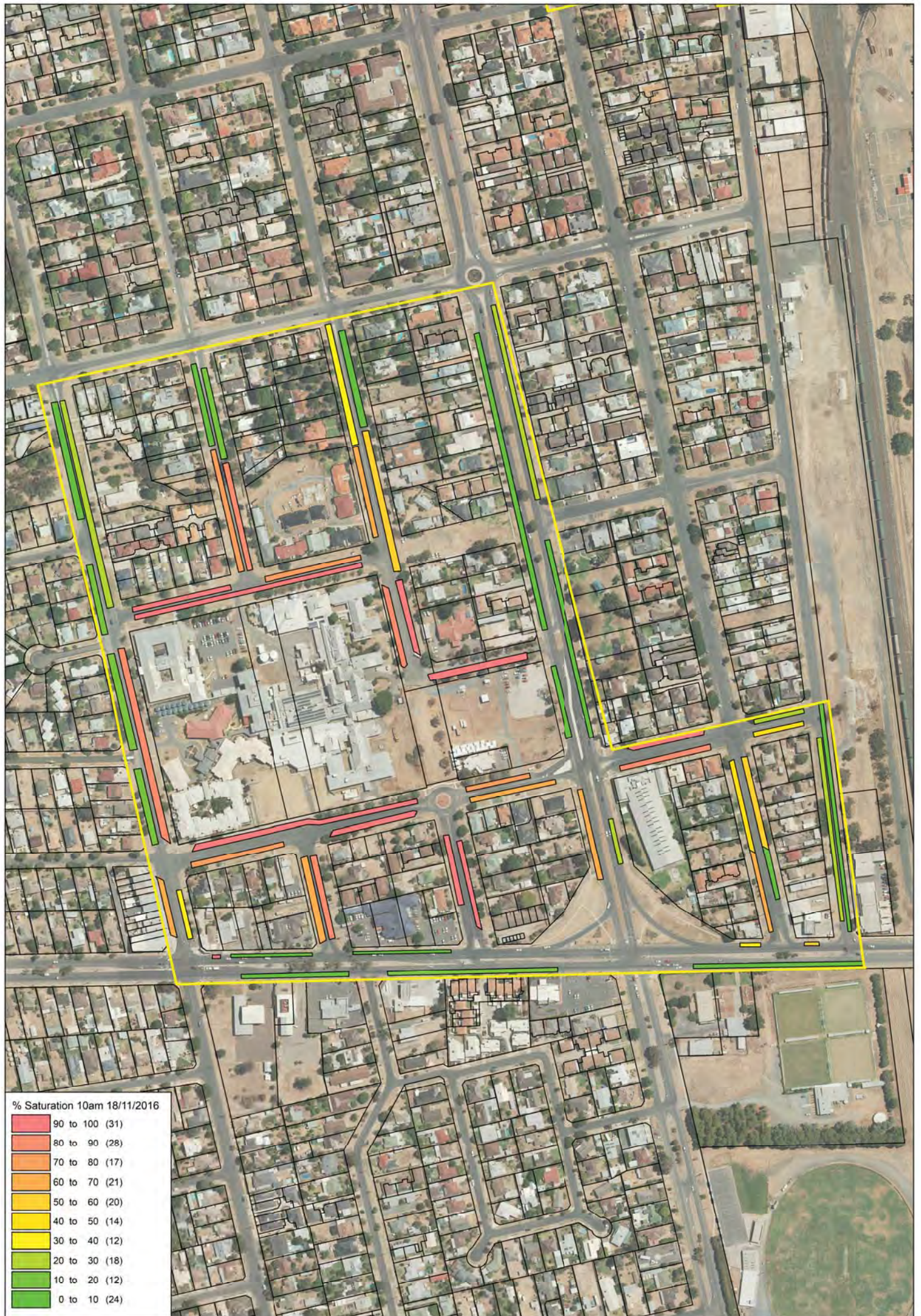
Parking Strategy

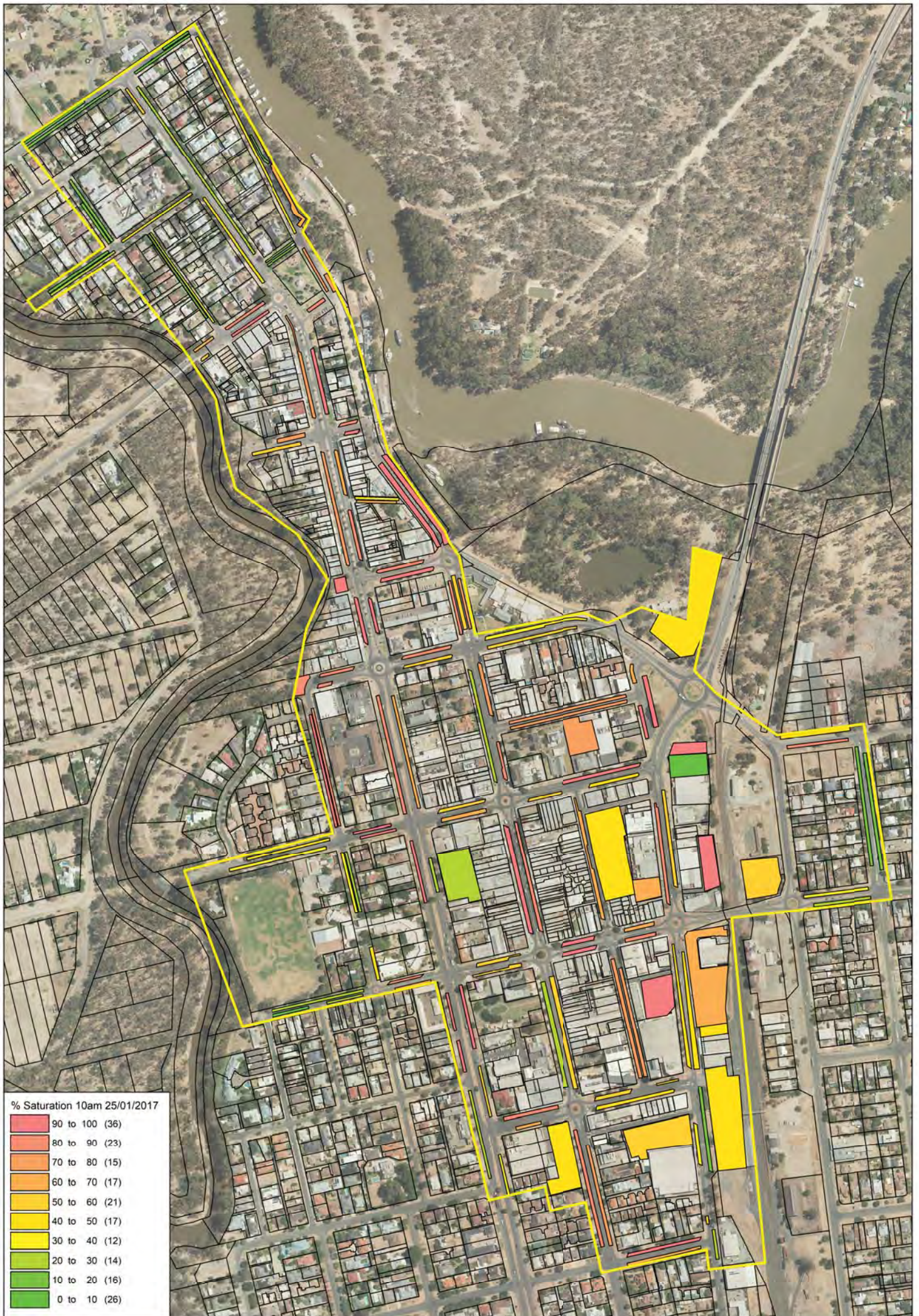
Appendix A: Heat Maps – Parking Occupancy

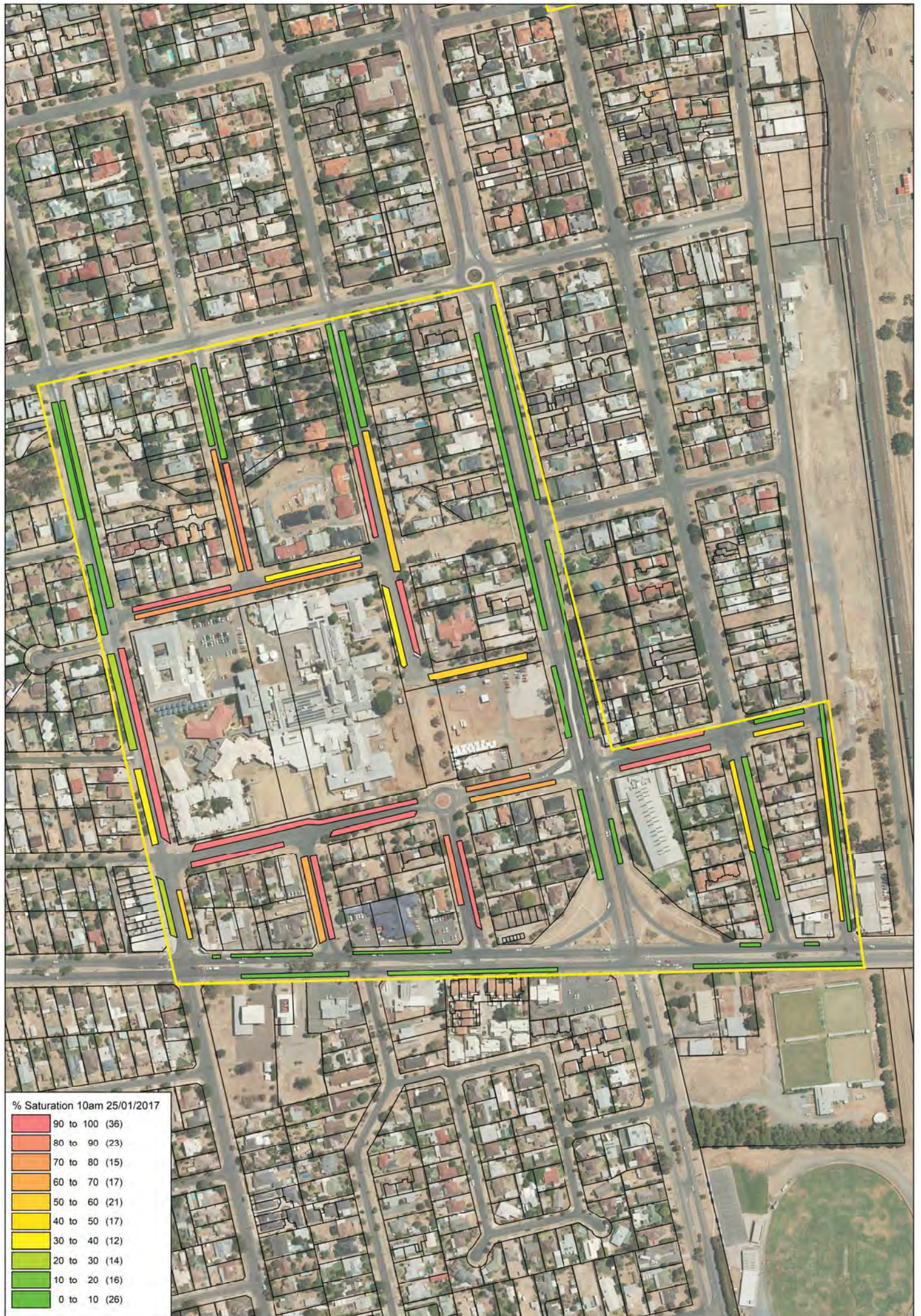


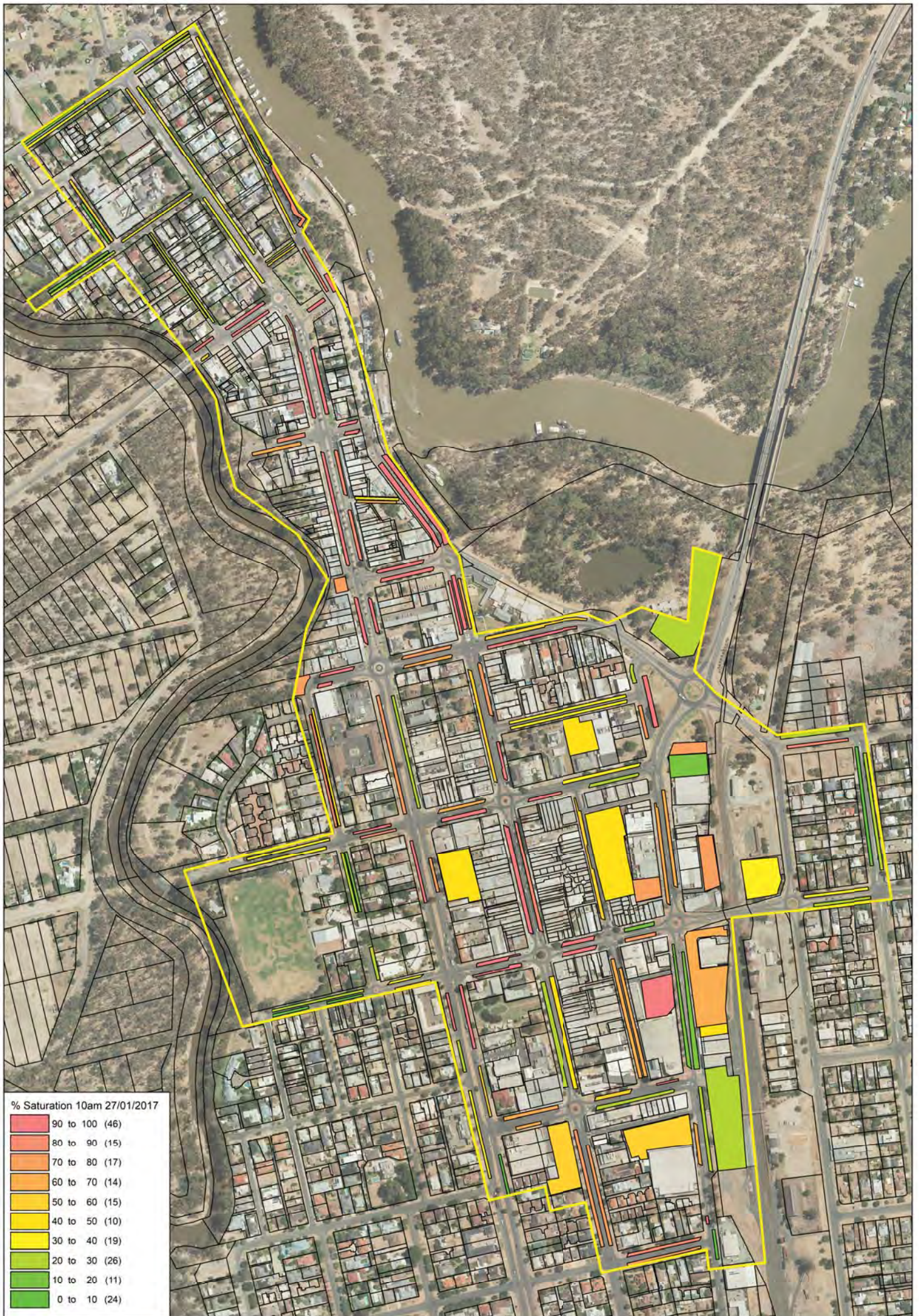


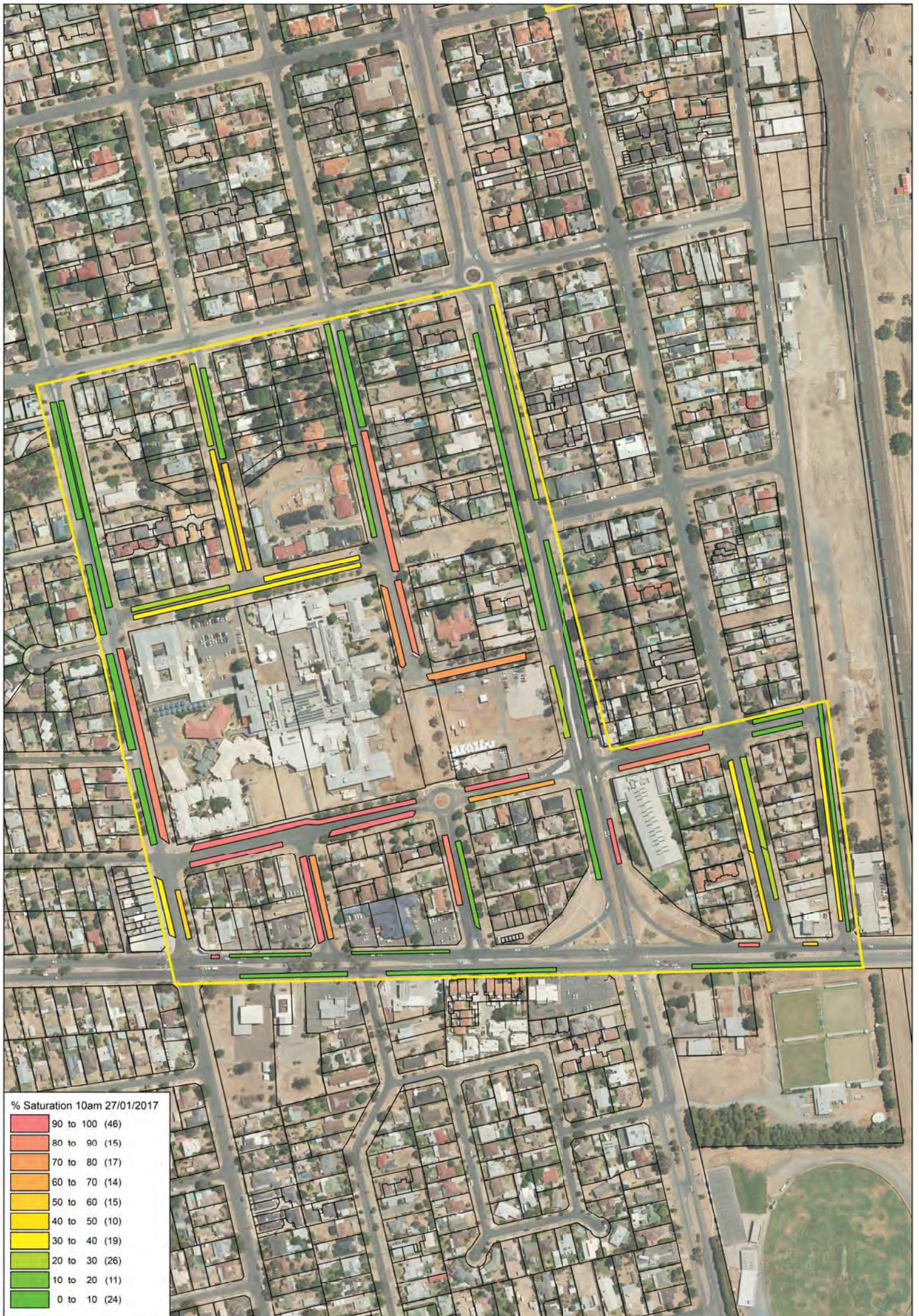


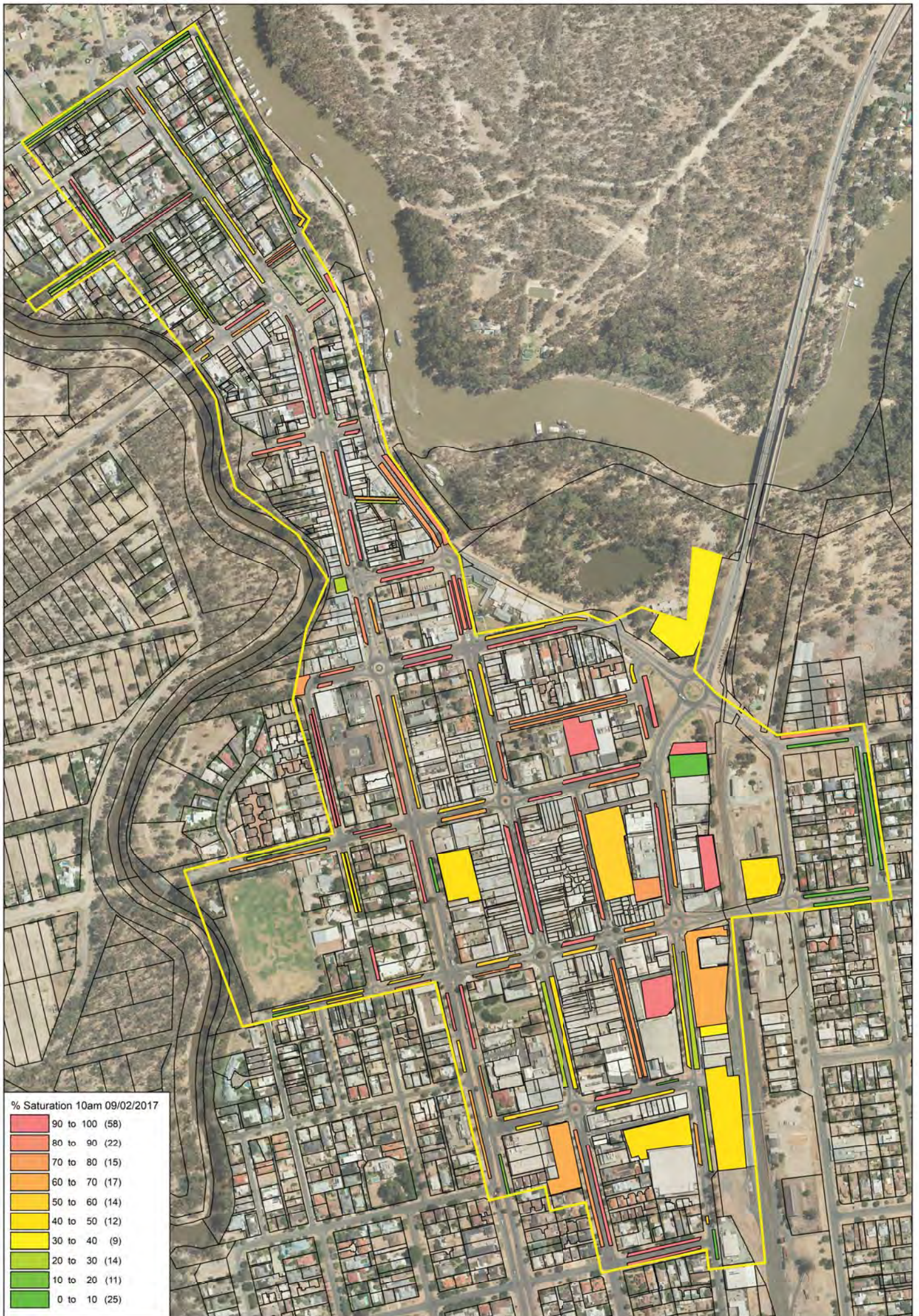


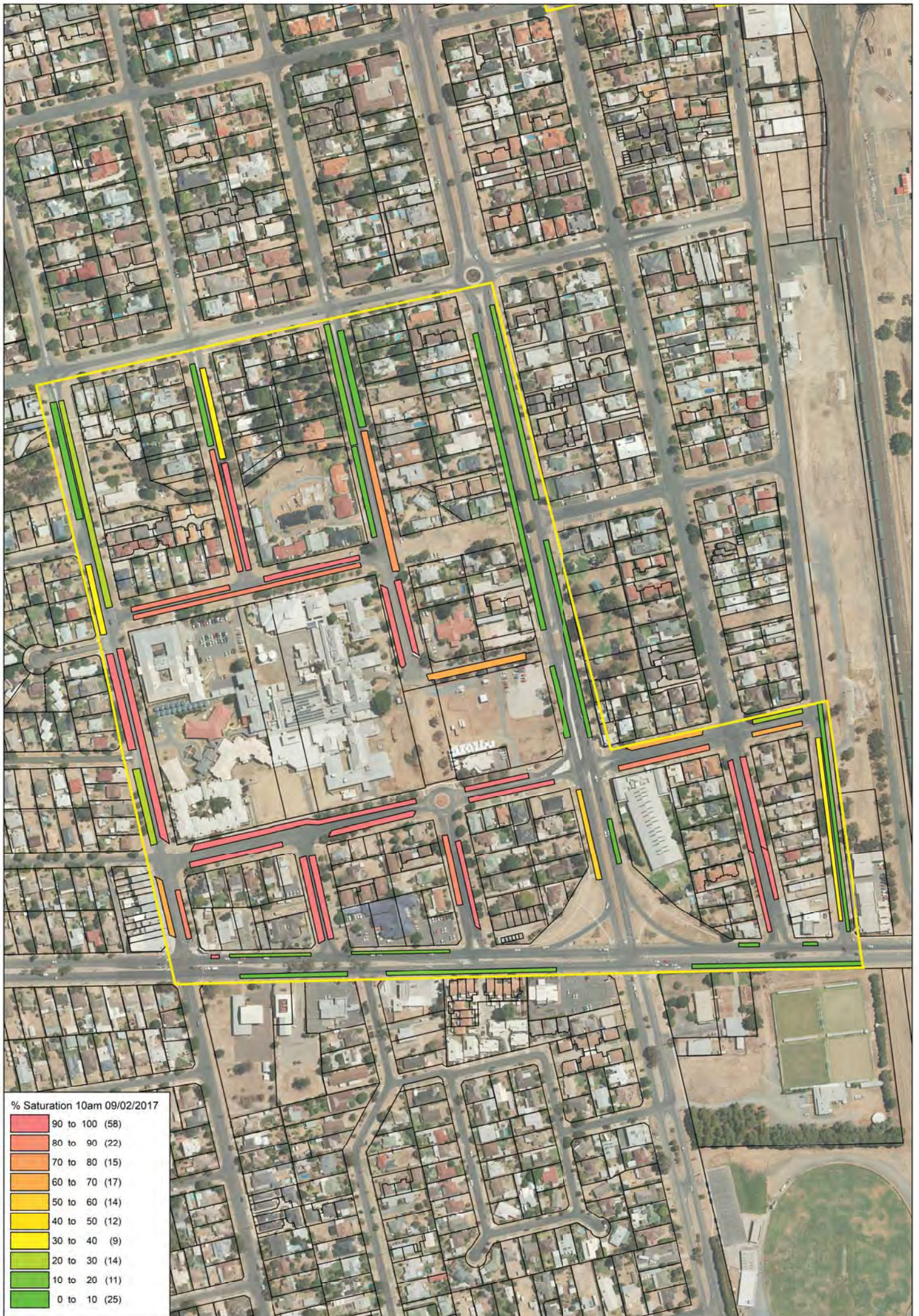


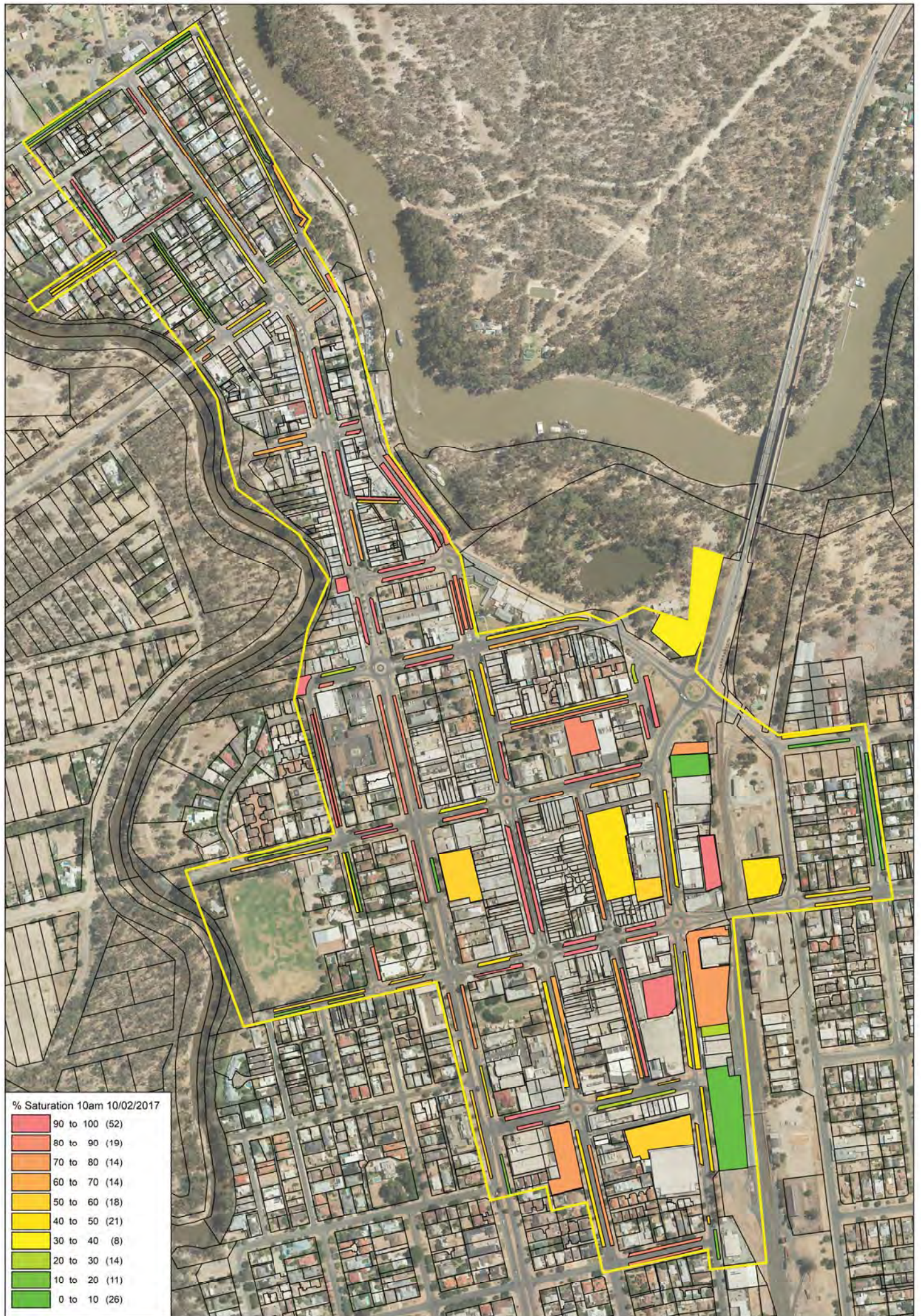




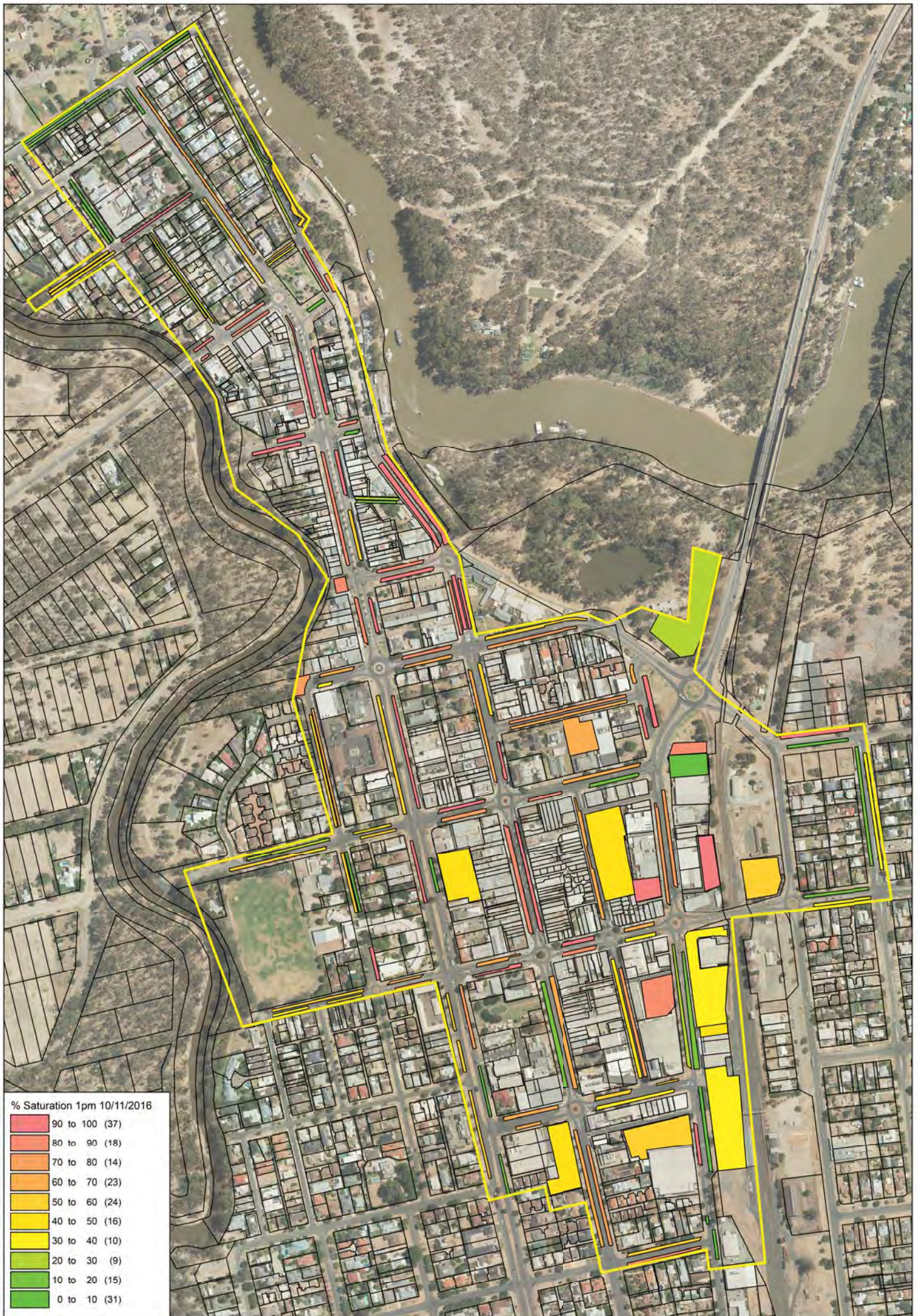


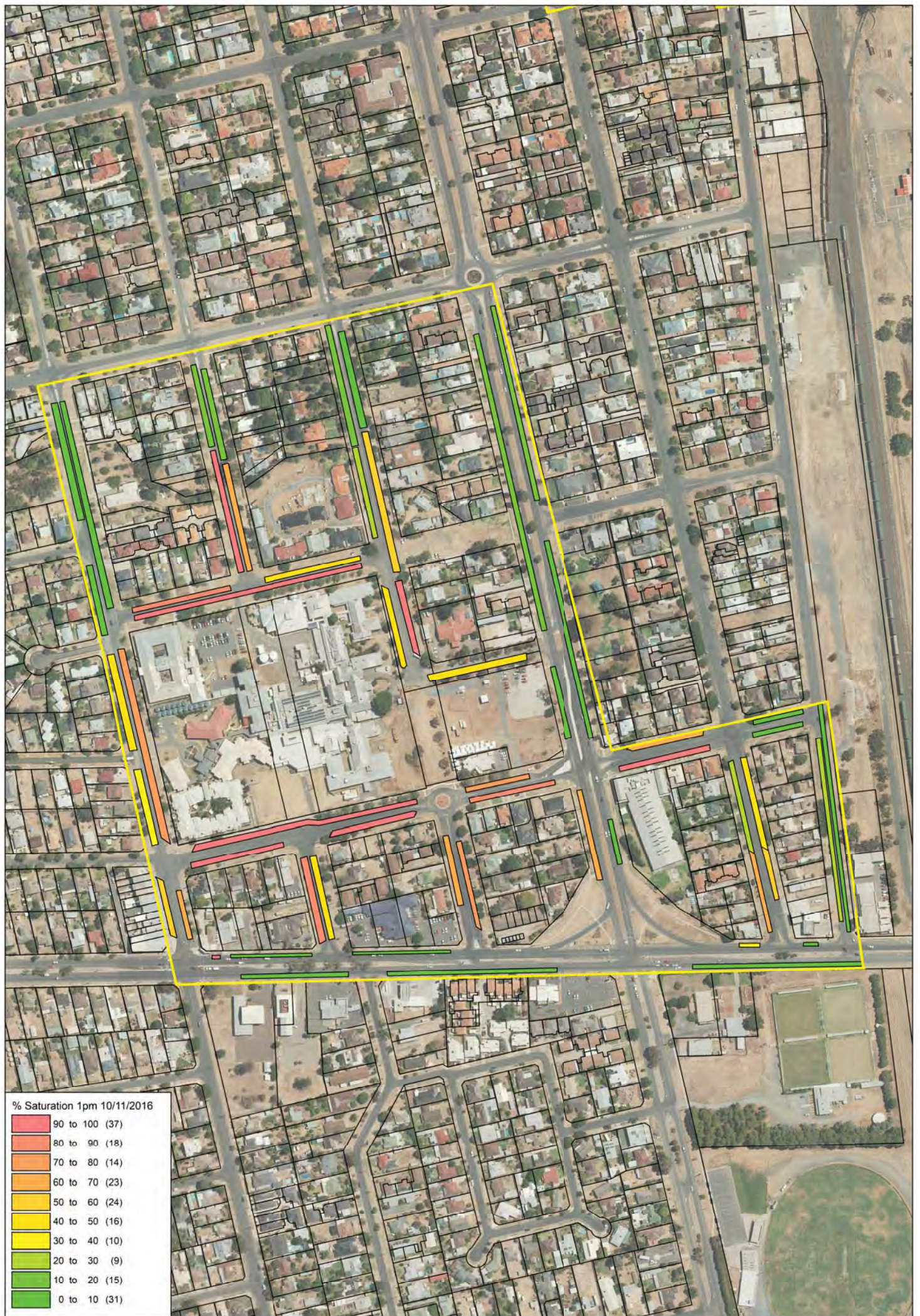


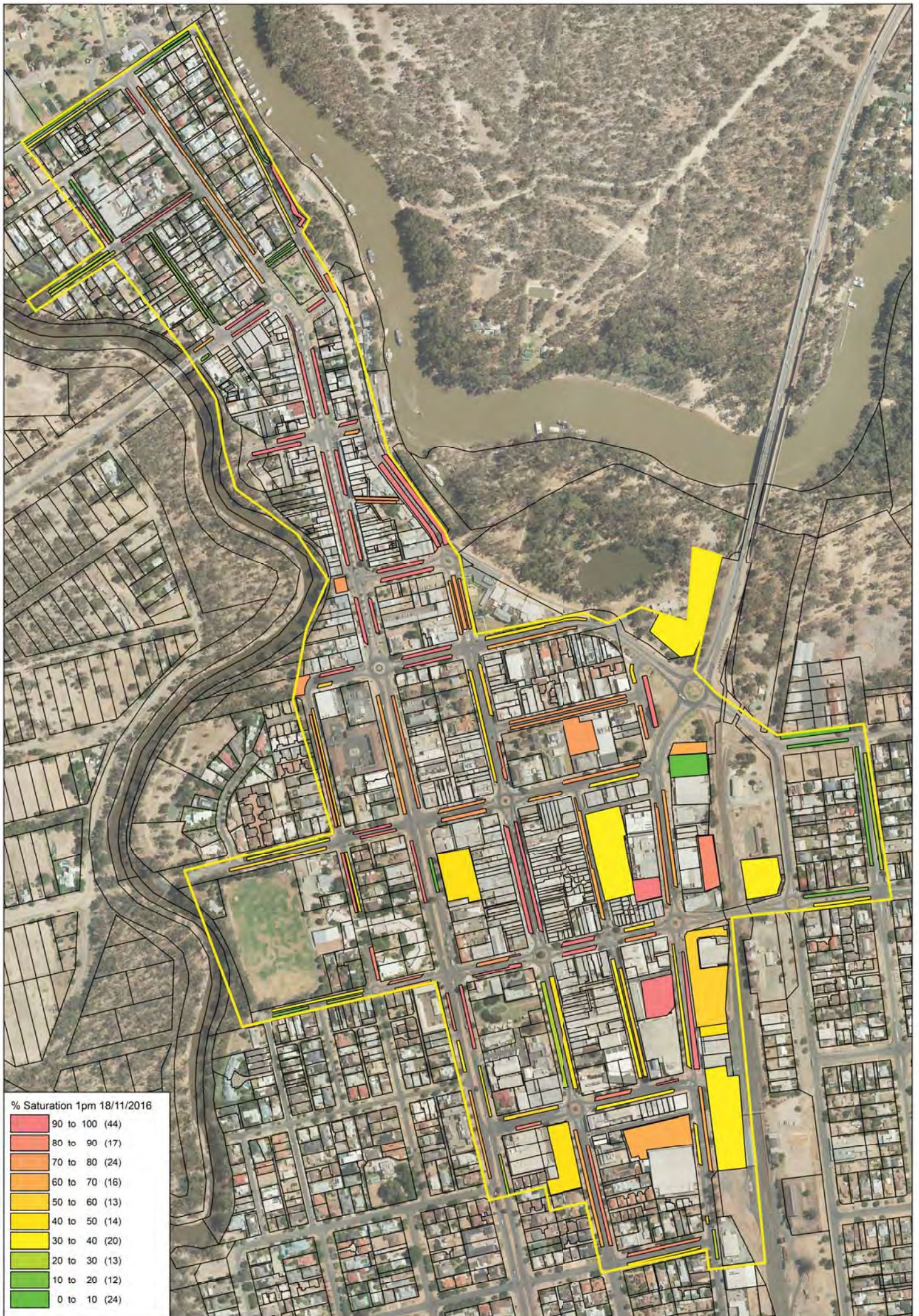




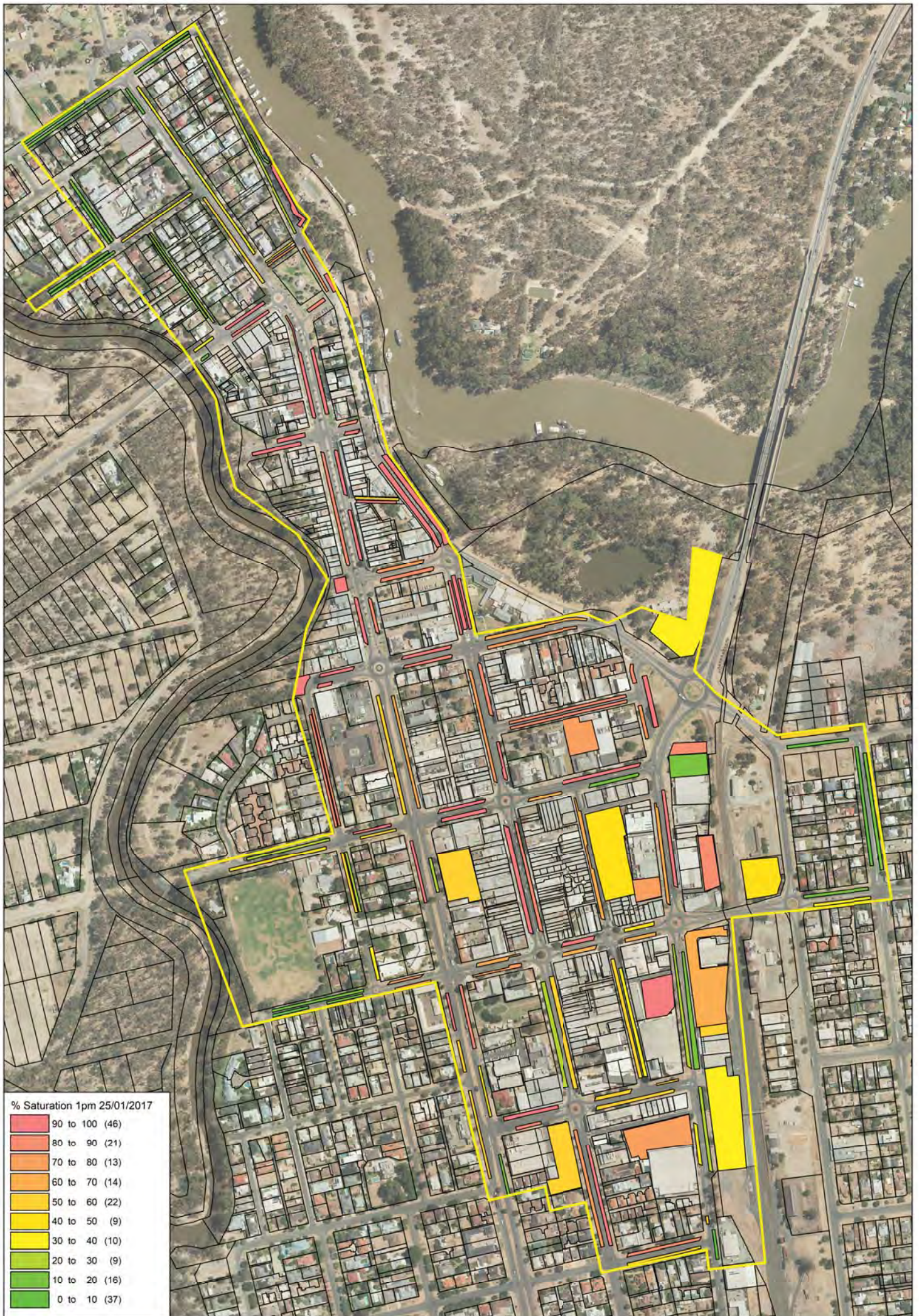


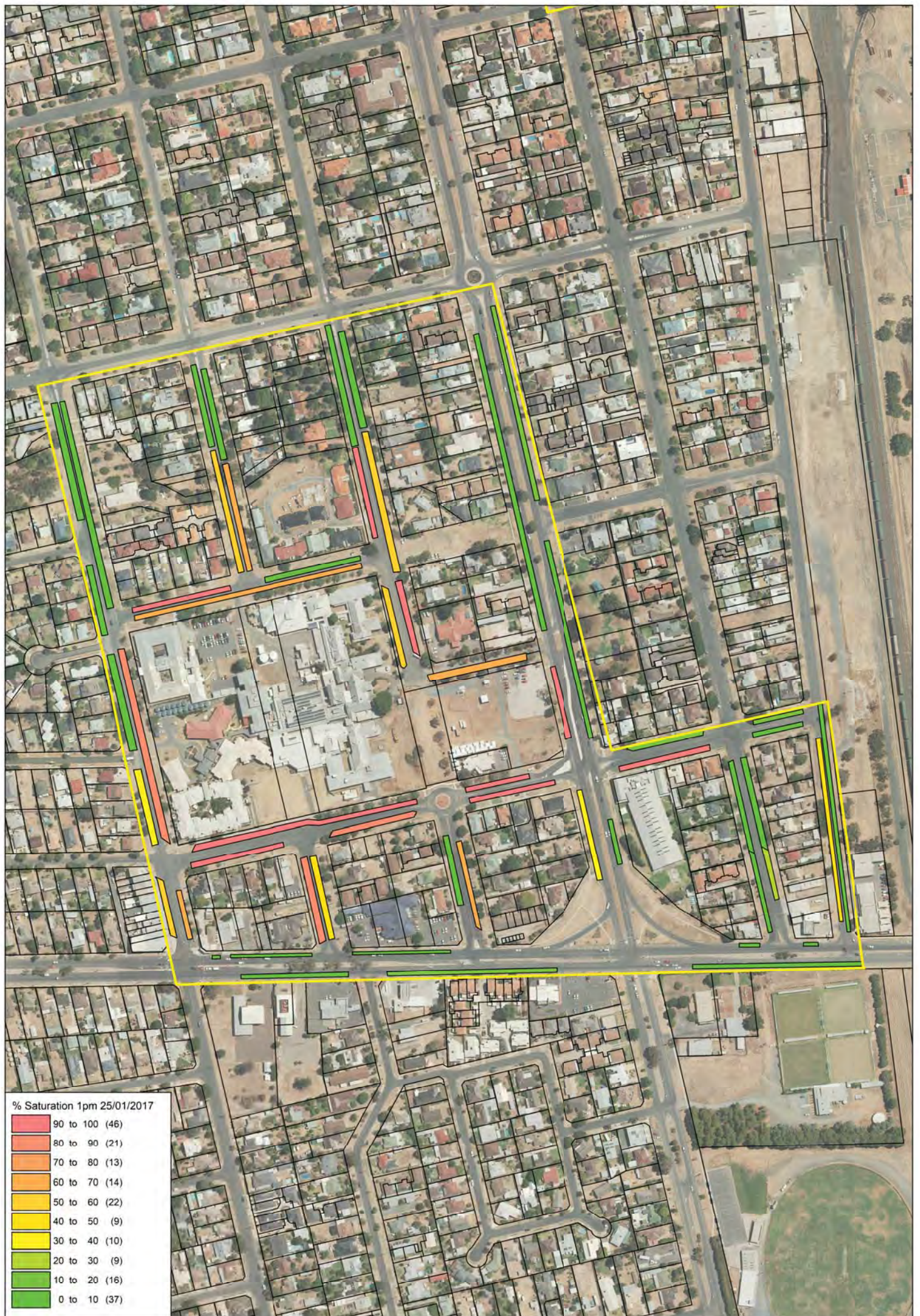


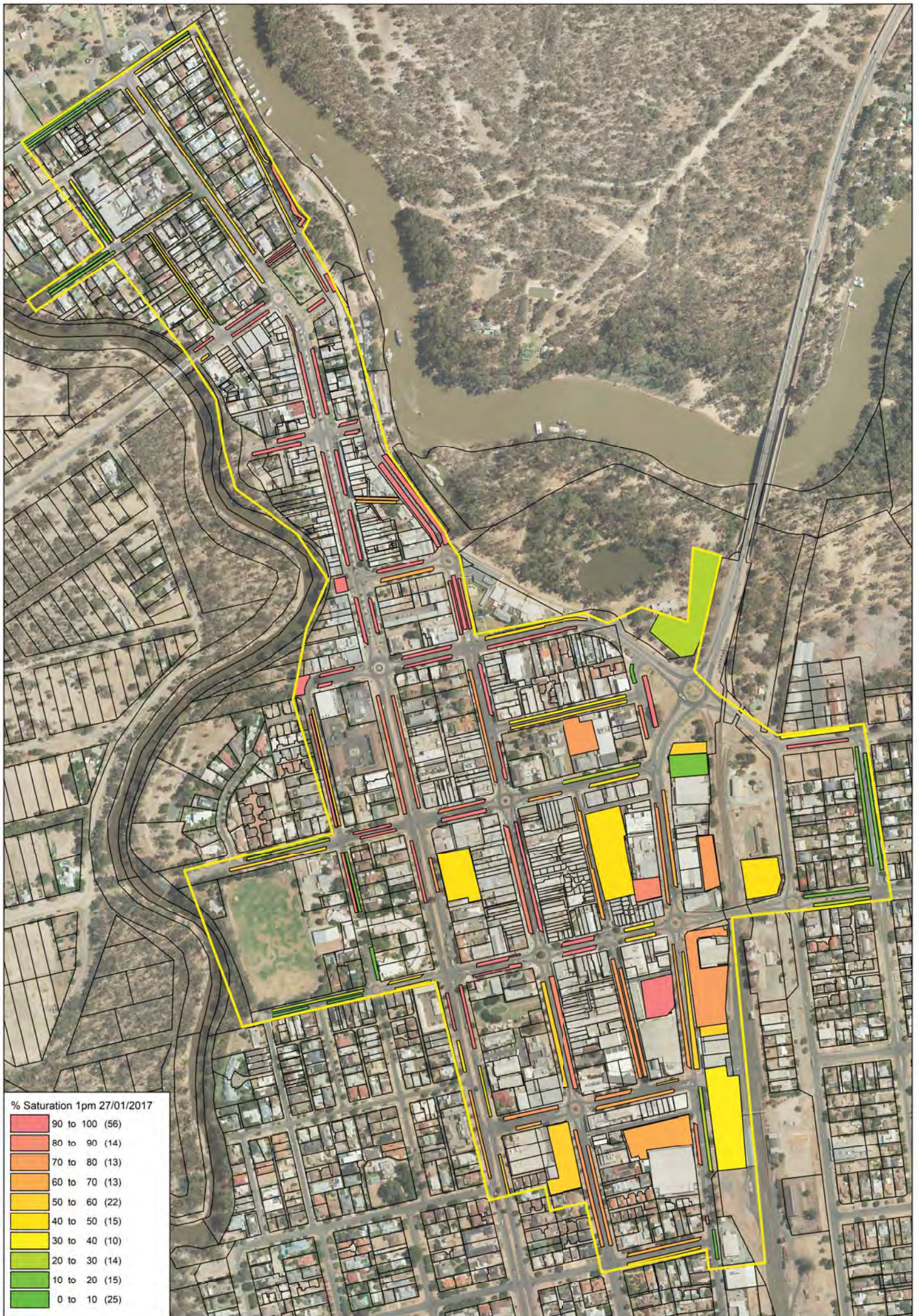


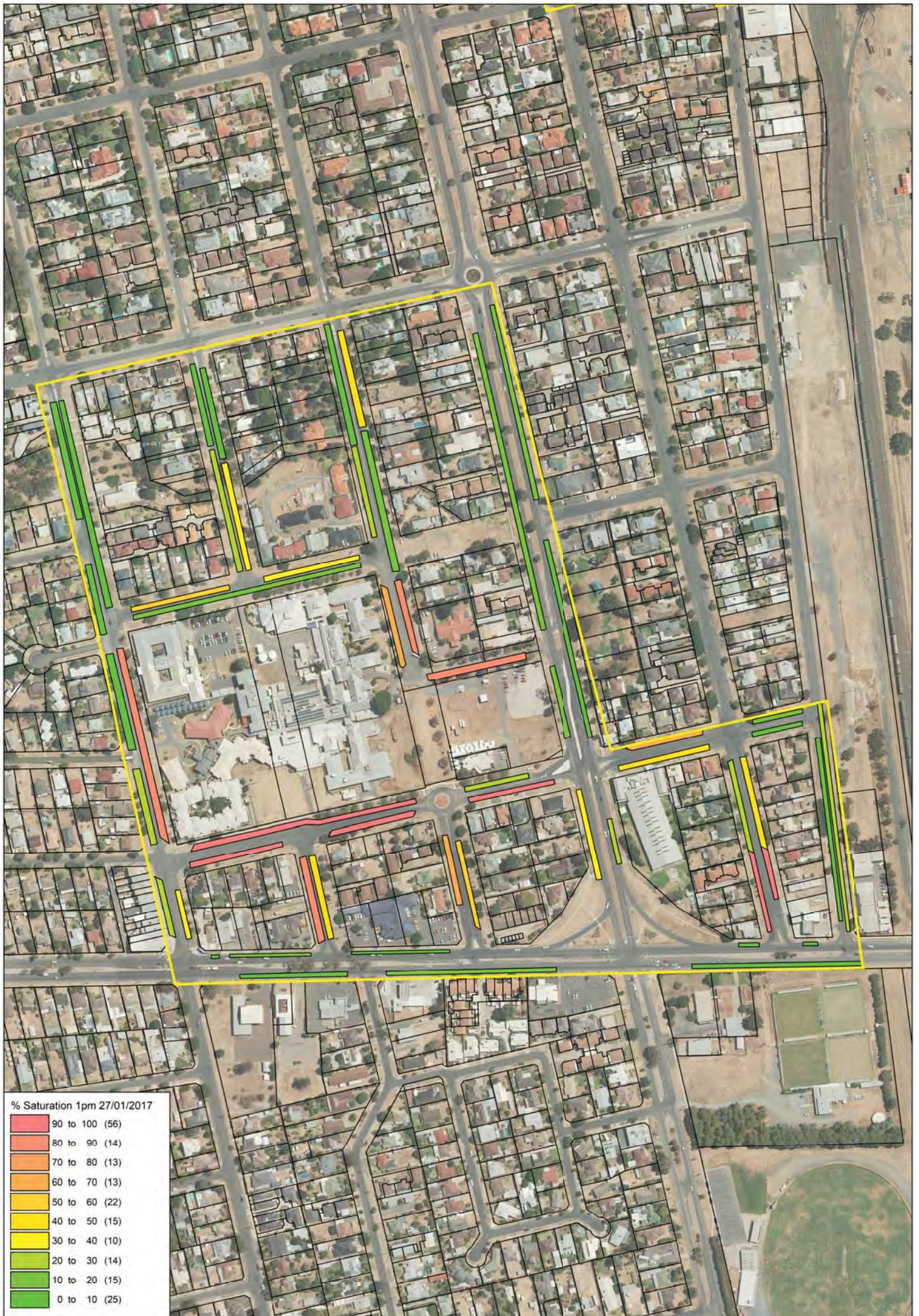


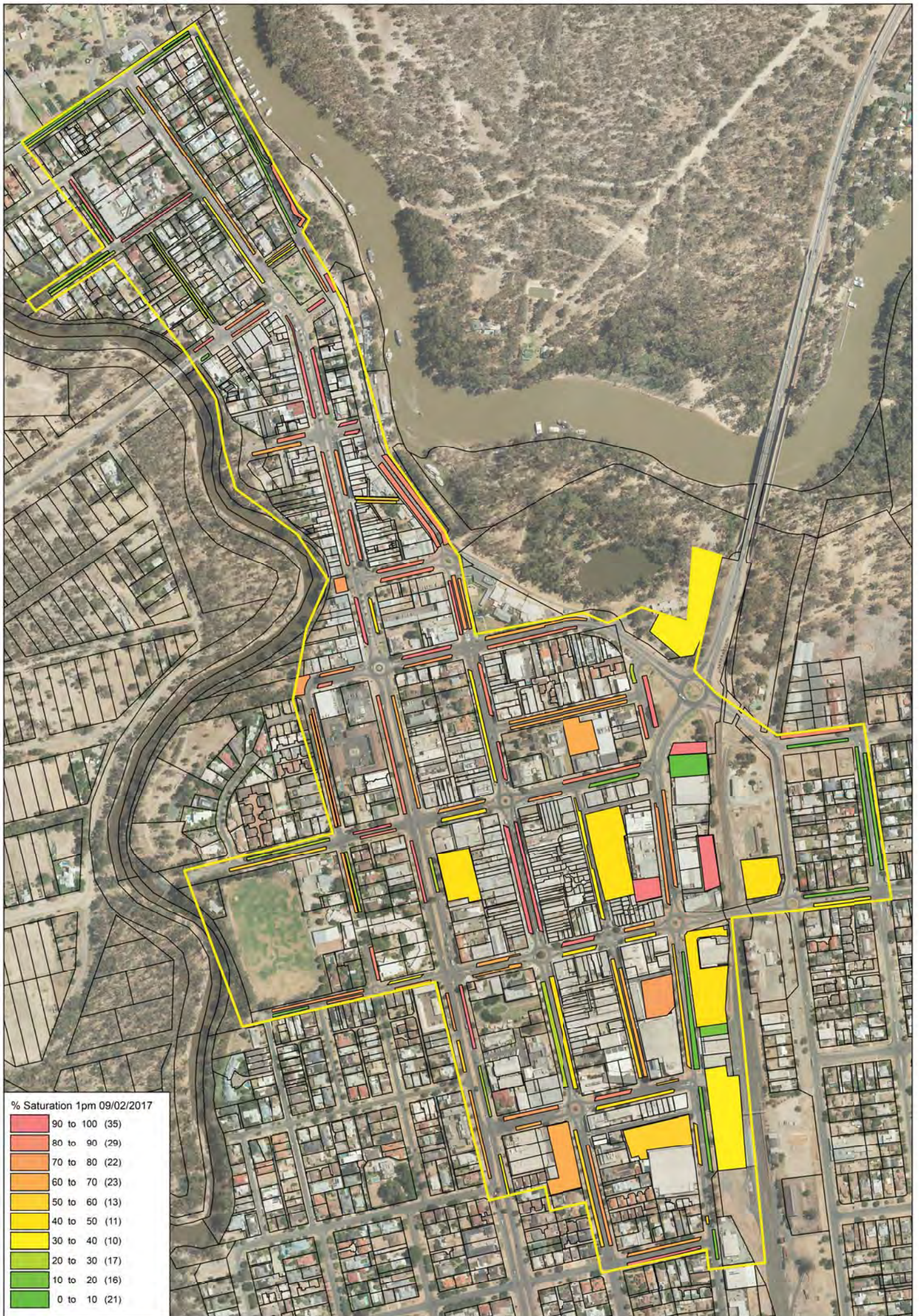


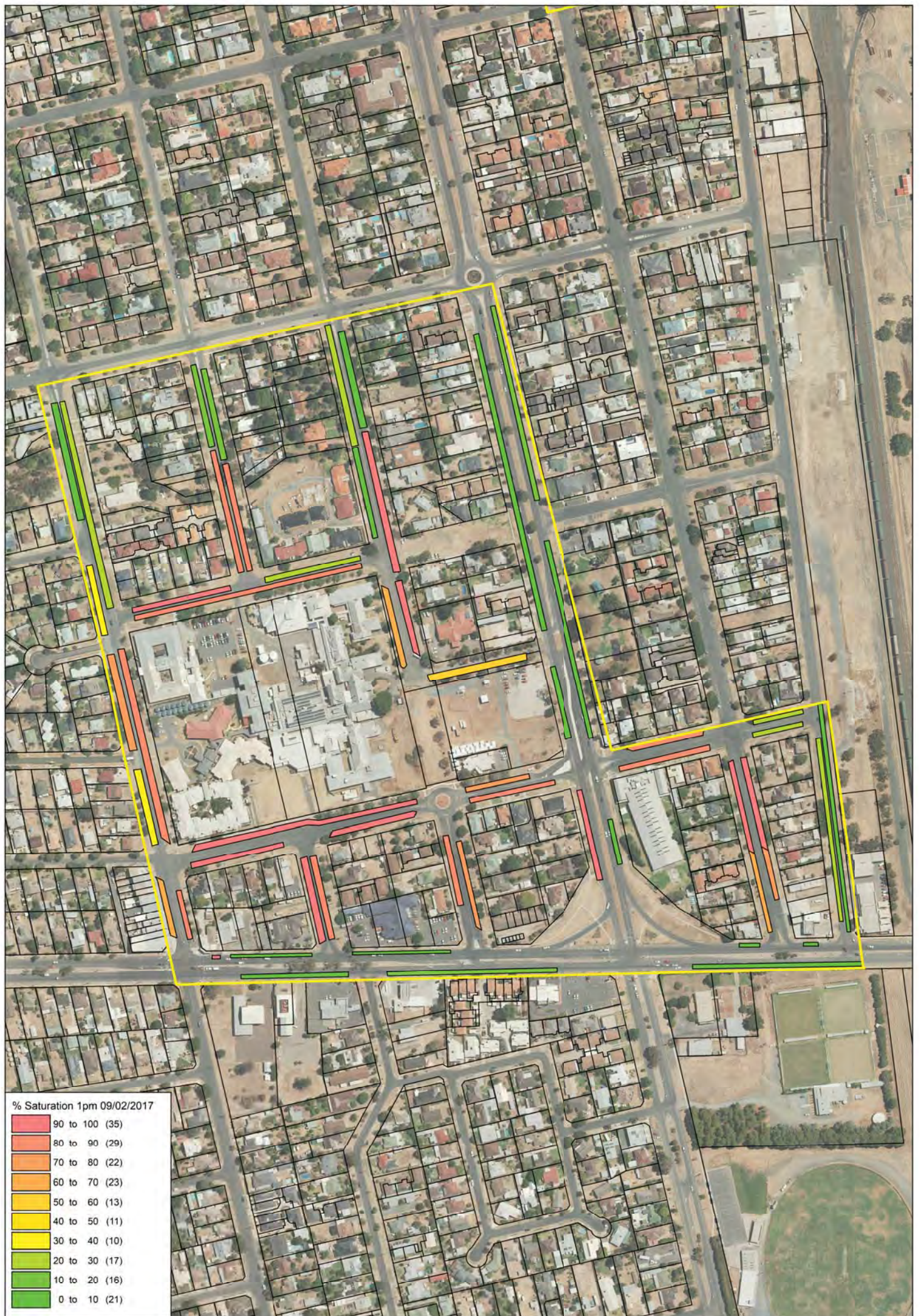


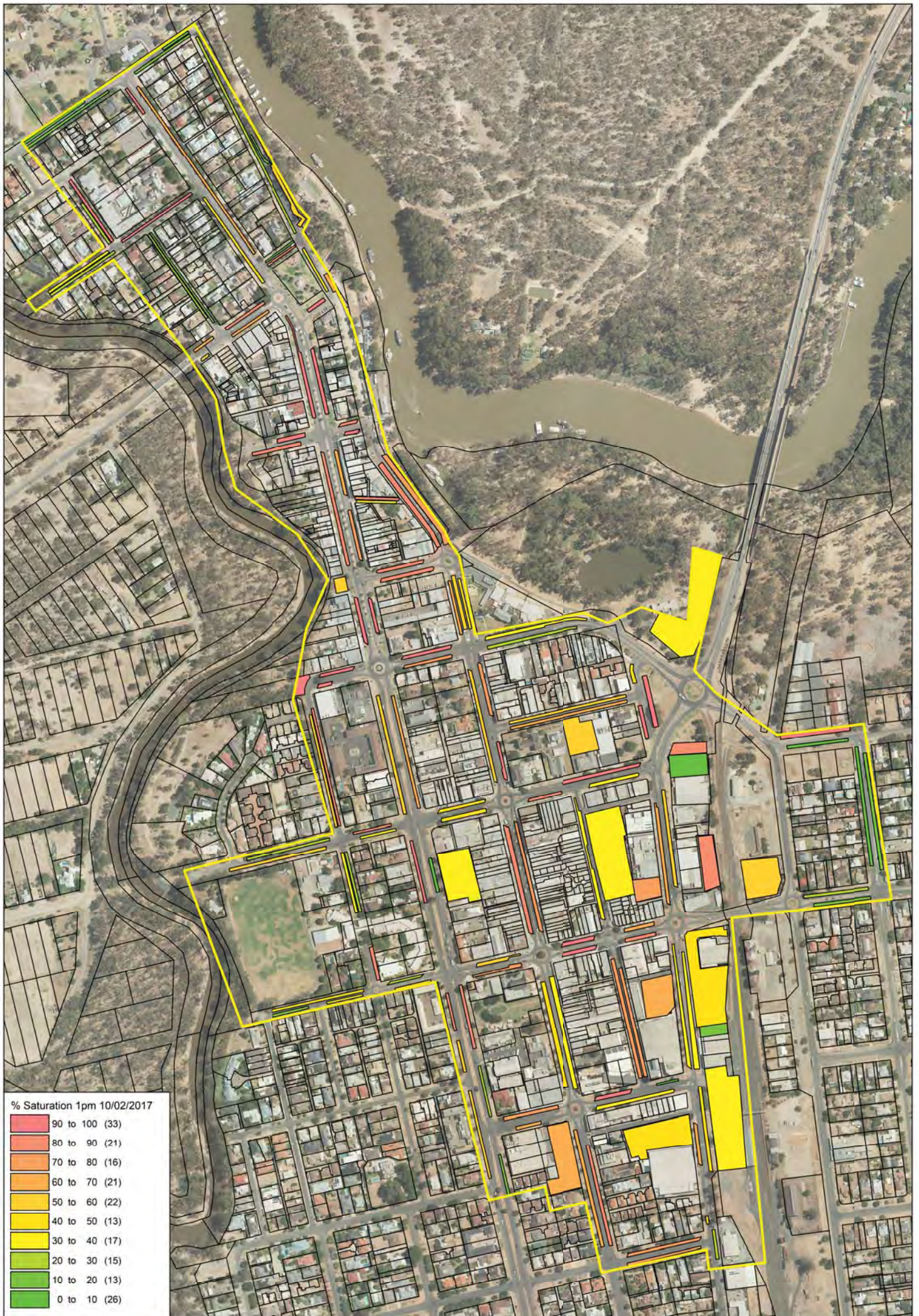


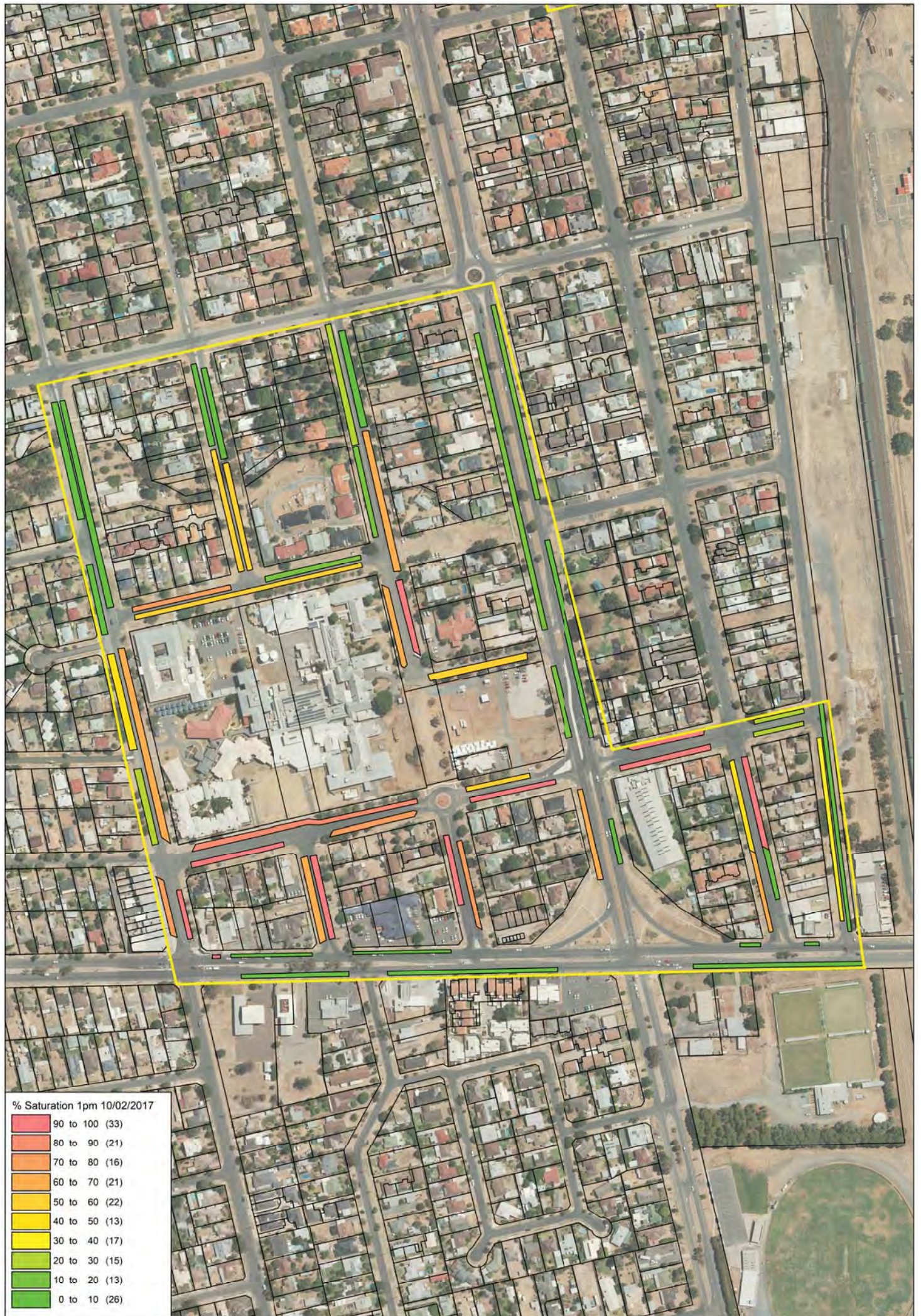


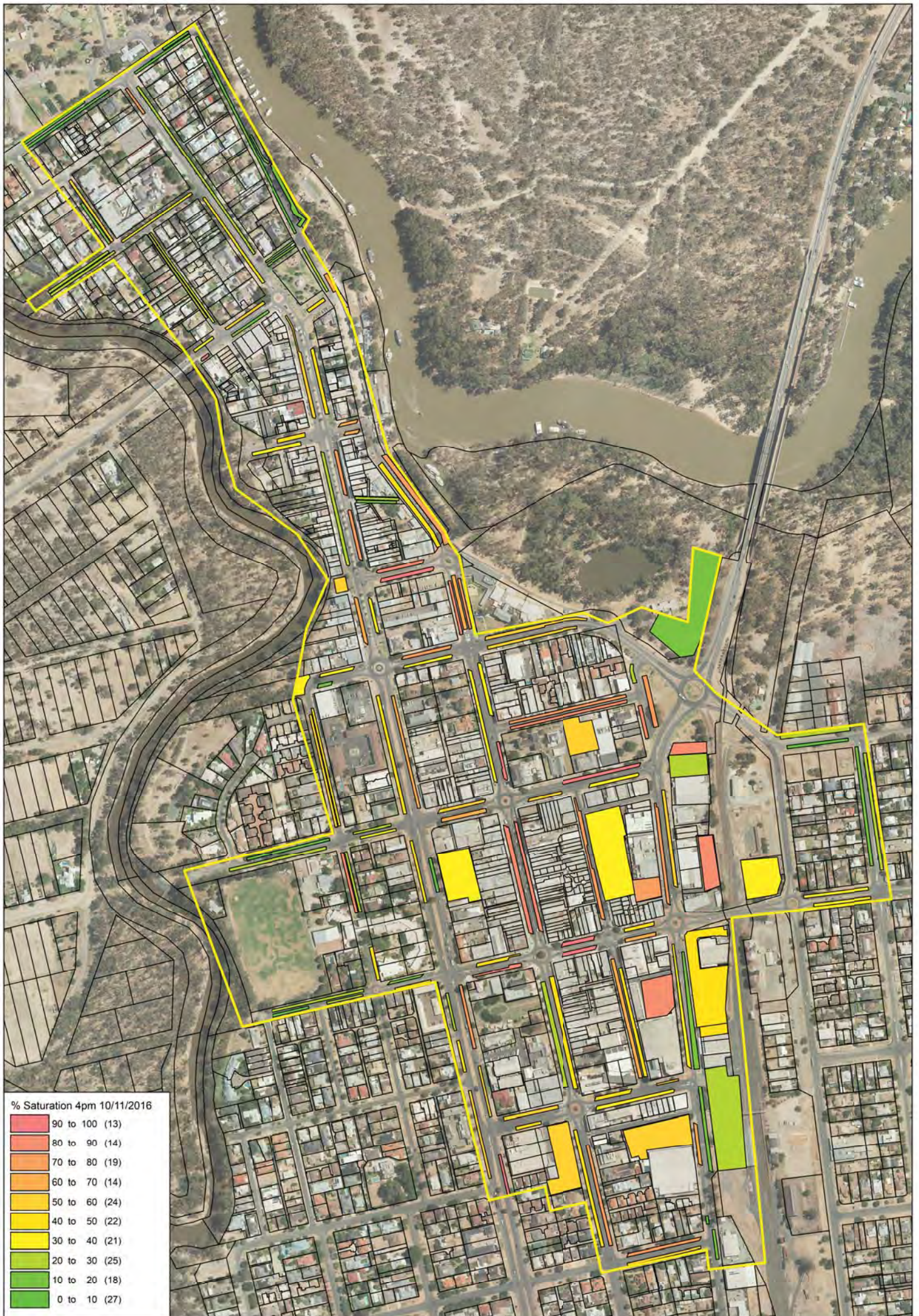


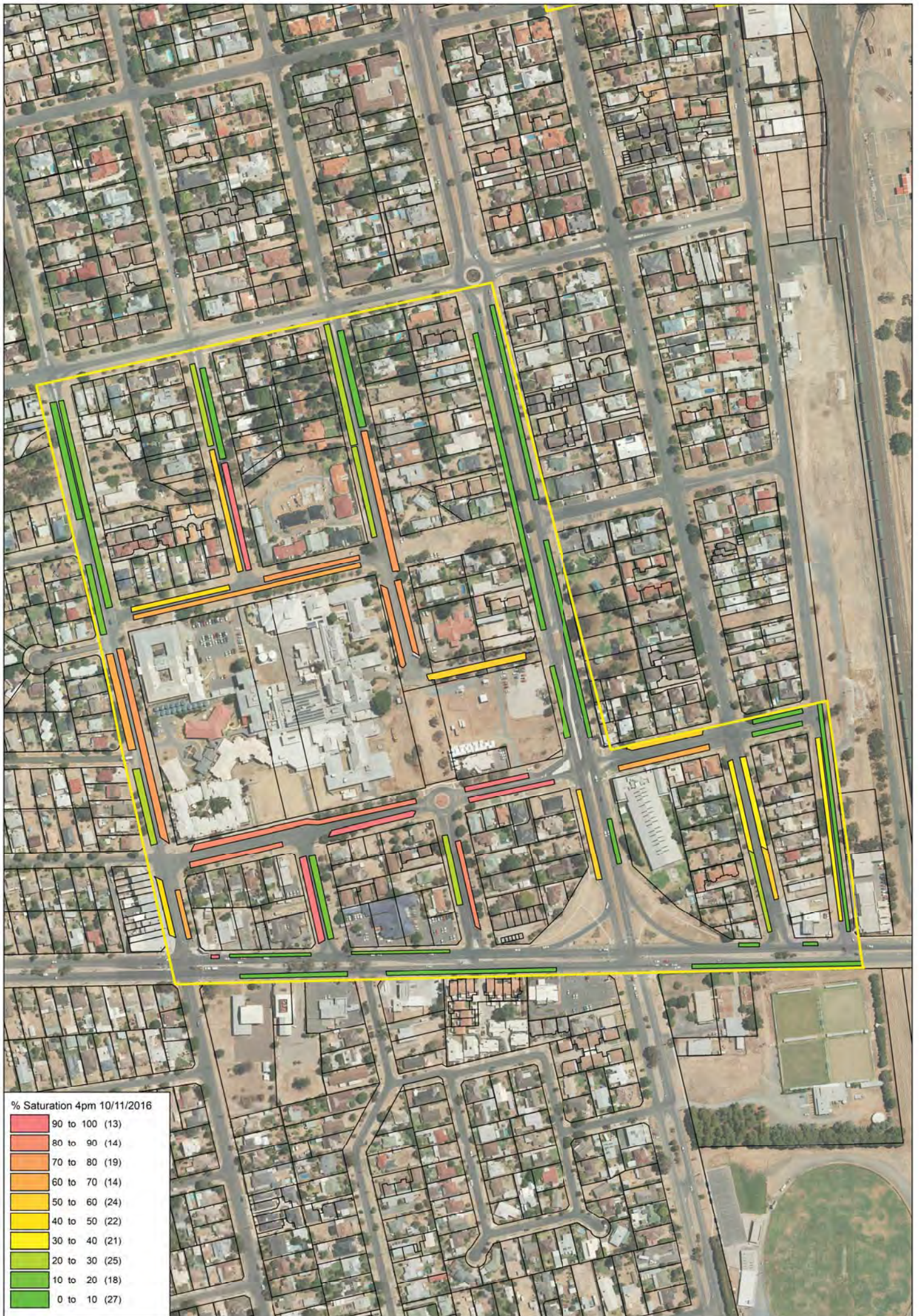


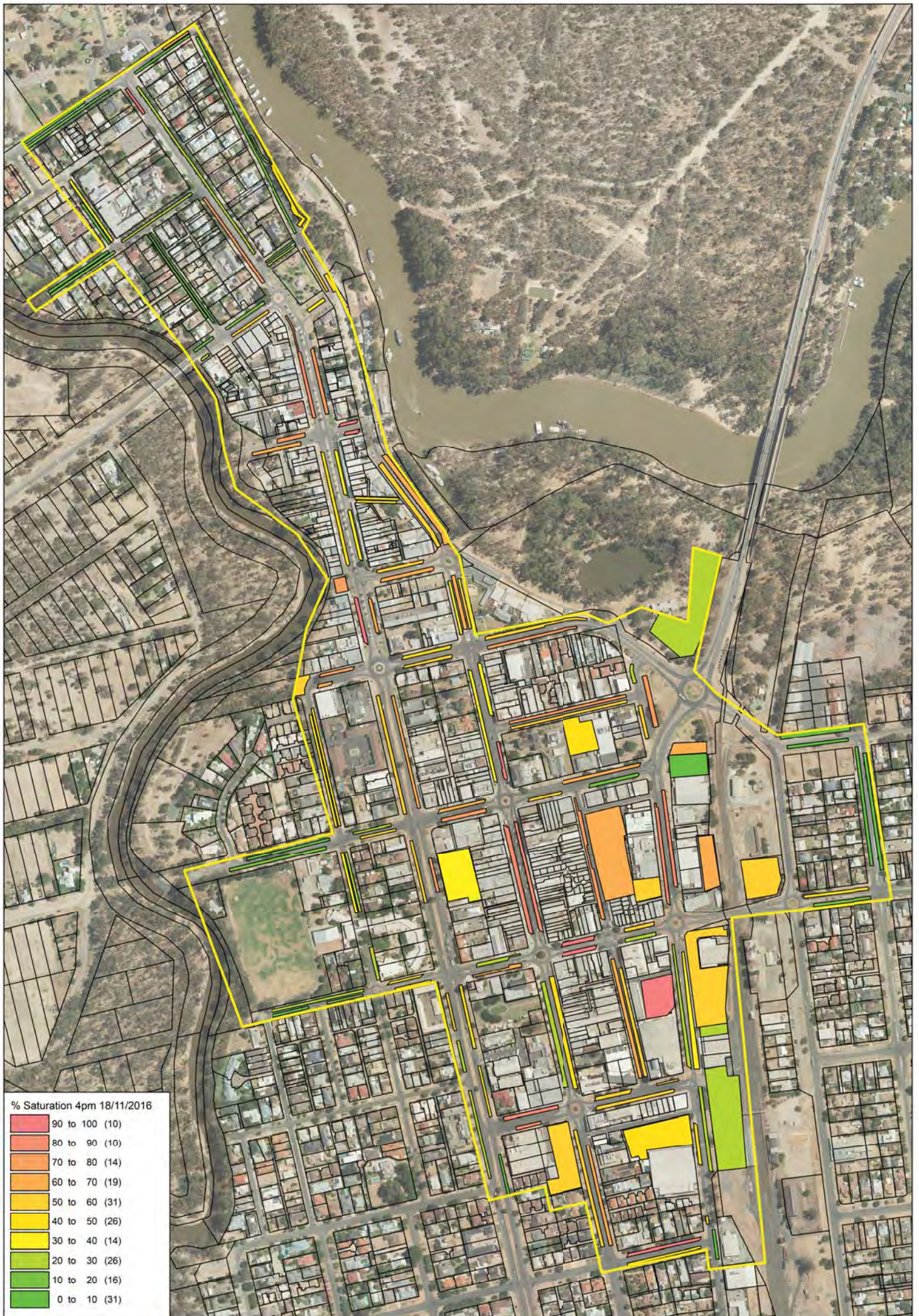


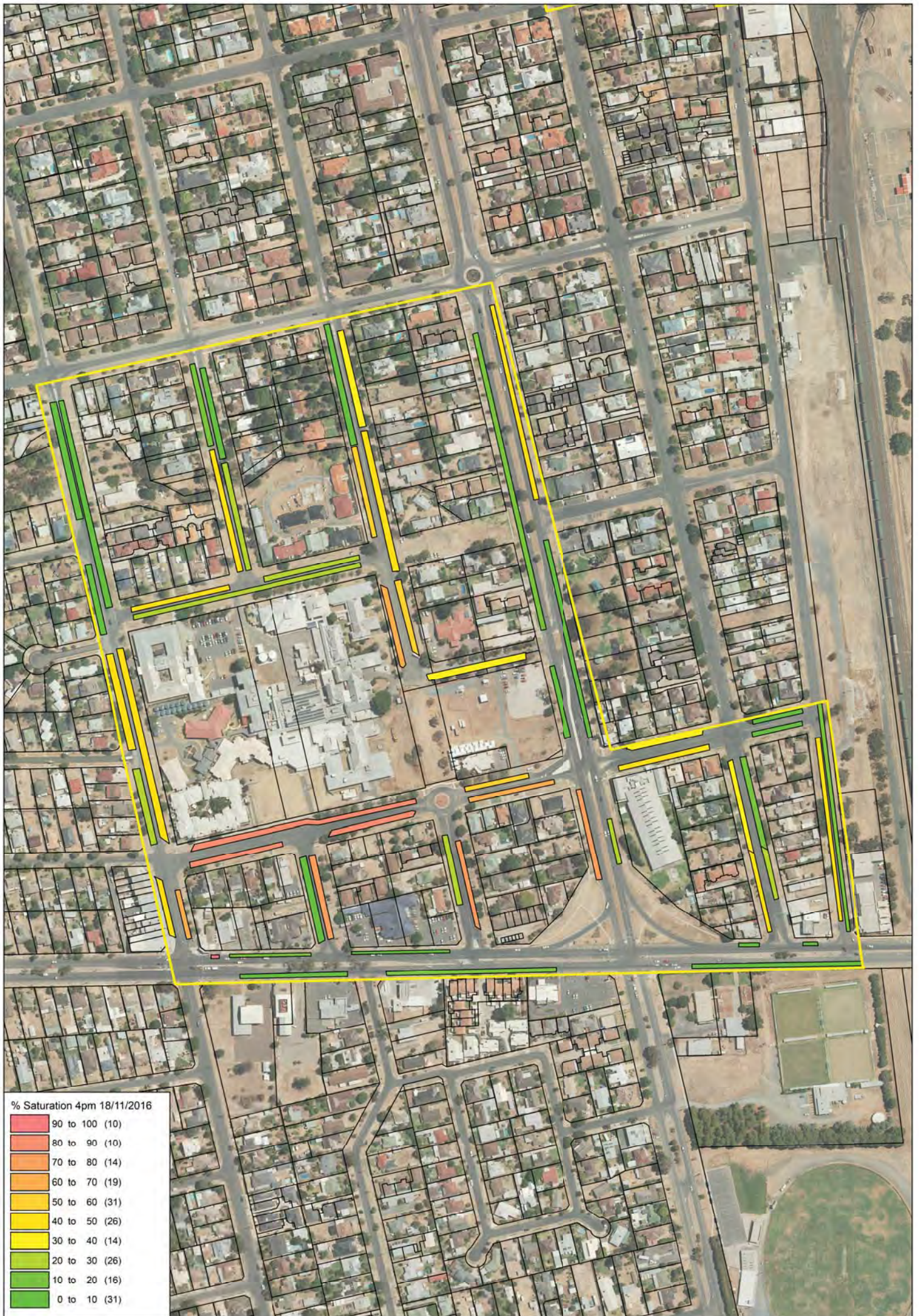


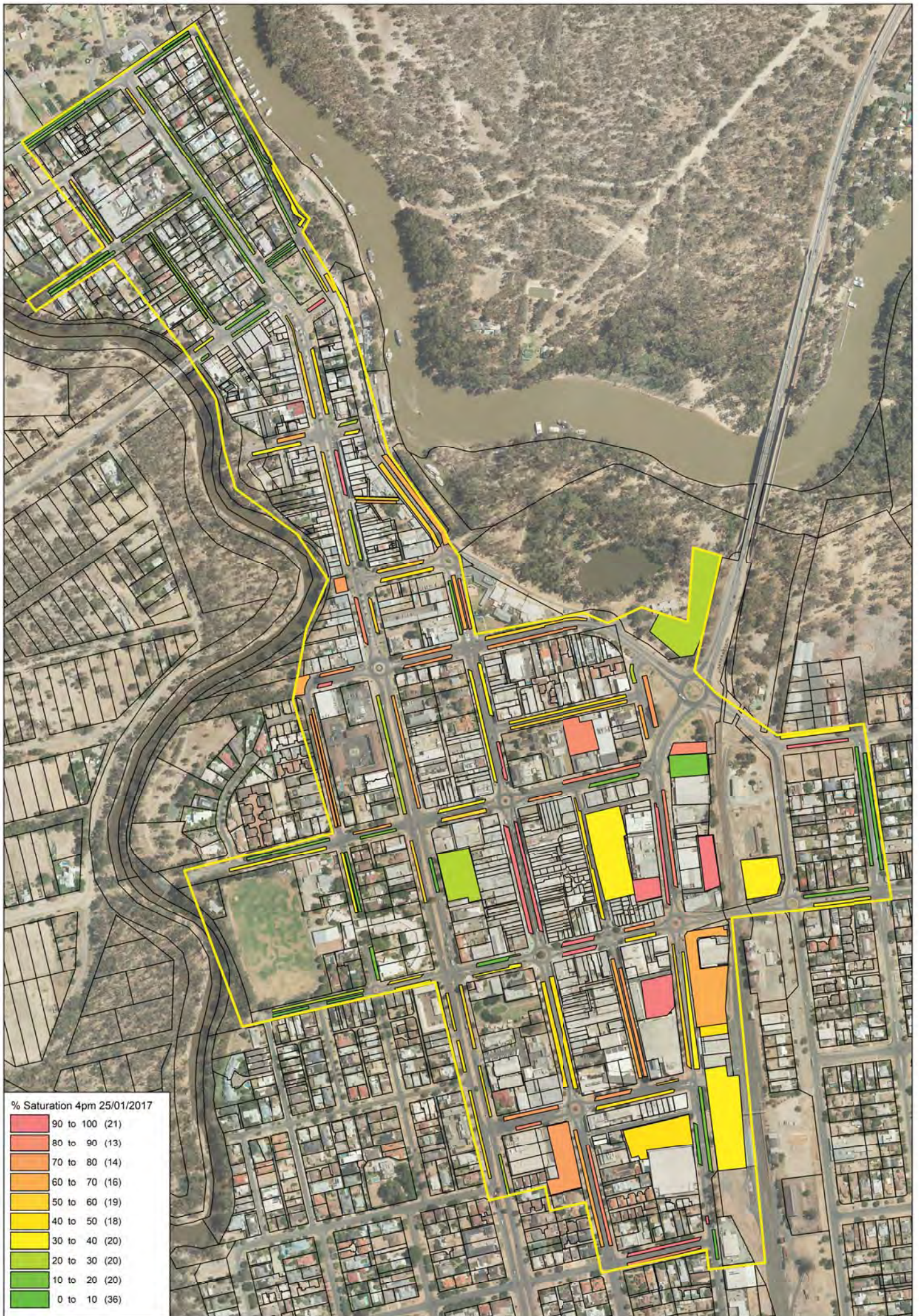


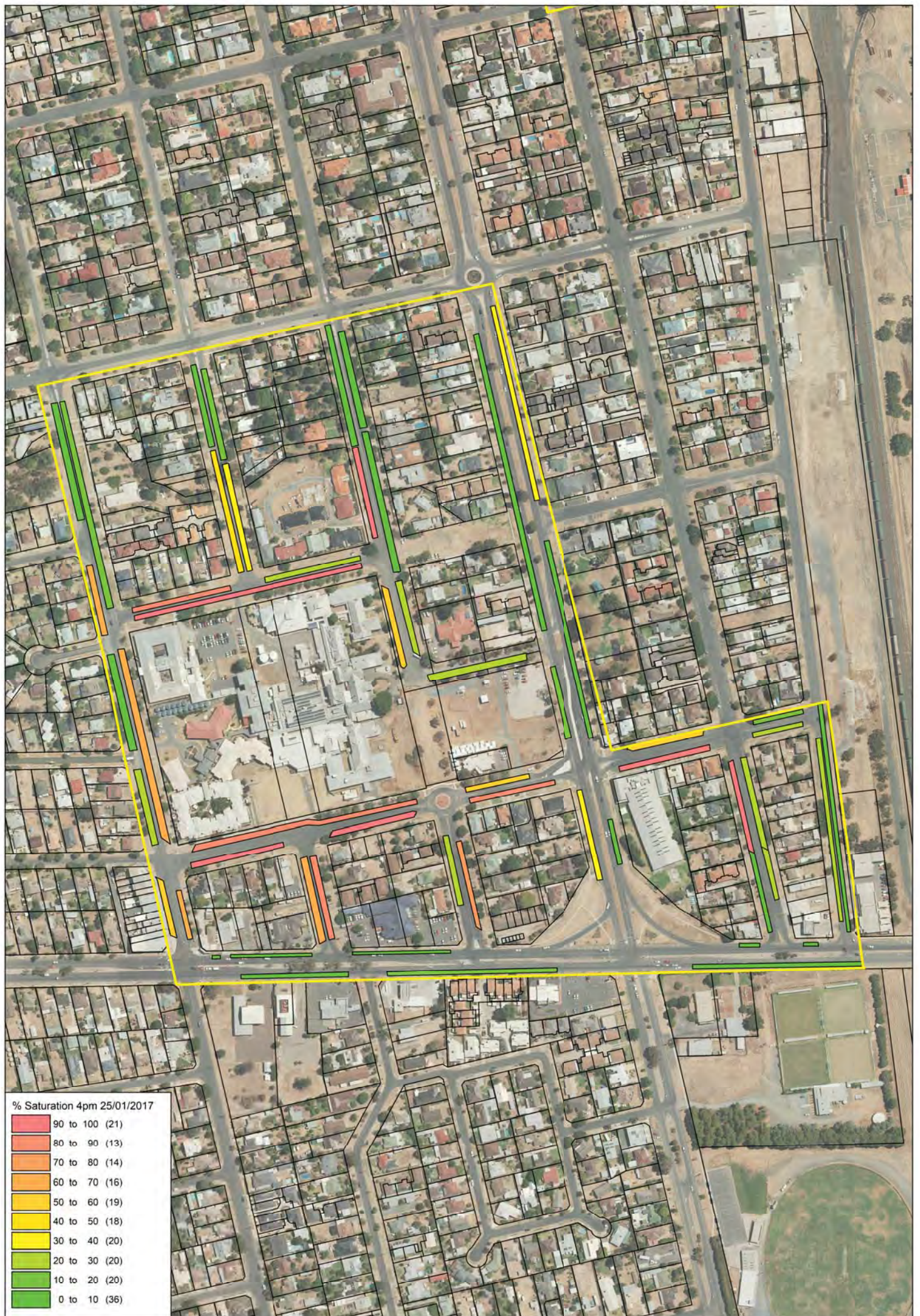


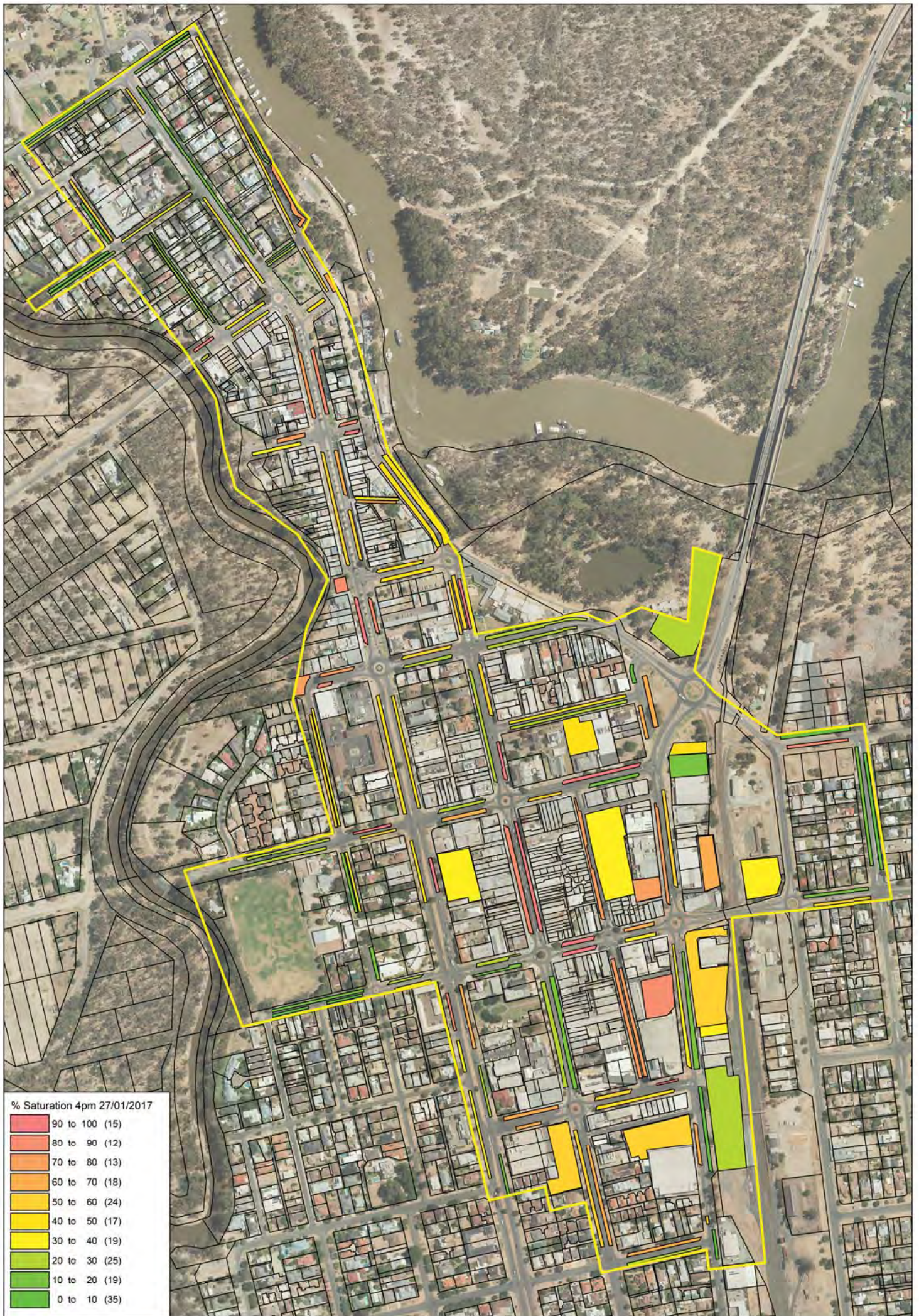




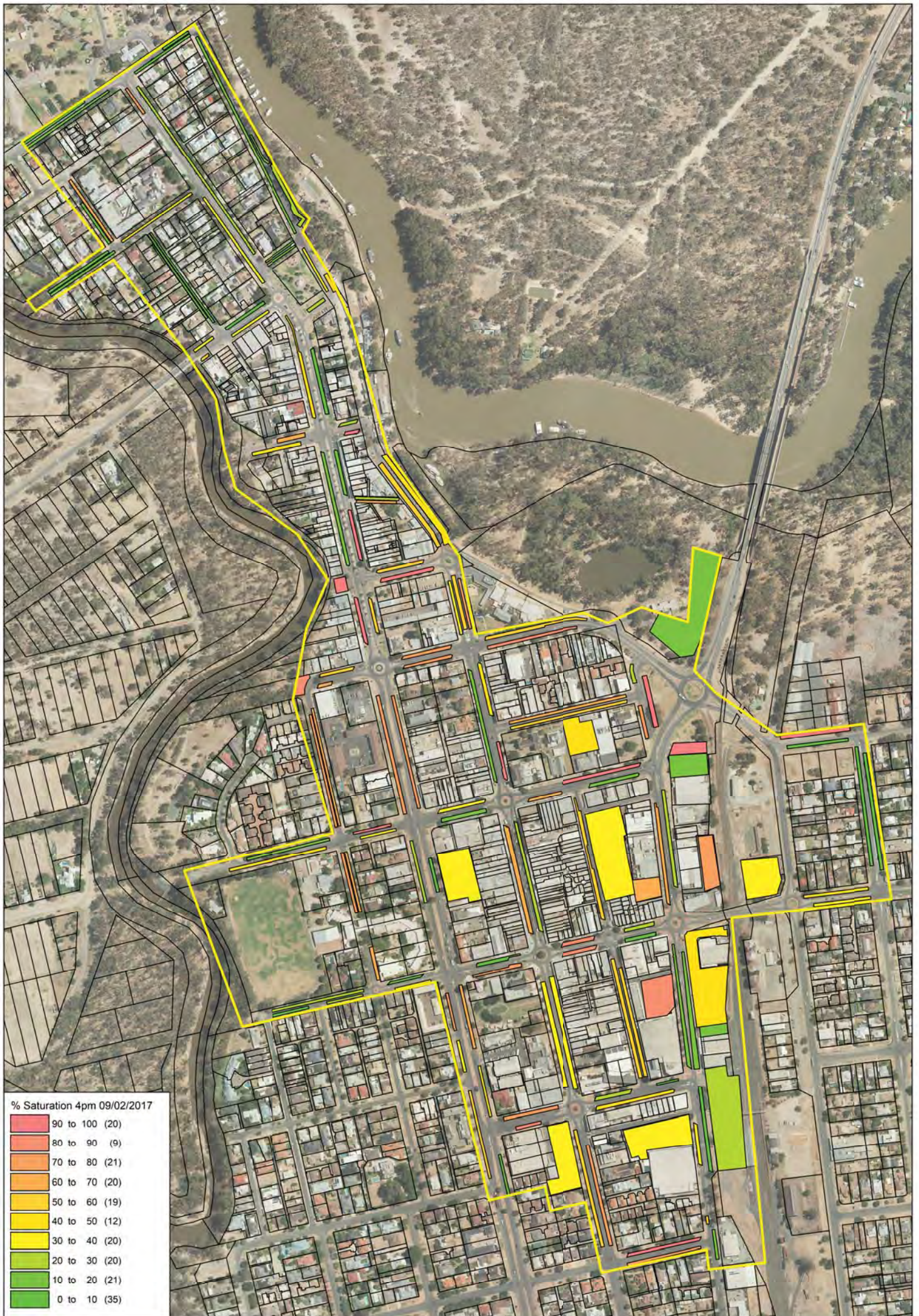




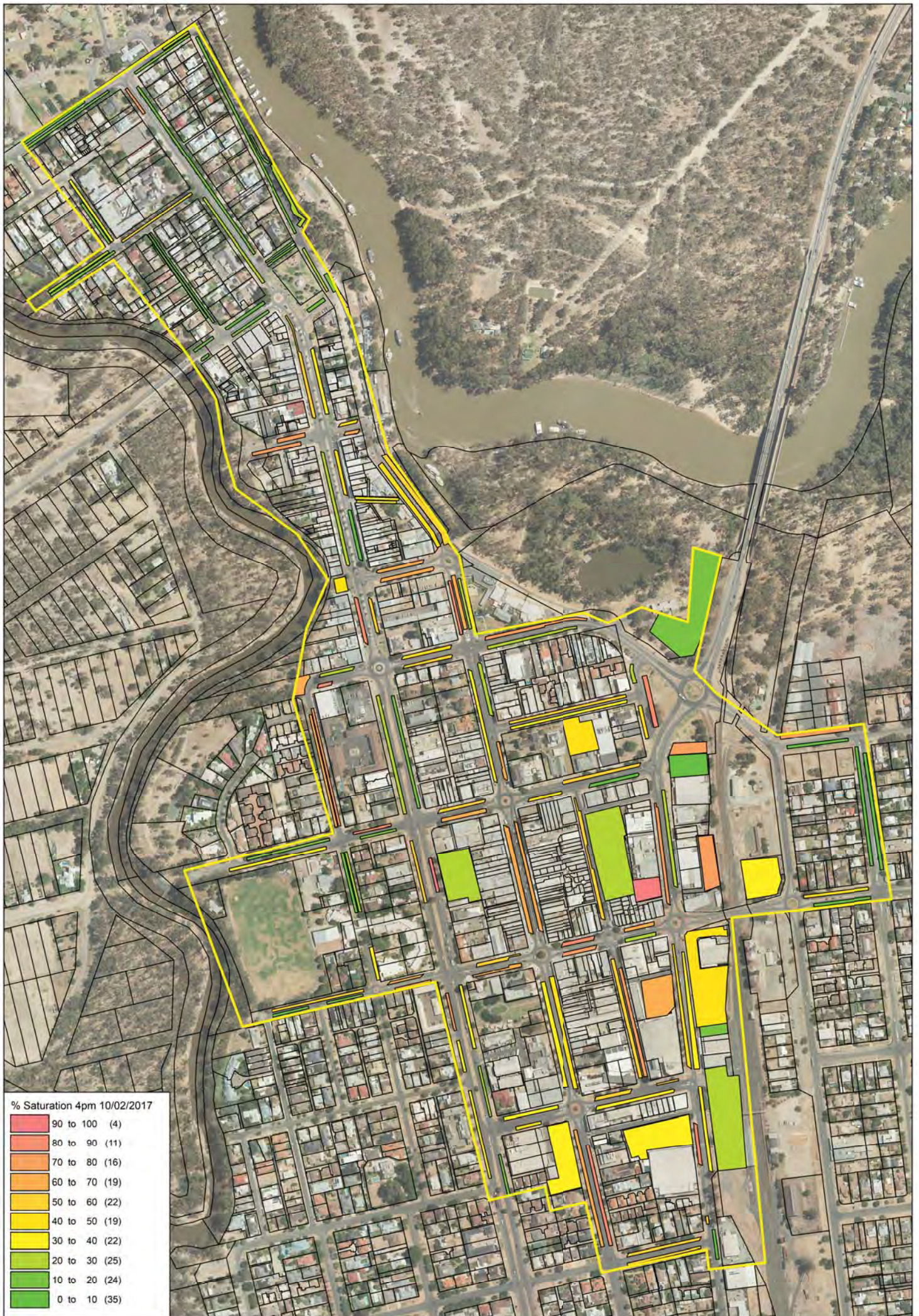


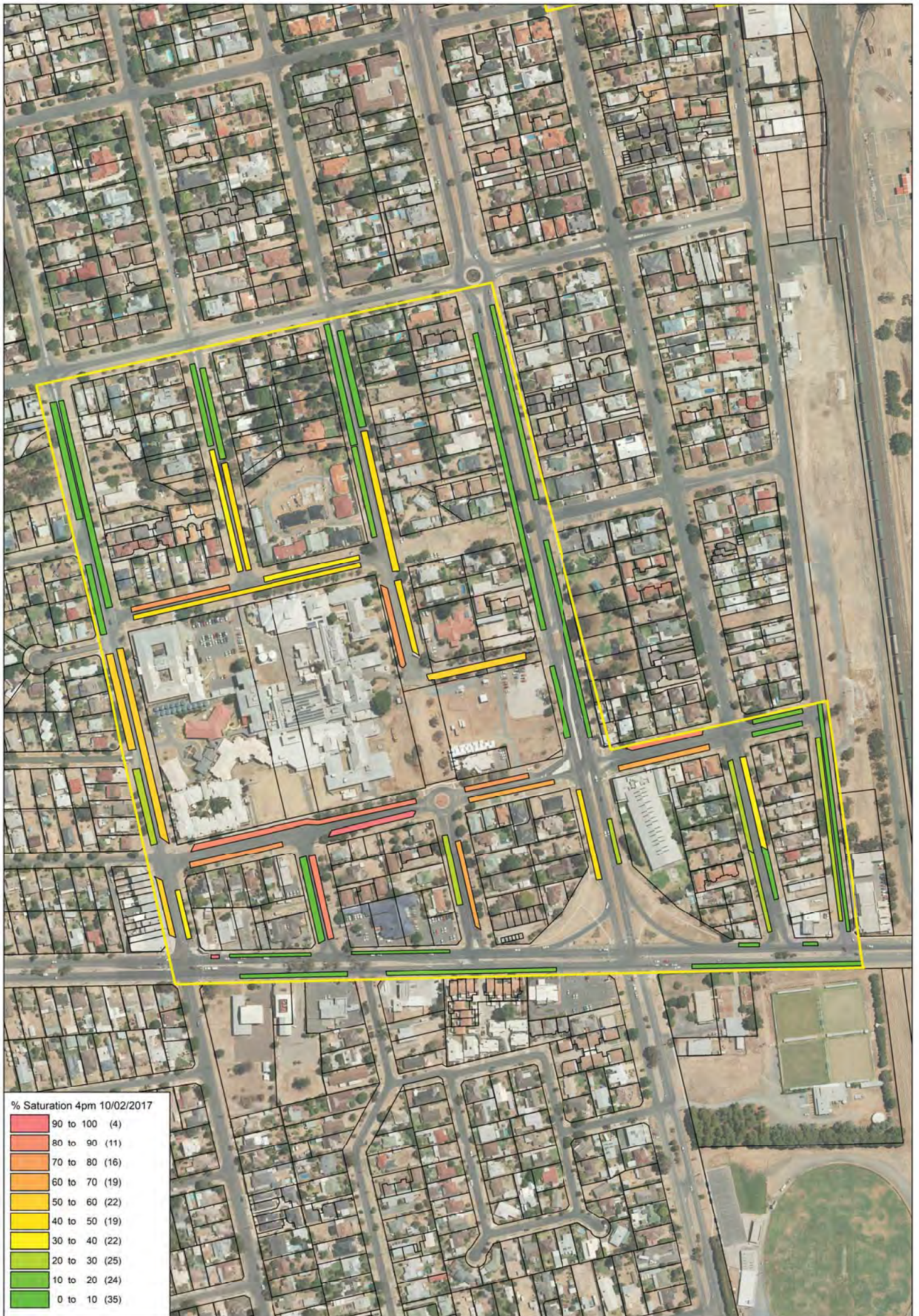














Parking Strategy

Appendix B: Community Feedback

Echuca CBD & Historic Port Precinct

Parking Strategy

Community Feedback – Specific Issues

- Request for greater disabled parking availability, specifically near Audio/Visual in CBD.
- Request for Echuca Health and High Street car parks to be made two to three storeys.
- Request for site next to Beechworth Bakery (private land at 519-523 High Street), Oscar's (101 Murray Esplanade) and the old Ford complex to be converted into public car parking.
- Landsborough Street between Anstruther and Heygarth Streets – car parking on both sides is restricting traffic flow down to a single lane, and pedestrians walk on the road (no footpath). Request for a footpath on the east side and street widened to allow installation of angle parking adjacent to the Port of Echuca motel.
- Request for 15-minute parking in Service Street opposite the EWMAC (Aquatic Centre) and separate all-day parking for staff.
- Police time limited parking in the port area. Concern staff are parking all-day in 2-hour spaces.
- Several requests for cheaper (or free) parking in the CBD, including requests for free parking for the first half hour and free parking on weekends. Concerns regarding the equity of paying for parking in the CBD when tourists (in the Port Precinct) have access to free parking.
- Request for free 15-minute parking spaces in the CBD. In particular near ATM's, banks, post office and other short-term uses.
- Comment that free parking (even if only for shorter time, e.g. 2 hours) would entice people to shop locally.
- Concern that parking machines will only take coins (not notes or cards) and don't allow a refund.
- Multiple requests for Echuca residents to have free permits for car parking, citing other towns (e.g. Kyabram and Rochester) having lower rates and free parking.
- A number of submissions raised concern that the car spaces are too small/narrow, particularly for getting children out, elderly, pregnant, prams, etc.
- Several requests for additional (family friendly) parking near the Echuca Library.
- Query regarding the status of the vacant block on the corner of Hare and Radcliffe Streets, notes that many people are parking there, would like to see this converted to official public parking.
- Lack of dedicated parking for caravans/boats/trailers/motor homes. Resulting in illegal parking (on nature-strips and footpaths) as well as parking across multiple car spaces or spilling out onto carriageways, with a lack of inspectors on weekends. Request for dedicated spaces for caravans near supermarket(s), with good signage.
- Inadequate staff parking available within a reasonable distance of businesses.
- Concern that Council staff are utilising all day parking in the port area to the detriment of the elderly and tourists. The situation is worse on court days. Requests a designated all day free staff parking area away from the river (and for other workers in the area) that won't impact on the Port.
- Request for all Port Precinct parking to be 4 hours to cater for tourists and prevent all day parking by staff.
- Multiple requests that ticket machines are interchangeable all over town, i.e. buy one ticket and can move between public parking areas (on-street and off-street).

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Echuca CBD & Historic Port Precinct

Parking Strategy

- There is a need to provide more parking to encourage tourism.
- Request for undercover parking in the CBD and shade sails or similar on periphery parking to encourage people to park there. Request for the Dan Murphy's carpark to be undercover so groceries can be unpacked under shelter.
- Need to be able to park close to a store to put heavy items in the car.
- Concern that parking in Murray Esplanade is taken up early by Council workers, during peak tourist season there is little or no parking available for staff. Requests consideration of a footbridge near Beechworth Bakery and parking on the west side of Campaspe River.
- Request for some crossovers in the Port Precinct to be marked as short-term loading bays during the day and parking spots after hours.
- Expand the CBD parking east of the railway line.
- Increase the price differential between on-street and off-street parking.
- Install bike parking spaces and encourage the use of walking and cycling for work trips.
- One-hour restrictions on the main street are too short, need to increase the time limit.
- Request for parking permits for workers, or more all-day parking.
- Request for an option of a three-month parking ticket so that residents running short errands don't have to carry change every time they park.
- Concern regarding parking around the primary school, request for parents to be provided with permits to park in the carpark behind rivers utilising the school crossing.
- Request for more lights at night in parking areas.
- Request for a charge for people parking in the Port Precinct and reduce the cost everywhere else.
- Improve lighting around the health precinct to improve safety after dark (particularly in winter).
- More trees to provide shade of parking areas.
- Encourage park and walk.
- Car parking and traffic flow concerns in Landsborough Street between Anstruther and Heygarth Streets, specifically, in relation to parking on both sides of Landsborough Street (including caravans, motorhomes and cars with trailers, particularly at peak/event times) resulting in the carriageway narrowing to a single lane, the lack of footpath, traffic and parking congestion due to Centrelink and kindergarten and funeral parlour, illegal parking within the "no parking" area and on the nature strip and on public land at the northern end of the street near the flood pump. Requested consideration of a footpath on the east side and 90-degree parking on the east side (removing the nature-strip) to allow for two-way traffic flow and increased parking provision.

Echuca CBD & Historic Port Precinct

Parking Strategy

Input from Road Services

Campaspe Shire's Road Services department has provided the following input for consideration as part of the strategy:

Over the past 2-3 years Road Services has received a number of Customer requests relating to parking around the Hospital and the Medical precinct in the area of Service St, Hopwood Francis Street south of Service Street, and Haverfield street near the shops and adjacent to the aged care facilities.

They cover a range of concerns:

- *Residents requesting that workers and clients of medical practises do not park in front of their home and/or that they are issued with permits or reserved spaces for their exclusive use.*
- *Medical practices requesting that all of the parking be made 2-hour in the whole area so that they are available for their clients use.*
- *Concerns that Hospital staff use the parking bays on the street, and not the bays provided for staff within the Hospital site and park there for their whole shift.*
- *Concerns that people who are not using the Haverfield St shops park in the angle bays in front of the shops.*
- *Requests for line marking of bays and for signing of No Standing areas such as across driveways and near street corners as reinforcement of Road Rules due to poor compliance.*

To date Road Services has:

- *undertaken some monitoring of parking bay use and parking turnover in the area.*
- *Spoken with the Hospital about trying to discover why staff are choosing not to park within the on-site carpark and encouraging their staff to use the car parking within the grounds, also with visitors to the hospital.*
- *Installed some additional line marking of parking bays and some additional No Standing Signage.*

Road Services department has not undertaken imposing time limits on the parking bays in the area nor issuing permits to residents exempting them from the time limits as these actions come with a significant cost for Council departments.

The cost of refreshing the line marking and maintaining the signage falls to Road Maintenance.

The cost of additional issuing and renewing resident permits as well as on ground enforcement by Local laws officers falls to the Local Laws.

Echuca CBD & Historic Port Precinct

Parking Strategy

Review of Issues Raised in Community Consultation

Each of the issues raised in the community consultation is addressed in the table below. It is noted that some of these issues are not relevant to the parking strategy, and should be dealt with separately to the parking strategy process, by Council's Road Services department.

Issue	Comment
Request for greater disabled parking availability, specifically near Audio/Visual in CBD.	It is not clear what is meant by Audio/Visual, however perhaps this refers to audiologists and optometrists. There are an audiologist and optometrist in close proximity to each other on the east side of Hare Street between Pakenham Street and Darling Street, and it would be appropriate to explore the potential to provide a disabled parking space in this vicinity.
Request for Echuca Health and High Street carparks to be made two to three storeys.	<p>The Echuca Health carpark is a private carpark. Historically, the hospital has been allowed to utilise on-street car parking to meet some of its demands, and there isn't a mechanism under the planning provisions to require additional on-site parking to be provided in the absence of an expansion proposal.</p> <p>It is recommended that a rate for "hospital" be introduced via the Parking Overlay so as to ensure that any future expansions of Echuca Health don't further impact on surrounding residential frontages.</p> <p>The High Street carpark is Council-owned and is an appropriate location for increased car parking provision, however surveys suggest it is currently underutilised.</p>
Request for site next to Beechworth Bakery (private land at 519-523 High Street), Oscar's (101 Murray Esplanade) and the old Ford complex to be converted into public car parking.	This is privately owned land outside of Council's control.
Landsborough Street between Anstruther and Heygarth Streets – car parking on both sides is restricting traffic flow down to a single lane, and pedestrians walk on the road (no footpath). Request for a footpath on the east side and street widened to allow installation of angle parking adjacent to the Port of Echuca motel.	Landsborough Street is predominantly a residential street and is clearly currently serving as a location for non-residential (CBD) parking. All day CBD staff parking should be discouraged in Landsborough Street (e.g. by installation of parking restrictions/permit parking on one side of the street), with all-day parking available nearby in the High and Nish Street carparks. Installing permit zone signage on the west side of the street (for use by Landsborough Street residents only) would likely free-up some spaces at most times, allowing for passing opportunities, which would in- turn improve the traffic flow in Landsborough Street.
Request for 15-minute parking in Service Street opposite the EWMAC (Aquatic Centre) and separate all-day parking for staff.	It would be appropriate to provide some short-term (P-15minute) spaces on the EWMAC frontage (not opposite, to avoid crossing the road) to allow for pick-up and drop-off.
Police time limited parking in the port area. Concern staff are parking all-day in 2-hour spaces.	This is an issue for Council's local laws department, however it is agreed that it would be appropriate to undertake some targeted policing of the two-hour spaces to ensure the time restrictions are being adhered to, as there is a community perception that this is not currently the case.
Several requests for cheaper (or free) parking in the CBD, including requests for free parking for the first half hour and free parking on weekends. Concerns regarding	<p>Paid parking is only located in the most central parts of the CBD. Free parking is available within a short walk.</p> <p>Heat maps indicate that the on-street pay parking is in high demand currently, although the off-street pay carparks are in lower demand,</p>

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Issue	Comment
<p>the equity of paying for parking in the CBD when tourists (in the Port Precinct) have access to free parking.</p>	<p>which suggests locals are carrying coins and accepting the need to pay for on-street parking for short durations, but for all-day parking, staff are choosing to walk further to locations of free parking rather than pay.</p> <p>In consideration of whether tourists should pay for parking in the Port Precinct, it is recommended that should a scheme be introduced, the ability to pay by credit card should be taken into account so as not to discourage tourists, noting that they may not be aware of the need to carry coins.</p>
<p>Request for free 15-minute parking spaces in the CBD. In particular near ATM's, banks, post office and other short-term uses.</p>	<p>It is agreed that it would be appropriate to provide one or two free P-15minute spaces directly in front of banks and the post office.</p>
<p>Comment that free parking (even if only for shorter time, e.g. 2 hours) would entice people to shop locally.</p>	<p>The alternative to shopping locally is to shop at say Bendigo or Shepparton, both of which also charge for parking. Accordingly, the current parking fees are likely not discouraging shoppers, albeit it is acknowledged that there may be increased competition in the future for online shopping and there may be a need to make physically shopping in stores more attractive to maintain the vibrancy of the CBD. At the moment, the on-street pay parking spaces are in high demand so this does not appear to be an issue. There is also plenty of free parking available if people are prepared to walk a little further.</p>
<p>Concern that parking machines will only take coins (not notes or cards) and don't allow a refund.</p>	<p>As noted, locals are aware of the need to carry coins for parking, and of the availability of free parking on the periphery of the CBD.</p> <p>Over time, as existing parking machines reach the end of their useful life, the machines could be upgraded to accept alternative payment methods. However there is a significant cost associated with upgrading machines for which Council does not currently have the funds and accordingly this would be a long term action.</p>
<p>Multiple requests for Echuca residents to have free permits for car parking, citing other towns (e.g. Kyabram and Rochester) having lower rates and free parking.</p>	<p>Issuing of permits to residents would involve a cost and would also remove the ability of local laws officers to utilise the parking meters/tickets as a way of establishing whether restrictions have been overstayed.</p> <p>It is also not the intent of the pay parking to only charge those who aren't residents, but rather a user-pays arrangement.</p>
<p>A number of submissions raised concern that the car spaces are too small/narrow, particularly for getting children out, elderly, pregnant, prams, etc.</p>	<p>Any future car parking proposals (including upgrades to Council off-street carparks) should ensure that as a minimum, car spaces comply with Clause 52.06 of the Planning Scheme, with 2.6m minimum space width. The Planning Scheme dimensions should take precedence to Australian Standard dimensions (which allow narrower 2.4m spaces for all-day/long-term parking).</p>
<p>Several requests for additional (family friendly) parking near the Echuca Library.</p>	<p>There are two 1/4P spaces in front of the library, as well as a number of 2P on-street spaces. There is no off-street parking for the library. The heat maps show that on-street parking near the library is at or close to saturation at peak times.</p> <p>It is recommended that a number of 1P spaces be implemented (and policed by local laws) directly in front of the library to ensure equitable access by library users.</p>

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Parking Strategy

Issue	Comment
<p>Query regarding the status of the vacant block on the corner of Hare and Radcliffe Streets, notes that many people are parking there, would like to see this converted to official public parking.</p>	<p>This is private land, in private ownership (former used car dealership) outside of Council's control. It is understood that the owner of the site is considering development and the site in the short term.</p>
<p>Lack of dedicated parking for caravans/boats/ trailers/motor homes. Resulting in illegal parking (on nature-strips and footpaths) as well as parking across multiple car spaces or spilling out onto carriageways, with a lack of inspectors on weekends. Request for dedicated spaces for caravans near supermarket(s), with good signage.</p>	<p>There are two locations for caravan/boat parking currently; one at the tourist information centre and the other on High Street (southbound), with signage indicating "2P – cars with caravans only", although it appears that cars without caravans are occupying the spaces such that they aren't available for their intended use.</p> <p>It is recommended that the signage be modified to allow for all towing vehicles (i.e. boats and trailers as well as caravans), and the restrictions be enforced from time to time.</p> <p>Provision of space for towing in proximity to Woolworths supermarket would result in the loss of a significant number of car spaces, as the on-street parking is angled in this location.</p>
<p>Inadequate staff parking available within a reasonable distance of businesses.</p>	<p>Ideally, staff parking should be provided on-site. However historically, many businesses in Echuca CBD have established without any on-site parking.</p> <p>Surveys indicate that all-day parking is readily available within the High and Nish Street Council Carparks within the CBD, with these locations being within a reasonable distance of most businesses.</p> <p>There may be a need to review street lighting to ensure staff feel safe walking to and from businesses in the dark (particularly in winter).</p> <p>There would also appear to be an aversion for staff to pay for parking, and an unreasonable expectation of how close parking should be located to the destination.</p> <p>For all-day staff parking for a CBD such as Echuca, 400 metres is not an unreasonable walking distance to access all-day staff parking. Notably, for public transport stops, current planning specifies a walking distance of 400 metres to bus stops and 800 metres to railway stations, which indicates that these are commonly accepted walking distances for a daily commute. At a pace of 4km/h, 400m and 800m correspond to roughly 7.5 minutes and 15 minutes' walk respectively.</p>
<p>Concern that Council staff are utilising all day parking in the port area to the detriment of the elderly and tourists. The situation is worse on court days. Requests a designated all day free staff parking area away from the river (and for other workers in the area) that won't impact on the Port.</p>	<p>The existing visitor information centre carpark provides all day car parking close to Council offices and is currently under-utilised. The additional parking was provided when the library was developed to offset the loss of car spaces for Council staff (i.e. it is intended for Council staff use).</p> <p>It is understood that few Council staff currently park in that locality due to safety concerns, with a lack of lighting and surveillance (particularly an issue returning to cars in winter).</p> <p>Similar issues would occur if remote staff parking were provided on Council-owned land on the west side of Campaspe River, away from the port.</p> <p>It is recommended that surveillance and lighting measures be explored to improve utilisation of the car parking at the visitor information centre, including on the pathway(s) to/from the car parking.</p>

Echuca CBD & Historic Port Precinct

Parking Strategy

Issue	Comment
	<p>Additionally, a 3-hour parking limit could be explored for the existing all-day parking in Murray Esplanade, with this limit likely to be sufficient for tourists visiting the Port, and could also deter people from parking until lunchtime and then moving (such as may occur for a 4-hour limit).</p>
<p>Request for all Port Precinct parking to be 4 hours to cater for tourists and prevent all day parking by staff.</p>	<p>There is a need to strike the right a balance between staff and visitor parking.</p> <p>There would appear to be a need to reduce the occurrence of staff parking within prime on-street spaces within the port precinct, however alternative safe car parking options need to be provided.</p> <p>As noted above, a 3-hour limit could be explored for the existing all-day parking in the Port Precinct (Murray Esplanade and potentially High Street). This would be preferable to a 4-hour limit for the purpose of discouraging staff parking.</p>
<p>Multiple requests that ticket machines are interchangeable all over town, i.e. buy one ticket and can move between public parking areas (on-street and off-street).</p>	<p>Most places where ticket parking is provided, the tickets only apply to the street on which they were purchased.</p> <p>The area which is covered by tickets is a matter for Council to decide, however it is noted that allowing tickets to be interchangeable would encourage short-trips (i.e. moving the car a single block rather than walking the 200m), which is undesirable from a traffic management perspective and also does not promote walking, which is beneficial for people's health as well as providing active, vibrant streets.</p>
<p>There is a need to provide more parking to encourage tourism.</p>	<p>The existing all-day parking at the visitor information centre is underutilised. Way-finding, surveillance and lighting should be upgraded to improve usage of this carpark which is located approximately 10 minutes' walk from Echuca wharf.</p> <p>Tourist operators could also advertise the location of this carpark.</p>
<p>Request for undercover parking in the CBD and shade sails or similar on periphery parking to encourage people to park there. Request for the Dan Murphy's carpark to be undercover so groceries can be unpacked under shelter.</p>	<p>The High and/or Nish Street carparks could potentially be upgraded to multi-deck in the future (subject to cash-in-lieu funds becoming available), and this would provide some undercover car parking in the CBD.</p> <p>The Dan Murphy's carpark is a private carpark, and there is no mechanism in the Planning Scheme to require private operators to provide undercover parking. Such provision would be a commercial decision of the operator. We are advised that following the community consultation, shade sails have now been installed at Woolworths and at Dan Murphy's and an application is also in for Coles.</p>
<p>Need to be able to park close to a store to put heavy items in the car.</p>	<p>Most stores which sell heavy items (i.e. bulky goods) have on-site carparking and do not rely on the public on-street supply. This should be a consideration in approving future permits and in determining when it is suitable for Council to accept cash-in-lieu of on-site parking provision.</p>
<p>Concern that parking in Murray Esplanade is taken up early by Council workers, during peak tourist season there is little or no parking available for staff. Requests consideration of a footbridge near</p>	<p>As previously noted, a 3-hour time limit is recommended to be explored for Murray Esplanade to free-up parking for the Port precinct.</p> <p>In conjunction, it is understood that Council owns some land on the west side of Campaspe River and this proposal for some all-day</p>

Echuca CBD & Historic Port Precinct

Parking Strategy

Issue	Comment
Beechworth Bakery and parking on the west side of Campaspe River.	<p>parking on the west side of Campaspe River is worth further consideration.</p> <p>In particular, it is recommended that the current cash-in-lieu amount be increased to allow for provision of additional car parking (the current rate only allows for upgrading of existing facilities with street lighting, etc., not constructing new carparks).</p>
Request for some crossovers in the Port Precinct to be marked as short-term loading bays during the day and parking spots after hours.	<p>The Victorian road rules prevent parking across crossovers and accordingly this request cannot be accommodated.</p> <p>If there are any crossovers which are redundant, they should be removed to allow on-street parking to be reinstated.</p>
Expand the CBD parking east of the railway line.	There is an existing public carpark east of the railway line and parking occupancy surveys indicate that there are vacancies in this carpark currently.
Increase the price differential between on-street and off-street parking.	<p>It is understood that off-street parking is currently cheaper than on-street parking, however it is still under-utilised.</p> <p>Perhaps a daily cap on the off-street parking cost would increase usage by staff and free-up on-street spaces for visitors/ customers.</p>
Install bike parking spaces and encourage the use of walking and cycling for work trips.	<p>A review of the current bicycle parking space location and utilisation is recommended to be undertaken separately to identify whether there is a need to increase bicycle parking provision.</p> <p>It is noted that new developments are required to provide bicycle parking on-site in accordance with Clause 52.34 of the Planning Scheme.</p>
One-hour restrictions on the main street are too short, need to increase the time limit.	A total of 52% of survey respondents indicate they park in the CBD for an hour or less, while a further 33% indicated they park for more than an hour but less than 2 hours. Only a single block (approximately 200m long) on Hare Street is subject to 1-hour restrictions, with all other parking spaces 2-hours or more. The existing 1-hour restrictions are generally considered appropriate having regard to the uses, and in front of the banks, some 15-minute parking could be considered.
Request for parking permits for workers, or more all-day parking.	Provision for staff/traders to purchase an annual permit to park in the High and Nish Street carparks already exists. Council could consider advertising the availability of these permits if it doesn't already do so.
Request for an option of a three-month parking ticket so that residents running short errands don't have to carry change every time they park.	This would not allow inspectors to determine the length of time a vehicle is parked in a space without a more onerous process (e.g. marking tyres and returning later).
Concern regarding parking around the primary school, request for parents to be provided with permits to park in the carpark behind rivers utilising the school crossing.	<p>This refers to the High Street carpark, which is well located to provide for school pick-up, albeit requires crossing of a major arterial road. Parents can park in that carpark for a fee.</p> <p>It is not the responsibility of Council to provide free off-street parking for school parents. School pick-ups can occur on-street. Council is also seeking to encourage "active transport" and reduce dependency on cars.</p>

Echuca CBD & Historic Port Precinct

Parking Strategy

Issue	Comment
Request for more lights at night in parking areas.	The parking areas have not been inspected at night. It would be appropriate for Council to conduct a review in due course to determine whether lighting upgrades are needed.
Request for a charge for people parking in the Port Precinct and reduce the cost everywhere else.	It would not be unreasonable to introduce a charge for parking within the Port Precinct, however it would be necessary to install machines which accept credit cards so as to accommodate visitors/tourists caught off-guard without change. It is understood that this would be the responsibility of local laws, and the cost of the machines would be offset by the parking fees collected. It is recommended that this parking be limited to 3-hours on a trial basis (prime Port parking in Murray Esplanade) so as to discourage all-day staff parking.
Improve lighting around the health precinct to improve safety after dark (particularly in winter).	The parking areas have not been inspected at night. It would be appropriate for Council to conduct a review in due course to determine whether lighting upgrades are needed.
More trees to provide shade of parking areas.	This is not a traffic-engineering consideration.
Encourage park and walk.	Yes.

ECHUCA

Commercial Strategy

Strategy and Implementation Plan

FINAL REPORT

PREPARED BY
Campaspe Shire Council
May 2017



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INTRODUCTION

Overview and objectives

The *Echuca Commercial Strategy 2017* ('the Strategy') provides a detailed assessment of the demand and supply for retail and commercial development in Echuca and presents recommendations to guide the future development of Echuca's commercial areas. The Strategy has been prepared by Campaspe Shire Council.

Echuca is the regional centre serving the Shire of Campaspe and beyond and, as such, offers a wide range of retailing, entertainment, business, community and civic facilities and services.

The Shire of Campaspe had a resident population of 37,040 in 2015. The Shire's population is expected to increase by more than 5,400 residents over the next 20 years. The majority of this growth is expected to occur in Echuca with growth concentrated on the western fringes of the town. This population growth, along with the many visitors to Echuca and the region, will generate demand for a variety of retail, commercial and community services that are provided in Echuca's commercial areas.

In the future, residents and visitors will continue to expect that Echuca will provide a high level of facilities and services, commensurate with its role as a regional centre. At present, however, only limited opportunities exist to accommodate larger forms of commercial development in the Echuca CBD. Therefore, a key challenge for Echuca is how to support the existing retail and commercial sectors in the town while continuing to attract new investment and support job growth.

Council will apply the Strategy as the strategic planning basis for promoting the long-term sustainability of current and future commercial development in Echuca. The Strategy is required to support the primacy of the Echuca CBD and encourage its growth and evolution into the future. The Strategy will consolidate and revitalise existing commercial areas, as well as provide a future vision for the development of well-located and high quality activity centres and commercial areas. Importantly, the Strategy will assist Council with their decision-making process when considering proposals for new commercial developments in Echuca.

The *Echuca Commercial Strategy Background Report (August 2016)* provides the research, analysis and discussion upon which the Echuca Commercial Strategy is based. The Strategy should be read in conjunction with the Background Report.

Report purpose

In summary, the purpose of the *Echuca Commercial Strategy 2017* is to:

- Provide a clear understanding of the role and function of each current and proposed activity centre.
- Identify future retail and commercial floorspace and land requirements.
- Provide direction to areas that need to be improved.
- Provide general observations about the adequacy of existing car parking requirements and policy.
- Identify opportunities for commercial areas to accommodate new business, investment and employment opportunities;
- Prepare a strong basis for Council land use and development policies.

Report content

This Strategy and Implementation Plan includes the following content:

- A summary of the main research findings from the analysis undertaken through the course of the study (and with detail provided in the Background Report).
- A vision statement which provides overall guidance for the future development of commercial centres in Echuca.
- A description of the Echuca Commercial Centre Hierarchy, including the preferred roles and opportunities for each centre.
- A set of objectives designed to support the vision.
- A set of strategies to give effect to each of the objectives.
- Detailed actions to achieve the strategies, with these actions supported by associated implementation plans which identify roles, responsibilities and timing.
- Six 'framework plans' that provide a summary of the key strategic directions (objectives and strategies) for the centres in visual and written form.
- Urban design recommendations for a number of precincts.
- A monitoring and review process.

ECHUCA'S EXISTING COMMERCIAL CENTRES

The commercial centres of the twin towns of Echuca-Moama provide residents and visitors with a wide range of retail, business, community, entertainment, civic and recreational facilities and services. The centres are shown in Figure 1 on the following page.

The Echuca CBD is the main centre providing both regional and local amenities to residents and visitors to Echuca and the surrounding region. The Echuca CBD contains approximately 68,200m² of retail and commercial floorspace and successfully performs its role as a regional centre. The success of the Echuca CBD is illustrated by a relatively low vacancy rate and the presence of many national brand retailers.

The CBD can be divided into three distinct areas:

- **Port of Echuca** is located along the Murray River and is the key tourist area in Echuca. Heritage buildings with locally-owned retail, tourist attractions and cafes attract large volumes of tourists each year, especially during school holidays.
- **Hare Street** is Echuca's 'Main Street' with a large number of national retail chains, community amenity, offices and takeaway food / cafes located along the strip.
- **High Street** is a major transport route with larger blocks and less pedestrian traffic than the Port of Echuca or Hare Street. A number of motels have located along the street which is reflective of its role as a major transport route.

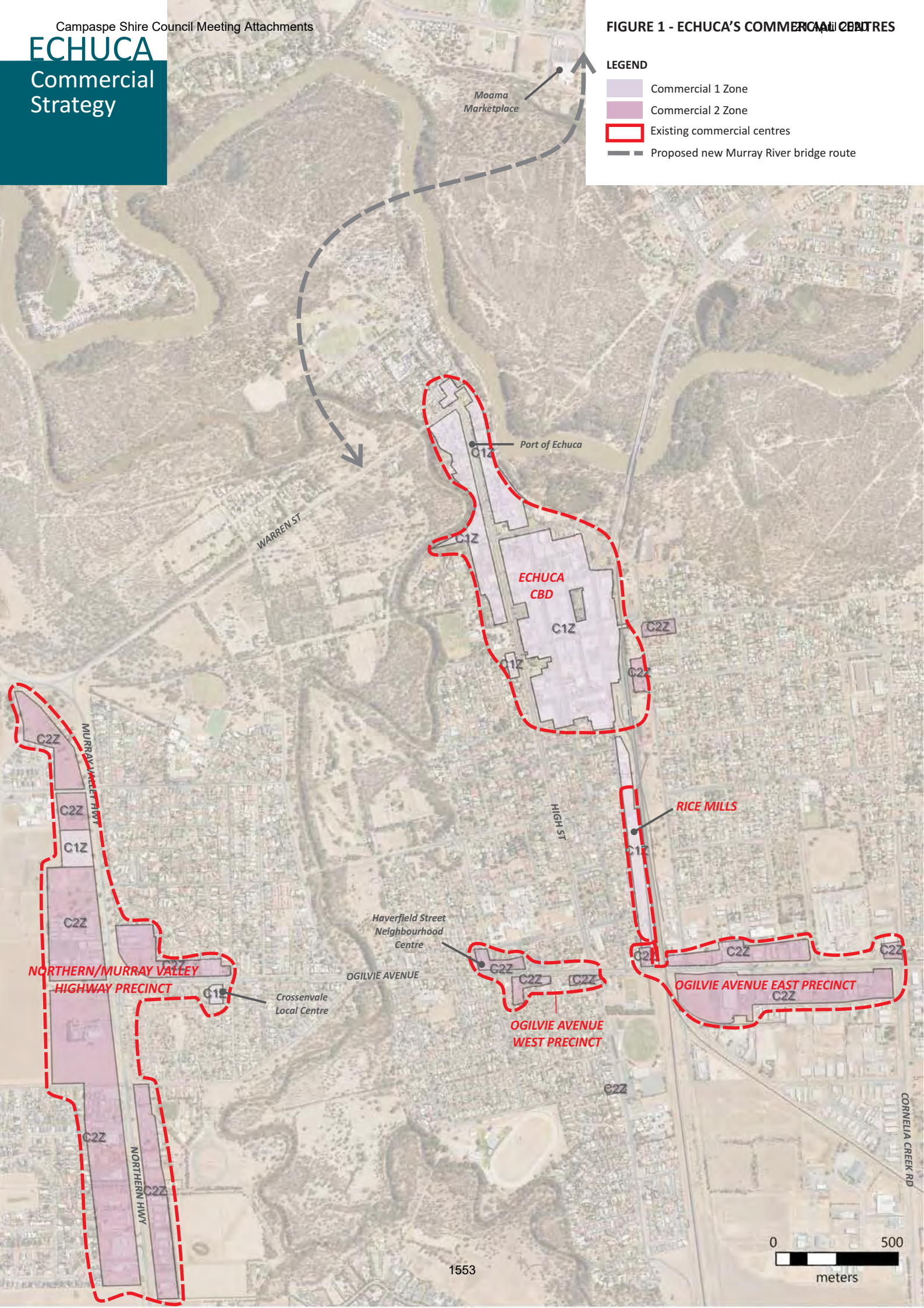
In addition to the Echuca CBD, the following commercial centres also perform important roles in the commercial centre hierarchy of the area:

- Moama town centre combines a significant neighbourhood shopping function with extensive visitor services in the form of dining and accommodation options
- Ogilvie Avenue West: includes the shops at Haverfield Street and nearby uses on Ogilvie Avenue, which comprise a small neighbourhood centre, anchored by an IGA supermarket and several fast food outlets. The centre is close to the recently expanded hospital and contains expanding health services.
- Ogilvie Avenue East, which provides large format homemaker retailing and restricted retailing. The planned development of a Homemaker Centre will reinforce the importance of this centre as a regional-level homemaker destination.
- Northern / Murray Valley Highway, providing opportunities for restricted retailing and other businesses requiring large expanses of floorspace and exposure to passing traffic. Approximately 15ha of vacant Commercial 2 Zone land is located in the Northern / Murray Valley Highway precinct. The precinct includes the Crossenvale Local Shopping Centre in Ogilvie Avenue.

FIGURE 1 - ECHUCA'S COMMERCIAL CENTRES

LEGEND

- Commercial 1 Zone
- Commercial 2 Zone
- Existing commercial centres
- Proposed new Murray River bridge route



KEY FINDINGS OF BACKGROUND REPORT

The key findings of the background report are summarised below, for reference purposes and to provide the context for the Strategy.

Retail trends in regional centres

Regional centres are continually faced with a variety of broad issues and opportunities relating to industry-wide trends in retailing and development. A number of these trends that are particularly relevant to Echuca are discussed below.

- The tendency for smaller operators to lose market share to the retail ‘giants’ which include supermarket chains, department stores, category killers and big-box retailers which prefer an enclosed shopping centre or free-standing site with on-site car parking and good exposure to passing trade.
- The shopping public are continually redefining their demand for goods and services in terms of types of retail and their allocation of expenditures on particular retail items, and adapting to new ways in which retailing is conducted in the marketplace.
- The increasing use of the Internet as a purchasing medium, which is particularly affecting sectors including music, books and wine.
- Regional centres are increasingly becoming a focus for investment and are attracting the interest of larger national brand retailers, and this coincides with the expectation of many regional Victorian (and Australian) residents for an expanded level of retail choice.
- As regional centres expand, varying forms of retail development are becoming evident and include the following:
 - Development of sub-regional shopping centres beyond the CBD and which accommodate a range of retailers, including Discount Department Stores (DDS).
 - Development of neighbourhood shopping centres to serve the convenience needs of expanding populations on the fringes of regional cities.
 - Development of homemaker centres or precincts in locations beyond the CBD where the retailer has the benefit of good exposure to traffic travelling on major highways.

Although strong proposals for stand-alone sub-regional shopping centres have yet to eventuate in Echuca, a neighbourhood centre has been approved on a site in Echuca West and a homemaker centre has been approved on Ogilvie Avenue.

While no proposal currently exists for a sub-regional centre, such as the Marketplace in Shepparton or the Mildura Central in Mildura, the Strategy will need to consider the implications of such development in Echuca should pressure emerge for such development over the next 20 or so years. It will be important that Council is provided with a development framework that will assist Council in responding to any future proposals.

Emerging local issues

Key issues affecting land use planning of Echuca's commercial centres include the following:

- Implications of the planned second bridge between Echuca and Moama.
- Recent approval for a neighbourhood centre to serve the Echuca West growth area, which is as yet unconstructed.
- Limited vacant and appropriately zoned land to accommodate large developments in the Echuca CBD, but existence of several under-utilised sites.
- Large amount of vacant land with potential for commercial development in Moama and uncertainty about the policy direction for this land.
- Perceptions of a lack of car parking in the Echuca CBD and the implications for business performance.
- The need to improve the appearance and function of key highway entrances that provide access and exposure to commercial land, including the Northern Highway, Ogilvie Avenue and Murray Valley Highway and uncertainties about how the improvements will be funded.
- The need to improve drainage infrastructure on the key highway entrances and in the Echuca CBD to unlock the full development potential of commercial land;
- Lack of reticulated water pressure to comply with the fire fighting requirements of the Building Regulations for new commercial buildings, which means that developers must provide tanks and pumps on site; the additional costs can affect project viability.

Retail development opportunities

In a regional context, Echuca-Moama competes to a high degree with the regional centres of Shepparton, Bendigo, Swan Hill and Deniliquin for investment and the retail spending of trade area residents. While Echuca's commercial centres (as a collective) are considered to be performing well, continued improvement in the level of retail service and offer is required in order to maintain and improve the performance of Echuca commercial centres.

The retail sector in Echuca-Moama contains a total of 69,000 square metres of floorspace and achieves an estimated turnover in 2016 of \$388 million at an average of \$5,600 per square metre. This average turnover level reflects a well-performing retail sector in a regional Victorian context.

In 2016, Echuca's commercial centres achieve an estimated market share of 56% of the \$571m in retail spending by the estimated 44,320 residents in the Main Trade Area (MTA). In 2036, the MTA population is forecast to be approximately 50,040 residents and their retail spending will continue to increase in real terms.

Allowing for population and income growth over the next 20 years, potential demand is expected to support an additional 24,000m² of retail floorspace, comprising the following:

- Non-food floorspace: 12,600 square metres
- Food, groceries and liquor (FGL) floorspace: 6,500 square metres

ECHUCA COMMERCIAL STRATEGY
STRATEGY AND IMPLEMENTATION PLAN

- Food catering floorspace: 3,000 square metres
- Retail services: 1,500 square metres

Retail development proposals such as the Echuca West Neighbourhood Centre and the Ogilvie Avenue Homemaker Centre, and currently existing vacant space will provide around 8,000 to 10,000 square metres of this additional retail space. The remaining unmet demand for floorspace will include an additional full-line supermarket, potentially another discount department store and a wide variety of specialty stores. This space will need to be found in the existing and planned activity centres of Echuca-Moama.

Office and non-retail development

In addition to retail development, opportunities for non-retail development are also likely to arise, taking into consideration the following factors:

- Echuca's office market is likely to focus on the provision of office accommodation for small to mid-sized businesses that provide important services to residents in the surrounding region.
- It would be prudent to plan for an additional 6,000m² of office floorspace over the next 15 years, the majority of which is likely to be located in the Echuca CBD.
- Other forms of development should also be encouraged in the Echuca CBD that contribute to the role of the CBD as a regional centre that provides a wide range of facilities and services, including visitor accommodation and community, entertainment and cultural facilities.
- Ogilvie Avenue and the Northern / Murray Valley Highway should continue to be the main locations for 'restricted retail', including businesses involved in the sale of motor vehicles, caravans, agricultural machinery and trade supplies.

Future options for the form of the Echuca CBD

Limited vacant land currently exists in the Echuca CBD to accommodate the development of additional retail and commercial floorspace, particularly the development of uses that may require large floor areas, such as a discount department store or regional office development. However, there are at least 10 redevelopment sites with existing buildings or infrastructure that could have capacity for some form of development, including three sites that are considered to have 'high' potential for different forms of commercial development in the short-term.

While demand may not currently exist for additional large-scale retail or office development in the Echuca CBD, planning policy should recognise that demand for such uses is likely to eventuate in the future. The Echuca CBD will therefore need to be well-positioned to accommodate these uses in order to:

- Encourage the attraction of new businesses, investment and employment.
- Consolidate Echuca's role as a regional centre.
- Improve Echuca's competitive position with respect to other regional centres and Moama.

ECHUCA COMMERCIAL STRATEGY
STRATEGY AND IMPLEMENTATION PLAN

- Reduce development pressure for such uses in less desirable locations beyond the CBD.

There are four broad options for accommodating new commercial uses in the Echuca CBD:

- Option 1: Consolidation of the existing commercial area to encourage the redevelopment of existing sites.
- Option 2: CBD expansion to the eastern side of the railway line, with a focus on sites owned by VicTrack and Graincorp.
- Option 3: CBD expansion to the south which would involve the re-development of approximately 3.4 hectares of land that is currently zoned for residential purposes.
- Option 4: CBD Expansion – Rice Mills, which would involve formally identifying this site as part of the Echuca CBD and encouraging a range of uses.

Future supermarket needs

Demand for new food, groceries and liquor (FGL) floorspace over the period to 2036 is estimated to be 6,500 square metres across Echuca-Moama. Of this, 1,800 square metres of supermarket floorspace and 500 square metres of specialty retail floorspace has been approved at the proposed new Echuca West Neighbourhood Centre on the Murray Valley Highway.

It is likely that approximately 200 square metres of the additional 500 square metres of retail space approved at Echuca West will also be specialty FGL stores. Therefore, a further 4,500 square metres of FGL floorspace will need to be accommodated to 2036. This is sufficient for a full-line supermarket (3,200+ square metres) and specialty stores.

The main principal in siting FGL facilities is to provide them in activity centres in a location that is central to their catchment. In this case there appear to be three main options:

- A new supermarket in Echuca CBD and specialty stores spread amongst the CBD and the other activity centres.
- A new supermarket in Moama town centre, with specialty stores in all the centres.
- An additional or larger new supermarket at Echuca West (1,800m² supermarket approved to date) with specialty stores in all the centres.

Neighbourhood centre in Echuca West

More than 5,650 residents currently live in Echuca West, with forecast growth of approximately 2,000 additional residents (+34%) expected in the Echuca West over the next 20 years.

Council has approved the development of a neighbourhood centre at 31 Murray Valley Highway, Echuca West. This will provide 2,300 square metres of retail floorspace including a supermarket of 1,800 square metres. This centre will provide for the grocery and daily shopping needs of the growing population in this part of Echuca, reducing their need to travel. Council may need to consider rezoning the site on the Murray Valley Highway that is currently earmarked in the Planning Scheme as the future site of the Echuca West Neighbourhood Centre to prevent the development of a larger centre in this area.

Planning and policy context

Key findings of an analysis of the current planning and policies in the Campaspe Planning Scheme for the project are:

- The current land use planning framework has assisted in creating and maintaining a healthy CBD.
- Appropriate planning provisions will need to be applied to protect and reinforce the commercial hierarchy as the CBD evolves and responds to population growth, market demand and commercial trends.
- Recent changes to the commercial zones have resulted in more flexible arrangements for most retail, office and other uses and a reduced ability for Council to manage these uses through the planning system.
- The Campaspe Planning Scheme contains a high degree of guidance for the design and layout of new development along most of its highway entrances, however, no guidance exists for some areas fronting High Street and Ogilvie Avenue.
- Car parking provisions have been incorporated into the Campaspe Planning Scheme to allow for cash-in-lieu contributions for car spaces that cannot be provided on site in new developments, however these provisions need to be reviewed.

Design principles

Successful centres that are valued by their local communities, no matter the role or size of the centre, are usually characterised by a design that provides the following:

- Interesting built form and style.
- Safe and secure public spaces.
- Public spaces where people can meet and congregate that provide for “green” space and landscaping.
- High levels of accessibility for pedestrians, cyclists and vehicles.
- Good way-finding and directional signage.
- Positive interface with adjoining neighbourhoods.

The above features encourage people to spend more time in their centres, which in turn, has positive implications for local businesses and the ability to continue to attract investment. The Echuca Commercial Land Strategy needs to consider how these design features can be incorporated into new development.

Development principles

Having regard to the research and analysis presented in the Background Report, the following broad principles to guide the future development of Echuca’s commercial centres are suggested, for consideration:

- 1 To ensure residents and visitors to Echuca are provided with a range of retail and commercial facilities and services appropriate to that of a regional centre.
- 2 To ensure Echuca’s commercial centres are the focal point for the community and are places people enjoy visiting.
- 3 To ensure local residents have a high degree of accessibility to local convenience retailing and services.
- 4 To continually improve Echuca’s competitive position with respect to other regional centres, including the reduction in spending that escapes to other centres.
- 5 To maintain the primacy of the Echuca CBD as the regional centre serving the Shire of Campaspe.
- 6 To provide opportunities for the attraction of new businesses to Echuca’s commercial centres.

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STRATEGY AND IMPLEMENTATION PLAN

Figure 2: Summary of issues and opportunities for Echuca’s commercial centres



Prepared by Centrum Town Planning and aerial photographs provided by Campaspe Shire

ECHUCA'S COMMERCIAL CENTRES HIERARCHY

This Strategy establishes a commercial centre hierarchy for Echuca, as shown in Table 1, below:

Table 1 Echuca's Commercial Centres Hierarchy

Centre	Centre Type	Centre Role	Preferred Uses
Echuca CBD	Regional Centre	Regional centre providing a wide range of retail, business, community, health, civic and entertainment uses to residents and visitors to Echuca and the surrounding region.	Discount Department Store(s), supermarkets, specialty retailing, regional and local offices, visitor accommodation, entertainment (restaurant, café, pubs, cinemas), community facilities, tourism facilities.
Northern and Murray Valley Highways	Restricted Retailing Precinct	Provision of restricted retailing and limited bulky goods retailing.	Trade supplies, agricultural machinery, car yards, caravan and boat sales, camping/outdoor retailing.
Ogilvie Avenue (East)	Homemaker and Restricted Retailing Precinct	Provision of large format homemaker and restricted retailing.	Echuca Homemaker Centre (hardware, furniture, white-goods, camping/outdoors, retailing), trade supplies, agricultural machinery.
Future Echuca West	Neighbourhood Centre	Neighbourhood centre providing convenience retailing to Echuca West residents.	One supermarket (up to full-line size) and speciality retail, with a total retail floorspace that could eventually reach 5,000 square metres (noting the current approval for 2,300 square metres)
Ogilvie Avenue (West) & Haverfield Neighbourhood Centre	Small Neighbourhood Centre	Small neighbourhood centre providing day-to-day convenience retailing and services. Highway based food outlets	Limited range supermarket, speciality retail and services tenancies. Encourage hospitality, medical and other uses that complement the expanding health precinct nearby.
Rice Mills	Peripheral commercial centre near CBD	Strategic development site linking CBD with Ogilvie Avenue (East), with potential for a range of uses most likely with a small-scale commercial emphasis.	Peripheral retail, commercial and higher density residential development that complements the Echuca CBD
Crossenvale	Local Centre	Local centre providing day-to-day convenience retailing, services and employment opportunities.	Speciality retailing and service tenancies.

VISION & OBJECTIVES

Vision

A Vision Statement has been prepared in order to guide the ongoing development of commercial centres in Echuca and to provide the basis for the subsequent detailed objectives which are presented in the Action and Implementation Plans. The Vision for future development in commercial centres in Echuca is as follows:

Echuca CBD will be a leading example of a regional centre, renowned for its 'experience' offered to residents and visitors, its high level of amenity and sense of place, product offering and customer service. The CBD will continue to evolve and will make a lasting impression in the minds of people who visit the centre.

The Echuca CBD will be supported by a complementary hierarchy of commercial centres that provide a range of local convenience retailing and services, and that accommodate retail and commercial uses requiring large expanses of land.

Echuca's commercial centres will assist in stimulating local business development and entrepreneurship, will generate local employment, and will contribute to the sustainability of the local community.

Objectives

The vision for commercial centres in Echuca is supported by the following objectives which form the basis for more detailed strategies and actions as set out in the 'Strategic Directions and Implementation Plan' in the following section of this Strategy:

- To reinforce Echuca's commercial centres hierarchy and maintain the primacy of the Echuca CBD as the regional centre serving the Shire of Campaspe and beyond.
- To ensure local residents have a high degree of accessibility to local convenience retailing and services.
- To ensure residents and visitors to Echuca are provided with a range of retail and commercial facilities and services that are appropriate to a regional centre.
- To ensure that commercial centres in Echuca are well-designed places where people enjoy shopping, doing business, and participating in community activities.
- To encourage the attraction of new businesses to Echuca's commercial centres that will provide investment and employment opportunities.
- To assist local businesses with existing and future challenges faced by their respective industries.
- To ensure that new development in all key commercial centres in the Shire is high quality and is appropriate to the needs of each centre.
- To implement the Echuca Commercial Strategy 2017 by incorporating the Strategy into the Campaspe Planning Scheme and including the Strategy as a Reference Document.

STRATEGIC DIRECTIONS & IMPLEMENTATION PLAN

This Chapter identifies a set of objectives, strategies and actions designed to implement the Echuca Commercial Strategy 2017. For each underlying objective, a set of detailed actions and an implementation plan identifying key roles and responsibilities are provided.

The following conventions have been adopted in identifying the suggested timing for implementation:

- Short-term: Within 12 months
- Medium-term: From 1 year to 3 years
- Longer-term: From 3 years to 5 years or beyond
- Ongoing: An existing action that continues into the future.

Objective 1: ***To reinforce Echuca’s commercial centres hierarchy and maintain the primacy of the Echuca CBD as the regional centre serving the Shire of Campaspe and beyond***

Rationale: Echuca’s CBD is a strongly-performing regional centre that provides a wide variety of facilities and services to residents and visitors in the region. In addition, the Echuca CBD performs important roles in attracting investment and as a place for the community to congregate, as well as providing a ‘centre piece’ or focal point for residents and visitors to the Shire of Campaspe.

However, the Echuca CBD is situated in a competitive environment with Bendigo, Shepparton, Swan Hill and other centres competing for investment and the spending of residents and visitors in the region. Therefore, it is vital that the Echuca CBD continues to successfully perform its role as the regional centre for the surrounding area.

Strategy 1.1 **Recognise and reinforce Echuca’s commercial centres hierarchy**

Responsible Authority: Council (Planning & Economic Development)

Partnerships: Property owners

Timeframe: Ongoing

Actions:

- Update Clause 21.09 (Local Areas) to include the Vision Statement for Echuca’s Commercial Centres the Guiding Principles of this Strategy.
- Update Clause 21.07 (Economic Development) and Clause 21.09 (Local Areas) to include a description of and intentions for the preferred hierarchy of Echuca’s commercial centres (as per Table 1 of this Strategy).
- Update Clause 21.09 (Local Areas) to include anticipated demand for additional retail and non-retail floorspace over the next 15 years.

ECHUCA COMMERCIAL STRATEGY
STRATEGY AND IMPLEMENTATION PLAN

Strategy 1.2 Facilitate the redevelopment of key sites in the Echuca CBD to cater for large scale retail/commercial developments

Responsible Authority: Council (Planning and Economic Development, Infrastructure)

Partnerships: Property owners, Coliban Water

Timeframe: Ongoing

Actions:

- Continue to liaise with property owners to understand their intentions and opportunities for their sites.
- Maintain the register of key development and redevelopment sites in the Echuca CBD prepared as part of the Background Report.
- Update Clause 21.09 (Local Areas) to identify key redevelopment sites in the Echuca Town Structure Plans.
- Actively explore opportunities to re-develop Council car parks in the CBD to stimulate the redevelopment of adjoining private land.
- Actively investigate methods to centralise stormwater detention in the Echuca CBD to facilitate the development of individual sites, including appropriate funding mechanisms.
- Engage further with Coliban Water and the State Government to assess issues and develop solutions relating to water pressure and fire fighting for new commercial development.

Strategy 1.3 Expand CBD to the east of railway, but only to accommodate large new use or developments that cannot locate on existing key development sites

Responsible Authority: Council (Planning)

Partnerships: VicTrack, Graincorp

Timeframe: Long term or subject to demand from large user

Actions:

- Update Clause 21.09 (Local Areas) to identify future expansion areas in the Echuca Town Structure Plans.
- Engage with Graincorp to commence a planning scheme amendment to rezone the Graincorp site at 137-141 Sturt Street, Echuca, to the Commercial 1 Zone.
- Consider the purchase of the Graincorp site by Council to facilitate an appropriate long-term development outcome for the site, with potential car parking as a short-term or interim use.
- Apply a Design and Development Overlay to manage built form outcomes in future expansion areas and CZ1 land in Sturt Street during an appropriate planning scheme amendment.

ECHUCA COMMERCIAL STRATEGY
STRATEGY AND IMPLEMENTATION PLAN

Strategy 1.4 Locate large-scale retail attractors including supermarkets and discount department stores in the Echuca CBD (with the exception of a new supermarket in Echuca West – refer Action 2.1)

Responsible Authority: Council (Planning)

Partnerships: NA Murray River Council

Timeframe: Ongoing

Actions:

- Update Clause 21.04 Commercial to include a description of and intentions for the preferred hierarchy of Echuca's commercial centres (as per Table 1 of this Strategy).
- Update Clause 21.09 (Local Area Plans) to identify the Echuca CBD area as per Figure 3.
- Discourage the development of new sub-regional activity centres in Echuca.
- Discourage proposals to rezone land on the fringes of the Echuca CBD to Commercial 1 or Commercial 2.
- As part of the rezoning described in Strategy 2.1, introduce an Incorporated Document in the Schedule to Clause 81.01 of the Planning Scheme to ensure that a planning scheme amendment is required to construct more than 5,000 square metres of retail floorspace on all land zoned Commercial 1 and Commercial 2 on the Northern Highway and Murray Valley Highway in Echuca.
- Include policy guidelines in the MSS or a local planning policy to give effect to the strategies and actions above.
- Engage with Murray River Shire to discourage unplanned major commercial developments in Moama that would affect the Echuca commercial hierarchy and the primacy of the Echuca CBD.

Strategy 1.5 Continue to support the Port of Echuca as a key tourism asset, as it is a key strength and competitive advantage of Echuca's CBD

Responsible Authority: Council (Economic Development)

Partnerships: Property owners, developers, businesses, Echuca Moama Tourism Association, Murray Region Tourism Board

Timeframe: Ongoing

Actions:

- Update Clause 21.07 (Economic Development) and Clause 21.09 (Local Areas) to reflect this position.

ECHUCA COMMERCIAL STRATEGY
STRATEGY AND IMPLEMENTATION PLAN

Strategy 1.6 Facilitate the further development and range of uses in the Echuca CBD, including community, social, education, tourism and entertainment facilities and upper floor dwellings

Responsible Authority: Council (Planning and Economic Development)

Partnerships: Property owners, developers, community service providers

Timeframe: Ongoing

Actions:

- Update Clause 21.09 (Local Areas) to reflect this position.

Strategy 1.7 Consider redevelopment or re-configuration of Council car parks to facilitate commercial development subject to no net loss of parking

Responsible Authority: Council

Partnerships: Property owners, developers, businesses

Timeframe: Ongoing (as opportunities emerge)

Actions:

- Lease or facilitate the re-development of car parks, as appropriate.
- Update Clause 21.09 (Local Areas) and Clause 21.08 (Transport) to reflect this position.

Strategy 1.8 Discourage developments whose form and layout would encourage shop uses to establish in the Commercial 2 Zone

Responsible Authority: Council (Planning)

Partnerships: N/A

Timeframe: Ongoing

Actions:

- Update Clause 21.07 (Economic Development) to reflect this position.
- Update Clause 21.07 (Economic Development) with policy guidelines or develop local policy statements to discourage the development of new commercial tenancies that would encourage the unplanned development of shop uses in the Commercial 2 Zone.

ECHUCA COMMERCIAL STRATEGY
STRATEGY AND IMPLEMENTATION PLAN

Objective 2: *To ensure local residents have a high degree of accessibility to local convenience retailing and services*

Rationale: Providing easily accessible day-to-day and weekly convenience and grocery retailing is an important role of the commercial centre hierarchy. Providing accessible daily requirements reduces travel costs for residents and the broader community improving the sustainability of the urban area. Furthermore, providing a network of centres reduces the reliance on one centre for day-to-day shopping, minimising over-crowding and improving the resilience of the community as a whole.

Strategy 2.1 **Manage the future development of the Echuca West neighbourhood centre and surrounds**

Responsible Authority: Council (Planning)

Partnerships: Property owners and businesses

Timeframe: Short/medium-term

Actions:

- Reinforce the role of Echuca West by updating Clause 21.09 (Local Areas) to include a description of and intentions for the preferred hierarchy of Echuca's commercial centres (as per Table 1 of this Strategy).
- Subject to commencement of construction on the approved Echuca West Neighbourhood Centre at 35-41 Murray Valley Highway, rezone this site to the Commercial 1 Zone and cap the total 'shop' floorspace to 5,000 square metres for the site in the Schedule to the Commercial 1 Zone.
- Continue to liaise with Coliban Water regarding the upcoming sale of the land, and with the future owners of the site.
- Liaise with land owners of Commercial 2 zoned land in Echuca West and encourage a form of development that reflects the recommendations in this Strategy.
- Ensure that the Echuca West Neighbourhood Centre is well-connected with adjoining education, open space and residential development through the provision of walking and cycling paths, footpaths, constructed roads and access points.

Strategy 2.2 **Rezone the Haverfield Neighbourhood Centre to the Commercial 1 Zone to better reflect the role of the centre**

Responsible Authority: Council (Planning)

Partnerships: Property owners and businesses

Timeframe: Short/medium-term

Actions:

- Rezone land on the west side of Haverfield Street currently zoned Commercial 2 Zone to Commercial 1 Zone.

ECHUCA COMMERCIAL STRATEGY
STRATEGY AND IMPLEMENTATION PLAN

Strategy 2.3 Support the viability of Haverfield Neighbourhood Centre by appropriate street furniture, signage, plantings and other physical works

Responsible Authority: Council (Planning, Economic Development and Infrastructure)

Partnerships: Property owners and businesses

Timeframe: Medium-term

Actions:

- Update Clause 21.06 (Built Environment and Heritage) to encourage and reinforce the intention for good design outcomes for the public and private land in the commercial centres, with consideration to be given to built form and style, safety and security of public spaces, “green” space and landscaping, pedestrian, cycling and vehicular accessibility and connectivity, good way-finding and directional signage, interface with adjoining neighbourhoods, and maintenance of important short and longer views and vistas.

Strategy 2.4 Encourage and assist property owners at the Haverfield Neighbourhood Centre and Crossenvale Local Centre to invest in the appearance and amenity of their buildings

Responsible Authority: Council (Economic Development)

Partnerships: Property owners and businesses

Timeframe: Ongoing

Actions:

- Update Clause 21.06 (Built Environment and Heritage) to encourage and reinforce the intention for good design outcomes for the public and private land in the commercial centres (as referenced in Action 2.3).

ECHUCA COMMERCIAL STRATEGY
STRATEGY AND IMPLEMENTATION PLAN

Objective 3: *To ensure residents and visitors to Echuca are provided with a range of retail and commercial facilities and services that are appropriate to a regional centre*

Rationale: A fundamental role of Echuca’s commercial centres is to ensure that residents and visitors are provided with convenient access to a wide range of retail and commercial facilities. This reduces the need for residents and visitors to travel to centres further afield, and encourages the retention of spending and investment within the Shire of Campaspe.

Ensuring an adequate supply of commercial land for large-scale retail and commercial development is fundamental to achieving this Objective. Strategies 1.2 and 1.4, outlined previously under Objective 1, are aimed at ensuring a future commercial land supply exists in the Echuca CBD.

Strategy 3.1 **Encourage the development of the ‘key development sites’ shown in Figures 3-8, for uses that are highly compatible with the role of each precinct**

Responsible Authority: Council (Economic Development)

Partnerships: Property owners and businesses

Timeframe: Ongoing

Actions:

- Update Clause 21.09 (Local Areas) to encourage and reinforce this strategy.

Strategy 3.2 **Encourage the development of the ‘Rice Mills’ site for a mix of peripheral retail, commercial and higher density residential development that complements the Echuca CBD**

Responsible Authority: Council (Planning)

Partnerships: Property owner

Timeframe: Medium-term

Actions:

- Update Clause 21.09 (Local Areas) to encourage and reinforce this strategy.

ECHUCA COMMERCIAL STRATEGY
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Strategy 3.3 Consider the development of new activity centres to serve local communities where there has been higher than expected population growth or where the network needs to be adjusted in order to better meet resident needs

Responsible Authority: Council (Planning)

Partnerships: Property owner

Timeframe: Short-term

Actions:

- Update Clause 21.07 (Economic Development) to encourage and reinforce this strategy.
- Include the 'assessment guidelines for non-conforming proposals' as provided in this report as policy guidelines in Clause 21.07 (Economic Development) of the MSS.

Strategy 3.4 Assist, where possible, with the attraction of businesses to the Echuca Homemaker Centre on Ogilvie Avenue and other commercial development opportunities where planning permits have been issued

Responsible Authority: Council (Economic Development)

Partnerships: Property owners, businesses and real estate agents

Timeframe: Short to medium term

Actions:

- Provide business attraction package (refer Action 5.1) to any potential businesses that may be attracted to Echuca Homemaker Centre.
- Liaise with real estate agents to gain an understanding of how Council may be able to assist; this may involve providing information contained in the Background Report for marketing material.
- Update Clause 21.07 (Economic Development) to reinforce the need for the CBD to be connected and permeable, especially recognising the findings of the Echuca Station Precinct Masterplan and potential for using the railway land and Rice Mills site as a key connection between the CBD and the Homemaker Centre.

Strategy 3.5: Amend zoning anomalies through an appropriate planning process

Responsible Authority: Council (Economic Development)

Partnerships: Property owners and businesses

Timeframe: Long term

Actions:

- Rezone land at 163-167 Pakenham Street, Echuca, and 129 Hume Street, Echuca, from the Commercial 1 Zone to the General Residential Zone to reflect the existing use and development of the land and Heritage Overlay.

Objective 4: *To ensure that commercial centres in Echuca are vibrant, well-designed places where people enjoy shopping, doing business, and participating in community activities*

Rationale: Successful and sustainable regional centres are most often characterised by high levels of amenity, an attractive public realm, and investment in property by individual property owners. These characteristics should also be accompanied by high-quality planning which emphasises pedestrian amenity, accessibility, and integration of uses and activities. These key features encourage return visits from shoppers and other visitors to the centres, and contribute to the level of in-centre activity, thus supporting the viability of local businesses and the services they provide.

Strategy 4.1 **Promote high quality and best practice urban design outcomes for the public realm and private developments**

Responsible Authority: Council (Planning)

Partnerships: Property and business owners, community

Timeframe: Medium-term

Actions:

- Develop an urban design framework for the Echuca CBD which meets best practice principles in urban design, and which has regard for the recommendations and discussion provided in this Strategy, the identified 'CBD expansion areas', the future of poorly-performing arcades in the CBD, the planned second bridge across the Murray River, open space requirements and pedestrian/cycle links.
- Update Clause 21.07 (Economic Development) and Clause 21.09 (Local Areas) to encourage and reinforce this strategy.

Strategy 4.2 **Encourage the development of a broad mix of uses in the Echuca CBD that are closely integrated with commercial uses including residential, accommodation tourism**

Responsible Authority: Council (Planning)

Partnerships: Property and business owners, community

Timeframe: Ongoing

Actions:

- Develop an urban design framework for the Echuca CBD, as per the action in Strategy 4.1.
- Update Clause 21.07 (Economic Development) and Clause 21.09 (Local Areas) to encourage and reinforce this strategy.

ECHUCA COMMERCIAL STRATEGY
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- Strategy 4.3** **Recognise High Street as the key boulevard entry to the Echuca CBD and actively encourage a mix of medium and high density building forms in this area**
- Responsible Authority: Council (Planning)
- Partnerships: NA
- Timeframe: Medium-term
- Actions:
- Apply a Design and Development Overlay to land zoned Commercial 1 fronting High Street, Echuca, generally between Heygarth Street and Tyler Street (excluding land affected by the Heritage Overlay), with design requirements that relate to building heights, frontages, setbacks and other relevant matters.
 - Update Clause 21.09 (Local Areas) to encourage and reinforce this strategy.
- Strategy 4.4** **Improve the appearance of key highway entrances to Echuca (Northern Highway and Murray Valley Highway) to improve access and maximise the further development potential of the area**
- Responsible Authority: VicRoads and Council (Planning and Infrastructure)
- Partnerships: VicRoads, business owners
- Timeframe: Medium-term
- Actions:
- Apply a Design and Development Overlay to Commercial 2 zoned land in Ogilvie Avenue (West).
 - Support plans to duplicate Northern Highway and Murray Valley Highway and upgrade service roads.
 - Update Clause 21.09 (Local Areas) to encourage and reinforce this strategy.
- Strategy 4.5** **Encourage a high-quality public realm through appropriate investment in street furniture, signage, plantings and other physical works and initiatives which add to the appeal of centres**
- Responsible Authority: Council (Planning, Economic Development and Infrastructure)
- Partnerships: Businesses and business networks
- Timeframe: Medium-term
- Actions:
- Update Clause 21.06 (Built Environment and Heritage) to encourage and reinforce the intention for good design outcomes for the public and private land in the commercial centres (as referenced in Action 2.3).

ECHUCA COMMERCIAL STRATEGY
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Strategy 4.6 **Improve signage and way-finding throughout the Echuca CBD, with a special emphasis on connecting the Port of Echuca with the balance of the CBD**

Responsible Authority: Council (Planning)

Partnerships: Businesses and business networks

Timeframe: Short-term

Actions:

- Continue to implement the *Shire of Campaspe Wayfinding Strategy and Style Guide* and consider including as a Reference Document in the MSS.
- Update Clause 21.07 (Economic Development) to encourage and reinforce the intention for good design outcomes for the public and private land in the commercial centres.

Strategy 4.7 **Prepare an update of the *Parking Strategy for Echuca CBD and Historic Port Precincts (2008)* that considers the provision of car parking, parking time limits and cash-in-lieu contributions**

Responsible Authority: Council (Planning and Infrastructure)

Partnerships: NA

Timeframe: Short-term

Actions:

- In the short-term consider increasing the cash-in-lieu contributions for car parking shortfalls to align similarly with nearby and comparable municipalities, as per Table 3 in the Background Report.
- Further investigate opportunities of leasing or purchasing VicTrack land alongside the railway line for the provision of municipal car parks, if required, as an interim use prior to potential development for commercial uses.

ECHUCA COMMERCIAL STRATEGY
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Objective 5: *To encourage the attraction of new businesses to Echuca’s commercial centres that will provide investment and employment opportunities*

Rationale: Echuca’s commercial centres are a significant contributor to employment and investment in Campaspe. Continuing to attract new businesses and investment to Echuca’s commercial centres will have significant positive benefits for the local and regional economy.

Strategy 5.1 **Prepare a business attraction package that highlights the availability of existing and potential future commercial sites, and provides information in regard to the catchment served by businesses in Echuca**

Responsible Authority: Council (Economic Development)

Partnerships: Business networks

Timeframe: Ongoing

Actions:

- Develop a database of existing and potential future sites available for new businesses.
- Identify gaps in Echuca’s retail provision and take steps to attract those types of businesses that are currently not represented in Echuca.
- Develop the “Attraction Package”, which could include information about retail markets and growth, residential opportunities, available community facilities, such as schools) that can be used in attracting retail and other businesses to locate in Echuca.

ECHUCA COMMERCIAL STRATEGY
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Objective 6: *To assist local businesses with existing and future challenges faced by their respective industries*

Rationale: Echuca's commercial centres contain a large number of successful local businesses that contribute significantly to the provision of services and the local economy. These local businesses will be faced with many challenges over the coming years and it will be important that they are equipped with appropriate tools to assist them in improving their business performance. Perceptions of poor customer service and competition from internet retailers are two challenges identified in this Strategy that will need to be addressed and managed.

Strategy 6.1 **Continue to support local business through professional development and other programs**

Responsible Authority: Council (Economic Development)

Partnerships: Business, business networks, education providers

Timeframe: Ongoing

Actions:

- Provide courses/seminars on relevant business topics such as customer service, use of information technology, trends in the retail industry, social media and other topics, as appropriate.

Strategy 6.2 **Continue Council funding for local business networks where 'value for money' in terms of business education or marketing can be demonstrated**

Responsible Authority: Council (Economic Development)

Partnerships: Local business networks

Timeframe: Ongoing-term

ECHUCA COMMERCIAL STRATEGY
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Objective 7: *To ensure that new development in all key commercial centres in the Shire is high quality and is appropriate to the needs of each centre*

Rationale: The focus of the **Echuca Commercial Centres Strategy 2017** is Echuca and its commercial centres, however, other key towns in the Shire such as Kyabram and Rochester also contain important commercial centres that provide a range of services to their local communities and surrounding rural areas. Most of the high level objectives and principles that have been developed for Echuca also apply to new development in these towns.

Strategy 7.1 **Apply the objectives and principles of the Echuca Commercial Centres Strategy 2017 to the commercial centres in Kyabram and Rochester**

Responsible Authority: Council (Planning)

Partnerships: NA

Timeframe: Short-term

Actions:

- Include the design and development principles outlined on Page 12 of this Strategy in Clause 21.06 (Built Environment and Heritage) and Clause 21.07 (Economic Development) and apply them to the commercial centres of Echuca, Kyabram and Rochester.

Objective 8: *To implement the Echuca Commercial Strategy 2017 in the Campaspe Planning Scheme*

Rationale: The Campaspe Planning Scheme will need to be amended to ensure that the **Echuca Commercial Centres Strategy 2017** has proper statutory effect and provides appropriate guidance for all users of the planning system.

Strategy 8.1 **Adopt the *Echuca Commercial Strategy 2017* and amend the Campaspe Planning Scheme by listing the Strategy in Clause 21.05 as a Reference Document.**

Responsible Authority: Council (Planning)

Partnerships: NA

Timeframe: Short-term

Strategy 8.2 **Prepare planning scheme amendments, as appropriate, to give effect to the zone and overlay recommendations set out in this Strategy.**

Responsible Authority: Council (Planning)

Partnerships: NA

Timeframe: Short-term

Strategy 8.3 Update relevant clauses of the MSS to reflect the Actions identified in this Strategy.

Responsible Authority: Council (Planning) Partnerships: NA

Timeframe: Short-term

Assessment guidelines for non-conforming proposals

This Strategy provides a framework for the development of activity centres throughout the area. There is a strong expectation that retail and other appropriate commercial and community activities will be located within one of the nominated centres.

Exceptions to this rule could include:

- Minor retail provision associated with rural or tourism enterprises, where such provision amounts to no more than that of a local centre.
- Introduction of a new activity centre (other than a local centre) or bulky goods precinct into the network in areas where there has been higher than expected population growth or where the network needs to be adjusted in order to better meet resident needs. Land for any such new centre would need to be rezoned and the proposal justified in detail as part of a structure plan or similar strategic plan. In addition to the detailed design of the proposed new centre and its key occupants, the proposal should contain an assessment of net community benefit comprising:
 - identification of the catchment to be served and how this affects the catchment of surrounding centres;
 - retail supply and demand analysis;
 - assessment of economic impact on other centres in the network and how this will affect their expected role;
 - assessment of net social and employment benefits of the proposal.

FRAMEWORK PLANS

FIGURE 3 - ECHUCA FRAMEWORK ZONING

LEGEND

- Commercial 1 Zone
- Commercial 2 Zone
- Existing commercial centres
- Proposed new Murray River bridge route

KEY STRATEGIC DIRECTIONS

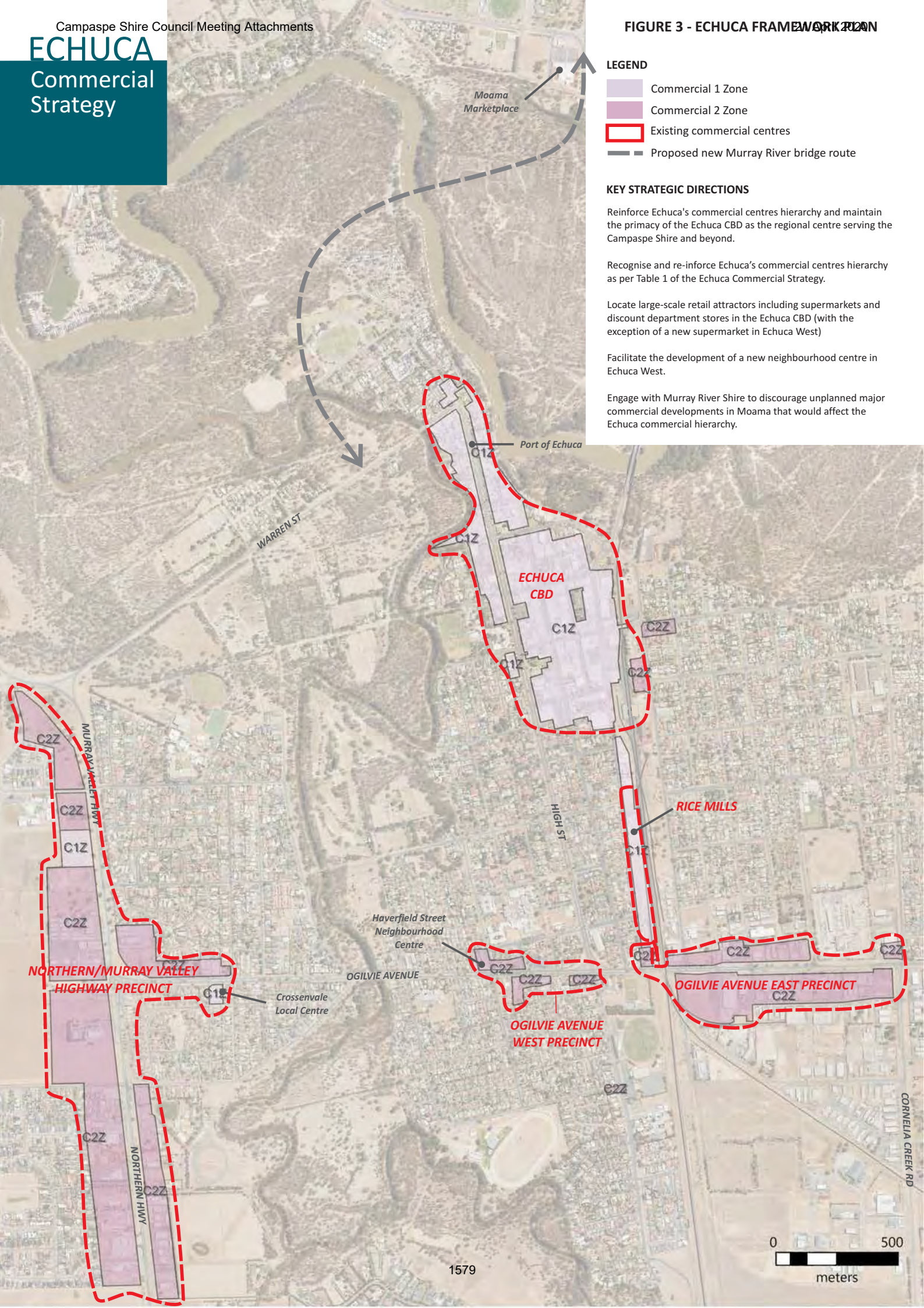
Reinforce Echuca's commercial centres hierarchy and maintain the primacy of the Echuca CBD as the regional centre serving the Campaspe Shire and beyond.

Recognise and re-inforce Echuca's commercial centres hierarchy as per Table 1 of the Echuca Commercial Strategy.

Locate large-scale retail attractors including supermarkets and discount department stores in the Echuca CBD (with the exception of a new supermarket in Echuca West)

Facilitate the development of a new neighbourhood centre in Echuca West.

Engage with Murray River Shire to discourage unplanned major commercial developments in Moama that would affect the Echuca commercial hierarchy.

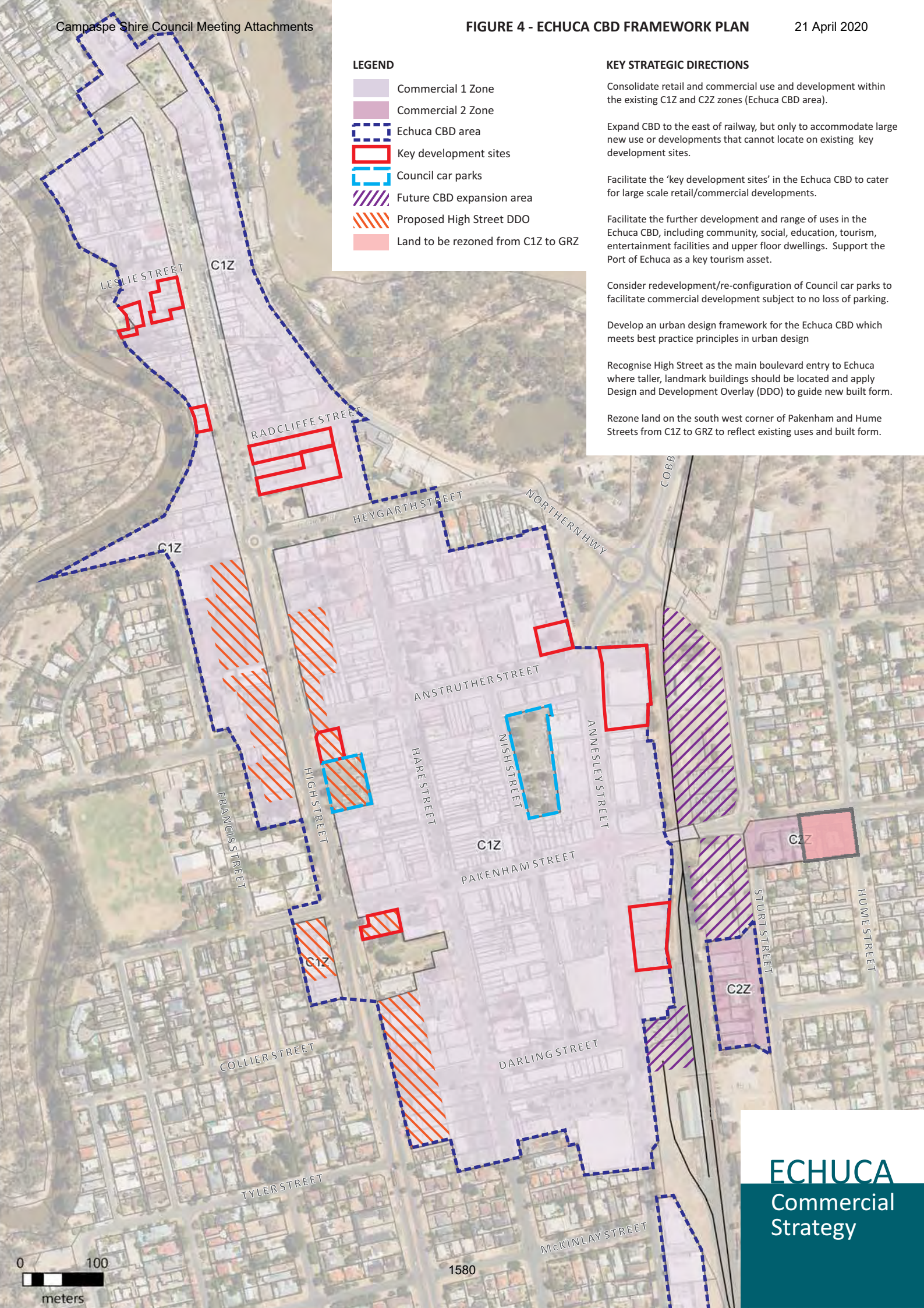


LEGEND

-  Commercial 1 Zone
-  Commercial 2 Zone
-  Echuca CBD area
-  Key development sites
-  Council car parks
-  Future CBD expansion area
-  Proposed High Street DDO
-  Land to be rezoned from C1Z to GRZ

KEY STRATEGIC DIRECTIONS

- Consolidate retail and commercial use and development within the existing C1Z and C2Z zones (Echuca CBD area).
- Expand CBD to the east of railway, but only to accommodate large new use or developments that cannot locate on existing key development sites.
- Facilitate the 'key development sites' in the Echuca CBD to cater for large scale retail/commercial developments.
- Facilitate the further development and range of uses in the Echuca CBD, including community, social, education, tourism, entertainment facilities and upper floor dwellings. Support the Port of Echuca as a key tourism asset.
- Consider redevelopment/re-configuration of Council car parks to facilitate commercial development subject to no loss of parking.
- Develop an urban design framework for the Echuca CBD which meets best practice principles in urban design
- Recognise High Street as the main boulevard entry to Echuca where taller, landmark buildings should be located and apply Design and Development Overlay (DDO) to guide new built form.
- Rezone land on the south west corner of Pakenham and Hume Streets from C1Z to GRZ to reflect existing uses and built form.



**FIGURE 5 - NORTHERN HIGHWAY
FRAMEWORK PLAN**
21 April 2020

LEGEND

- Commercial 1 Zone
- Commercial 2 Zone
- Key development sites

KEY STRATEGIC DIRECTIONS

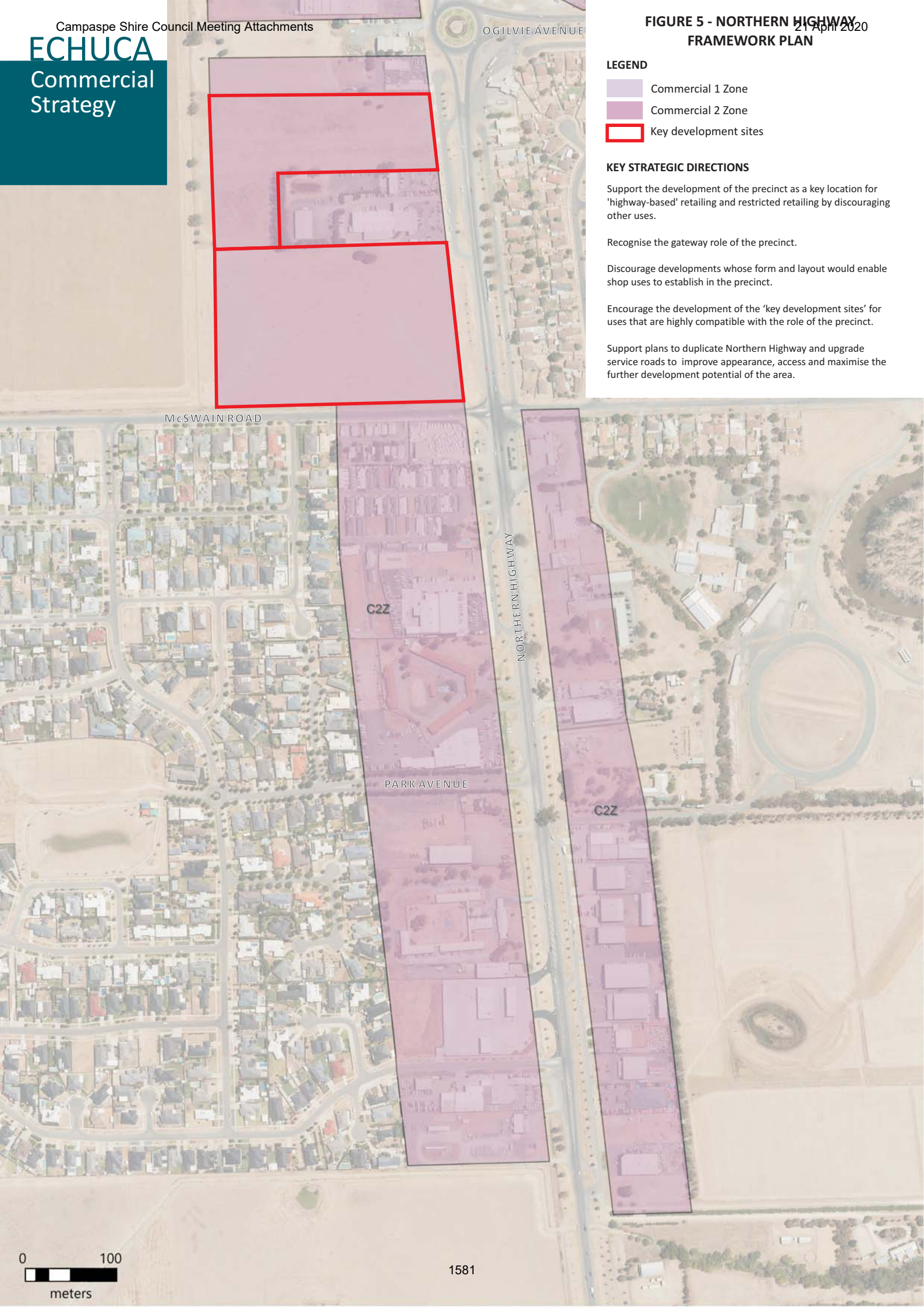
Support the development of the precinct as a key location for 'highway-based' retailing and restricted retailing by discouraging other uses.

Recognise the gateway role of the precinct.

Discourage developments whose form and layout would enable shop uses to establish in the precinct.

Encourage the development of the 'key development sites' for uses that are highly compatible with the role of the precinct.

Support plans to duplicate Northern Highway and upgrade service roads to improve appearance, access and maximise the further development potential of the area.



**FIGURE 6 - MURRAY VALLEY HIGHWAY
& ECHUCA WEST FRAMEWORK PLAN**

21 April 2020

LEGEND

- Commercial 1 Zone
- Commercial 2 Zone
- Key development sites
- Approved Echuca West Neighbourhood Centre
- Zone change required

KEY STRATEGIC DIRECTIONS

Support the precinct as a key location for 'highway-based' retailing and restricted retailing by discouraging other uses.

Recognise the gateway role of the precinct.

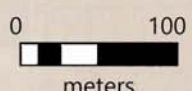
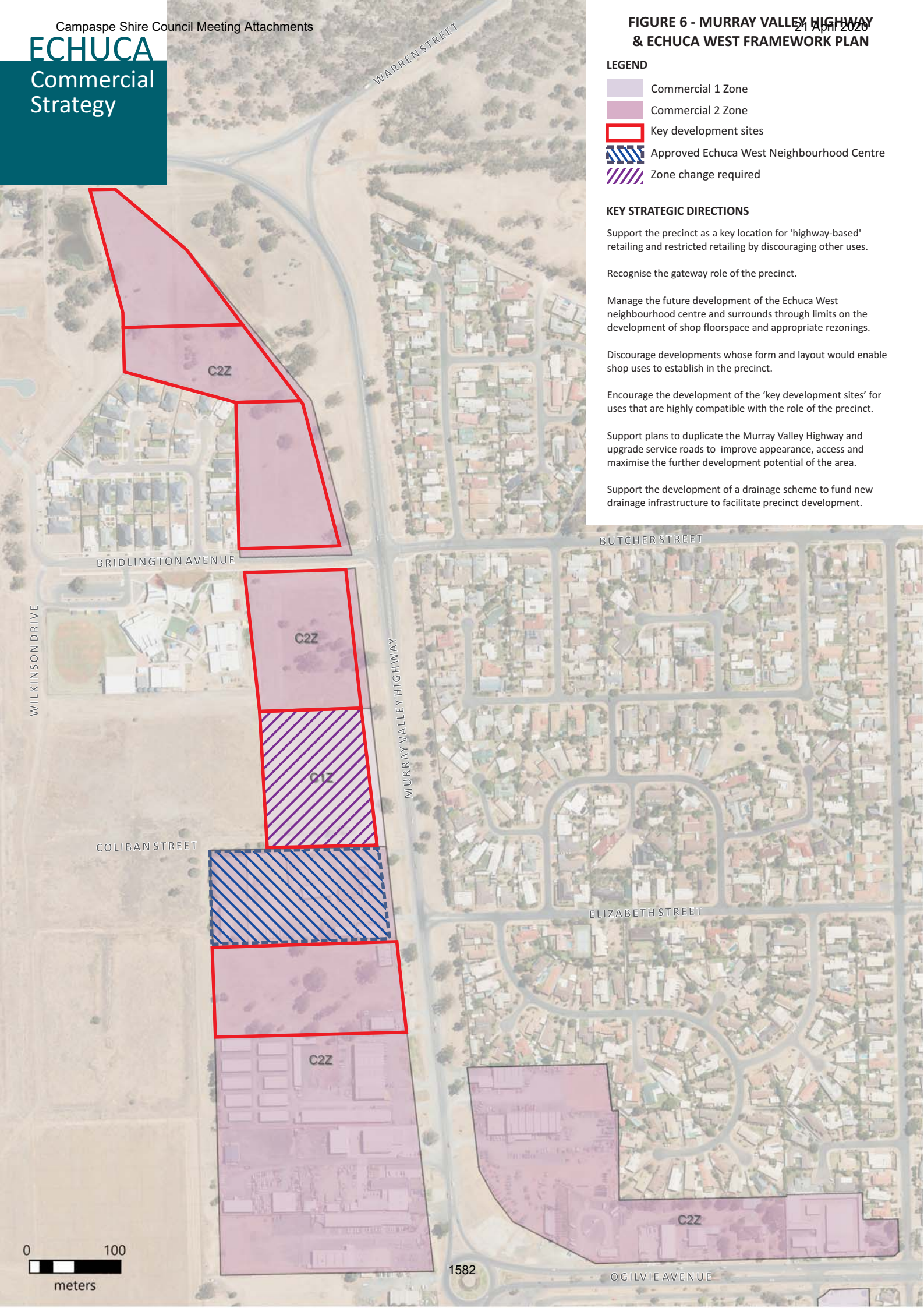
Manage the future development of the Echuca West neighbourhood centre and surrounds through limits on the development of shop floorspace and appropriate rezonings.

Discourage developments whose form and layout would enable shop uses to establish in the precinct.

Encourage the development of the 'key development sites' for uses that are highly compatible with the role of the precinct.

Support plans to duplicate the Murray Valley Highway and upgrade service roads to improve appearance, access and maximise the further development potential of the area.

Support the development of a drainage scheme to fund new drainage infrastructure to facilitate precinct development.



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LEGEND

- Commercial 1 Zone
- Commercial 2 Zone
- Homemaker Precinct
- Key development sites

KEY STRATEGIC DIRECTIONS

Support the development of the precinct as a key location for 'highway-based' retailing and restricted retailing by discouraging other uses.

Encourage the development of the 'Rice Mills' site for a mix of peripheral retail, commercial and higher density residential development that complements the Echuca CBD.

Support the Echuca Homemaker Centre as the main location for homemaker retailing in the region.

Encourage the development of the 'key development sites' for uses that are highly compatible with the role of the precinct.

Discourage developments whose form and layout would enable shop uses to establish on C2Z land in the precinct.

Support plans to duplicate Ogilvie Avenue and upgrade service roads to improve appearance, access and maximise the further development potential of the area.

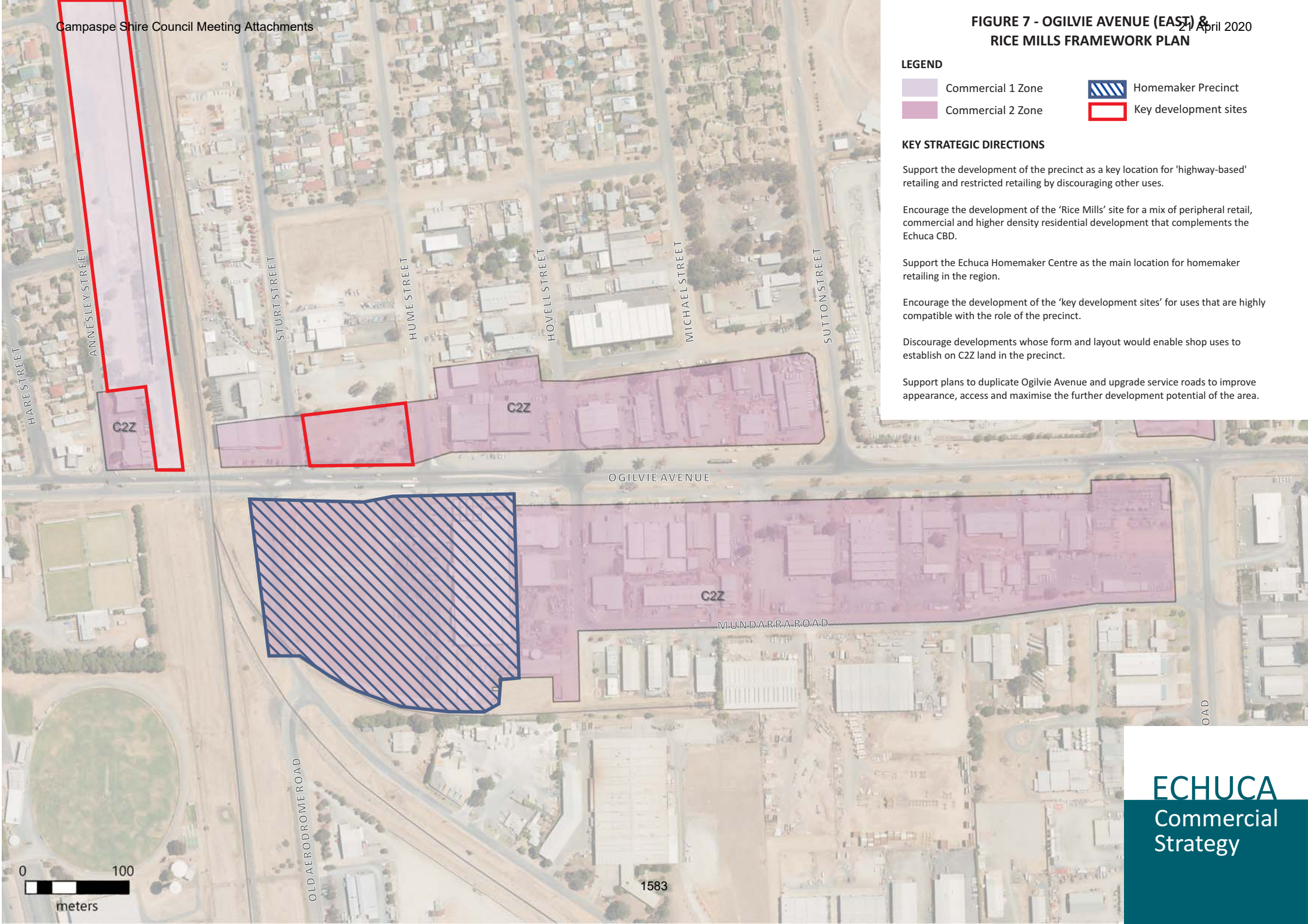


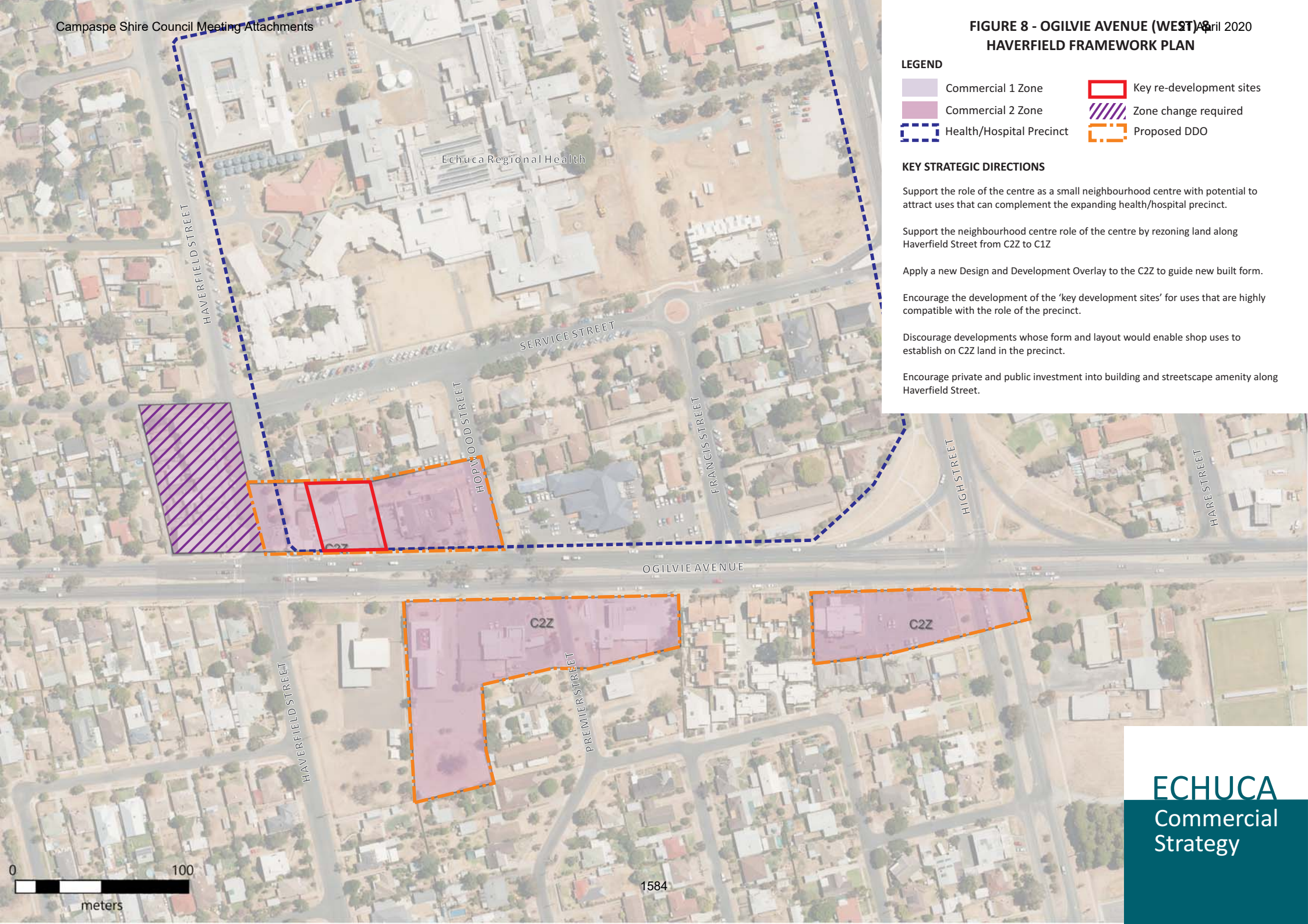
FIGURE 8 - OGILVIE AVENUE (WEST) & HAVERFIELD FRAMEWORK PLAN April 2020

LEGEND

- Commercial 1 Zone
- Commercial 2 Zone
- Health/Hospital Precinct
- Key re-development sites
- Zone change required
- Proposed DDO

KEY STRATEGIC DIRECTIONS

- Support the role of the centre as a small neighbourhood centre with potential to attract uses that can complement the expanding health/hospital precinct.
- Support the neighbourhood centre role of the centre by rezoning land along Haverfield Street from C2Z to C1Z
- Apply a new Design and Development Overlay to the C2Z to guide new built form.
- Encourage the development of the 'key development sites' for uses that are highly compatible with the role of the precinct.
- Discourage developments whose form and layout would enable shop uses to establish on C2Z land in the precinct.
- Encourage private and public investment into building and streetscape amenity along Haverfield Street.



MONITORING AND REVIEW

An important part of the implementation process for the Echuca Commercial Strategy 2017 is to ensure that the Strategy remains relevant as circumstances change and as new issues and opportunities arise.

Monitoring the implementation process will enable proper assessment of the Strategy's performance and whether or not changes are warranted as a result of new and emerging trends.

Monitoring also enables the Council and the community to judge how well and how efficiently the Strategy is being implemented. It is important, however, that speed of implementation should not be the sole criterion for success. Most communities seek good quality outcomes and, with a little patience, will be pleased to see on-the-ground results which ensure viable activities and attractive, competitive commercial centres.

Council must therefore ensure that the Strategy is monitored and reviewed on a regular basis. Some indicators of progress can be readily assessed on an annual basis, while other indicators can be assessed over a longer period, or sooner if important changes are identified in the marketplace and other conditions.

Indicators for monitoring and review purposes are listed in Table 2 on the following page. These indicators are based on readily-available and relatively inexpensive data, including official data, Council planning approvals and commencements data, land use/floorspace surveys, and reference to consultant reports.

ECHUCA COMMERCIAL STRATEGY
STRATEGY AND IMPLEMENTATION PLAN

Table 2 Indicators for monitoring process

Indicator	Source	Comment
1. Commercial Centre Floorspace	Echuca Commercial Centres Strategy, floorspace surveys, Council data for planning and building approvals.	Implement retail/commercial floorspace survey in order to allow an up-to-date estimate of total floorspace and the mix of retail/office activities. The floorspace survey presented in the Echuca Commercial Centres Strategy will serve as the base-year survey. Alternatively, Council planning and approvals data could be added to the floorspace data presented in this Strategy.
2. User perceptions	In-centre surveys	Undertake a series of short in-centre surveys of businesses and customers on a regular basis (e.g. every one or two years). The survey could cover issues such as the local community's views on the centre(s), changes in people's perception of the centre as a place to visit, views on competing centres, issues they identify and actions that need doing, trends in employment levels, etc. The surveys would be a helpful reference point in assessing potential impacts of the initiatives contained in the Strategy.
3. Property development proposals and projects	Council records	Track development applications, proposals, and completions.
4. Retail trading performance	Consultant reports; Property Council	Track official sources of data. Note numbers of new businesses and estimate of new jobs on an annual basis.
5. Vacancy rates for retail and commercial floorspace (vacant m2 expressed as a share of total m2)	Land use and floorspace surveys	Can be undertaken at any time. As a guideline, the average retail floorspace vacancy rate of around 4-6% of total retail floorspace is acceptable for a healthy strip shopping centre.
6. Changes in property values and rates	Council rate records; data from Victorian Valuer- General	Useful indicator, especially as a relative indicator (e.g. different rate valuations for between centres).
7. Viewpoints on health of centres as expressed in property industry, real estate and those in retail industry	Regular contact with real estate agents, property owners, developers, retail industry, other businesses, business associations, and the wider community.	Annual forum organised by Council at a venue for information exchange between property and retail industry, local traders, other businesses and stakeholders, Council and other community representatives.

Source: Essential Economics, 2015

Report

GOULBURN VALLEY WASTE AND RESOURCE RECOVERY GROUP

WASTE AND RESOURCE RECOVERY BUFFER SUPPORT PROGRAM – STAGE 2 FOR GOULBURN VALLEY

Campaspe Shire

Goulburn Valley Region, Victoria

May 2019

Environmental Engineering
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USE OF REPORT

The preparation of this report has been undertaken for the purpose of providing the results of qualitative environmental risk assessments and planning assessments for land within the buffers of select Waste and Resource Recovery Facilities in the Goulburn Valley Region, Victoria and this report cannot be used for any other purpose.

This report is prepared solely for the benefit of Goulburn Valley Waste and Resource Recovery Group. This report is provided on the condition that it or any part of it, will not be made available to, or relied upon by any other party for any purpose except with the prior written consent of Peter J Ramsay & Associates Pty Ltd (which consent may or may not be given at its discretion). Peter J Ramsay & Associates Pty Ltd consents to Goulburn Valley Waste and Resource Recovery Group making this report available to other parties for the purpose of showing the scope of, and the recommendations provided in, this report, however those third parties cannot rely on the contents of this report.

DISCLAIMER

This report is provided on the condition that Peter J Ramsay & Associates Pty Ltd disclaims all liability to any person other than Goulburn Valley Waste and Resource Recovery Group in respect of the actions, errors or omissions of any such person in reliance, whether in whole or in part, upon the contents of this report.

EXECUTIVE SUMMARY

Goulburn Valley Waste and Resource Recovery Group (GVWRRG) engaged Peter J Ramsay and Associates Pty Ltd (PJRA) in partnership with Centrum Town Planning to undertake an assessment of buffers around regional Waste and Resource Recovery (WRR) facilities and the need for the facilities and buffers to be defined and protected by planning policy. To achieve this, the following scope was completed for this project:

- Undertaking an assessment of 49 WRR facilities nominated by GVWRRG in the Goulburn Valley region, including 18 in the Campaspe Shire to determine the required separation distance from the WRR facilities to nearby sensitive uses;
- An environmental risk assessment was undertaken for 10 active WRR facilities nominated by GVWRRG in Campaspe Shire;
- A planning assessment was undertaken for 18 WRR facilities, which included the active WRR facilities and an additional 8 closed landfills in Campaspe Shire;
- A qualitative environmental risk assessment and planning assessment of buffers surrounding the nominated WRR facilities; and
- Identification of opportunities to strengthen support for the 18 WRR facilities in planning policy.

Information for the project was drawn from publicly available information and data provided by GVWRRG. A summary of the results of the environmental risk assessment

Environmental Risks

A summary of the environmental risk assessment for the of the active WRR facilities is provided in **Table ES1** below. The risks due to odour, noise, litter, uses of groundwater, and surface water are summarised.

Table ES1 Summary of Results of Environmental Risk Assessment

Council	WRR Facility	Odour	Noise	Litter	Groundwater	Surface Water
Campaspe Shire	Carl Brown	Low	Low	Low	Low	High
Campaspe Shire	Colbinabbin RRC and Closed Landfill	Low	Low	Low	High	High
Campaspe Shire	Gunbower RRC and Closed Landfill	Low	Low	Low	High	Medium
Campaspe Shire	Lockington RRC and Closed Landfill	Low	Low	Low	Medium	Medium
Campaspe Shire	Mt Scobie RRC	Low	Low	Low	Low	Medium
Campaspe Shire	Rochester RRC	Extreme	High	High	Extreme	Medium
Campaspe Shire	RPM Pipe	Medium	Medium	Medium	High	Medium

Council	WRR Facility	Odour	Noise	Litter	Groundwater	Surface Water
Campaspe Shire	Rushworth RRC and Closed Landfill	Low	Low	Low	Medium	Medium
Campaspe Shire	Toolleen RRC	Low	Low	Low	Extreme	Low
Campaspe Shire	Waranga Green Energy	High	Low	Low	Medium	Medium

Risk of Encroachment

As part of the planning assessment, the risk of existing and risk of additional future encroachment, beyond what already exists, of sensitive land use into the recommended buffers was assessed for each of the WRR facilities. The results are summarised in **Table ES2** below.

Table ES2 Summary of Risk of Encroachment on Basis of Recommended Buffers

Council	WRR Facility	Existing Risk	Future Risk
Campaspe Shire	Carl Brown	Low	Low
Campaspe Shire	Colbinabbin RRC and Closed Landfill	Low	Low
Campaspe Shire	Echuca Closed Landfill	Medium	Low
Campaspe Shire	Girgarre Closed Landfill	Low	Low
Campaspe Shire	Gunbower RRC and Closed Landfill	Low	Medium
Campaspe Shire	Kyabram Closed Landfill	High	Medium
Campaspe Shire	Lockington RRC and Closed Landfill	Low	Low
Campaspe Shire	Mt Scobie RRC	Low	Low
Campaspe Shire	Rochester RRC	High	High
Campaspe Shire	RPM Pipe	High	Medium
Campaspe Shire	Rushworth RRC and Closed Landfill	High	Medium
Campaspe Shire	Stanhope Closed Landfill	Medium	Low
Campaspe Shire	Tennyson Closed Landfill	Low	Low
Campaspe Shire	Tongala Closed Landfill	Low	Low
Campaspe Shire	Toolleen (22 Cornella-Toolleen Rd) Closed Landfill	Medium	Medium
Campaspe Shire	Toolleen (82 Cornella-Toolleen Rd) Closed Landfill	Medium	Low
Campaspe Shire	Toolleen RRC	Medium	Medium
Campaspe Shire	Waranga Green Energy	High	Low

Recommendations for 'Priority' Waste and Resource Recovery Facilities

A summary of the recommendations for WRR facilities considered to have an extreme or high risk as a result of the qualitative environmental risk assessment is provided in **Table ES3** below. In addition, a summary of the recommendations for WRR facilities considered to have a high risk as a result of the planning assessment is provided in **Table ES4** below. Implementation of recommendations for these particular WRR facilities should be considered a priority.

Table ES3 Summary of Recommendations for Environmental Risk Assessment – Priority Facilities

Council	WRR Facility	Risk	Category	Recommendation
Campaspe Shire	Rochester RRC	Extreme	Odour	Site operations including storage of waste is likely to generate odour. Multiple sensitive receptors exist within the recommended buffer from the activity area for the RRC. Monitor for conflict between RRC and nearby residential land use. Avoid expansion of RRC operation and avoid introduction of new sensitive receptors. Existing land uses are unlikely to be compatible in the long-term. In the event of conflict; consider site-specific mitigation measures or use of alternative facilities.
Campaspe Shire	Rochester RRC	Extreme	Groundwater	Bores within the investigation area identified for domestic use and salinity would allow use for human consumption. Potential for leachate from uncovered stockpiles of material. Recommend considering a site specific risk assessment.
Campaspe Shire	Toolleen RRC	Extreme	Groundwater	Bores within 500 m of the activity area are present and could be used as a source of potable water. Recommend site specific risk assessment into risk to existing use of groundwater.
Campaspe Shire	Rochester RRC	High	Noise	Monitor for conflict between RRC and nearby residential land use. In the event of conflict, consider site-specific mitigation measures.
Campaspe Shire	Rochester RRC	High	Litter	Monitor for conflict between RRC and nearby residential land use. In the event of conflict, consider site-specific mitigation measures.
Campaspe Shire	Carl Brown	High	Surface Water	A large irrigation channel is present within the recommended 100 metre separation from waterways. Potential for contamination of the nearby irrigation system should be investigated.
Campaspe Shire	Colbinabbin RRC and Closed Landfill	High	Surface Water	A high potential groundwater dependent ecosystem was identified with potential endangered vegetation within activity area of the RRC. Consider investigation into potential impact to groundwater dependent ecosystems and endangered vegetation community within and near the site activity area.

Council	WRR Facility	Risk	Category	Recommendation
Campaspe Shire	Colbinabbin RRC and Closed Landfill	High	Groundwater	As for surface water, salinity precludes potable use, risk is based on ecological impact due to surface contamination and groundwater impact. Consider investigation into potential impact to groundwater dependent ecosystems and endangered vegetation community within and near the site activity area
Campaspe Shire	Gunbower RRC and Closed Landfill	High	Groundwater	Potential impact to groundwater use, although use as drinking water is precluded by the natural salinity. Recommend investigating nearby groundwater use as available record does not specify use.
Campaspe Shire	RPM Pipe	High	Groundwater	Bores were identified within the investigation area identified for domestic use, natural salinity may allow potable use. Potential for leachate from uncovered stockpiles of material. Recommend a site specific risk assessment.
Campaspe Shire	Waranga Green Energy	High	Odour	Residential receptors located within the recommended buffer, however risk assessed through Works Approval process should mitigate risk. Monitor for conflict between RRC and nearby residential land use.

Table ES4 Summary of Recommendations for Planning Assessment – Priority Facilities

Council	WRR Facility	Existing Risk	Future Risk	Recommendation
Campaspe Shire	Rochester RRC	High	High	Strategic: Engage with Council to identify how the strategic directions in Clause 21.09-3 may affect the surrounding land uses and future integrity of the buffer.
Campaspe Shire	Kyabram Closed Landfill	High	Medium	Overlays: Apply the Environmental Audit Overlay (EAO) Strategic: Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	RPM Pipe	High	Medium	Strategic: Engage with Council to identify whether any future strategic planning work may affect the area.
Campaspe Shire	Rushworth RRC and Closed Landfill	High	Medium	Overlays: Apply the Environmental Audit Overlay (EAO) Strategic: Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	Waranga Green Energy	High	Low	No change, monitor operation of proposed facility.

LIST OF ABBREVIATIONS

ARRT	Advanced Resource Recovery Technology Facility
BPEM	Best Practice Environmental Management
DELWP	Department of Environment, Land, Water and Planning
EAO	Environmental Audit Overlay
EPA	Environment Protection Authority Victoria
ESO	Environmental Significance Overlay
GIS	Geographic Information System
GVWRRF	Goulburn Valley Waste and Resource Recovery Facility
GVWRRG	Goulburn Valley Waste and Resource Recovery Group
LPPF	Local Planning Policy Framework
MRF	Material Recycling Facility
MSS	Municipal Strategic Statement
PPF	Planning Policy Framework
RRC	Resource Recovery Centre
SEPP	State Environment Protection Policy
SPPF	Strategic Planning Policy Framework
SWRRIP	Statewide Waste and Resource Recovery Infrastructure Plan
VPP	Victorian Planning Provisions
WRR	Waste and Resource Recovery
WRRG	Waste and Resource Recovery Group

1. INTRODUCTION

Peter J Ramsay & Associates was engaged by the Goulburn Valley Waste and Resource Recovery Group (GVWRRG) to undertake Stage 2 of the Waste and Resource Recovery Buffer Support Program.

Stage 2 of the of the Waste and Resource Recovery Buffer Support Program includes assessment of 49 Waste and Resource Recovery (WRR) facilities across the Goulburn Valley region, including hubs of local importance, unclassified waste and resource recovery centres (RRCs) and closed landfills. Stage 1 of the Waste and Resource Recovery Buffer Support Program was previously completed by RMCG in November 2017, and included a similar assessment of 17 WRR facilities within the Goulburn Valley region, including State and regional hubs of waste infrastructure (comprising waste reprocessors, RRCs and landfills).

The GVWRRG region encompasses six local councils; the Shire Councils of Campaspe, Mitchell, Moira, Murrindindi and Strathbogie, and the Greater Shepparton City Council. For this Stage (Stage 2) of the Waste and Resource Recovery Buffer Support Program, Greater Shepparton City Council elected to not participate and did not provide the information required for the assessment. Therefore, WRR facilities within the Greater Shepparton City Council region have not been assessed.

It is noted that for closed landfill sites, only an assessment of planning policy was included in this Stage (Stage 2) of the Waste and Resource Recovery Buffer Support Program. To evaluate potential environmental risks associated with the closed landfill sites, a separate assessment has been completed for GVWRRG by Randell Environmental Consulting Pty Ltd in December 2018.

1.1 Background

The GVWRRG is a Statutory Authority established under the *Environment Protection Act 1970*. The objectives of the GVWRRG are to:

- Undertake WRR infrastructure planning to meet the future needs of its WRR region while minimising the environmental and public health impacts of WRR infrastructure;
- Facilitate efficient procurement of WRR infrastructure and services for its WRR region through the collective procurement of waste management facilities and WRR services in the region;
- Integrate regional and local knowledge into statewide WRR market development strategies;
- Educate businesses and communities within its WRR region to reduce waste going to landfill by using WRR infrastructure and services efficiently; and
- Ensure regional WRR implementation plans and programs are informed by local government, business and the community and inform statewide WRR planning and programs.

In seeking to achieve these objectives, GVWRRG will collaborate with councils, Sustainability Victoria, the Environment Protection Authority, industry, business and the community.

The State Government initially released the Statewide Waste and Resource Recovery Infrastructure Plan (SWRRIP) for Victoria in 2015. It provided a long-term vision and guide for future planning of WRR infrastructure in the state. The SWRRIP was republished in April 2018, with amendments to reflect the Regional Implementation Plans, government policy and provide guidance for decision-makers. It sets out goals and strategic direction for the next 30 years to ensure that waste generated is managed in a manner that maximises recovery and minimises adverse impacts on the community, environment and public health.

To support regional delivery of the SWRRIP, GVWRRG recently released the Goulburn Valley Waste and Resource Recovery Regional Implementation Plan (GV Implementation Plan). The GV Implementation Plan sets out actions to ensure that the WRR needs in the region will be met over at least the next 10-year period and highlights the importance of working closely with councils and industry to better integrate waste management and land use planning. The objectives of the GV Implementation Plan are to:

- Maximise diversion of recoverable materials from landfills;
- Support increased resource recovery;
- Achieve quantities for reprocessing;
- Manage waste and material streams; and
- Maximise economic outcomes in the delivery of a region-wide network of WRR infrastructure.

The State Planning Policy Framework requires planners and councils to consider any relevant regional waste management plan when preparing planning scheme amendments and assessing planning permit applications. To achieve these objectives, it is critical that the GV Implementation Plan is aligned with the relevant local planning schemes. To facilitate this alignment, GVWRRG needs to:

- Advise councils in the Goulburn Valley region that the GV Implementation Plan is the plan referred to in clause 19.03-05 of the planning scheme and that councils should give it due consideration when exercising its planning functions to ensure consistent decision making;
- Work with relevant councils and proponents to facilitate planning approvals, where required, to implement new or expanded infrastructure; and
- Work with councils in relation to issues of encroachment of sensitive uses into buffers surrounding existing and new infrastructure.

2. OBJECTIVES

The objectives of the project were to:

- Describe and analyse the region's WRR infrastructure from a planning perspective;
- Identify buffer requirements for particular types of landfills and WRR facilities subject to assessment for the project;
- Identify key gaps and weaknesses in existing planning schemes and land use and development plans (e.g. structure plans) in relation to buffers;
- Provide recommendations for how to address any gaps and weaknesses in the planning schemes and protect any existing buffers for performance and longevity;
- Identify existing levels of encroachment from sensitive uses for each facility, and the likely risk of future encroachment;
- Assist councils in making strategic policy and planning decisions about WRR facilities;
- Identify and prioritise key risks on the WRR facilities to protect public health, safety and the environment; and
- Provide councils with recommendations on strategies for medium and high-risk WRR facilities.

3. SCOPE

The project involved the collation and assessment of information from 49 locations of existing and/or former WRR facilities. The types of facilities assessed for the project included, closed landfills (planning risks only), RRCs, RRCs collocated on closed landfills, and other WRR facilities.

Planning risks associated with all WRR facilities were assessed for this project, however, as described previously in Section 1, environmental risks associated with closed landfills were not assessed in this project. In particular, the environmental risk was considered for other WRR facilities (i.e. the operation of RRCs collocated on closed landfills), however the environmental risk associated with closed landfills have not been assessed in this report. Further, WRR facilities within the Greater Shepparton City Council region have not been assessed in this scope of work as Greater Shepparton City Council elected not to participate in this Stage of the project. This project was conducted in five stages, including:

Stage 1 - Project Inception, Literature Review and Planning:

- Attended inception meeting with GVWRRG Project Manager;
- Developed project plan in consultation with GVWRRG;
- Drafted letter that was distributed to all councils involved with project;
- Reviewed relevant literature and reference documents provided by GVWRRG, along with relevant publicly available information;
- Mapped WRR facility locations in GIS to assist with determining boundaries;
- Compiled queries for WRR facilities where additional information was required and submitted them to the appropriate council; and
- Obtained the publicly available data required for maps and Environmental Risk Assessment and planning assessment.

Stage 2 - Background Research and Analysis:

- Conducted desktop assessment utilising a Geographic Information System (GIS) to effectively visualise and assess spatial data;
- Conducted buffer assessment for all 49 WRR facilities utilising a GIS to manage and analyse the data;
- Conducted risk assessments for each WRR facility, considering odour and ground contamination (groundwater, surface water, and litter);
- Reviewed planning schemes from each shire, strategic studies relevant to landfills and transfer stations, state government and regional strategies relating to landfills and waste transfer stations and other best practice documents and strategies during the risk assessment;
- Reviewed planning permits issued for the sites and key developments in the buffers, if this information was provided by Councils; and
- Further contact gathering information regarding WRR facilities from councils.

Stage 3 – Synthesis and Provision of Draft Report:

- Integrated the findings of the background research with the outcomes of the buffer analysis and risk assessment in the form of a draft report for review, which was circulated to the six councils for comment prior to the presentations.

Stage 4 - Presentations to Councils:

- Facilitated workshops with local government and state government planners and waste managers to present the findings of the buffer assessment report.

Stage 5 - Final Report:

- The final report was refined following feedback from the Councils and the client as received at the workshops and provided to the client.

4. LEGISLATIVE CONTEXT - WASTE

4.1 State

The Environment Protection Authority Victoria (EPA) regulates WRR facilities to ensure compliance with the *Environmental Protection Act 1970* and its subordinate legislation, thereby protecting the environment and the surrounding communities. Requiring buffers around WRR facilities is a key factor in protecting the surrounding environment and communities. This buffer separates “sensitive land uses” from the WRR facilities to help manage the risk of off-site impacts such as odour, landfill gas, fire, litter, noise and safety risks.

4.1.1 Environment Protection Act 1970

The *Environment Protection Act 1970* establishes the regulatory framework for environmental protection and all WRR facilities must comply with it. Section 49C of the *Environment Protection Act 1970* establishes WRRGs with the following functions:

- Plan for the future needs of WRR infrastructure within the region;
- Facilitate the provision of WRR infrastructure and services by councils;
- Facilitate the development of contracts for the joint procurement of WRR facilities and services;
- Facilitate the delivery of those WRR education programs;
- Advise on best practice for WRR systems, facilities and services; and
- Support the Local Government Waste Form.

4.1.2 State Environment Protection Policies

State Environment Protection Policies (SEPPs) set out policies of the government to manage environmental pollution. The policies set out the environmental quality that must be attained and maintained to protect specific beneficial uses such as health and ecosystem protection. The policies set quantitative, ambient and environmental objectives for various media (i.e. – soil, water, air) and specify that must be instituted to minimise the risk of activities causing these standards to be exceeded.

SEPPs that are relevant to WRR are:

- SEPP (Waters of Victoria)
- SEPP (Air Quality Management)
- SEPP (Groundwaters of Victoria)
- SEPP (Prevention and Management of Contamination of Land)

4.1.3 Environment Protection (Industrial Waste Resource) Amendment Regulations (2016)

The objectives of these regulations are to:

- Assist industry to implement the principle of wastes hierarchy as set out in Section 1 of the Environment Protection Act (1970).
- Prescribe requirements for assessing, categorising and classifying industrial waste and prescribed industrial waste.
- Encourage industry to utilise industrial waste as a resource through exempting material from categorisation as prescribed industrial waste where a secondary beneficial reuse is established.
- Prescribe requirements for the transport and management of prescribed industrial waste including requirements for the tracking of prescribed industrial waste.

4.1.4 Environment Protection (Scheduled Premises) Regulations (2017)

The objectives of these regulations are to:

- Prescribe premises as scheduled premises as described in the Environment Protection Act (1970).
- Catalogue exemptions to the Environment Protection Act (1970) for noise, air, land, water and wastes for the occupiers of any scheduled premises.
- Describes when scheduled premises require a financial assurance or need to pay a levy or fee.

4.1.5 Guidelines

EPA Publication 788.3 - Best Practice Environmental Management Siting, Design, Operation and Rehabilitation of Landfills (2015)

The Best Practice Environmental Management (BPEM) Siting, Design, Operation and Rehabilitation of Landfills (referred to colloquially as the 'Landfill BPEM') applies to municipal and non-hazardous waste landfills at which solid and non-hazardous waste from municipal and/or industrial sources is deposited to land including:

- Putrescible waste;
- Category C prescribed industrial waste;
- Solid inert waste; and
- Fill material.

The Landfill BPEM provides operators of landfills, planning authorities and regulating bodies with information on potential impacts of landfills on the environment and how these are to be mitigated, a clear statement of environmental performance objectives for each segment of the environment and information on how to avoid or minimise environmental impacts including suggested measures to meet the objectives. The Landfill BPEM is also used in the consideration of works approvals and licensing of landfills.

Waste Management Policy (Siting, Design and Management of Landfills) 2004

The objectives of this policy are to: protect the environment, including human health and amenity, from risks that may be posed by the disposal of waste to landfill; encourage innovation, cleaner production, resource efficiency and waste reduction, including promoting and facilitating the diversion of waste from landfill, in accordance with the wastes hierarchy; and minimise the development and use of landfills, consistent with the policy principles.

About landfill planning and siting, the policy states:

“Strategic Land Use Planning

- *All persons involved in the planning and siting of landfills must comply with the provisions of each relevant regional implementation plan and any State Infrastructure Plan;*
- *Each planning scheme amendment or any review of a municipal strategic statement by a planning authority, must be consistent with the policy, any State Infrastructure Plan, and each relevant regional waste management plan, especially about landfill siting and scheduling; and*
- *In considering a planning permit application in relation to an existing or proposed landfill site, responsible authorities must make decisions consistent with the policy and the BPEM, especially about landfill site selection.”*

The policy also lists areas where landfill sites must not be established or extended into and these include:

- High value wetlands including wetlands of international importance listed under the convention on wetlands (Ramsar, Iran 1971) and listed in a directory of important wetlands in Australia (Environment Australia 2001);
- Areas of significance for spawning, nursery, breeding, roosting and feeding areas of aquatic species, and fauna listed under the China–Australia Migratory Bird Agreement and Japan–Australia Migratory Bird Agreement, the Convention on Migratory Species of Wild Animals (Bonn, Germany, 1979) and under the *Flora and Fauna Guarantee Act 1988*;
- Water supply catchments proclaimed under the Catchment and Land Protection Act 1994, unless otherwise approved by the Authority;
- State wildlife reserves listed under the *Wildlife Act 1975*;
- Critical habitats of taxa and communities of flora and fauna listed under the Flora and Fauna Guarantee Act 1988;
- Areas identified by the *Water Act 1989* as water supply protection areas, unless otherwise approved by the Authority;
- Groundwater protection zones prescribed in Schedule A of the State environment protection policy (Groundwaters of Victoria) 1997;
- Matters of national environmental significance as identified in the *Environment Protection and Biodiversity Conservation Act 1999*; and

- Surface waters.

EPA Publication 1588.1 – Designing, Constructing and Operating Composting Facilities (2017)

Composting is the microbiological transformation of organic materials under controlled aerobic conditions. This publication provides information on composting operators' obligations under laws administered by the EPA and provides suggestions on how to comply including advice on design, construction and management of composting facilities. About separation distances, the guideline sets out two methods for calculating separation distance.

EPA Publication 1518 – Recommended Separation Distances for Industrial Residual Air Emissions (2013)

This guideline provides information on recommended separation distances between industrial land uses that emit odour or dust and sensitive land uses.

EPA Publication 1642 – Assessing Planning Proposals within the Buffer of a Landfill (2017)

The guideline provides information and advice for Councils on assessing planning permit applications and planning scheme amendments that would lead to development near an operating or closed landfill. The guideline states, *“The Landfill BPEM provides guidance on buffers for operating and closed landfills. EPA requires landfills to comply with the Landfill BPEM, which is an incorporated document under the Landfill WMP. EPA does not regulate sensitive land uses within landfill buffers. It is the planning system that determines all permitted land use and development, including within landfill buffers. Buffers are protected by implementing appropriate planning policies and controls, including through zones and overlays, and making appropriate decisions on individual planning permit applications.”*

Statewide Waste and Resource Recovery Infrastructure Plan (2018), Sustainability Victoria

The State Infrastructure Plan sets out strategic directions to guide future investment in infrastructure to achieve an integrated WRR system. Actions for government relevant to this study include:

- Support local government to develop mechanisms at the local level to ensure adequate long-term provision of suitably located and appropriately zoned land for WRR activities.
- Integrate planning requirements and decision-making processes for WRR infrastructure into the state's land use planning frameworks.

By 2020, it is expected that the following outcomes will have been achieved:

- Suitable sites and buffers will be progressively protected through planning schemes;
- Planning will ensure unsuitable land uses are not established with, or near, WRR facilities; and
- Compatible land uses, that can support the WRR industry by generating or using feedstock, or creating markets for products, are encouraged.

Victorian Organics Resource Recovery Strategy (2015) Sustainability Victoria

The Victorian Organics Resource Recovery Strategy aims to improve the recovery of organic resources through a functioning market for organic waste and developing productive uses of organic waste, such as alternative energy sources and soil ameliorants. An action relevant to this study is:

- Identify appropriate co-location sites, through the development of Regional Waste and Resource Recovery Implementation Plans (RWRRIPs) that have the appropriate buffers and social licence to operate to receive, process or treat organic waste.

4.2 Regional

4.2.1 Goulburn Valley Waste and Resource Recovery Implementation Plan (2017)

The GV Implementation Plan sets how the WRR infrastructure needs of the Goulburn Valley will be met over the next ten years. Actions relevant to this project include:

- Work with councils and industry to better integrate WRR management with land use planning including management of site buffers for existing and future facilities with a focus on state and regional hubs of importance.

5. LEGISLATIVE CONTEXT – PLANNING

5.1 Planning & Environment Act 1987

The *Planning and Environment Act 1987* (the Act) has a broad range of objectives that are set out in Section 4(1) of the Act. These include:

- To provide for the fair, orderly, economic and sustainable use and development of land.
- To provide for the protection of natural and man-made resources and the maintenance of ecological processes and genetic diversity.
- To secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria.
- To protect public utilities and other assets and enable the orderly provision and coordination of public utilities and other facilities for the benefit of the community.

The Act provides the legislative basis for the Victoria Planning Provisions, which assist in providing a consistent and coordinated framework for planning schemes. It also provides for planning schemes to regulate the use and development of land.

The Act sets the legislative framework for all decision making that relates to planning applications and strategic planning, including planning scheme amendments. One of the responsibilities of planning authorities in preparing planning schemes or amendments is to “take into account any significant effects which it considers the scheme or amendment might have on the environment or which it considers the environment might have on any use or development envisaged in the scheme or amendment” (Section 12(2b)). This requirement is reflected in the matters a responsible authority must consider before issuing a planning permit under Section 60 of the Act.

5.2 Ministerial Direction No.1 (Potentially Contaminated Land)

This direction aims to ensure that potentially contaminated land is suitable for sensitive uses that are proposed to be allowed under an amendment to a planning scheme. Sensitive uses are defined as residential uses, child care centres, pre-schools or primary schools.

The direction applies to land that is known to have been used for industry, mining or chemical storage. It reinforces the need for a certificate or statement of environmental audit under the Environment Protection Act 1970 prior to notice of the amendment, or conditions to that effect.

5.3 Ministerial Direction No.19 (Parts A & B)

This direction and ministerial requirements relates to amendments that may result in impacts on the environment, amenity and human health. They require planning authorities to seek the views of the Environment Protection Authority in the preparation of planning scheme reviews and amendments that result in the use or development of land that may result in significant impacts on the environment, amenity and human health due to pollution and waste. This includes amendments that allow the use or development of potentially contaminated land under Ministerial Direction Number 1, or the use or development of land within a buffer distance for industry and material recycling, refuse disposal or transfer station. Part B of the Direction ensures that the EPA's views are included when the Minister authorises an amendment.

5.4 Planning Policy Framework

The Planning Policy Framework (PPF) provides state level planning policies that apply to all planning schemes in Victoria. The PPF often makes references to other planning guidelines or legislation that must be considered in decision making. The PPF contains a range of policies that apply to the siting and operation of WRR facilities in both direct and indirect ways. Key clauses include:

- Clause 11 (Settlement), which states that planning is to prevent environmental problems created by siting incompatible land uses close together.
- Clause 11.01 (Victoria), which aims to promote the sustainable growth and development of Victoria, and requires consideration of Hume Regional Growth Plan (Victorian Government, 2014)
- Clause 13.03 (Floodplains), which states that waste disposal uses must not be located on floodplains unless they are adequately protected.
- Clause 13.04 (Soil degradation), which aims to ensure that potentially contaminated land is suitable for its intended future use and development, and that contaminated land is used safely.
- Clause 13.05 (Noise), which aims to ensure that that development and community amenity is not reduced by noise emissions.
- Clause 13.06 (Air quality), which aims to assist the protection and improvement of air quality by ensuring suitable separation between land uses.
- Clause 17.03 (Industry), which aims to ensure the availability of land for industry with appropriate buffers to sensitive uses. It also aims to protect industry from encroachment.
- Clause 19.03-5 (Waste and resource recovery), which aims to avoid, minimise and generate less waste to reduce damage to the environment. Strategies include:
 - Ensuring that future WRR facilities are properly planned and managed;
 - Encouraging the co-location of waste generators and resource recovery businesses;
 - Preventing the encroachment of sensitive uses; and
 - Ensuring that buffers are defined, protected and maintained.

Clause 19.03 makes reference to a number of policy documents, including the state and regional WRR implementation plans and various EPA regulations and guidelines.

5.5 Municipal Strategic Statement

The Municipal Strategic Statement (MSS) is a statement of the key strategic planning, land use and development objectives for the municipality and the strategies and actions for achieving the objectives. It provides the local strategic basis for the application of the zones, overlays and particular provisions in the planning scheme and decision making by the responsible authority. It must apply, and give effect to, the SPPF at the local level.

5.6 Hume Regional Growth Plan (2014)

The Hume Regional Growth Plan (2014) is a regional planning strategy that provides a planning framework to guide growth and development across the Hume Region in an integrated way (State of Victoria, 2014, i). It describes the issues and opportunities presented by the waste sector in the Hume Region. From a land use perspective, it identifies the risks associated with the encroachment of towns on WRR facilities and buffers (State of Victoria, 2014, 73). In the Regional Growth Plan it aims to *“provide for appropriate settlement buffers around sewerage treatment areas, solid waste management and resource recovery facilities and industrial areas to minimise potential impacts on the environment such as noise and odour”* (State of Victoria, 2014, 79).

6. PLANNING POLICIES, PROVISIONS AND GUIDELINES

The Victoria Planning Provisions contain a range of tools that councils can use in preparing their planning schemes. The tools have different purposes and many of them can be tailored to address local issues or achieve local planning objectives. All of the tools must be used to apply the SPPF and Local Planning Policy Framework (LPPF).

This section provides a summary of the purpose and function of the key policies and provisions that are referred to elsewhere in the report and which are most relevant to WRR facilities. It also provides a summary of relevant planning practice notes prepared by the State Government to assist councils in applying and using these tools.

6.1 Local Planning Policies

Together with the MSS, local planning policies form part of the LPPF. According to the VPPs, local planning policies explain what responsible authorities will do in response to particular use and development applications, or outline the responsible authority's expectation of what should happen. The consistent application of a policy over time should achieve a desired outcome (Clause 20.02 of VPPs). Local planning policies cannot prohibit particular forms of use or development, they can only guide decision making.

There are no local planning policies in the five planning schemes considered as part of this project that relate specifically to WRR facilities.

6.2 Zones

Zones are the main tool for managing land use in planning schemes. Each zone has a specific purpose and three sections that specify uses that do not require planning approval, uses that require a planning permit and uses that are prohibited. There are no zones in the VPPs that have a specific purpose to allow for the use and development of WRR facilities. Zones that are commonly applied to WRR facilities in the Hume region are the Public Use Zone (PUZ) and Farming Zone (FZ).

The public zones, including the Public Use Zone, operate differently from the other zones. They are normally applied to public land that is owned or managed by a government department or public land manager, including national parks, state forests, coastal crown land and land reserved under the *Crown Land (Reserves) Act 1978*. The public zones are applied when the public land manager needs special flexibility to operate. They allow any use without the need for planning approval if it is by or on behalf of the public land manager.

Key elements of zones that relate to WRR facilities are:

- Refuse disposal is prohibited in most zones apart from in the industrial zones, Commercial 2 Zone and Farming Zone when planning approval is required. This use includes landfills.
- Materials recycling, which is defined as “land used to collect, dismantle, treat, process, store, recycle, or sell, used or surplus materials”. This use is prohibited in most zones apart from the industrial zones, Commercial 2 Zone and Farming Zone when planning approval is required.
- Transfer station, which is defined as “land used to collect, consolidate, temporarily store, sort or recover refuse or used materials before transfer for disposal or use elsewhere”. This use is prohibited in most zones apart from the industrial zones, the Township Zone, Commercial 2 Zone and the Farming Zone.

All of the three land use definitions described above fall within the broad land use definition of ‘industry’. Planning approval for these uses is not required in the PUZ when the use is carried out by or on behalf of the public land manager. Some zones can also be customised with particular use requirements such as the Special Use Zone (SUZ).

6.3 Overlays

Overlays are used to identify and manage particular planning issues, including environment and landscape, built form and heritage and land management issues. They trigger the need for planning approval for particular forms of development or change and can introduce referral requirements to government authorities or departments. Like local planning policies, their application over time should achieve a desired outcome.

There are no overlays in the VPPs that have been specifically designed to identify or protect WRR facilities. Since the VPPs were introduced in the late 1990s, a number of councils have used overlays to identify and protect facilities that have the potential for adverse amenity impacts. Typically, the Environmental Significance Overlay (ESO) has been used for this purpose. Examples include:

- ESO7 in the Wellington Planning Scheme, which aims to limit any adverse impact on development from a nearby municipal landfill site of high local importance by requiring planning approval for the development of dwellings.
- ESO2 in the Campaspe Planning Scheme, which aims to ensure that a livestock exchange, pound and waste transfer station, is not constrained by the establishment of sensitive uses and to ensure that these uses are not affected by the facilities through a buildings and works trigger.
- ESO4 in the Kingston Planning Scheme, which aims to address issues associated with landfill gas, leachate and new buildings in a green wedge area that contains former landfills through a buildings and works trigger.

The Design and Development Overlay has also recently been used to address specific issues relating to the accumulation of landfill gas around the Melbourne Regional Landfill (DDO4 in the Melton Planning Scheme).

The Environmental Audit Overlay (EAO) has also been applied to WRR facilities. It aims to ensure that potentially contaminated land is suitable for uses that can be affected by contamination. The EAO requires either a certificate of environmental audit or a statement from an environmental auditor prior to the commencement of a sensitive use. The overlay is often applied to land in a residential zone that has previously been used for industry. It has also been used by a number of Councils, such as the City of Greater Bendigo and Northern Grampians Shire Council, to identify closed landfills.

The EAO has not frequently been applied to private land adjoining waste facilities in Victoria, although it was applied to residential zoned land in the vicinity of the Lakes Entrance landfill to manage landfill gas risks in 2014 through Amendment C112 (Part 1).

The key advantages of overlays, as opposed to other forms of development control, are that they:

- Can trigger the need for planning approvals when no other permit triggers exist;
- Can explicitly enable the consideration of issues that aim to protect the facility and impose conditions;
- Can trigger referrals to authorities or other groups such as the EPA; and
- Are easily identified in planning scheme maps.

The key disadvantages of overlays are that:

- A significant level of strategic planning work is usually required in order to apply them;
- They often require a significant amount of time and resources to implement in the planning scheme;
- They usually cannot prohibit uses (if this is desired), only trigger the need for planning approval; and
- They must be mapped, so require a precise buffer extent to be defined.

Overlays are an effective means of protecting a buffer that is needed over the long-term from future encroachment rather than managing risk associated with existing or past operations. They are therefore usually of most benefit when applied to buffers in greenfield or rural areas that have not been developed with dwellings or other forms of urban development.

6.4 Clause 53.10 (Uses with Adverse Amenity Potential)

This clause identifies industries and warehouses which, if not appropriately designed and located, may cause offence or unacceptable risk to the neighbourhood (VPP, Clause 53.10). It lists uses that are similar to EPA 1518, with some variations. A large number of uses are 'Note 1', which means that the threshold distance is variable depending on the processes to be used and materials to be processed. The separation distances for WRR uses are listed in the table in the 'Separation Distances' section of this report.

6.5 Clause 53.14 (Resource Recovery)

This clause aims to facilitate the establishment and expansion of a transfer station and/or a materials recycling facility in appropriate locations with minimal impact on the environment and amenity of the area". The clause

sets out information requirements and decision guidelines for applications for materials recycling and transfer stations.

6.6 Clause 66. (Referral and Notice Provisions)

This clause states that all applications for works approvals or licences must be referred to the Environment Protection Authority as a determining authority. Some applications for warehouse and industry must also be referred to the EPA if separation distances or conditions are not met.

6.7 Practice Note – Potentially Contaminated Land (June 2005)

This document provides guidance for users of the planning system about:

- How to identify if land is potentially contaminated;
- The appropriate level of assessment of contamination for a planning scheme amendment or planning permit application;
- Appropriate conditions on planning permits; and
- Circumstances where the Environmental Audit Overlay should be applied or removed (DSE, 2005).

The document provides an overview of the regulatory framework that surrounds potentially contaminated land. It also provides a framework for how to identify potentially contaminated land and how to respond to the issue through the planning system.

The document includes 'landfill/waste depots' in a category of uses with 'high potential' for contamination. It includes 'waste disposal' in a category of uses with 'medium potential' for contamination. It recommends that environmental audits be required for sensitive uses on land that has high potential for contamination. It recommends that site assessments be prepared for non-sensitive uses on land with high potential for contamination.

7. ENVIRONMENTAL RISK ASSESSMENT AND PLANNING ASSESSMENT FRAMEWORK

The environmental risk assessment and planning assessment has been performed to qualitatively assess the risk associated with the operation of the WRR facilities and the presence of closed landfills. A description of the environmental risk assessment and planning assessment framework is provided in Sections 7.1 to 7.3 below.

The results of the environmental risk assessment and planning assessments for each facility are provided in Section 8 below. As described previously in Sections 1 and 3, environmental risks were not assessed for closed landfill facilities as these have been considered in a separate assessment by others. For clarity, a summary of the aspects subject to assessment for each WRR facility type is provided in **Table 1** below.

Table 1 Assessment Aspects for Waste and Resource Recovery Facilities

Aspect Subject to Assessment	Waste and Resource Recovery Facility		
	WRR Facility Only (Including RRCs)	Closed Landfill Only	Closed Landfill and RCC
Part A: Site Details	✓	✓	✓
Part B: Environmental Risk Assessment	✓	✗ ^{1.}	✓ ^{1.} (for RRC only)
Part C: Planning Assessment	✓	✓	✓

Notes:

1. Environmental risks were not assessed for closed landfill facilities as these have been considered in a separate assessment by others.

WRR = Waste and Resource Recovery

RRC = Resource Recovery Centre

7.1 Determination of Buffer Distances for WRR Facilities

Buffer distances have been established for various WRR related uses in the VPPs and EPA guidelines, as described previously. Various terms are used across the legislative framework to describe these distances such as ‘buffers’ and ‘threshold distances’, however, the terms ‘separation distances’ and ‘buffers’ have been adopted in this report.

Table 2 provides a summary of the recommended buffer distances that have been used for the determination of the buffer distances used in the environmental risk and planning assessments as documented in this report, together with their origin. These buffer distances generally address odour, dust, contamination and landfill gas emissions. There are no recommended land use buffer distances for noise or light emissions.

Table 2 Summary of Recommended Buffer Distances

Type of Facility	Recommended Buffer Distances (Guidance Only)	Relevant Publications
Advanced Resource Recovery Technology Facility (ARRT)	Site assessment required	EPA Publication 1518 VPP, Clause 53.10
Green Waste Composting Facility	300 meters to 2,000 metres from sensitive land uses and subject to volume and technology type	EPA Publication 1495 EPA Publication 1588 VPP, Clause 53.10
Landfill Type 2 and 3 Facilities	200 metres from buildings and structures for Type 3 facility 500 metres from buildings and structures for Type 2 facility 100 metres from surface waters 1500 meters (piston engines) 3000 metres (jet engines) from airports	EPA Publication 1518 EPA Publication 788.2 VPP, Clause 53.10
Materials Recovery and Recycling Facility for C and I, C and D and 'Other'	Site assessment required, the recommended buffer for a transfer station, 250 meters has been applied	EPA Publication 1518 VPP, Clause 53.10
Permanent Contaminated Soil Treatment Facility	500 metres from sensitive land uses	EPA Publication 1518 VPP, Clause 53.10
Prescribed Industrial Waste Treatment Facility	500 metres from sensitive land uses	EPA Publication 1518
Transfer Station	100 meters to 250 metres from sensitive land uses	EPA Publication 1518 VPP, Clause 53.10

7.2 Environmental Risk Assessment

The environmental risk assessments have been performed to appraise potential risks to sensitive receptors (humans) and segments of the environment in the vicinity of each WRR facility. The risk of impact to local amenity has been considered under the categories of; odour, noise, and visual impact including litter. In addition, the risk of impacts to the environment due to contamination of groundwater and surface water have been considered in the environmental risk assessment.

The risk assessment has been undertaken to assess the likely risks to the environment from the location and operation of the resource recovery facilities.

The assessment has assessed the potential risk to; odour amenity, noise impact, the use of groundwater for maintenance of ecosystems, contamination of surface water, contamination of soil, and the generation of litter. Each of these factors was assessed and assigned both a *likelihood* of impact and a *severity* of consequence in order to determine a *risk rating*.

The risk assessments are based on publicly available information regarding the WRR facilities and their immediate environment, and information provided by the GVWRRG and Councils involved in the project.

The environmental risk assessments were performed by considering the severity of consequence of an environmental impact from a facility in accordance with the descriptions in provided in **Table 3** below.

Table 3 Severity of Consequence for Risk Assessment

Severity Category	Description	Severity
1	Low	Minor Release, ecological effects contained on site with no on-going impact
2	Moderate	Minor or local ecological effects with minimal lasting damage
3	Significant	Short term (<1year) or regional ecological damage - off site
4	Major	Medium term or large-scale ecological damage (1-5years)
5	Critical	Long Term (>5years) or widespread ecological damage, Events that threaten or make uncertain the completion of the project

The environmental risk assessments were performed by considering the likelihood of each potential impact being realised in accordance with the descriptions in **Table 4**.

Table 4 Likelihood of Impacts for Risk Assessments

Likelihood Category	Description	Probability	Likelihood
1	Rare	0.05	Will only occur in exceptional circumstances
2	Unlikely	0.15	Not expected but could occur at some time
3	Possible	0.40	Might occur at some time
4	Likely	0.75	Will probably occur in most circumstances
5	Almost Certain	0.95	Almost certain, expected to occur in most circumstances

The risk rating applied to each potential impact at each facility was derived by considering the combination of severity and consequence in accordance with the matrix provided in **Table 5**.

Table 5 Environmental Risk Assessment Matrix

		Risk Rating				
		Medium	High	Extreme	Extreme	Extreme
Severity of Consequence	1. Critical	Medium	High	Extreme	Extreme	Extreme
	2. Major	Medium	Medium	High	Extreme	Extreme
	3. Significant	Low	Medium	High	High	Extreme
	4. Moderate	Low	Medium	Medium	Medium	High
	5. Low	Low	Low	Low	Medium	Medium
		1. Rare	2. Unlikely	3. Possible	4. Likely	5. Almost Certain
		Likelihood of Impact				

7.2.1 Assessment of Odour Risk

The severity of odour risk has been assessed as described in **Table 6**, below.

Table 6 Risk Assessment Severity Table – Odour Risk Assessment

Severity Category	Description	Severity
1	Low	No sensitive receptors identified within the recommended amenity buffer.
2	Moderate	One sensitive receptor identified within the recommended amenity buffer.
3	Significant	Two to five sensitive receptors identified within the recommended amenity buffer.
4	Major	Six to twenty sensitive receptors identified within the recommended buffer.
5	Critical	More than twenty receptors identified within the recommended amenity buffer.

The likelihood of odour impact was assessed based on a judgement of the likelihood of odour generation from each particular facility, the location of the sensitive receptors from the activity area in proportion to the recommended activity area, and whether complaints have been reported.

For any facility with verified odour complaints, the likelihood is considered almost certain unless information is available that the complaints are not recent and the cause has been remedied.

7.2.2 Assessment of Noise Risk

Noise risk was assessed using the same methodology as odour risk. Potential for noise generation was considered site by site basis for each WRR facility.

7.2.3 Assessment of Risk to Visual Impact

Risk to visual impact was assessed using the same methodology as odour risk. Potential for litter generation was considered on a site by site basis for each WRR facility.

7.2.4 Assessment of Risk to Groundwater

The severity of risk to groundwater has been assessed based on the possible beneficial uses of groundwater and whether there is evidence that they are being realised in the vicinity of the WRR facility, as described in **Table 7**.

In addition, where threatened ecological communities or threatened vegetation which is part of a groundwater dependent ecosystem, either aquatic or terrestrial, has been identified, the severity is at least significant.

Table 7 Risk Assessment Severity Table – Groundwater Risk Assessment

Severity Category	Description	Severity
1	Low	The salinity of the local groundwater would preclude most beneficial uses.
2	Moderate	The salinity of the local groundwater would preclude most beneficial uses, however no records of bores for use except observation or investigation within 500 meters of the activity area of the facility were identified.
3	Significant	The salinity of the local groundwater would preclude most beneficial uses, and records of one or more bores for other than observation or investigation within 500 meters of the activity area of the facility were identified.
4	Major	The salinity of the groundwater would allow its use as a source of high quality potable water supply, however no bores have been identified within 500 meters of the activity area of the facility which are reported to be used as such source.
5	Critical	The salinity of the groundwater would allow its use as a source of high quality potable water supply, and one or more bores have been identified within 500 meters of the activity area of the facility which could be used for such source.

The likelihood of risk to groundwater was selected on a site by site basis for each WRR facility, based on the judgement of the potential for the site activities to cause contamination of groundwater.

7.2.5 Assessment of Risk of Surface Water Contamination to Environmental Values

The severity of risk to surface water has been assessed based on the proximity of the WRR facility to significant surface water bodies, as described in **Table 8**.

Table 8 Risk Assessment Severity Table – Surface Water Risk Assessment

Severity	Description	Severity
1	Low	No surface water bodies, with the exception of local dams or drainage creeks were observed within 100m of the boundary of the activity area.
2	Moderate	A minor water course which is likely to have multiple beneficial uses was identified within 100m of the activity area boundary.
3	Significant	A significant (named) water course which is likely to have multiple beneficial uses was identified within 100m of the activity area boundary.
4	Major	A significant water course which is likely to have multiple beneficial uses except use as a supply of potable water was identified within 100m of the activity area boundary.
5	Critical	A significant water course which is likely to have multiple beneficial uses including use as a supply of potable water was identified within 100m of the activity area boundary.

The likelihood of risk to surface water was considered on a site by site basis for each WRR facility, based on the judgement of the potential for the site activities at the WRR facility to cause contamination of groundwater.

7.3 Planning Assessment

7.3.1 Existing Level of Encroachment

If a separation distance applies, each WRR facility has been assessed to determine the 'existing level of encroachment' within the recommended separation distance, as shown in the tables below. Two measures have been used, namely the proximity of sensitive land use zones and the number of dwellings that are located within the buffer. The level of encroachment is based on the most conservative of the two findings.

Sensitive land uses include; residential use (dwellings), places of worship, places of assembly such as town halls, and schools.

The sensitive zones identified for the planning assessment are; GRZ, GRZ1, LDRZ, LDRZ1, MUZ, NRZ1, NRZ2, NRZ3, NRZ4, NRZ5, NRZ6, NRZ7, NRZ8, NRZ9, NRZ10, NRZ11, NRZ12, RGZ, RGZ1, RLZ, RLZ1, RLZ2, RLZ3, RLZ4, RLZ5, TZ, UGZ, UGZ1, UGZ2, UGZ4, UGZ5, UGZ6, and UGZ8. These zones are likely to allow the development of sensitive land uses.

If no recommended separation distance applies, a general assessment has been made about the proximity of urban development and sensitive uses. It should also be noted that the proximity of sensitive land use zones excludes roads that may be zoned for sensitive uses.

Table 9 Planning Assessment for Existing Encroachment around Active and Closed Landfills

Distance to Sensitive Zones	Dwellings Within Buffer	Level of Encroachment
0 meters to 150 meters	7+	High
150 meters to 300 meters	2 to 6	Medium
300 meters to 500 meters	0 to 1	Low

Table 10 Planning Assessment for Existing Encroachment around Resource Recovery Centres

Sensitive Zones	Dwellings Within Buffer	Level of Encroachment
0 meters to 75 meters	7+	High
75 meters to 150 meters	2 to 6	Medium
150 meters to 250 meters	0 to 1	Low

7.3.2 Future Level of Encroachment

The 'risk of future encroachment' has also been assessed for each WRR facility using the same risk ratings, but with a general assessment of the degree of risk, having regard to the:

- Zone of the land;
- Size of allotments and potential for future dwellings or subdivision;
- Pattern of surrounding development;

- Potential for future urban expansion; and
- Growth rate of the municipality or local area.

The variation in these indicators was considered to be too variable to develop specific quantitative criteria for their application. In other words, a degree of professional judgement has been applied based on the experience of the author.

The 'risk of future encroachment' represents the risk of additional encroachment, irrespective of the level of existing encroachment. For example, the existing level of encroachment may be 'high' because there is established residential development within the buffer, however, if all of the land within the buffer is effectively fully developed, the risk of additional encroachment could be assessed as 'low'.

7.3.3 Application of Public Use Zones

This report makes a number of recommendations about the application of the Public Use Zone to various WRR facilities. The application of this zone has been guided by the widespread practice of applying Schedule 6 of the Public Use Zone to WRR facilities when they are managed by or on behalf of local government. For WRR facilities that are operated by local government on freehold land, the PUZ6 has also been recommended if the use is considered to be long-term or ongoing.

This approach is considered to be consistent with the guidance provided by the guide, *A Practitioner's Guide to Victorian Planning Schemes* (DELWP, 2018). This guide states that the zone should be used to reflect the use of the land and need for a public land manager to operate under flexible arrangements that are different from the underlying zone of the land. It states that the public land zones are "*not intended to identify the legal status of the land or indicate existing use*" (DELWP, 2018, p.31).

It is recognised, however, that this approach will usually require further discussion between Council, the landowner and DELWP in the context of the land tenure and any rehabilitation arrangements. The land tenure arrangements have generally not been documented as part of this project unless Council offices have provided this information.

It is also noted that many of the facilities are located on crown land. Again, the land management arrangements with DELWP have not been investigated as part of the project, although basic information has been included if provided by Council officers.

7.3.4 Application of the Environmental Audit Overlay

The purpose and operation of this overlay are described in the previous sections of this report. Whilst there is guidance from the State Government about how to apply this overlay in the form of a practice note, the practice note does not provide any clear advice as to how the overlay should be applied in conjunction with zone provisions. The practice note states, however, that the overlay should not be used simply to identify land that is or might be potentially contaminated (DSE, 2005, p.7). The implication is that there must be some potential for the land to be used for a sensitive use.

Nevertheless, for the purposes of this project, the Environmental Audit Overlay has been recommended for all closed landfills for two reasons. Firstly, councils have generally not provided clear information about the potential future use of each closed landfill. Secondly, the project has gathered GIS mapping data for each closed landfill that could provide the necessary data for the overlay to be mapped. It is considered that, once the GIS data are shared with Councils, they will have a responsibility to use it to help guide their decision making and inform the public, as they see appropriate. It is recognised that the recommendations for the application of the EAO may be altered for individual WRR facilities through further consideration of this issue between councils and the DELWP.

It is important to note that the report has only recommended that the EAO be applied to areas where closed landfilling is known to have occurred. The EAO is not a tool that should be used to identify or protect a buffer from the encroachment of inappropriate use or development unless the land is known to be potentially contaminated.

7.3.5 Application of the Environmental Significance Overlay

As described in Section 6.3, the ESO has often been used in Victorian planning schemes to identify and protect facilities that have the potential for adverse amenity impacts.

The ESO has received general support from planning panels in Victoria to identify and protect buffers. It does, however, have one key weakness, which is that the overlay technically only controls buildings, works, vegetation removal and subdivision. In order to control land use, schedules to the overlay need to trigger the need for planning permits for buildings and works associated with dwellings or sensitive uses. The purpose of the schedule also needs to be tailored accordingly. The overlay is also limited in what it can compel applicants to do, so should be used in conjunction with other forms of policy to achieve a particular outcome.

For this study, the ESO has been recommended only when certain criteria are met, namely sites where:

- The purposes of the zones within the buffers specifically allow for residential development or subdivision, such as the LDRZ or RLZ; and
- The land within the buffer is largely undeveloped but where development pressure or activity exists; and

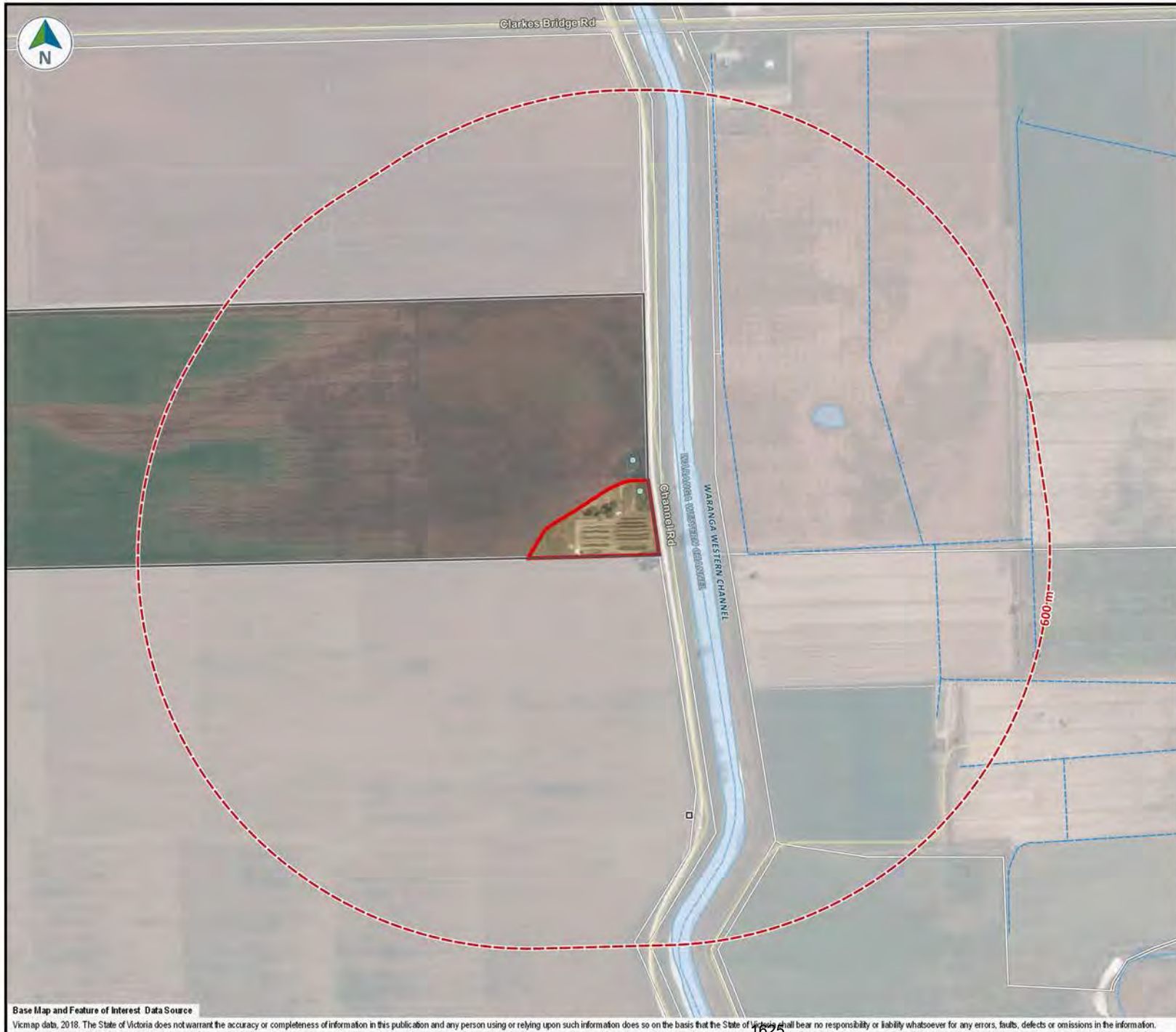
- Dwellings could be constructed as-of-right on lots due to the absence of other permit triggers under zones and overlays.

When the use of this overlay has been recommended, the particular purpose, application and drafting of the overlay schedule will require detailed investigation by Council.

8. RESULTS OF ENVIRONMENTAL RISK AND PLANNING ASSESSMENTS

Part A: Carl Brown Site Details

Details	Resource Recovery Centre
Address	3196 HEATHCOTE-ROCHESTER ROAD BURRAMBOOT 3559
Municipality	Campaspe Shire
Landowner	Private
Land Status and Tenure	Freehold land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	Not found
Scheduled Premises Category	A07 – Organic waste reprocessing
Facility Type / Category	Reprocessor - organics
Site Features	The activity area contains a number of open windrows in the south east corner of the site property. There appears to be a dam to collect surface water from the activity area just to the north of the activity area.
Description	The windrows are located on bare earth within a farming property. The facility processed approximately 1,000 tonnes of material in 2013/14.
Materials Accepted	Organics - manure
Hub / Significance	Unclassified WRR facilities
Facility Owner/Operator	Carl Brown
Rehabilitation Status	N/A



PETER J RAMSAY & ASSOCIATES

Legend

- Site Property Boundary
- Activity Area
- Site Buffers**
- Activity Area Amenity Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Dam
- Water body
- Road
- Inferred Building Location**
- Non-sensitive Use

Notes

Activity Area provided as GIS layer by Campaspe Shire Council. Site Property Boundary from VicMap.

Aerial Imagery dated 17/11/2016. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Carl Brown

3196 HEATHCOTE-ROCHESTER ROAD BURRAMBOOT 3559
CAMPASPE SHIRE

Project:	972.1
Date:	19/12/2018
Revision:	Rev. B
Drawn:	SJK
Reviewed:	NW

Figure
CA-1a

Base Map and Feature of Interest Data Source
Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part B: Environmental Risk Assessment

Environmental Details	
Lithology Name	Shepparton Formation
Lithology Description	Unconsolidated to poorly consolidated mottled variegated clay, silty clay with lenses of polymictic, coarse to fine sand and gravel; partly modified by pedogenesis, includes intercalated red-brown paleosols. Forms extensive flat alluvial floodplains.
Topography	The activity area is generally flat, although the site property slopes gently to the east.
Groundwater Depth Beneath Activity Area	5 mBGL
Groundwater Salinity Beneath Activity Area	7,000-13,000 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	No records found
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	No records found
Surface Water Body	The nearest water body is a dam located within the activity area.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area.
Watercourse	The nearest watercourse is Waranga Western Channel, located approximately 45 m east of the activity area.
1 in 100 Year Flood	There is no 1 in 100 year flood extent overlay present within the activity area outer buffer.
Native Vegetation	There is no native vegetation recorded within the activity area.
Aquatic Groundwater Dependent Ecosystems	No groundwater dependent aquatic ecosystems are recorded within the activity area outer buffer.
Terrestrial Groundwater Dependent Ecosystems	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 560 m east of the activity area.
Surrounding Land - North	Farmland
Surrounding Land - East	Farmland

Environmental Details	
Surrounding Land - South	Farmland
Surrounding Land - West	Farmland
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 1440 m northwest of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	Low	No action recommended
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	Low	No action recommended
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No landfill
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	Low	No action recommended

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	Low	No action recommended
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	High	A large irrigation channel is present within the recommended 100 metre separation from waterways. Potential for contamination of the nearby irrigation system should be investigated.

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	N/A
Zone – Closed Landfill Buffer	N/A
Zone – Activity Area (RRF)	Farming Zone (FZ1)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 1 (FZ1), Public Use Zone - Service and Utility (PUZ1)
Overlays – Closed Landfill	N/A
Overlays – Closed Landfill Buffer	N/A
Overlays – Activity Area (RRF)	Salinity Management Overlay (SMO)
Overlays – Activity Area Amenity Buffer	Farming Zone (FZ), Public Use Zone - Service and Utility (PUZ1), Farming Zone (FZ), Farming Zone (FZ), Salinity Management Overlay (SMO)
Planning Approval	N/A

Buffer Provisions	
Landfill Buffer Distance	N/A
Landfill Buffer Source	N/A
Activity Area Surface Water Buffer	100
Surface Water Buffer Source	100 m from watercourse from EPA Publication 1588.1.
Activity Area Amenity Buffer Distance	600
Activity Area Amenity Buffer Source	600m minimum recommended buffer from EPA Publication 1588.1, for throughput <1,200 t/yr.

Land Use Context	
Surrounding Land Use	The surrounding land is zoned Farming Zone and appears to be used for grazing and other broadacre agricultural activities.
Proximity to Sensitive Zone	TZ, 3,800 m south of the activity area

Land Use Context	
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 1440 m northwest of the activity area.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There do not appear to be any dwellings or sensitive use buildings within the activity area outer buffer.
Nearest Non-Sensitive Use Building	N/A
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	N/A
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There do not appear to be any dwellings or sensitive use buildings within the activity area outer buffer.

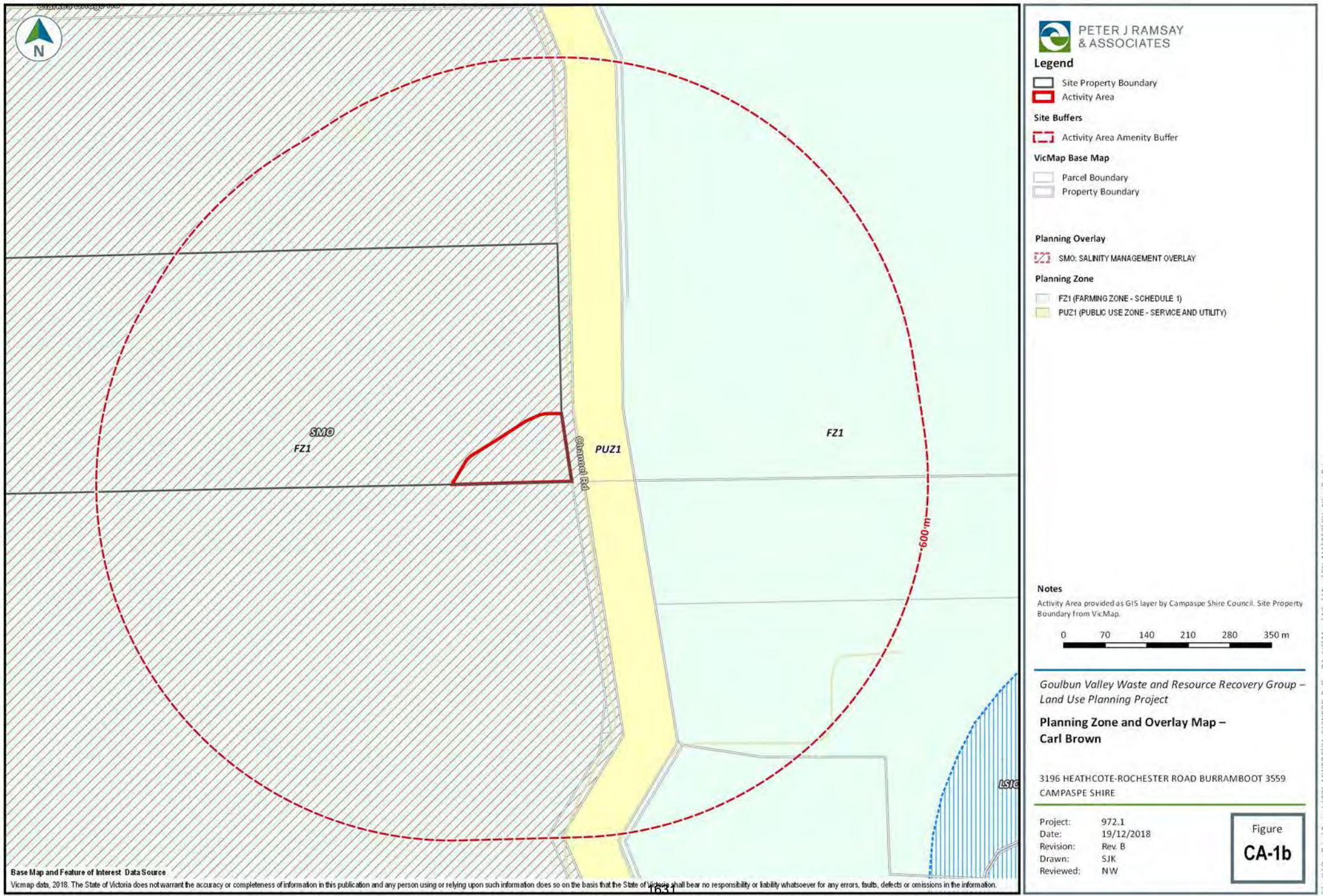
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.
Appropriateness of Zoning of Land Within Buffer	The Farming Zone (FZ1) in the Campaspe Planning Scheme has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 600m buffer distance all are generally less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit. The exception is the land to the south, which has an area of approximately 100ha and where a dwelling would not require approval under the FZ1.

Planning Assessment	
Ability to Expand Facility Under Zoning of Land Within Buffer	There is good potential to expand under the current zone as the surrounding land is used for broadacre agriculture with no dwellings and is zoned Farming. Industrial uses are allowed in this zone, subject to permit.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	The SMO represents a potential constraint for the future development of the land. It requires planning approval for most earthworks.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is potential to increase the buffer to support expansion.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Low	No immediate planning actions necessary.
Risk of Future Additional Encroachment	Low	No immediate planning actions necessary.

Planning Scheme Recommendations	
Zones	No change
Overlays	No change
Strategic	No change



PETER J RAMSAY & ASSOCIATES

Legend

- Site Property Boundary
- Activity Area
- Site Buffers**
- Activity Area Amenity Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Planning Overlay**
- SMO: SALINITY MANAGEMENT OVERLAY
- Planning Zone**
- FZ1 (FARMING ZONE - SCHEDULE 1)
- PUZ1 (PUBLIC USE ZONE - SERVICE AND UTILITY)

Notes

Activity Area provided as GIS layer by Campaspe Shire Council. Site Property Boundary from VicMap.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Carl Brown

3196 HEATHCOTE-ROCHESTER ROAD BURRAMBOOT 3559
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-1b

Base Map and Feature of Interest Data Source

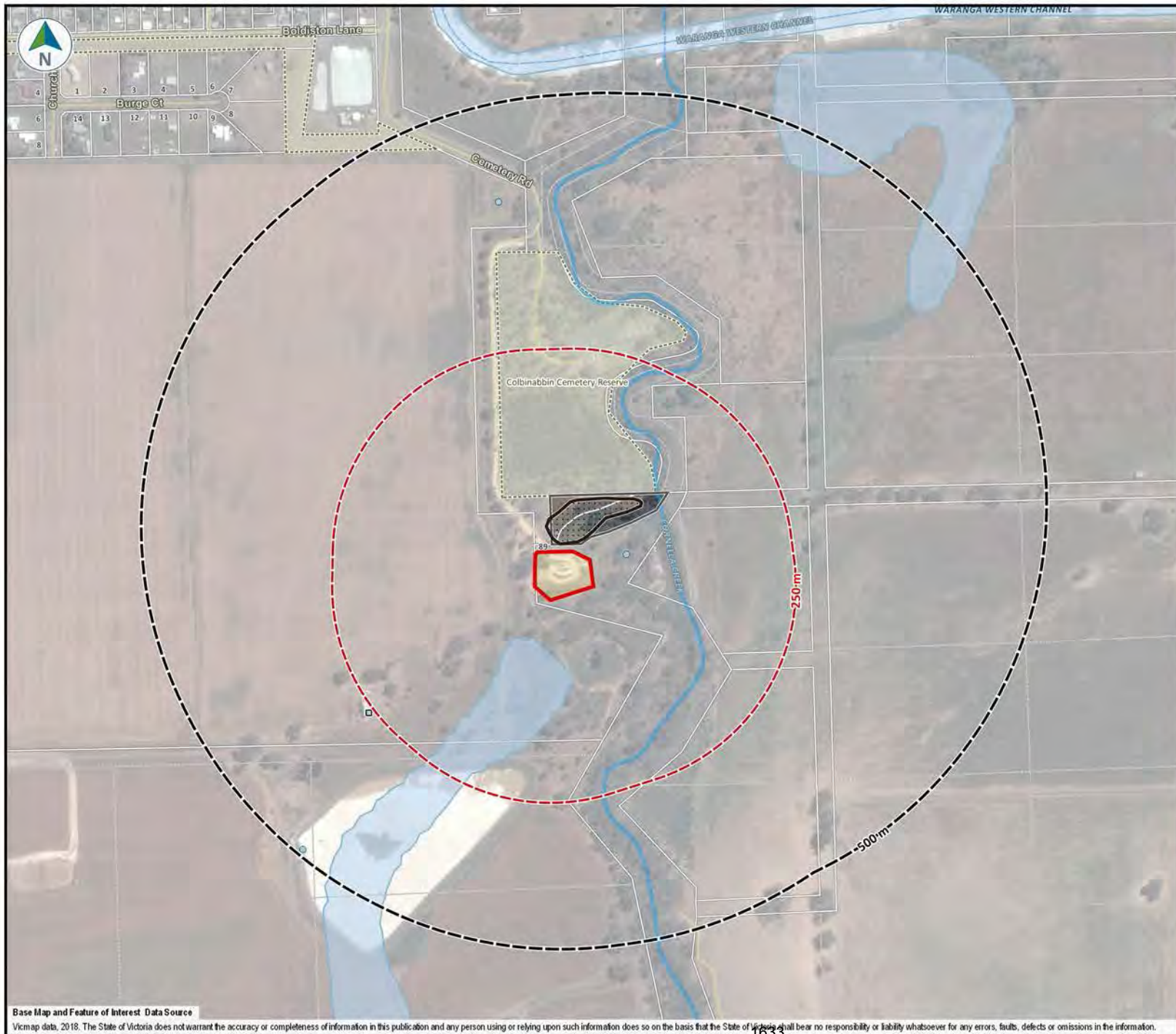
Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part A: Colbinabbin RRC and Closed Landfill Site Details

Details	Closed Landfill	Resource Recovery Centre
Address	89 CEMETERY ROAD COLBINABBIN 3559	89 CEMETERY ROAD COLBINABBIN 3559
Municipality	Campaspe Shire	Campaspe Shire
Landowner	Campaspe Shire	Campaspe Shire
Land Status and Tenure	Freehold land (northern area/closed landfill), Crown land (southern area/creek, site of RRC).	Freehold land (northern area/closed landfill), Crown land (southern area/creek, site of RRC).
Complaints Received by Council	No	No
EPA Approval Number	N/A	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A	Not found
Scheduled Premises Category	N/A	N/A
Facility Type / Category	Closed landfill	RRC on Closed landfill
Site Features	No noticeable features on the closed landfill.	Dirt road access, stockpiles on bare earth.
Description	Area is vegetated with trees and shrubs.	Area is surrounded by vegetation.
Materials Accepted	Putrescible solid inert waste.	Household recyclables and residual waste; construction and demolition aggregates, masonry and soils; commercial paper and cardboard; household and commercial waste timber.
Hub / Significance	Campaspe Shire- on freehold land	Local significance
Facility Owner/Operator	Late 1990s	Campaspe Shire- on crown land
Rehabilitation Status	Rehabilitation completed	N/A



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Legend

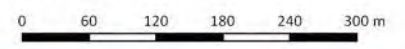
- Site Property Boundary
- Activity Area
- Landfill Extent
- Site Buffers**
- Activity Area Amenity Buffer
- Closed Landfill Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- River
- Dam
- Water body
- Road
- Inferred Building Location**
- Non-sensitive Use
- VicMap 'Features of Interest' Area

Notes

Site Property Boundary, Activity Area, and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/11/2016. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Colbinabbin RRC and Closed Landfill

89 CEMETERY ROAD COLBINABBIN 3559
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-2a

Base Map and Feature of Interest Data Source
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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Environmental Details	
Lithology Name	Alluvium 38485
Lithology Description	Channel and flood plain alluvium; gravel, sand, silt, clay; may be locally calcreted.
Topography	The activity area is generally flat, although the surrounding land slopes gently to the east.
Groundwater Depth Beneath Activity Area	5 mBGL
Groundwater Salinity Beneath Activity Area	7,000-13,000 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	No records found.
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	No records found.
Surface Water Body	The nearest water body is a dam located approximately 50 m east of the activity area.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area.
Watercourse	The nearest watercourse is Cornella Creek, located approximately 100 m east of the activity area.
1 in 100 Year Flood	The activity area is located within the 1 in 100 year flood extent overlay.
Native Vegetation	Native vegetation recorded with geographic occurrence of Common, and bioregional conservation status of Endangered is present around the eastern and southern edges of the activity area.
Aquatic Groundwater Dependent Ecosystems	High potential aquatic groundwater dependent ecosystems are recorded within the activity area.
Terrestrial Groundwater Dependent Ecosystems	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is inside the southeastern part of the activity area.
Surrounding Land - North	Bushland

Environmental Details	
Surrounding Land - East	Farmland with some vegetation
Surrounding Land - South	Farmland with some vegetation
Surrounding Land - West	Farmland
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 650 m northwest of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No landfill.
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	Low	No action recommended.

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	High	High potential groundwater dependent ecosystem with potential endangered vegetation within activity area. Consider investigation into potential impact to groundwater dependent ecosystems and endangered vegetation community within and near the site activity area.
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	High	As for surface water. Salinity precludes potable use hence risk to beneficial uses of groundwater by people would be medium. Risk is based on ecological impact due to surface contamination and groundwater impact.

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Use Zone (PUZ6)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Public Use Zone - Cemetery/Crematorium (PUZ5), Public Use Zone - Local Government (PUZ6), township Zone (TZ)
Zone – Activity Area (RRF)	Public Use Zone (PUZ6)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 1 (FZ1), Public Use Zone - Cemetery/Crematorium (PUZ5), Public Use Zone - Local Government (PUZ6)
Overlays – Closed Landfill	Land Subject to Inundation Overlay (LSIO)
Overlays – Closed Landfill Buffer	Farming Zone (FZ), Farming Zone (FZ), Farming Zone (FZ), Public Use Zone - Transport (PUZ4), Road Zone - Category 1 (RDZ1), Township Zone (TZ), Land Subject to Inundation Overlay (LSIO)
Overlays – Activity Area (RRF)	Land Subject to Inundation Overlay (LSIO)
Overlays – Activity Area Amenity Buffer	Farming Zone (FZ), Public Use Zone - Service and Utility (PUZ1), Farming Zone (FZ), Farming Zone (FZ), Salinity Management Overlay (SMO), Land Subject to Inundation Overlay (LSIO)
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	100 m
Surface Water Buffer Source	100 m from surface waters from EPA Publication 1588.1
Activity Area Amenity Buffer Distance	250 m
Activity Area Amenity Buffer Source	250 m amenity buffer for waste transfer station (equivalent to RRC)

Land Use Context	
Surrounding Land Use	The site adjoins a creek reserve to the east. A cemetery lies to the north. Most of the 500m landfill buffer contains land that appears to be used for grazing or broadacre cropping. The buffer extends to the southern edge of Colbinabbin township to the north west. Low lying land and dams are a feature of the area.
Proximity to Sensitive Zone	TZ, 460 m northwest of the landfill extent
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 615 m northwest of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There do not appear to be any dwellings or sensitive use buildings within the landfill buffer.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 300 m southwest of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appears to be 1 non-sensitive use building within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There do not appear to be any dwellings or sensitive use buildings within the activity area outer buffer.

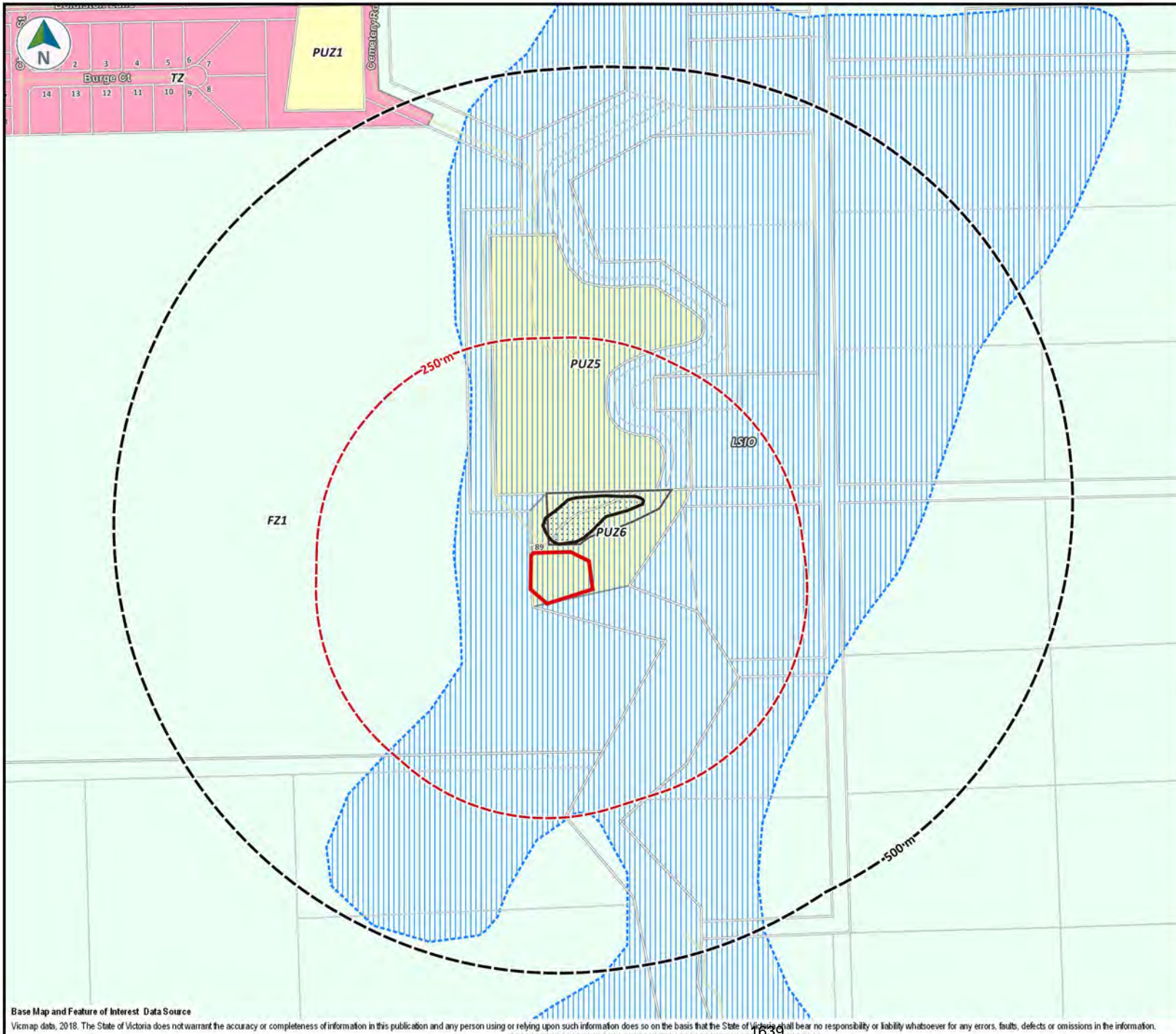
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is not located in the area covered by the Colbinabbin Town Structure Plan in Clause 21.09 of the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.

Planning Assessment	
Appropriateness of Zoning of Land Within Buffer	The surrounding land to the east and west is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance all are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit.
Ability to Expand Facility Under Zoning of Land Within Buffer	There is good potential to expand under the current zone as the surrounding land is used for broadacre agriculture with no dwellings and is zoned Farming. Industrial uses are allowed in this zone, subject to permit.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	The creek and LSIO represent a constraint for the future development of the land in the immediate area.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is potential to increase the buffer to support expansion.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Low	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	Apply the Environmental Audit Overlay (EAO) to the closed landfill.
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS. Identify the RRC facility in Clause 21.08 (Transport and Infrastructure)



PETER J RAMSAY & ASSOCIATES

Legend

- Site Property Boundary
- Activity Area
- Landfill Extent

Site Buffers

- Activity Area Amenity Buffer
- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

- LSIO: LAND SUBJECT TO INUNDATION OVERLAY

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)
- PUZ1 (PUBLIC USE ZONE - SERVICE AND UTILITY)
- PUZ5 (PUBLIC USE ZONE - CEMETERY/CREMATORIUM)
- PUZ6 (PUBLIC USE ZONE - LOCAL GOVERNMENT)
- TZ (TOWNSHIP ZONE)

Notes

Site Property Boundary, Activity Area, and Landfill Extent provided as GIS layers by Campaspe Shire Council.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Colbinabbin RRC and Closed Landfill

89 CEMETERY ROAD COLBINABBIN 3559
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-2b

Base Map and Feature of Interest Data Source

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Part A: Echuca Closed Landfill Site Details

Details	Closed Landfill
Address	520 MCKENZIE ROAD ECHUCA 3564
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Freehold land
Complaints Received by Council	No information provided by Council.
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A
Scheduled Premises Category	N/A
Facility Type / Category	Closed landfill
Site Features	There are no noticeable features from the former landfill.
Description	The former landfill area is open grassland / farmland.
Materials Accepted	Putrescible, solid inert waste, asbestos.
Hub / Significance	Closed landfill
Facility Owner/Operator	Campaspe Shire
Rehabilitation Status	Ongoing monitoring and maintenance.



PETER J RAMSAY & ASSOCIATES

Legend

- Site Property Boundary
- Landfill Extent
- Site Buffers**
- Closed Landfill Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Stream
- Dam
- Water body
- Road
- Inferred Building Location**
- Dwelling (Sensitive Use)
- Non-sensitive Use
- VicMap 'Features of Interest' Line**
- Gas Pipeline
- VicMap 'Features of Interest' Area

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/12/2017. Source: Nearmap Australia Pty Ltd.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Echuca Closed Landfill

520 MCKENZIE ROAD ECHUCA 3564
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-3a

Base Map and Feature of Interest Data Source

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Use Zone (PUZ6)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6), Public Use Zone - Local Government (PUZ6), Road Zone - Category 1 (RDZ1)
Zone – Activity Area (RRF)	N/A
Zone – Activity Area Amenity Buffer	N/A
Overlays – Closed Landfill	Land Subject to Inundation Overlay (LSIO) - Part, Floodway Overlay (FO) - part, Environmental Significance Overlay (ESO2)
Overlays – Closed Landfill Buffer	Design and Development Overlay - Schedule 7 (DDO7), Environmental Significance Overlay - Schedule 2 (ESO2), Floodway Overlay (FO), Land Subject to Inundation Overlay (LSIO), Land Subject to Inundation Overlay (LSIO), Land Subject to Inundation Overlay (LSIO)
Overlays – Activity Area (RRF)	N/A
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	N/A
Surface Water Buffer Source	N/A
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site is surrounded by land that appears to be used for a mix of grazing, cropping and rural living uses. The land is flat and is characterised by waterways and low-lying land.
Proximity to Sensitive Zone	RLZ2, 690 m east of the landfill extent.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 325 m northwest of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appears to be 1 residential dwelling within the landfill buffer.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 150 m northwest of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 7 non-sensitive use buildings within the landfill buffer, however 2 of them are within the site property boundary and associated with the Transfer Station and Livestock Exchange.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	N/A

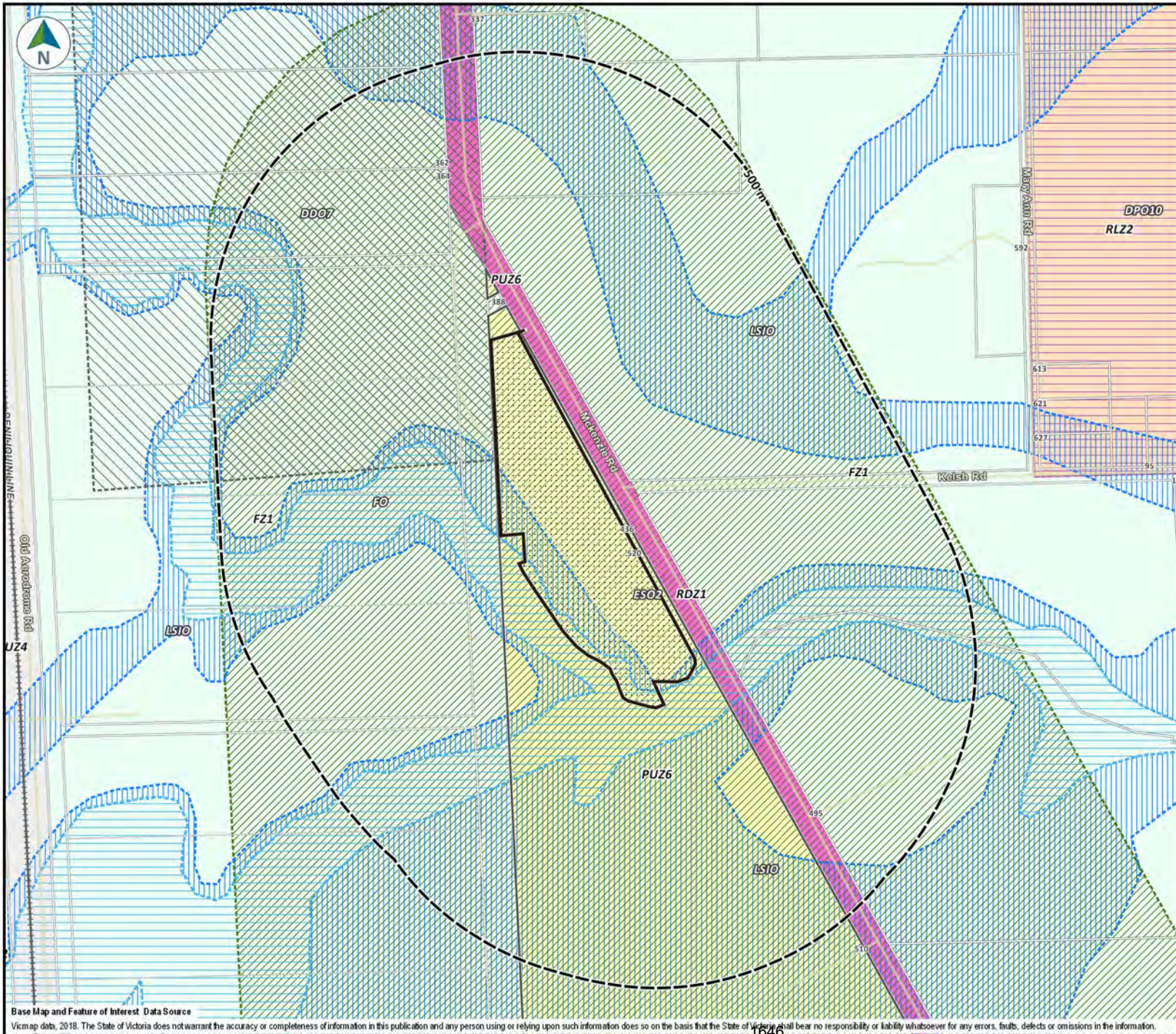
Strategic Context	
MSS Provisions	The site is identified in Clause 21.09 Echuca Town Structure Plan 3 as a transfer station, however, the closed landfill use is not identified in the strategies or plans in the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.

Planning Assessment	
Appropriateness of Zoning of Land Within Buffer	The surrounding land to the east and west is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance all are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit.
Ability to Expand Facility Under Zoning of Land Within Buffer	Not relevant for a closed landfill.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	Operation and expansion issues are not relevant for a closed landfill, although ESO2, which applies to a 500 metre buffer around the broader site aims to discourage sensitive uses and provides good protection for the closed landfill.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None, although the site forms part of a larger site for the Echuca Transfer Station that is well recognised in the Planning Scheme and protected through ESO2.
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	Not relevant for a closed landfill.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Medium	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change
Overlays	Apply the Environmental Audit Overlay (EAO)
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.



Legend

- Site Property Boundary
- Landfill Extent

Site Buffers

- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

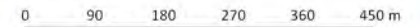
- DD07: DESIGN AND DEVELOPMENT OVERLAY - SCHEDULE 7
- ES02: ENVIRONMENTAL SIGNIFICANCE OVERLAY - SCHEDULE 2
- FO: FLOODWAY OVERLAY
- LSIO: LAND SUBJECT TO INUNDATION OVERLAY

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)
- PUZ6 (PUBLIC USE ZONE - LOCAL GOVERNMENT)
- RDZ1 (ROAD ZONE - CATEGORY 1)

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Echuca Closed Landfill

520 MCKENZIE ROAD ECHUCA 3564
CAMPASPE SHIRE

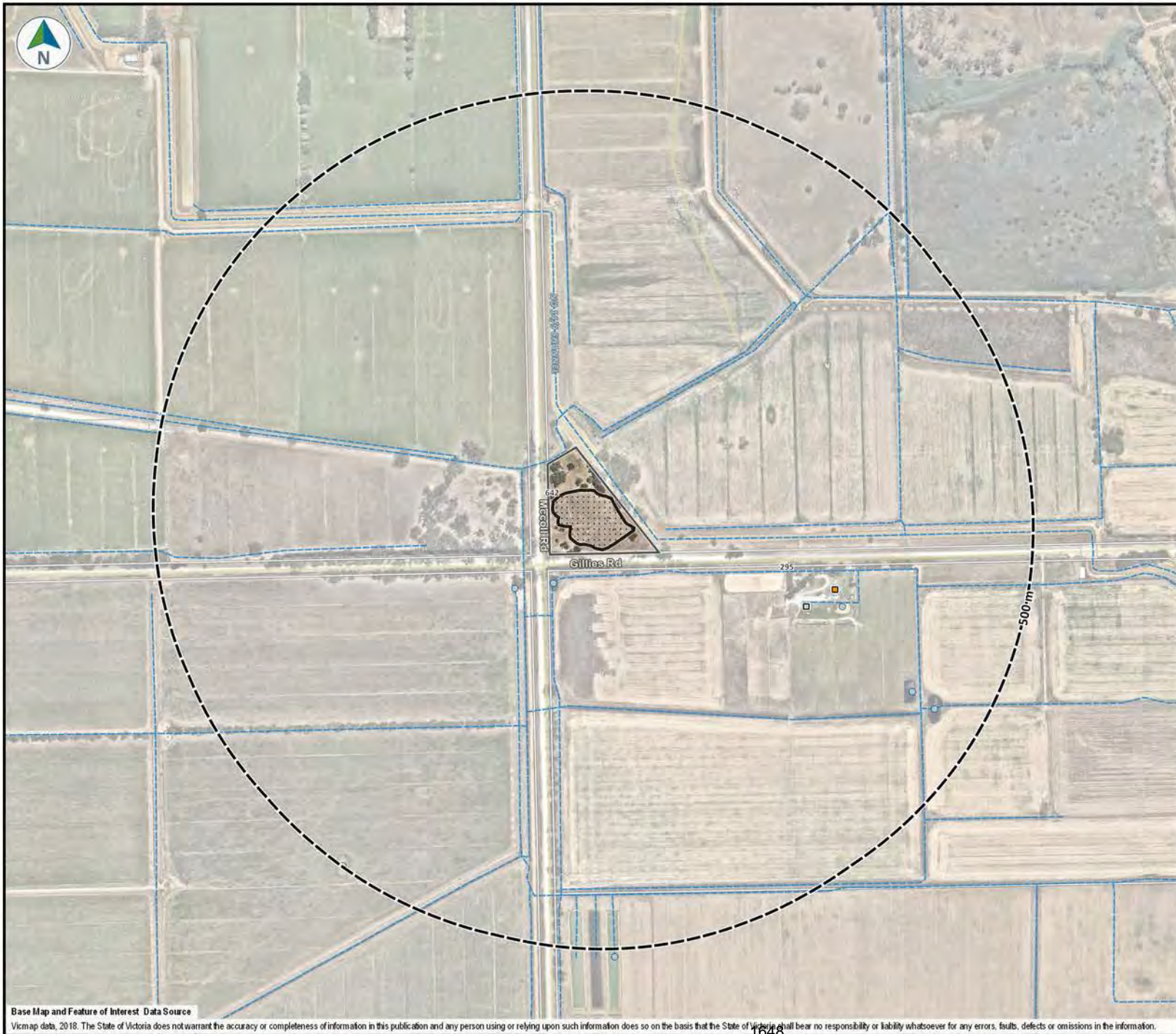
Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-3b

Base Map and Feature of Interest Data Source
Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

Part A: Girgarre Closed Landfill Site Details

Details	Closed Landfill
Address	642 MCCOLL ROAD KYABRAM 3620
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Freehold land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A
Scheduled Premises Category	N/A
Facility Type / Category	Closed landfill
Site Features	There are no particular features of the closed landfill remaining at the property.
Description	The site is a patch of grassy land with trees.
Materials Accepted	Putrescible, solid inert waste.
Hub / Significance	Closed landfill
Facility Owner/Operator	Campaspe Shire
Rehabilitation Status	Rehabilitation completed



Legend

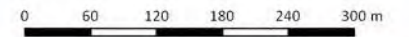
- Site Property Boundary
- Landfill Extent
- Site Buffers**
- Closed Landfill Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Dam
- Road
- Inferred Building Location**
- Dwelling (Sensitive Use)
- Non-sensitive Use

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/12/2017. Source: Nearmap Australia Pty Ltd.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Girdarre Closed Landfill

642 MCCOLL ROAD KYBRAM 3620
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-4a

Base Map and Feature of Interest Data Source

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Farming Zone (FZ1)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6), Public Use Zone - Local Government (PUZ6), Road Zone - Category 1 (RDZ1), Farming Zone - Schedule 1 (FZ1)
Zone – Activity Area (RRF)	N/A
Zone – Activity Area Amenity Buffer	N/A
Overlays – Closed Landfill	Land Subject to Inundation Overlay (LSIO)
Overlays – Closed Landfill Buffer	Floodway Overlay (FO), Land Subject to Inundation Overlay (LSIO)
Overlays – Activity Area (RRF)	N/A
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	N/A
Surface Water Buffer Source	N/A
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site is surrounded by land that appears to be used for a mix of grazing and cropping uses.

Land Use Context	
Proximity to Sensitive Zone	TZ, 2,880 m southwest of the landfill extent.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 250 m east of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appears to be 1 residential dwelling within the landfill buffer.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 225 m southeast of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appears to be 1 non-sensitive use building within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	N/A

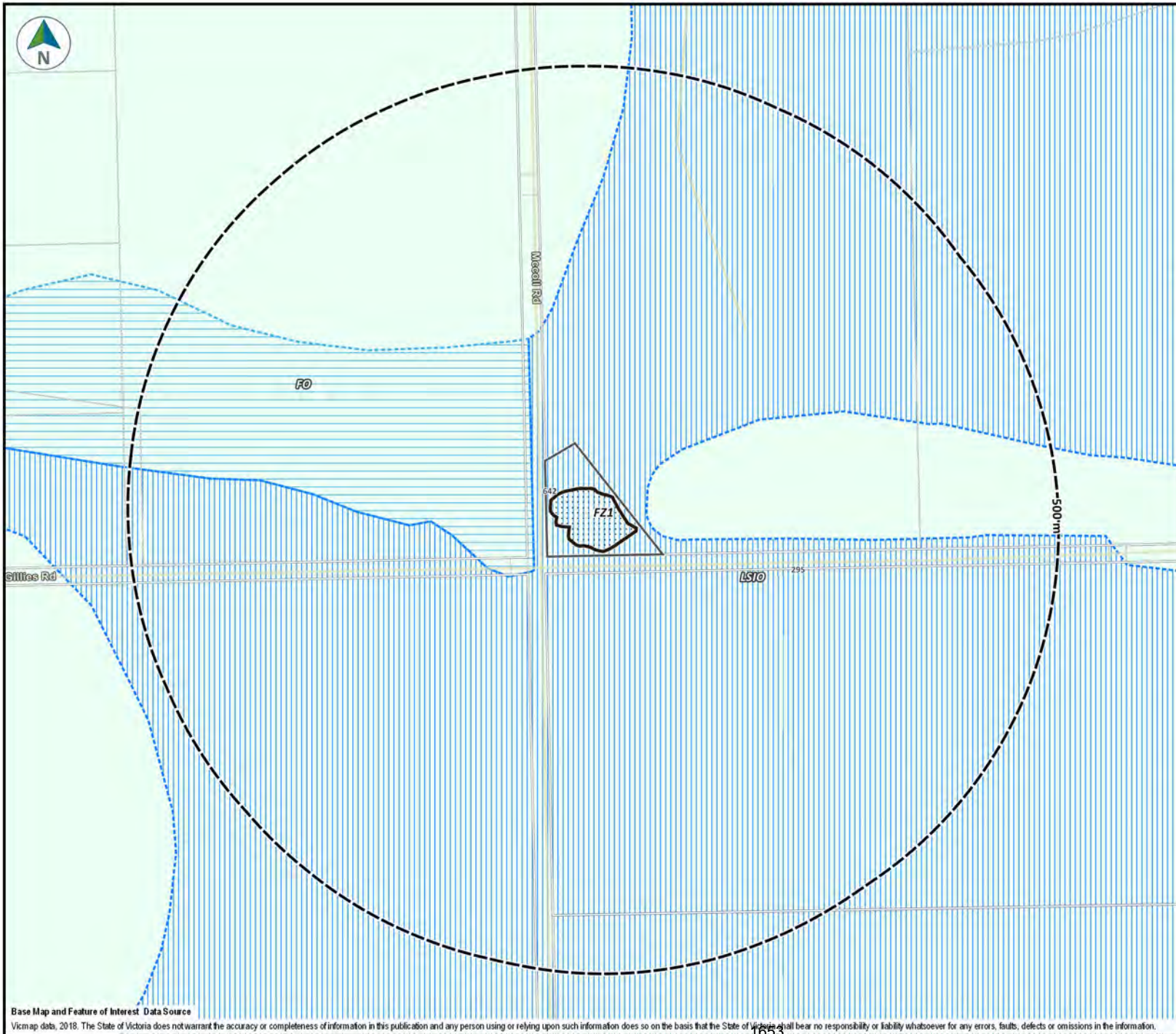
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is not located in the area covered by the Girgarre Town Structure Plan in Clause 21.09 of the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The Farming Zone is not an ideal zone for the site.
Appropriateness of Zoning of Land Within Buffer	The surrounding land to the east and west is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance all are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit.

Planning Assessment	
Ability to Expand Facility Under Zoning of Land Within Buffer	Not relevant for a closed landfill.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	Not relevant for a closed landfill.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	Not relevant for a closed landfill.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Low	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	The site should be rezoned to Public Use Zone (PU6).
Overlays	Apply the Environmental Audit Overlay (EAO).
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.



Legend

- Site Property Boundary
- Landfill Extent

Site Buffers

- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

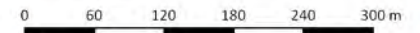
- FO: FLOODWAY OVERLAY
- LSIO: LAND SUBJECT TO INUNDATION OVERLAY

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Gargarre Closed Landfill

642 MCCOLL ROAD KYABRAM 3620
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-4b

Base Map and Feature of Interest Data Source

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Part A: Gunbower RRC and Closed Landfill Site Details

Details	Closed Landfill	Resource Recovery Centre
Address	4134 MURRAY VALLEY HIGHWAY GUNBOWER 3566	4134 MURRAY VALLEY HIGHWAY GUNBOWER 3566
Municipality	Campaspe Shire	Campaspe Shire
Landowner	Campaspe Shire	Campaspe Shire
Land Status and Tenure	Crown land	Crown land
Complaints Received by Council	No	No
EPA Approval Number	N/A	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	PC Pan issued.	Not found: licence, amalgamated licence, works approval, audit report
Scheduled Premises Category	N/A	N/A
Facility Type / Category	RRC on Closed landfill	RRC on Closed landfill
Site Features	No features of the former landfill remain.	Small open stockpile of material on bare earth.
Description	Open grassland / farmland.	Grass / earthen area with open stockpile.
Materials Accepted	Putrescible, solid inert waste.	household recyclables and residual waste; construction and demolition aggregates, masonry and soils; commercial paper and cardboard; household and commercial waste timber.
Hub / Significance	Closed landfill.	Local significance
Facility Owner/Operator	Campaspe Shire	Campaspe Shire
Rehabilitation Status	Rehabilitation completed	N/A



Legend

- Site Property Boundary
- Activity Area
- Landfill Extent
- Site Buffers**
- Closed Landfill Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Dam
- Water body
- Railway Line
- Road
- Inferred Building Location**
- Dwelling (Sensitive Use)
- Non-sensitive Use

Notes

Site Property Boundary, Activity Area, and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 18/10/2015. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Gunbower RRC and Closed Landfill

4134 MURRAY VALLEY HIGHWAY GUNBOWER 3566
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-5a

Base Map and Feature of Interest Data Source

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Environmental Details	
Lithology Name	Alluvium 38485
Lithology Description	Channel and flood plain alluvium; gravel, sand, silt, clay; may be locally calcreted.
Topography	The activity area is located on a relatively flat floodplain.
Groundwater Depth Beneath Activity Area	5 mBGL
Groundwater Salinity Beneath Activity Area	7,000-13,000 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	No records found.
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	1 record found: 326087. Bore depth: Unknown. Uses: Unknown (recorded as Non-Groundwater).
Surface Water Body	The nearest water body is a dam located approximately 200 m southeast of the activity area.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area
Watercourse	The nearest watercourse is a drain/channel located approximately 45 m north of the activity area. The nearest named watercourse is Taylor Creek located approximately 475 m northeast of the activity area.
1 in 100 Year Flood	There is no 1 in 100 year flood extent overlay present within the activity area outer buffer.
Native Vegetation	Native vegetation recorded with geographic occurrence of Common, and bioregional conservation status of Endangered is present around the northwestern and southeastern edges of the activity area.
Aquatic Groundwater Dependent Ecosystems	No groundwater dependent aquatic ecosystems are recorded within the activity area outer buffer.
Terrestrial Groundwater Dependent Ecosystems	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 210 m north of the activity area.
Surrounding Land - North	Farmland / agriculture

Environmental Details	
Surrounding Land - East	Farmland / agriculture
Surrounding Land - South	Farmland / agriculture
Surrounding Land - West	Farmland / agriculture
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 340 m northwest of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No assessment for closed landfill, refer to Stage 1 Report.
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	Low	No action recommended.

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	High	Potential impact to unknown groundwater use, recommend investigating nearby groundwater use.
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	Medium	Potential impact to endangered native vegetation around the north wester and south eastern edges of the activity area.

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Use Zone (PUZ6)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Public Conservation and Resource Zone (PCRZ), Public Conservation and Resource Zone (PCRZ), Public Use Zone - Local Government (PUZ6), Road Zone - Category 1 (RDZ1), Township Zone (TZ), Township Zone (TZ)
Zone – Activity Area (RRF)	Public Use Zone (PUZ6)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Public Conservation and Resource Zone (PCRZ), Public Use Zone - Local Government (PUZ6), Road Zone - Category 1 (RDZ1)
Overlays – Closed Landfill	No overlays
Overlays – Closed Landfill Buffer	Floodway Overlay (FO), Land Subject to Inundation Overlay (LSIO), Land Subject to Inundation Overlay (LSIO)
Overlays – Activity Area (RRF)	No overlays
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	100 m
Surface Water Buffer Source	100 m from surface waters from EPA Publication 1588.1
Activity Area Amenity Buffer Distance	250 m
Activity Area Amenity Buffer Source	250 m amenity buffer for waste transfer station (equivalent to RRC)

Land Use Context	
Surrounding Land Use	The site is surrounded by land that appears to be used for a mix of grazing and cropping uses to the south, south west and east. The land to the north contains a number of dwellings and from a zoning perspective (Township Zone), it is urban land that forms part of the Gunbower Township.
Proximity to Sensitive Zone	TZ, 160 m northwest of the landfill extent and adjacent to the northwestern boundary of the site property.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 250 m northwest of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 2 residential dwellings within the landfill buffer.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 190 m northwest of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 7 non-sensitive buildings within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There do not appear to be any dwellings or sensitive use buildings within the activity area outer buffer.

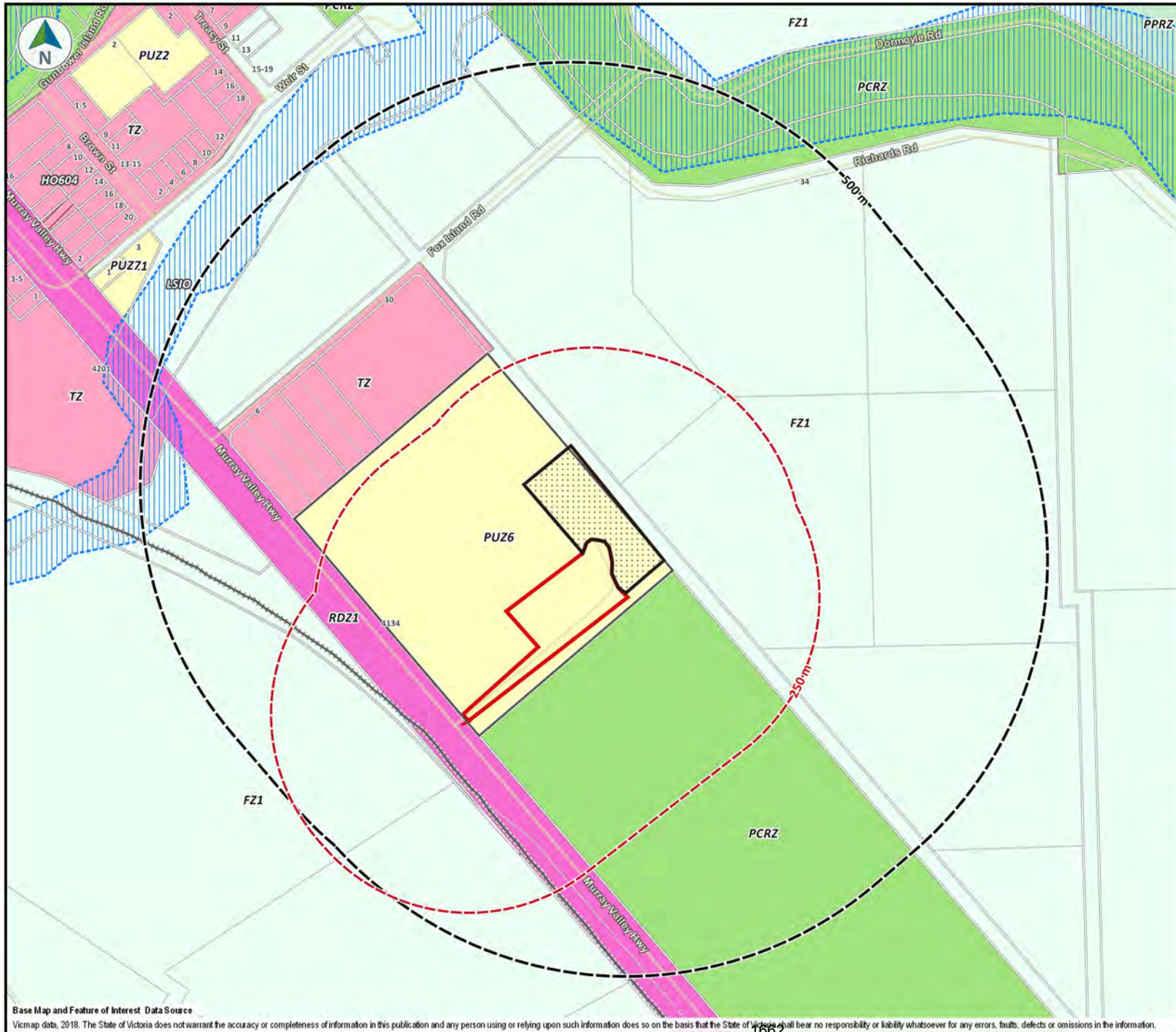
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is located in the area covered by the Gunbower Town Structure Plan in Clause 21.09 of the MSS, although the site and use are not identified in any way.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.

Planning Assessment	
Appropriateness of Zoning of Land Within Buffer	The surrounding land to the north, east and south west t is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. his zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance all are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit. There is crown land in the PCRZ to the south east, the use of this land is not known. There is land zoned Township Zone to the north west. This land has the potential to be developed for a range of urban uses, including dwellings, although Council has advised that the vacant parcels are owned by Council.
Ability to Expand Facility Under Zoning of Land Within Buffer	There is good potential to expand in the Farming Zone to the south west, north and east as industrial uses are allowed in this zone, subject to permit. Expansion to the north west is unlikely to be possible due to the proximity of the Township Zone.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	There are no overlays in the immediate area.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	Not relevant for a closed landfill. It is noted that there is no direction in Clause 21.09 Gunbower Town Structure Plan for how the Township zoned land to the north west should be used and developed.
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is potential to increase the buffer to support expansion.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Medium	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Medium	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	Apply the Environmental Audit Overlay (EAO) to the closed landfill.
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS. Identify the RRC facility in Clause 21.08 (Transport and Infrastructure) and in the Gunbower Town Structure Plan in Clause 21.09.



PETER J RAMSAY & ASSOCIATES

Legend

- Site Property Boundary
- Activity Area
- Landfill Extent

Site Buffers

- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

- LSIO: LAND SUBJECT TO INUNDATION OVERLAY

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)
- PCRZ (PUBLIC CONSERVATION AND RESOURCE ZONE)
- PUZ6 (PUBLIC USE ZONE - LOCAL GOVERNMENT)
- RDZ1 (ROAD ZONE - CATEGORY 1)
- TZ (TOWNSHIP ZONE)

Notes

Site Property Boundary, Activity Area, and Landfill Extent provided as GIS layers by Campaspe Shire Council.

0 70 140 210 280 350 m

Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Gunbower RRC and Closed Landfill

4134 MURRAY VALLEY HIGHWAY GUNBOWER 3566
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure CA-5b

Base Map and Feature of Interest Data Source

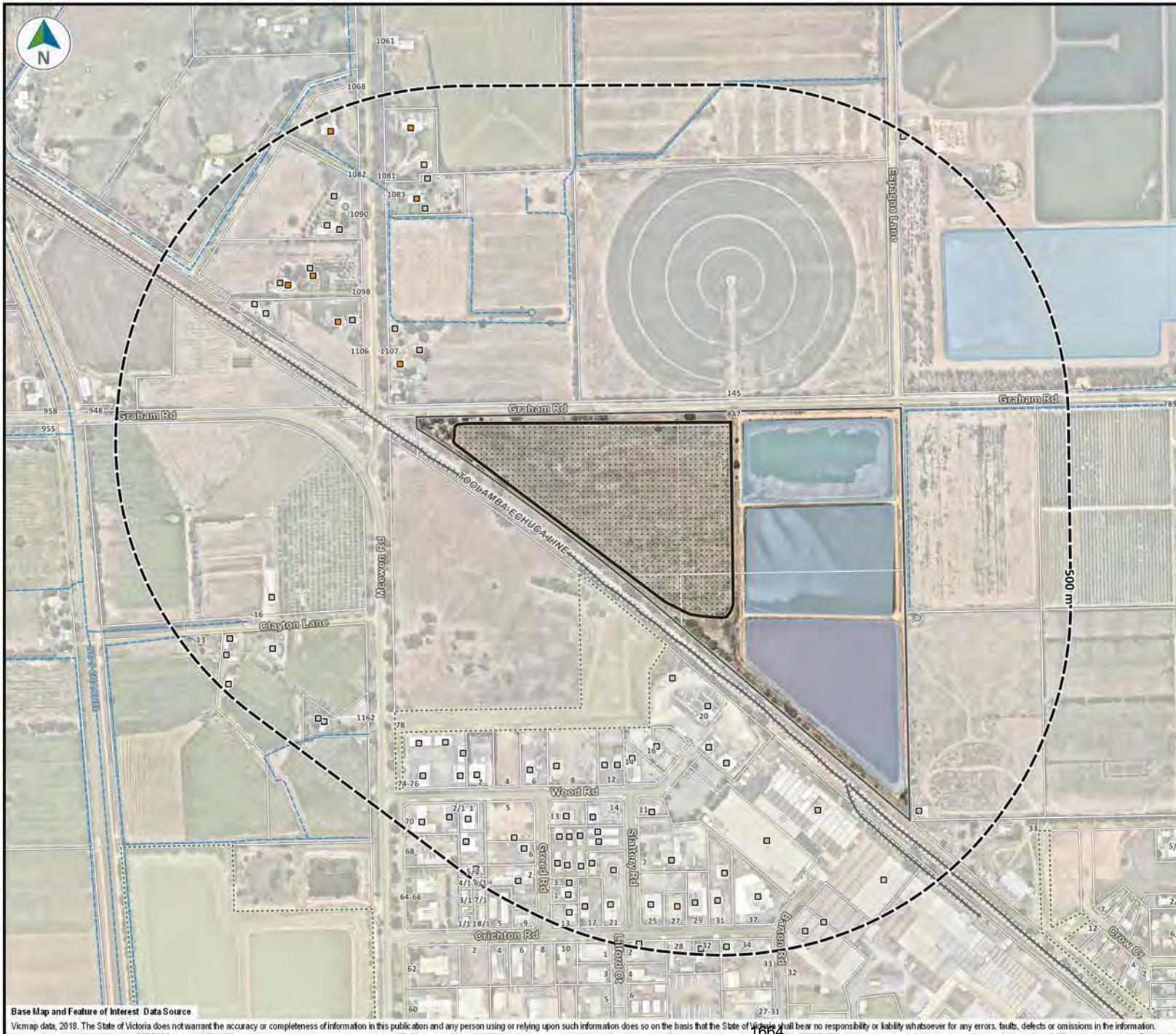
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Part A: Kyabram Closed Landfill Site Details

Details	Closed Landfill
Address	1\TP221754, GRAHAM ROAD KYABRAM 3620
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Freehold land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A
Scheduled Premises Category	N/A
Facility Type / Category	Closed landfill
Site Features	No features of the former landfill remain.
Description	The site is open grassland used and appears to be used for farming.
Materials Accepted	Putrescible, solid inert waste.
Hub / Significance	Closed landfill
Facility Owner/Operator	Campaspe Shire
Rehabilitation Status	Ongoing monitoring and maintenance.



Legend

- Site Property Boundary
- Landfill Extent
- Site Buffers**
- Closed Landfill Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Dam
- Water body
- Railway Line
- Road
- Inferred Building Location**
- Dwelling (Sensitive Use)
- Non-sensitive Use
- VicMap 'Features of Interest' Area

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/12/2017. Source: Nearmap Australia Pty Ltd.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

**Site Locality Map –
Kyabram Closed Landfill**

1\TP221754, GRAHAM ROAD KYABRAM 3620
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
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Reviewed: NW

Figure
CA-6a

Base Map and Feature of Interest Data Source

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Use Zone (PUZ6)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 2 (FZ2), Farming Zone - Schedule 2 (FZ2), Industrial 1 Zone (IN1Z), Industrial 1 Zone (IN1Z), Public Use Zone - Service and Utility (PUZ1), Public Use Zone - Service and Utility (PUZ1), Public Use Zone - Transport (PUZ4), Public Use Zone - Local Government (PUZ6), Road Zone - Category 1 (RDZ1), Rural Living Zone - Schedule 1 (RLZ1)
Zone – Activity Area (RRF)	N/A
Zone – Activity Area Amenity Buffer	N/A
Overlays – Closed Landfill	No overlays
Overlays – Closed Landfill Buffer	Design and Development Overlay - Schedule 9 (DDO9), Design and Development Overlay - Schedule 9 (DDO9), Land Subject to Inundation Overlay (LSIO), Land Subject to Inundation Overlay (LSIO)
Overlays – Activity Area (RRF)	N/A
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	N/A
Surface Water Buffer Source	N/A
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site lies on the northern boundary of the Kyabram urban area. It is surrounded by vacant and developed industrial land to the south and east, agricultural land to the north, wastewater treatment uses to the north east and east and rural living uses to the west.
Proximity to Sensitive Zone	RLZ1, 150 m southwest of the landfill extent
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 105 m northwest of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 7 residential dwellings within the landfill buffer.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 90 m south of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 79 non-sensitive buildings within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	N/A

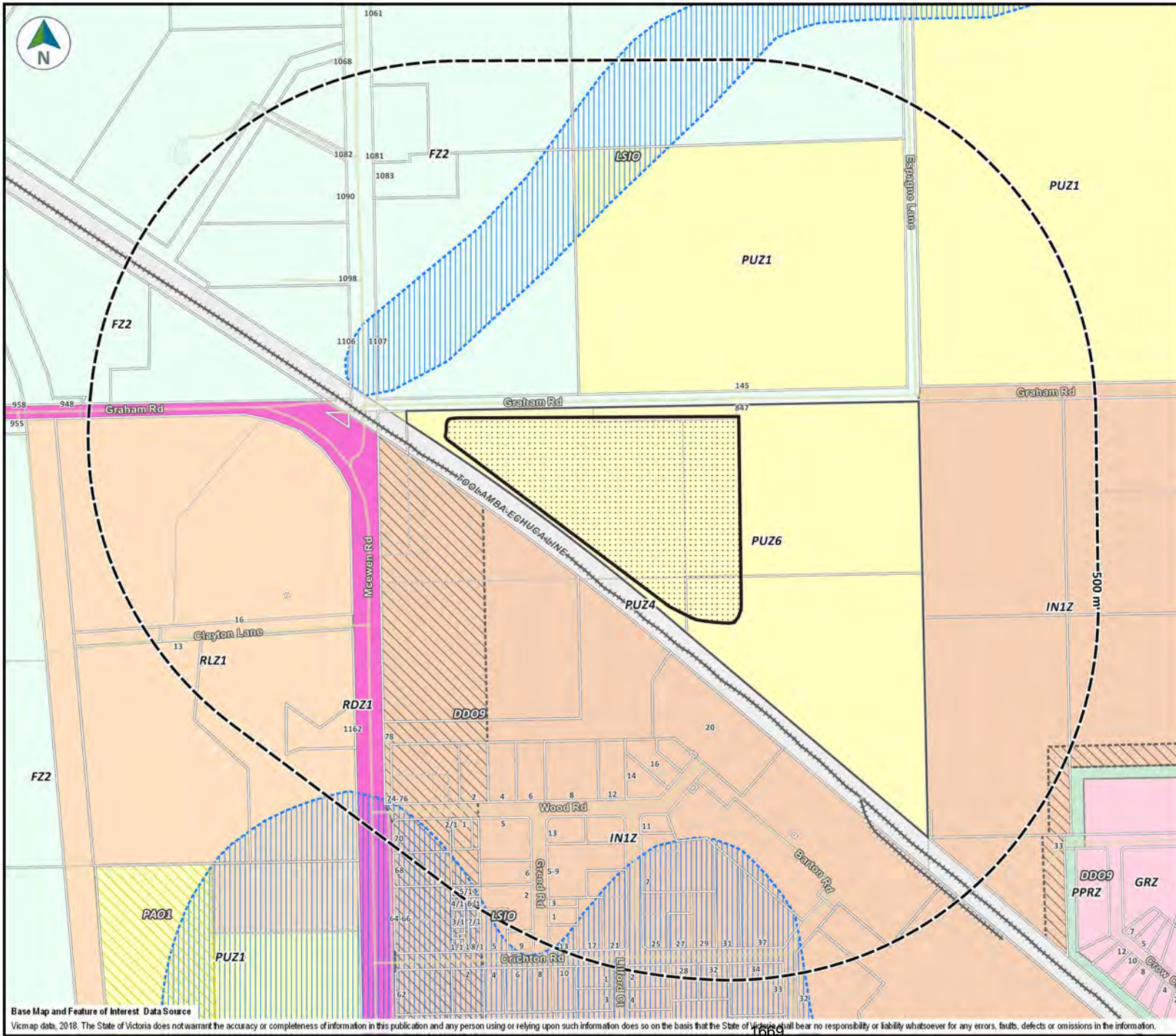
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is located in the area covered by the Kyabram Town Structure Plan in Clause 21.09 of the MSS, although the site and use are not identified in any way.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.


Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.
Appropriateness of Zoning of Land Within Buffer	The surrounding land to the north west is zoned Farming Zone (FZ2) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 40 hectares and a dwelling permit trigger of 40 hectares. The surrounding lots within the 500m buffer distance all have sizes less than 40 hectares, which means they have no further subdivision potential and dwellings would require a planning permit. There are approximately three lots in the RLZ to the south west that have the potential to be developed as dwellings, although a permit would be required as they are smaller than the minimum lot size in the zone of 8ha.

Planning Assessment	
Ability to Expand Facility Under Zoning of Land Within Buffer	Not relevant for a closed landfill.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	Not relevant for a closed landfill.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	Not relevant for a closed landfill. It is noted that there is no direction in Clause 21.09 Kyabram Town Structure Plan for how the surrounding land should be used and developed.
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	Not relevant for a closed landfill



Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	High	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Medium	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	Apply the Environmental Audit Overlay (EAO).
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.





PETER J RAMSAY & ASSOCIATES



Legend

-  Site Property Boundary
-  Landfill Extent



Site Buffers

-  Closed Landfill Buffer










VicMap Base Map

-  Parcel Boundary
-  Property Boundary

Planning Overlay

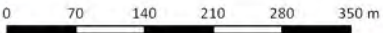
-  DDO9: DESIGN AND DEVELOPMENT OVERLAY - SCHEDULE 9
-  LSO: LAND SUBJECT TO INUNDATION OVERLAY

Planning Zone

-  FZ2 (FARMING ZONE - SCHEDULE 2)
-  IN1Z (INDUSTRIAL 1 ZONE)
-  PPRZ (PUBLIC PARK AND RECREATION ZONE)
-  PUZ1 (PUBLIC USE ZONE - SERVICE AND UTILITY)
-  PUZ4 (PUBLIC USE ZONE - TRANSPORT)
-  PUZ6 (PUBLIC USE ZONE - LOCAL GOVERNMENT)
-  RDZ1 (ROAD ZONE - CATEGORY 1)
-  RLZ1 (RURAL LIVING ZONE - SCHEDULE 1)
-  GRZ (GENERAL RESIDENTIAL ZONE)

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.



0 70 140 210 280 350 m

Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Kyabram Closed Landfill

1\TP221754, GRAHAM ROAD KYABRAM 3620
CAMPASPE SHIRE

Project:	972.1
Date:	19/12/2018
Revision:	Rev. B
Drawn:	SJK
Reviewed:	NW

Figure
CA-6b

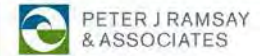
Base Map and Feature of Interest Data Source
Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part A: Lockington RRC and Closed Landfill Site Details

Details	Closed Landfill	Resource Recovery Centre
Address	1671 O'DONNELL ROAD DIGGORA 3561	1671 O'DONNELL ROAD DIGGORA 3561
Municipality	Campaspe Shire	Campaspe Shire
Landowner	Campaspe Shire	Campaspe Shire
Land Status and Tenure	Freehold land	Freehold land
Complaints Received by Council	No	No
EPA Approval Number	N/A	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	PC PAN issued for closed landfill	Audit Report 75135-1. Not found: licence, amalgamated licence, works approval.
Scheduled Premises Category	N/A	N/A
Facility Type / Category	RRC on Closed landfill	RRC on Closed landfill
Site Features	The former landfill is surrounded by trees within agricultural land.	The RRC appears to consist of a drop of area and stockpiles.
Description	The site is open and grassed.	The surface appears to be asphalted.
Materials Accepted	Putrescible, solid inert waste.	household recyclables and residual waste; construction and demolition aggregates, masonry and soils; commercial paper and cardboard; household and commercial waste timber.
Hub / Significance	Closed landfill	Local significance
Facility Owner/Operator	Campaspe Shire	Campaspe Shire
Rehabilitation Status	Ongoing monitoring and maintenance	N/A



Legend

- Site Property Boundary
- Activity Area
- Landfill Extent

Site Buffers

- Activity Area Amenity Buffer
- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary
- Dam
- Water body
- Railway Line
- Road

Inferred Building Location

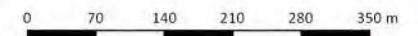
- Non-sensitive Use

Notes

Site Property Boundary, Activity Area, and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/11/2017. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Lockington RRC and Closed Landfill

1671 O'DONNELL ROAD DIGGORA 3561
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-7a

Base Map and Feature of Interest Data Source

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Environmental Details	
Lithology Name	Shepparton Formation
Lithology Description	Unconsolidated to poorly consolidated mottled variegated clay, silty clay with lenses of polymictic, coarse to fine sand and gravel; partly modified by pedogenesis, includes intercalated red-brown paleosols. Forms extensive flat alluvial floodplains.
Topography	The activity area is located on a relatively flat floodplain.
Groundwater Depth Beneath Activity Area	10 mBGL
Groundwater Salinity Beneath Activity Area	3,500-7,000 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	1 record found: WRK082220. Bore depth: 13 mBGL. Uses: Observation.
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	2 records found: 63615 and 70559. Bore depths: 15-17 mBGL. Uses: Observation and Unknown.
Surface Water Body	The nearest water body is a dam located approximately 55 m west of the activity area, within the site property boundary.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area.
Watercourse	The nearest watercourse is a drain/channel located approximately 1,930 m west of the activity area. The nearest named watercourse is the Waranga Western Channel, located approximately 2,460 m northwest of the activity area.
1 in 100 Year Flood	There is no 1 in 100 year flood extent overlay present within the activity area outer buffer.
Native Vegetation	There is no native vegetation recorded within the activity area.
Aquatic Groundwater Dependent Ecosystems	No groundwater dependent aquatic ecosystems are recorded within the activity area outer buffer.
Terrestrial Groundwater Dependent Ecosystems	No terrestrial dependent aquatic ecosystems are recorded within the activity area outer buffer.
Surrounding Land - North	Farmland / agriculture

Environmental Details	
Surrounding Land - East	Farmland / agriculture with some vegetation
Surrounding Land - South	Farmland / agriculture
Surrounding Land - West	Farmland / agriculture
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 2500 m south of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No assessment for closed landfill, refer to Stage 1 Report.
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	Low	No action recommended.

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	Medium	Some risk due to unknown use of groundwater in the vicinity. Consider investigating nearby groundwater use, noting that potable use is unlikely due to salinity.
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	Medium	Risk to nearby waterbody, consider risk from surface runoff. Confirm that site stormwater management is appropriate.

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Use Zone (PUZ6)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6)
Zone – Activity Area (RRF)	Public Use Zone (PUZ6)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6)
Overlays – Closed Landfill	No overlays
Overlays – Closed Landfill Buffer	N/A
Overlays – Activity Area (RRF)	No overlays
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	100 m
Surface Water Buffer Source	100 m from surface waters from EPA Publication 1588.1
Activity Area Amenity Buffer Distance	250 m
Activity Area Amenity Buffer Source	250 m amenity buffer for waste transfer station (equivalent to RRC)

Land Use Context	
Surrounding Land Use	The site is surrounded by land that appears to be used for a mix of grazing and cropping uses.
Proximity to Sensitive Zone	TZ, 7,030 m northeast of the landfill extent.

Land Use Context	
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 2300 m south of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There do not appear to be any dwellings or sensitive use buildings within the landfill buffer.
Nearest Non-Sensitive Use Building	There is one non-sensitive building within the property site boundary. The next nearest non-sensitive building appears to be approximately 465 m southwest of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 2 non-sensitive use buildings within the landfill buffer, however 1 of them is within the site property boundary and associated with the RRC.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There do not appear to be any dwellings or sensitive use buildings within the activity area outer buffer.

Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is not located in the area covered by the Lockington Town Structure Plan in Clause 21.09 of the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

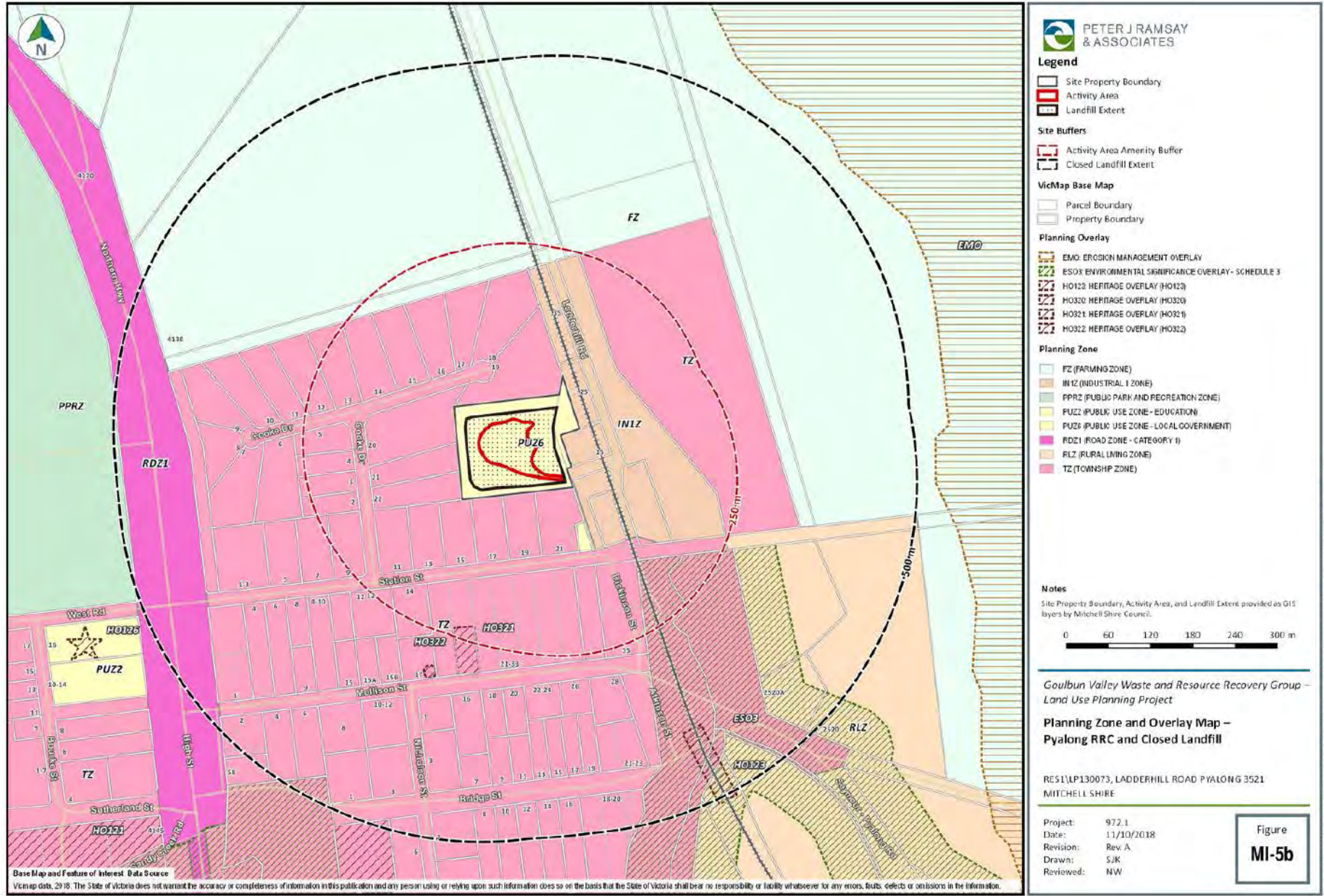
Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.
Appropriateness of Zoning of Land Within Buffer	The surrounding land is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance to the north generally are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit. There are two larger lots to the south west and south east that in theory have potential for subdivision and as-of-right dwellings due to their size.

Planning Assessment	
Ability to Expand Facility Under Zoning of Land Within Buffer	There is good potential to expand in the Farming Zone in all directions, if needed. Industrial uses are allowed in the Farming Zone, subject to permit.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	There are no overlays in the immediate area.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is potential to increase the buffer to support expansion.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Low	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	Apply the Environmental Audit Overlay (EAO).
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS. Identify the RRC facility in Clause 21.08 (Transport and Infrastructure).

PLANNING ZONE WITH RECOMMENDED BUFFERS



Part A: Mt Scobie RRC Site Details

Details	Resource Recovery Centre
Address	479 EVERARD ROAD KYABRAM 3620
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Freehold land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	Not found: licence, amalgamated licence, works approval, audit report.
Scheduled Premises Category	N/A
Facility Type / Category	RRC
Site Features	Drop off location and roofed area. External storage not visible on aerial.
Description	The stockpiles appear to be stored on bare earth. Roads are sealed. There are a number of dams or water storage west of the activity area within the property boundary.
Materials Accepted	household recyclables and residual waste; construction and demolition aggregates, masonry and soils; commercial paper and cardboard; household and commercial waste timber; drumMUSTER collection point.
Hub / Significance	Local significance
Facility Owner/Operator	Campaspe Shire
Rehabilitation Status	N/A



Legend

- Site Property Boundary
- Activity Area
- Site Buffers**
- Activity Area Amenity Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Dam
- Water body
- Road
- Inferred Building Location**
- Non-sensitive Use

Notes

Site Property Boundary and Activity Area provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/12/2017. Source: Nearmap Australia Pty Ltd.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Mt Scobie RRC

479 EVERARD ROAD KYABRAM 3620
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-8a

Base Map and Feature of Interest Data Source

Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Environmental Details	
Lithology Name	Shepparton Formation
Lithology Description	Unconsolidated to poorly consolidated mottled variegated clay, silty clay with lenses of polymictic, coarse to fine sand and gravel; partly modified by pedogenesis, includes intercalated red-brown paleosols. Forms extensive flat alluvial floodplains.
Topography	The activity area is located on a relatively flat floodplain.
Groundwater Depth Beneath Activity Area	5 mBGL
Groundwater Salinity Beneath Activity Area	13,000-35,000 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	No records found.
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	2 records found: 9254 and 9278. Bore depths: Unknown. Uses: Observation.
Surface Water Body	The nearest water body is a dam located within the activity area.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area
Watercourse	The nearest watercourse is a drain/channel located approximately 15 m north of the activity area. The nearest named watercourse is the No.19/9 Channel, located approximately 200 m northwest of the activity area.
1 in 100 Year Flood	The activity area is located within the 1 in 100 year flood extent overlay.
Native Vegetation	There is no native vegetation recorded within the activity area.
Aquatic Groundwater Dependent Ecosystems	No groundwater dependent aquatic ecosystems are recorded within the activity area outer buffer.
Terrestrial Groundwater Dependent Ecosystems	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 7 m east of the activity area.
Surrounding Land - North	Farmland / agriculture

Environmental Details	
Surrounding Land - East	Farmland / agriculture
Surrounding Land - South	Farmland / agriculture
Surrounding Land - West	Farmland / agriculture
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 460 m east of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No assessment for closed landfill, refer to Stage 1 Report.
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	Low	No action recommended.

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	Low	No action recommended.
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	Medium	Minor risk to nearby waterbody, consider risk from surface runoff. Confirm that site stormwater management is appropriate.

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	N/A
Zone – Closed Landfill Buffer	N/A
Zone – Activity Area (RRF)	Public Use Zone (PUZ6)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6)
Overlays – Closed Landfill	N/A
Overlays – Closed Landfill Buffer	N/A
Overlays – Activity Area (RRF)	Floodway Overlay (FO) - part
Overlays – Activity Area Amenity Buffer	Farming Zone (FZ), Public Use Zone - Service and Utility (PUZ1), Farming Zone (FZ), Farming Zone (FZ), Salinity Management Overlay (SMO), Land Subject to Inundation Overlay (LSIO), Floodway Overlay (FO)
Planning Approval	N/A

Buffer Provisions	
Landfill Buffer Distance	N/A
Landfill Buffer Source	N/A
Activity Area Surface Water Buffer	100 m
Surface Water Buffer Source	100 m from surface waters from EPA Publication 1588.1
Activity Area Amenity Buffer Distance	250 m
Activity Area Amenity Buffer Source	250 m amenity buffer for waste transfer station (equivalent to RRC)

Land Use Context	
Surrounding Land Use	The site is surrounded by land that appears to be used for a mix of grazing and cropping uses.
Proximity to Sensitive Zone	LDRZ, 3,880 m east of the activity area.

Land Use Context	
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 460 m east of the activity area.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There do not appear to be any dwellings or sensitive use buildings within the activity area outer buffer.
Nearest Non-Sensitive Use Building	N/A
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	N/A
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There do not appear to be any dwellings or sensitive use buildings within the activity area outer buffer.

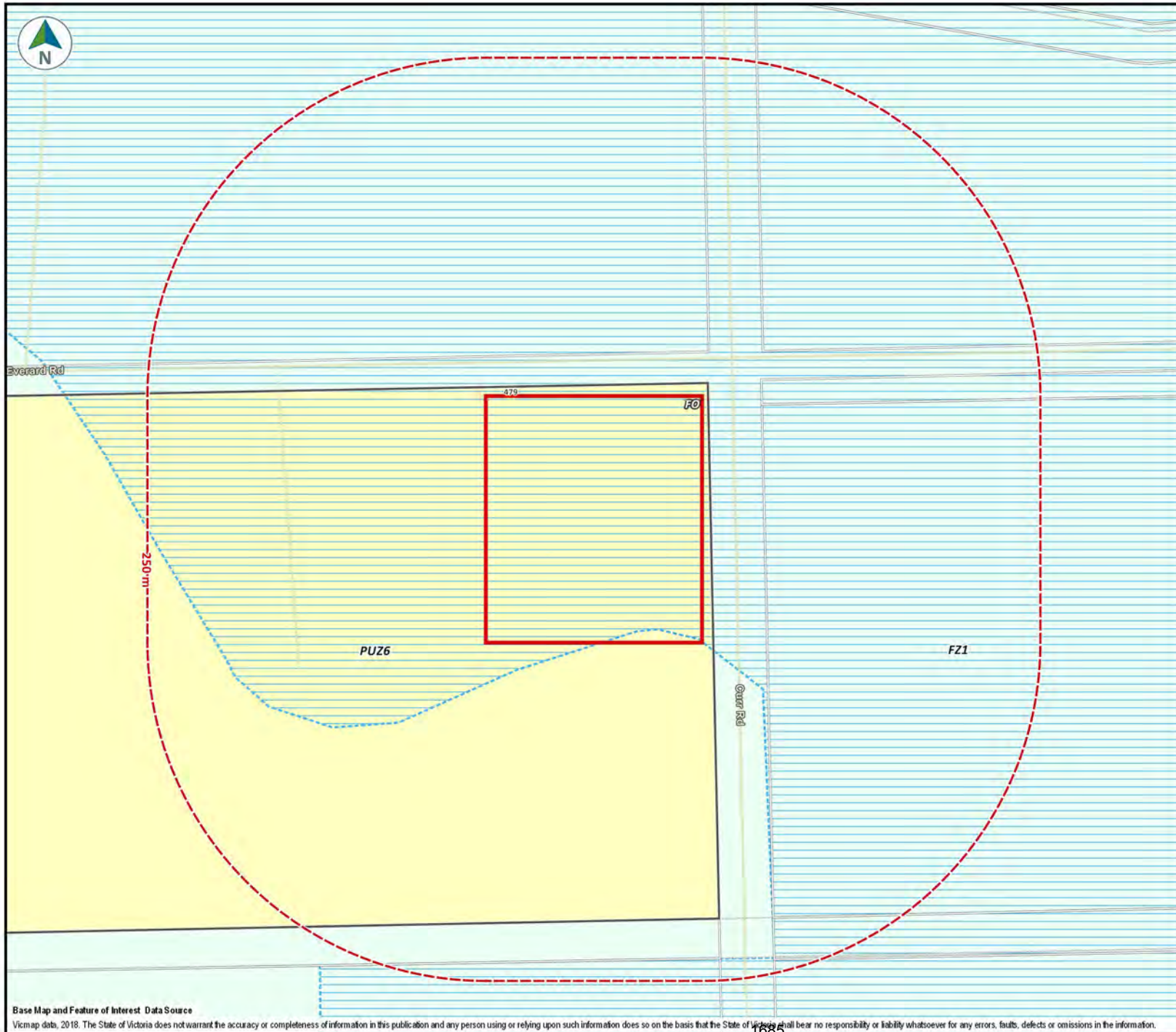
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.
Appropriateness of Zoning of Land Within Buffer	The surrounding land is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 250m buffer distance are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit.
Ability to Expand Facility Under Zoning of Land Within Buffer	There is good potential to expand in the Farming Zone in all directions, if needed. Industrial uses are allowed in the Farming Zone, subject to permit.

Planning Assessment	
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	The watercourse and Floodway Overlay (FO) represent a constraint for the future development of the land in the immediate area.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is potential to increase the buffer to support expansion.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Low	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	No change.
Strategic	Identify the facility in Clause 21.08 (Transport and Infrastructure).



PETER J RAMSAY & ASSOCIATES

- Legend**
- Site Property Boundary
 - Activity Area
- Site Buffers**
- Activity Area Amenity Buffer
- VicMap Base Map**
- Parcel Boundary
 - Property Boundary
- Planning Overlay**
- FO: FLOODWAY OVERLAY
- Planning Zone**
- FZ1 (FARMING ZONE - SCHEDULE 1)
 - PUZ6 (PUBLIC USE ZONE - LOCAL GOVERNMENT)

Notes
 Site Property Boundary and Activity Area provided as GIS layers by Campaspe Shire Council.

Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Mt Scobie RRC

479 EVERARD ROAD KYABRAM 3620
 CAMPASPE SHIRE

Project: 972.1
 Date: 19/12/2018
 Revision: Rev. B
 Drawn: SJK
 Reviewed: NW

Figure
CA-8b

Base Map and Feature of Interest Data Source
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Part A: Rochester RRC Site Details

Details	Resource Recovery Centre
Address	139 HIGH STREET ROCHESTER 3561
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Crown land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	Not found: licence, amalgamated licence, works approval, audit report.
Scheduled Premises Category	N/A
Facility Type / Category	RRC
Site Features	Site appears to be asphalted, a shed is present and no external storage of material is apparent in aerial image.
Description	The activity area consists of an asphalt drop of area.
Materials Accepted	household recyclables and residual waste; construction and demolition aggregates, masonry and soils; commercial paper and cardboard; household and commercial waste timber; drumMUSTER collection point.
Hub / Significance	Local significance
Facility Owner/Operator	Campaspe Shire
Rehabilitation Status	N/A



Legend

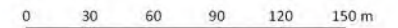
- Site Property Boundary
- Activity Area
- Site Buffers**
- Activity Area Amenity Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Water body
- Road
- Inferred Building Location**
- Dwelling (Sensitive Use)
- Non-sensitive Use

Notes

Site Property Boundary and Activity Area provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/12/2017. Source: Nearmap Australia Pty Ltd.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Rochester RRC

139 HIGH STREET ROCHESTER 3561
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-9a

Base Map and Feature of Interest Data Source

Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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File: K:\OneDrive\Projects\072_MWRRG\Buffer_RA_312\Map\Atlas\Map\GV_MASTER\GV_Atlas_RevB.jpg

Part B: Environmental Risk Assessment

Environmental Details	
Lithology Name	Shepparton Formation
Lithology Description	Unconsolidated to poorly consolidated mottled variegated clay, silty clay with lenses of polymictic, coarse to fine sand and gravel; partly modified by pedogenesis, includes intercalated red-brown paleosols. Forms extensive flat alluvial floodplains.
Topography	The activity area is located on a relatively flat floodplain.
Groundwater Depth Beneath Activity Area	5 mBGL
Groundwater Salinity Beneath Activity Area	500-1,000 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	No records found.
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	4 records found: WRK9542221, 89604, 89610, and 89611. Bore depths: 8-89 mBGL. Uses: Domestic and Stock and Unknown.
Surface Water Body	The nearest water body is a dam located approximately 270 m southeast of the activity area.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area.
Watercourse	The nearest watercourse is the Campaspe River, located approximately 45 m southwest of the activity area.
1 in 100 Year Flood	The activity area is located within the 1 in 100 year flood extent overlay.
Native Vegetation	Native vegetation recorded with geographic occurrence of Common, and bioregional conservation status of Endangered is present around the western and southern edges of the activity area.
Aquatic Groundwater Dependent Ecosystems	Unclassified aquatic groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 230 m west of the activity area.
Terrestrial Groundwater Dependent Ecosystems	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is inside the southwestern part of the activity area.
Surrounding Land - North	Farmland / agriculture
Surrounding Land - East	Rural with some residences

Environmental Details	
Surrounding Land - South	Residential / industrial
Surrounding Land - West	Bushland
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 40 m south of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	Extreme	Site operations including storage of waste is likely to generate odour. Multiple sensitive receptors exist within the recommended buffer from the activity area for the RRC. Monitor for conflict between RRC and nearby residential land use. Avoid expansion of RRC operation or introduction of new sensitive receptors. Existing land uses unlikely to be compatible in the long-term. In the event of conflict; consider site-specific mitigation measures or use of alternative facilities.
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	High	Some site operations may generate noise and vibration, uncertain if crushing or processing occurs at the site. A number of sensitive receptors exist within the recommended buffer from the activity area of the RRC. Monitor for conflict between RRC and nearby residential land use. In the event of conflict, consider site-specific mitigation measures.
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No assessment for closed landfill, refer to Stage 1 Report.
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	High	Site operations including storage of waste is likely to generate litter and visual impact. A number of residential receptors exist within the recommended buffer from the activity area for the RRC. Existing mitigation measures including perimeter fencing and housekeeping appear appropriate from aerial photography.

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	Extreme	Bores within the investigation area identified for domestic use and salinity would allow use for human consumption. Potential for leachate from uncovered stockpiles of material. Recommend a site specific risk assessment.
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	Medium	No action recommended

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	N/A
Zone – Closed Landfill Buffer	N/A
Zone – Activity Area (RRF)	Public Use Zone (PUZ6)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 2 (FZ2), General Residential Zone (GRZ), Industrial 1 Zone (IN1Z), Low Density Residential Zone (LDRZ), Public Conservation and Resource Zone (PCRZ), Public Use Zone - Local Government (PUZ6), Urban Floodway Zone (UFZ)
Overlays – Closed Landfill	N/A
Overlays – Closed Landfill Buffer	N/A
Overlays – Activity Area (RRF)	Land Subject to Inundation Overlay (LSIO)
Overlays – Activity Area Amenity Buffer	Floodway Overlay (FO), Land Subject to Inundation Overlay (LSIO)
Planning Approval	N/A

Buffer Provisions	
Landfill Buffer Distance	N/A
Landfill Buffer Source	N/A
Activity Area Surface Water Buffer	100 m
Surface Water Buffer Source	100 m from surface waters from EPA Publication 1588.1
Activity Area Amenity Buffer Distance	250 m
Activity Area Amenity Buffer Source	250 m amenity buffer for waste transfer station (equivalent to RRC)

Land Use Context	
Surrounding Land Use	The site is located at the northern fringe of Rochester Township and is surrounded by a mix of uses: Farming Zoned land consisting of small vacant lots and two dwellings to the east, grazing land to the north, partially developed General Residential and Low Density Residential zoned land to the south and west and established industrial land further to the south. The industrial area contains a mix of industrial use and dwellings. The Campaspe River to the west is a major feature of the broader area.
Proximity to Sensitive Zone	GRZ, adjacent to the western and southern extents of the activity area.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 40 m south of the activity area.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 12 residential dwellings within the activity area outer buffer.
Nearest Non-Sensitive Use Building	N/A
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	N/A
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There appear to be 12 residential dwellings within the activity area outer buffer.

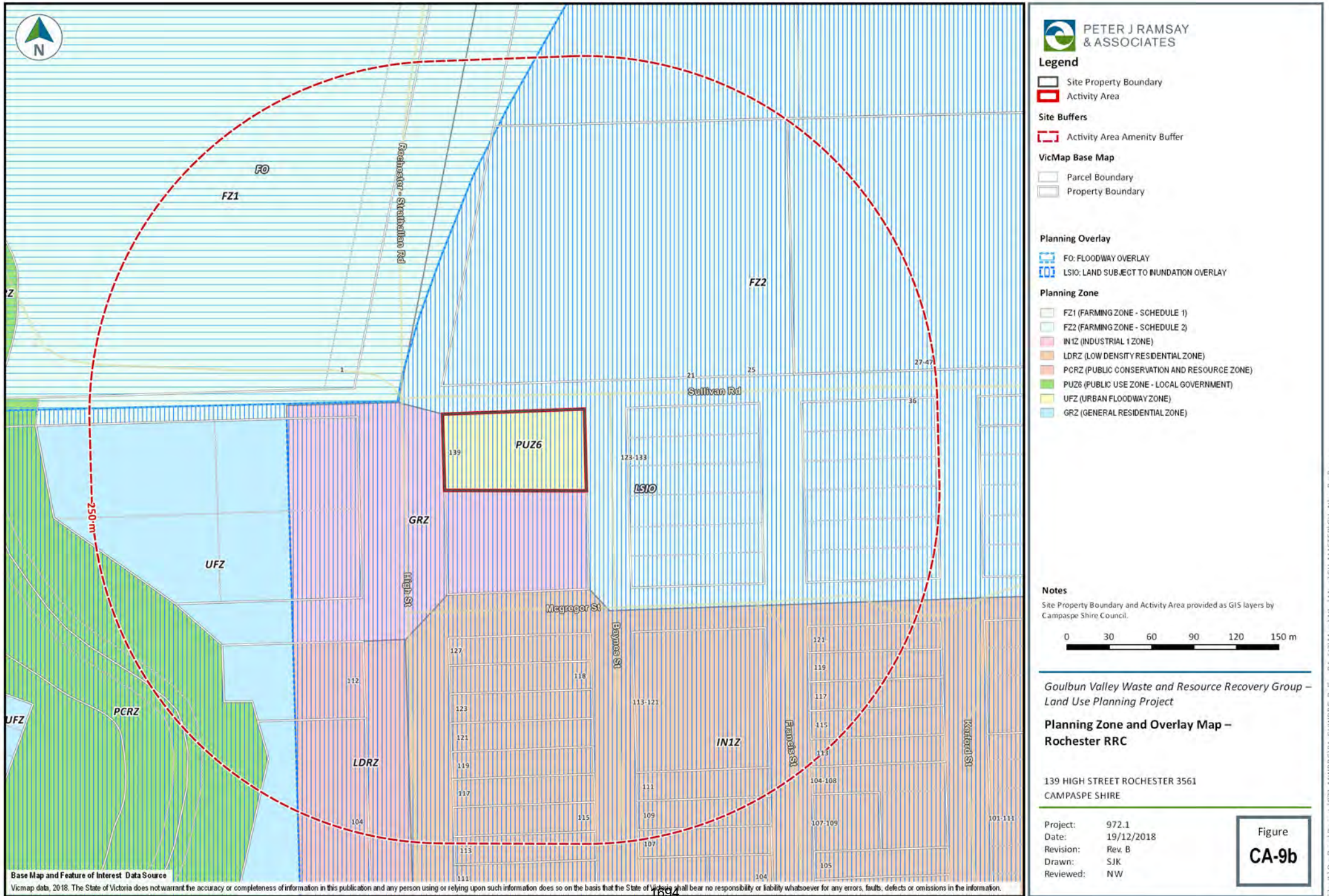
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is located in the area covered by the Rochester Town Structure Plan in Clause 21.09 of the MSS in an area where Council has identified the need to review the industrial zoning of the area. Clause 21.09-3 states that "the industrial precinct at the northern gateway of the town has sensitive interfaces with different land uses and needs a stronger level of development control"
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No

Planning Assessment	
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.
Appropriateness of Zoning of Land Within Buffer	The largely undeveloped General Residential Zoned land to the west and south of the facility is the most problematic issue for the facility. This precinct contains several dwellings, yet abuts the transfer station and an industrial zone. Further investigation with Council is required to understand levels of development activity in this area, and strategic issues around conflicting interfaces. The small lots in the Farming Zone to the west also represent a risk to the facility, although they appear to be in common ownership and a planning permit would be required for new dwellings on these lots. Land in this area may not be connected to sewerage, which is a development constraint.
Ability to Expand Facility Under Zoning of Land Within Buffer	There may be potential to expand in the Farming Zone to the north, if needed. Industrial uses are allowed in the Farming Zone, subject to permit. There is limited potential to expand in all other directions due to the existence of dwellings.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	The LSIO represents a constraint for the future development of the land in the immediate area.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	The recommendation in Clause 23.09-3 of the MSS to review the industrial zoning of the area represents a risk to the facility.
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is limited potential to increase the buffer to support expansion.

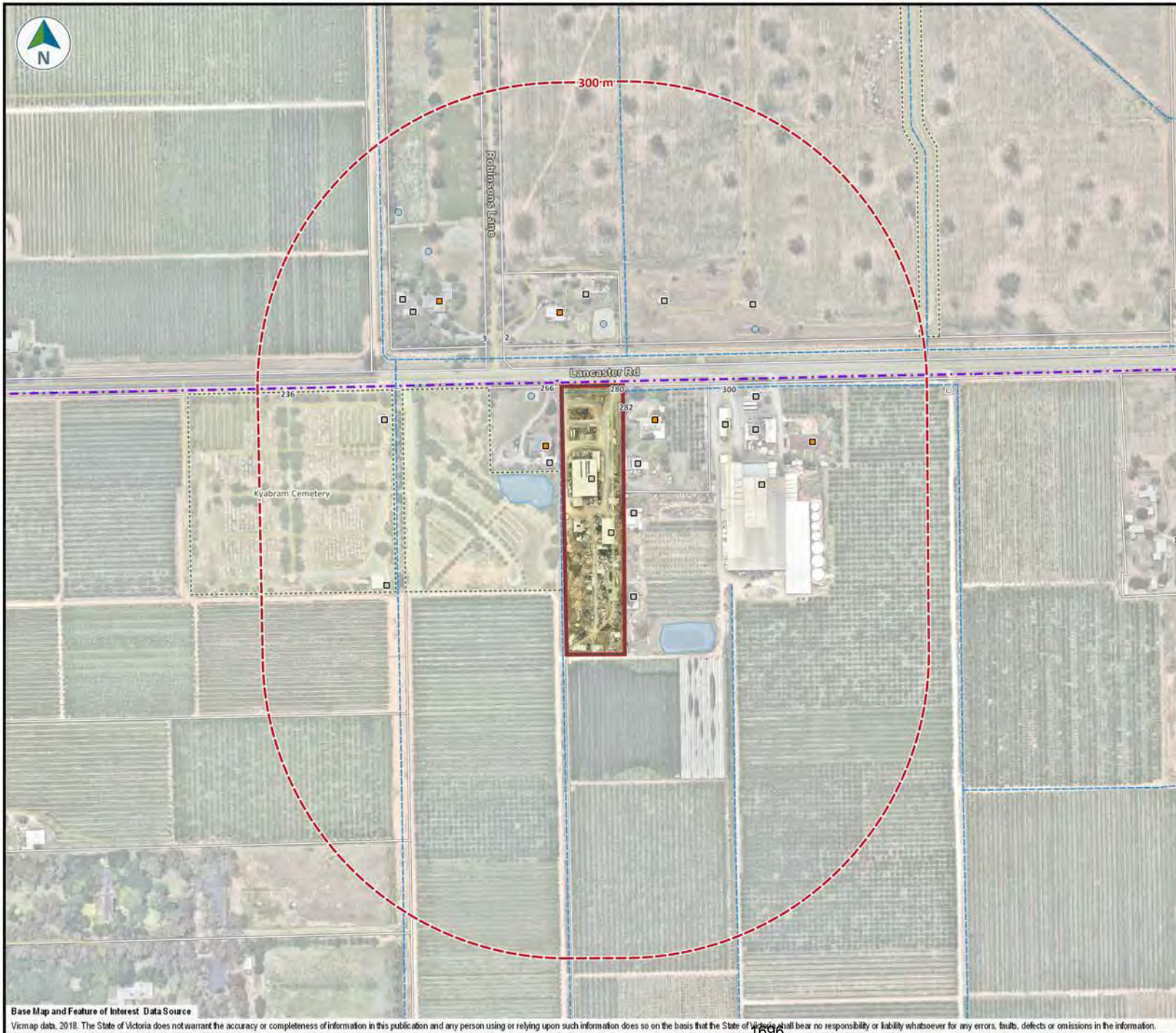
Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	High	Investigate old landfill in GRZ land to the west.
Risk of Future Additional Encroachment	High	Investigate old landfill in GRZ land to the west.

Planning Scheme Recommendations	
Zones	No change.
Overlays	No change.
Strategic	Engage with Council to identify how the strategic directions in Clause 21.09-3 may affect the surrounding land uses and future integrity of the buffer.



Part A: RPM Pipe Site Details

Details	Resource Recovery Centre
Address	280 LANCASTER ROAD KYABRAM 3620
Municipality	Campaspe Shire
Landowner	Private
Land Status and Tenure	Freehold land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	Not found: licence, amalgamated licence, works approval, audit report.
Scheduled Premises Category	N/A
Facility Type / Category	Reprocessor - plastics
Site Features	The activity area contains a shed which appears to be used for processing. Material is stored in loose stockpiles across the activity area.
Description	Material is stored in loose open stockpiles in the south of the activity area. The activity area is contains a number of sheds.
Materials Accepted	Plastics - HDPE and polypropylene
Hub / Significance	Unclassified WRR facilities
Facility Owner/Operator	Recycled Plastic Pipe Manufacturers
Rehabilitation Status	N/A



Legend

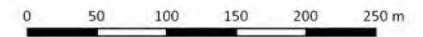
- Site Property Boundary
- Activity Area
- Site Buffers**
- Activity Area Amenity Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Dam
- Water body
- Road
- Inferred Building Location**
- Dwelling (Sensitive Use)
- Non-sensitive Use
- VicMap 'Features of Interest' Line**
- Power Sub Transmission Line
- VicMap 'Features of Interest' Area

Notes

Site Property Boundary and Activity Area provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/12/2017. Source: Nearmap Australia Pty Ltd.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – RPM Pipe

280 LANCASTER ROAD KYABRAM 3620
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-10a

Base Map and Feature of Interest Data Source

Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part B: Environmental Risk Assessment

Environmental Details	
Lithology Name	Shepparton Formation
Lithology Description	Unconsolidated to poorly consolidated mottled variegated clay, silty clay with lenses of polymictic, coarse to fine sand and gravel; partly modified by pedogenesis, includes intercalated red-brown paleosols. Forms extensive flat alluvial floodplains
Topography	The activity area is located on a relatively flat floodplain.
Groundwater Depth Beneath Activity Area	5 mBGL
Groundwater Salinity Beneath Activity Area	1,000-3,500 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	No records found.
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	15 records found: 112942, 116087, 3171, 3172, 3174, 3175, 42819, 73574, 73619, 95706, WRK951149, WRK951150, WRK951151, WRK951152, and WRK951153. Bore depths: 6-21 mBGL. Uses: Domestic, Investigation, Observation, and Unknown.
Surface Water Body	The nearest water body is a dam located approximately 15 m west of the activity area.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area
Watercourse	The nearest watercourse is a drain/channel located inside the northern edge of the activity area. The nearest named watercourse is the No. 8 Channel located approximately 550 m east of the activity area.
1 in 100 Year Flood	There is no 1 in 100 year flood extent overlay present within the activity area outer buffer.
Native Vegetation	Native vegetation recorded with geographic occurrence of Common, and bioregional conservation status of Endangered is present around the northern edge of the activity area.
Aquatic Groundwater Dependent Ecosystems	No groundwater dependent aquatic ecosystems are recorded within the activity area buffer.
Terrestrial Groundwater Dependent Ecosystems	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area buffer. The nearest is inside the northern edge of the activity area.
Surrounding Land - North	Rural with some residences

Environmental Details	
Surrounding Land - East	Residential / industrial then agriculture
Surrounding Land - South	Agricultural
Surrounding Land - West	Residence adjacent, cemetery then agriculture
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 15 m west of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	Medium	Potential odour generation from stockpiled material. Residential receptors located in close proximity to activity area.
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	Medium	Potential noise generation from site activities. Residential receptors located in close proximity to activity area.
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No assessment for closed landfill, refer to Stage 1 Report.
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	Medium	Potential litter generation from stockpiled material. Nearby residential receptors and cemetery east of the activity area. Consider mitigation measures such as fencing to contain litter in the event of litter complaints.

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	High	Bores within the investigation area identified for domestic use and salinity would allow use for human consumption. Potential for leachate from uncovered stockpiles of material. Recommend considering a site specific risk assessment.
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	Medium	Risk to nearby irrigation channels, consider risk from surface runoff. Recommend that site stormwater management is appropriate.

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	N/A
Zone – Closed Landfill Buffer	N/A
Zone – Activity Area (RRF)	Farming Zone (FZ1)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 2 (FZ2), Farming Zone - Schedule 2 (FZ2), Public Use Zone - Cemetery/Crematorium (PUZ5), Road Zone - Category 1 (RDZ1), Rural Living Zone - Schedule 1 (RLZ1)
Overlays – Closed Landfill	N/A
Overlays – Closed Landfill Buffer	N/A
Overlays – Activity Area (RRF)	No overlays
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	N/A

Buffer Provisions	
Landfill Buffer Distance	N/A
Landfill Buffer Source	N/A
Activity Area Surface Water Buffer	300 m
Surface Water Buffer Source	Temporary storage of industrial waste, Clause 52.10 of Campaspe planning scheme.
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site is surrounded by small lot agricultural land, including dwellings and a produce packaging warehouse, to the north and east. There are horticultural uses to the north west and a cemetery lies to the west. Undeveloped Rural Living zoned land lies to the south west.

Land Use Context	
Proximity to Sensitive Zone	RLZ1, 50 m west of the activity area.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 15 m west of the activity area.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 5 residential dwellings within the activity area outer buffer.
Nearest Non-Sensitive Use Building	N/A
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	N/A
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There appear to be 5 residential dwellings within the activity area outer buffer.

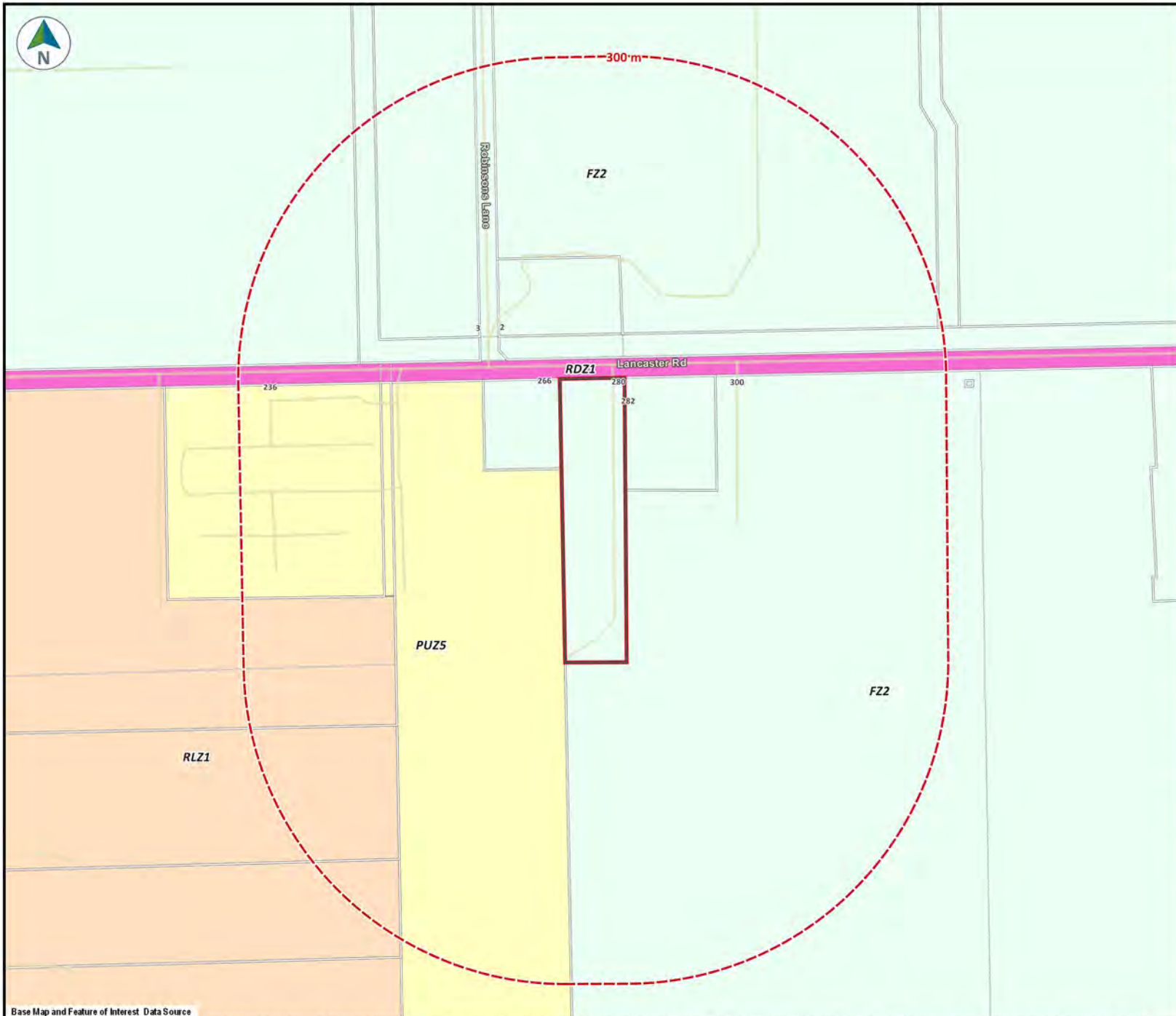
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is located in the area covered by the Kyabram Town Structure Plan in Clause 21.09 of the MSS in an area where Council has identified the need to 'protect agriculture'.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.
Appropriateness of Zoning of Land Within Buffer	The surrounding land to the north west is zoned Farming Zone (FZ2) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 40 hectares and a dwelling permit trigger of 40 hectares. The surrounding lots have sizes less than 40 hectares, which means they have no further subdivision potential and dwellings would require a planning permit. Likewise, a permit would be required for a dwelling on the RLZ zoned land to the south west as the lots are less than 8ha in size.

Planning Assessment	
Ability to Expand Facility Under Zoning of Land Within Buffer	There may be potential to expand in the Farming Zone to the north, or east, although existing dwellings would be a constraint. Industrial uses are allowed in the Farming Zone, subject to permit.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	There are no overlays in the immediate area.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	Recognition of the need to support agriculture in the area is positive for the preservation of the buffer.
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is some potential to increase the buffer to support expansion, although this could be limited by the Rural Living Zone to the south west.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	High	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Medium	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	No change.
Strategic	Engage with Council to identify whether any future strategic planning work may affect the area.



Legend

- Site Property Boundary
- Activity Area

Site Buffers

- Activity Area Amenity Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Zone

- FZ2 (FARMING ZONE - SCHEDULE 2)
- PUZ5 (PUBLIC USE ZONE - CEMETERY/CREMATORIUM)
- RDZ1 (ROAD ZONE - CATEGORY 1)
- RLZ1 (RURAL LIVING ZONE - SCHEDULE 1)

Notes

Site Property Boundary and Activity Area provided as GIS layers by Campaspe Shire Council.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – RPM Pipe

280 LANCASTER ROAD KYABRAM 3620
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-10b

Base Map and Feature of Interest Data Source

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Part A: Rushworth RRC and Closed Landfill Site Details

Details	Closed Landfill	Resource Recovery Centre
Address	216 NINE MILE ROAD RUSHWORTH 3612	216 NINE MILE ROAD RUSHWORTH 3612
Municipality	Campaspe Shire	Campaspe Shire
Landowner	Campaspe Shire	Campaspe Shire
Land Status and Tenure	Freehold land	Freehold land
Complaints Received by Council	No	No
EPA Approval Number	N/A	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A	Not found: licence, amalgamated licence, works approval, audit report.
Scheduled Premises Category	N/A	N/A
Facility Type / Category	RRC on Closed landfill	RRC on Closed landfill
Site Features	Open space on former landfill.	The activity area does not contain obvious features. There appear to be a number of storage bays in which material is held.
Description	Grassy clearing.	The surface appears to be grassed and is surrounded by a vegetated area.
Materials Accepted	Putrescible, solid inert waste.	household recyclables and residual waste construction and demolition aggregates, masonry and soils commercial paper and cardboard household and commercial waste timber.
Hub / Significance	Closed landfill	Local significance
Facility Owner/Operator	Campaspe Shire	Campaspe Shire
Rehabilitation Status	Rehabilitation completed	N/A



Legend

- Site Property Boundary
- Activity Area
- Landfill Extent
- Site Buffers**
- Activity Area Amenity Buffer
- Closed Landfill Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Stream
- Dam
- Water body
- Road
- Inferred Building Location**
- Dwelling (Sensitive Use)
- Non-sensitive Use

Notes

Site Property Boundary, Activity Area, and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/11/2016. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

**Site Locality Map –
Rushworth RRC and Closed Landfill**

216 NINE MILE ROAD RUSHWORTH 3612
CAMPASPE SHIRE

Project:	972.1
Date:	19/12/2018
Revision:	Rev. B
Drawn:	SJK
Reviewed:	NW

Figure
CA-11a

Base Map and Feature of Interest Data Source
Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Environmental Details	
Lithology Name	Waranga Formation
Lithology Description	Marine deposits: turbidite sandstone beds interbedded with bioturbated siltstones; some conglomerate. In an upward-fining succession of units.
Topography	The activity area is generally flat, although the surrounding land slopes gently to the west.
Groundwater Depth Beneath Activity Area	5 mBGL
Groundwater Salinity Beneath Activity Area	13,000-35,000 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	No records found.
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	No records found.
Surface Water Body	The nearest water body is a dam located approximately 70 m southwest of the activity area.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area
Watercourse	The nearest watercourse is Billy Buttons Gully, located approximately 20 m south of the activity area.
1 in 100 Year Flood	There is no 1 in 100 year flood extent overlay present within the activity area outer buffer.
Native Vegetation	Native vegetation recorded with geographic occurrence of Common, and bioregional conservation status of Depleted or Vulnerable are present around the edges of the activity area.
Aquatic Groundwater Dependent Ecosystems	High potential aquatic groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 10 m south of the activity area.
Terrestrial Groundwater Dependent Ecosystems	Moderate and High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is inside the southern part of the activity area.
Surrounding Land - North	Bushland

Environmental Details	
Surrounding Land - East	Bushland with some residences
Surrounding Land - South	Bushland with some residences
Surrounding Land - West	Bushland with some residences
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 280 m southwest of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No assessment for closed landfill, refer to Stage 1 Report.
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	Low	No action recommended.

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	Medium	High potential groundwater dependent ecosystem with potential endangered vegetation within activity area. Consider site specific investigation into ecological risk due to groundwater impact.
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	Medium	The nearest watercourse is located 20 m south of the activity area. Recommend that site stormwater management is appropriate.

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Use Zone (PUZ6)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Public Conservation and Resource Zone (PCRZ), Public Use Zone - Local Government (PUZ6)
Zone – Activity Area (RRF)	Public Use Zone (PUZ6)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6)
Overlays – Closed Landfill	Bushfire Management Overlay (BMO)
Overlays – Closed Landfill Buffer	Design and Development Overlay - Schedule 9 (DDO9), Design and Development Overlay - Schedule 9 (DDO9), Land Subject to Inundation Overlay (LSIO), Land Subject to Inundation Overlay (LSIO), Bushfire Management Overlay (BMO)
Overlays – Activity Area (RRF)	Bushfire Management Overlay (BMO)
Overlays – Activity Area Amenity Buffer	Floodway Overlay (FO), Land Subject to Inundation Overlay (LSIO), Bushfire Management Overlay (BMO)
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	100 m
Surface Water Buffer Source	100 m from surface waters from EPA Publication 1588.1
Activity Area Amenity Buffer Distance	250 m
Activity Area Amenity Buffer Source	250 m amenity buffer for waste transfer station (equivalent to RRC)

Land Use Context	
Surrounding Land Use	The site is surrounded by land that appears to be used for a mix of hobby farms and rural living uses. Most of the land is vegetated, which would limit its use for agriculture.

Land Use Context	
Proximity to Sensitive Zone	TZ, 1,240 m northeast of the landfill extent.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 315 m southwest of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 7 residential dwellings within the landfill buffer.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 335 m southeast of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 9 non-sensitive buildings within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There appear to be 7 residential dwellings within the activity area outer buffer.

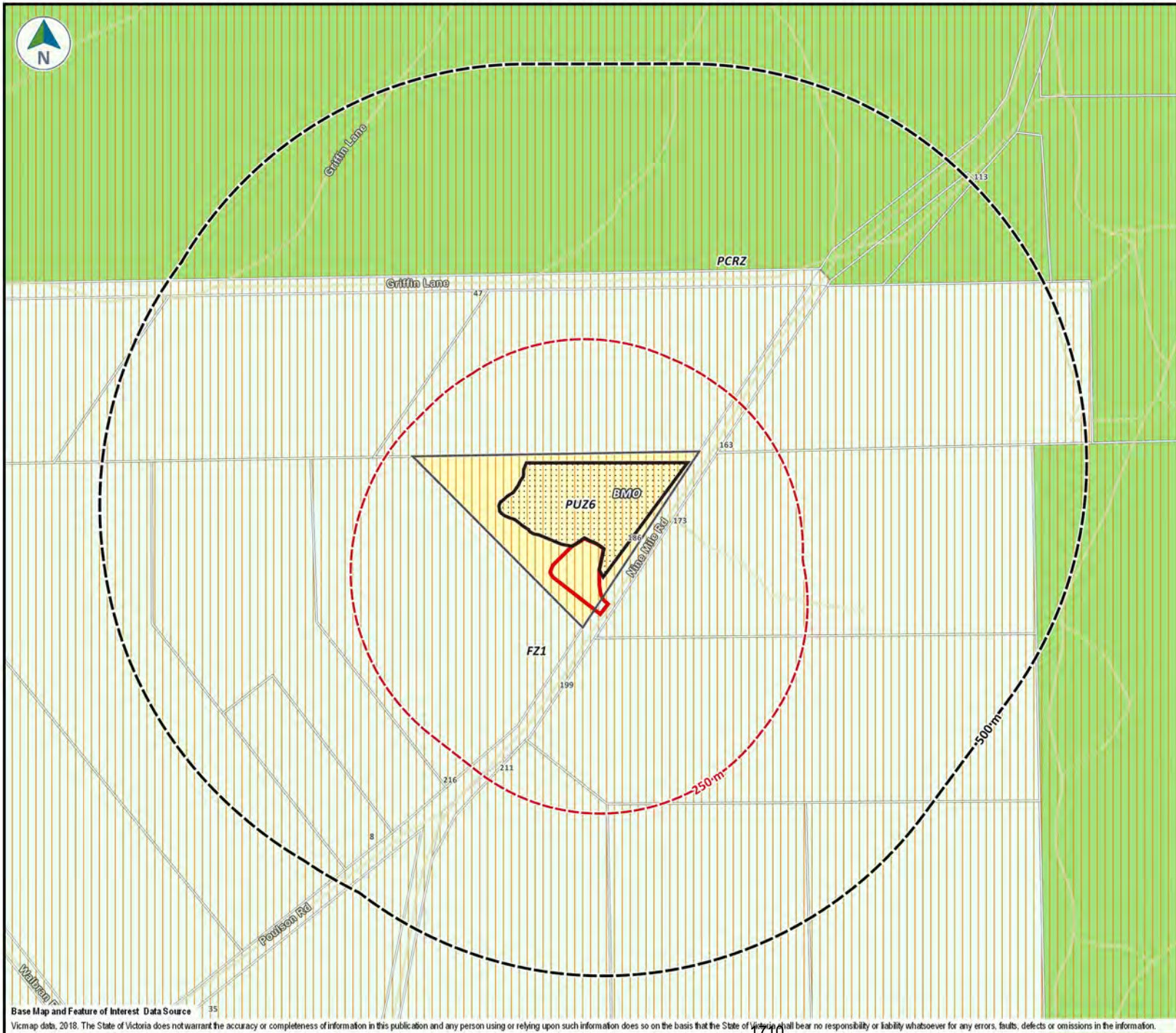
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is located in the area covered by the Rushworth Town Structure Plan in Clause 21.09 of the MSS, although the site and use are not identified in any way.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.
Appropriateness of Zoning of Land Within Buffer	The surrounding land is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit.

Planning Assessment	
Ability to Expand Facility Under Zoning of Land Within Buffer	There may be potential to expand in the Farming Zone adjacent to the site, although existing dwellings would be a constraint. Industrial uses are allowed in the Farming Zone, subject to permit.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	The Bushfire Management Overlay (BMO) represents a potential constraint to the expansion of the facility as the BMO requires planning approval for industrial uses.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is some potential to increase the buffer to support expansion, although this could be limited by the existing dwellings in the area

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	High	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Medium	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	Apply the Environmental Audit Overlay (EAO).
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.



PETER J RAMSAY & ASSOCIATES

Legend

- Site Property Boundary
- Activity Area
- Landfill Extent

Site Buffers

- Activity Area Amenity Buffer
- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

- BMO: BUSHFIRE MANAGEMENT OVERLAY

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)
- PCRZ (PUBLIC CONSERVATION AND RESOURCE ZONE)
- PUZ6 (PUBLIC USE ZONE - LOCAL GOVERNMENT)

Notes

Site Property Boundary, Activity Area, and Landfill Extent provided as GIS layers by Campaspe Shire Council.

0 60 120 180 240 300 m

Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Rushworth RRC and Closed Landfill

216 NINE MILE ROAD RUSHWORTH 3612
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

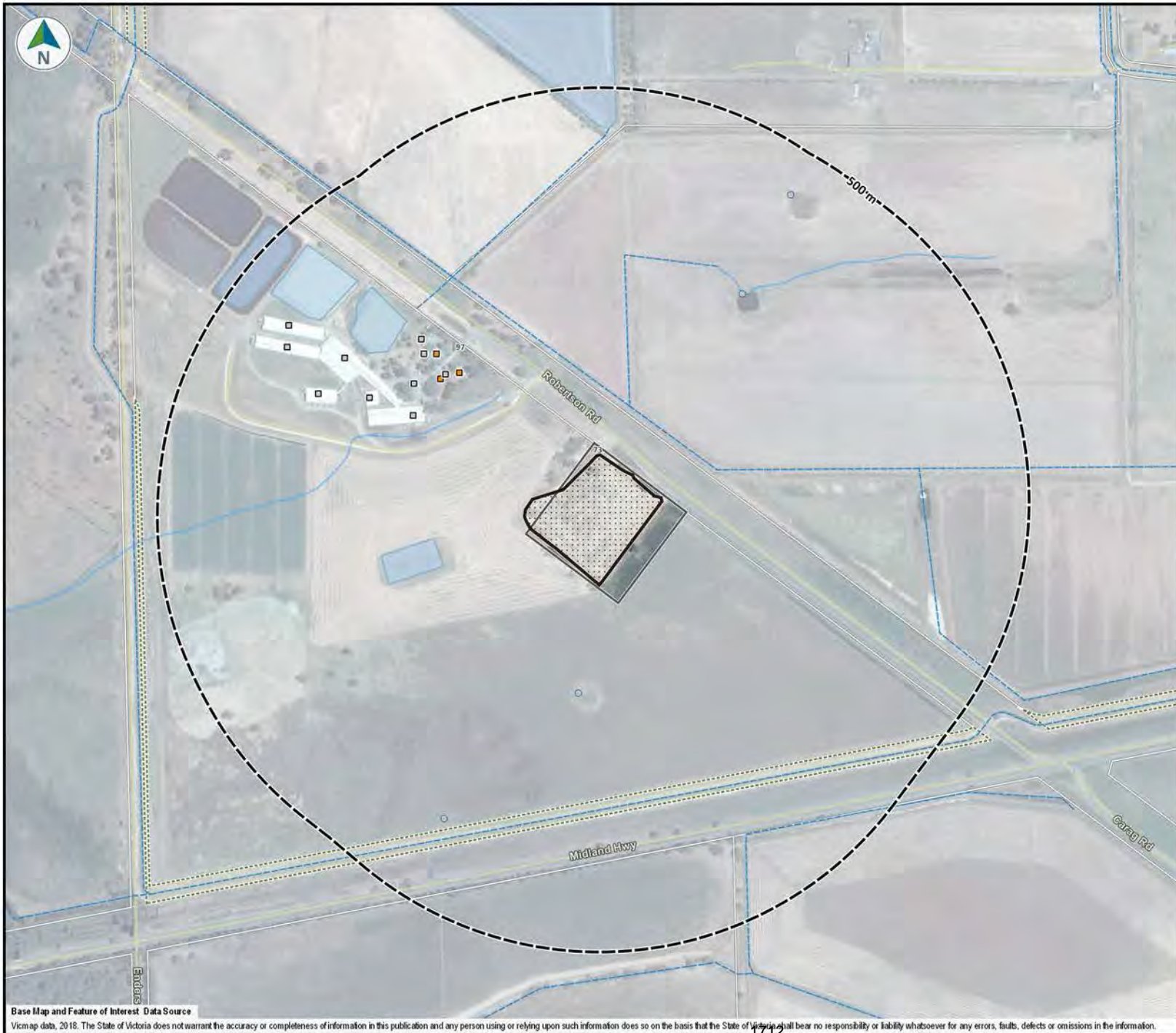
Figure
CA-11b

Base Map and Feature of Interest Data Source: Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part A: Stanhope Closed Landfill Site Details

Details	Closed Landfill
Address	73 ROBERTSON ROAD CARAG CARAG 3623
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Freehold land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A
Scheduled Premises Category	N/A
Facility Type / Category	Closed landfill
Site Features	No features of the former landfill remain.
Description	The former landfill is a grassed area.
Materials Accepted	Putrescible, solid inert waste.
Hub / Significance	Closed landfill
Facility Owner/Operator	Campaspe Shire
Rehabilitation Status	Rehabilitation completed



Legend

- Site Property Boundary
- Landfill Extent
- Site Buffers**
- Closed Landfill Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Stream
- Dam
- Water body
- Road
- Inferred Building Location**
- Dwelling (Sensitive Use)
- Non-sensitive Use
- VicMap 'Features of Interest' Area

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/11/2016. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Stanhope Closed Landfill

73 ROBERTSON ROAD CARAG CARAG 3623
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-12a

Base Map and Feature of Interest Data Source

Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Use Zone (PUZ6)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6), Road Zone - Category 1 (RDZ1)
Zone – Activity Area (RRF)	N/A
Zone – Activity Area Amenity Buffer	N/A
Overlays – Closed Landfill	Floodway Overlay (FO) - Part
Overlays – Closed Landfill Buffer	Floodway Overlay (FO), Land Subject to Inundation Overlay (LSIO)
Overlays – Activity Area (RRF)	N/A
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	N/A
Surface Water Buffer Source	N/A
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site is surrounded by land that appears to be used for a mix of grazing and cropping uses. There is a poultry farm or intensive animal industry within the 500m buffer distance to the north west. This site includes several dwellings, which appear to be associated with the animal business.
Proximity to Sensitive Zone	TZ, 7,300 m east of the landfill extent.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 200 m northwest of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 3 residential dwellings within the landfill buffer.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 180 m northwest of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 11 non-sensitive buildings within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	N/A

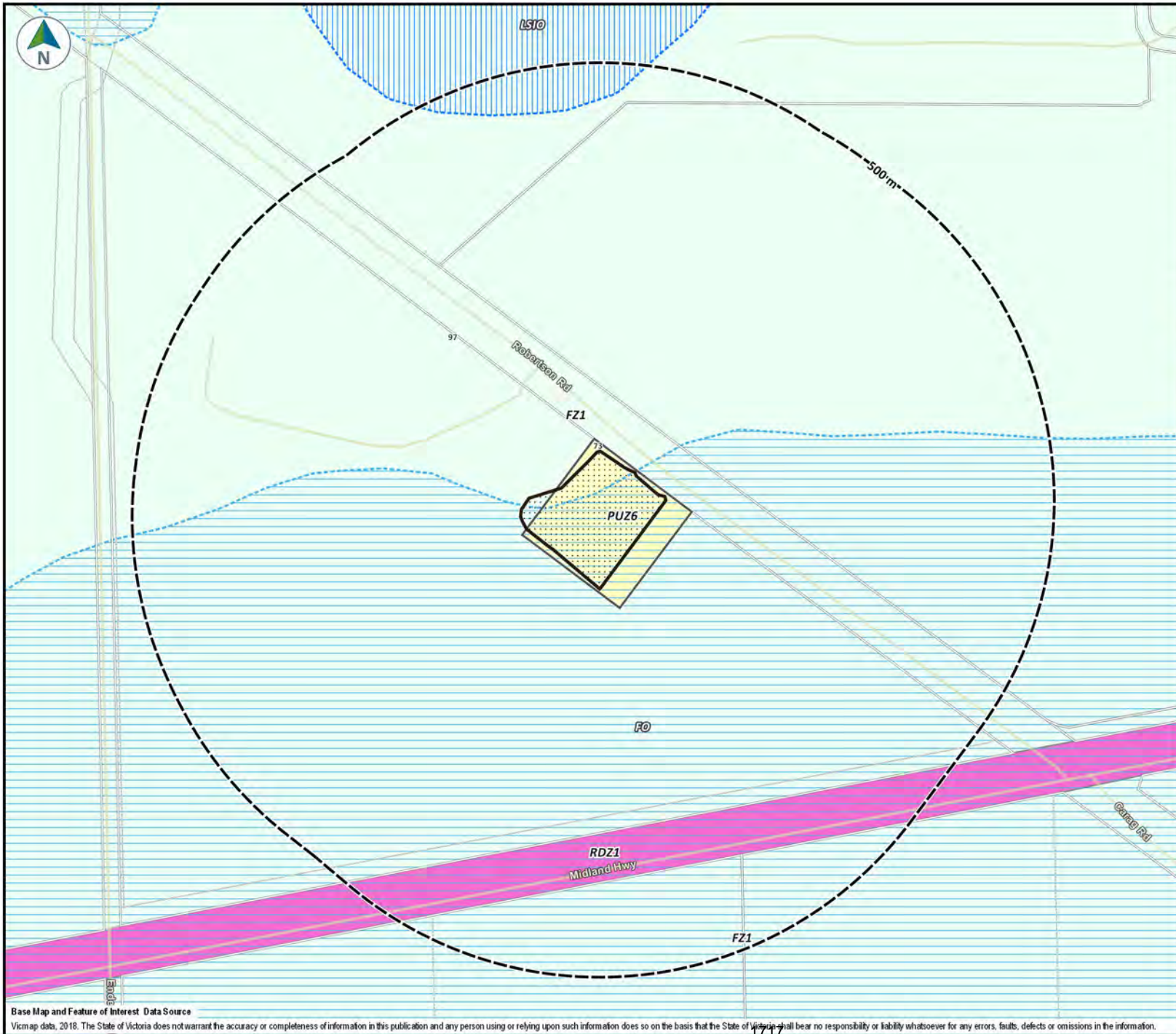
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is not located in the area covered by the Stanhope Town Structure Plan in Clause 21.09 of the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed, although it is noted that the closed landfill encroaches onto the adjoining land that is zoned Farming.

Planning Assessment	
Appropriateness of Zoning of Land Within Buffer	The surrounding land is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance are less than 80 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit.
Ability to Expand Facility Under Zoning of Land Within Buffer	Not relevant for a closed landfill.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	Not relevant for a closed landfill.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	Not relevant for a closed landfill.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Medium	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	Apply the Environmental Audit Overlay (EAO).
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.



Legend

- Site Property Boundary
- Landfill Extent

Site Buffers

- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

- FO: FLOODWAY OVERLAY
- LSIO: LAND SUBJECT TO INUNDATION OVERLAY

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)
- PUZ6 (PUBLIC USE ZONE - LOCAL GOVERNMENT)
- RDZ1 (ROAD ZONE - CATEGORY 1)

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Stanhope Closed Landfill

73 ROBERTSON ROAD CARAG CARAG 3623
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-12b

Base Map and Feature of Interest Data Source

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Part A: Tennyson Closed Landfill Site Details

Details	Closed Landfill
Address	1459 KEANE ROAD LOCKINGTON 3563
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Freehold land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A
Scheduled Premises Category	N/A
Facility Type / Category	Closed landfill
Site Features	No features remain of the former landfill.
Description	The site is vegetated with grass, trees and shrubs and is surrounded by agricultural use.
Materials Accepted	Putrescible, solid inert waste.
Hub / Significance	Closed landfill
Facility Owner/Operator	Campaspe Shire
Rehabilitation Status	Rehabilitation completed



Legend

- Site Property Boundary
- Landfill Extent
- Site Buffers**
- Closed Landfill Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Dam
- Road

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/11/2016. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Tennyson Closed Landfill

1459 KEANE ROAD LOCKINGTON 3563
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-13a

Base Map and Feature of Interest Data Source

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Farming Zone (FZ1)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6), Road Zone - Category 1 (RDZ1), Farming Zone - Schedule 1 (FZ1)
Zone – Activity Area (RRF)	N/A
Zone – Activity Area Amenity Buffer	N/A
Overlays – Closed Landfill	No overlays
Overlays – Closed Landfill Buffer	N/A
Overlays – Activity Area (RRF)	N/A
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	N/A
Surface Water Buffer Source	N/A
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site is surrounded by land that appears to be used for a mix of grazing and cropping uses.

Land Use Context	
Proximity to Sensitive Zone	TZ, 5,150 m northesat of the landfill extent.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 1600 m north of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There do not appear to be any dwellings or sensiive use buildings within the landfill buffer.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 545 m southeast of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There do not appear to be any non-sensiive use buildings within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	N/A

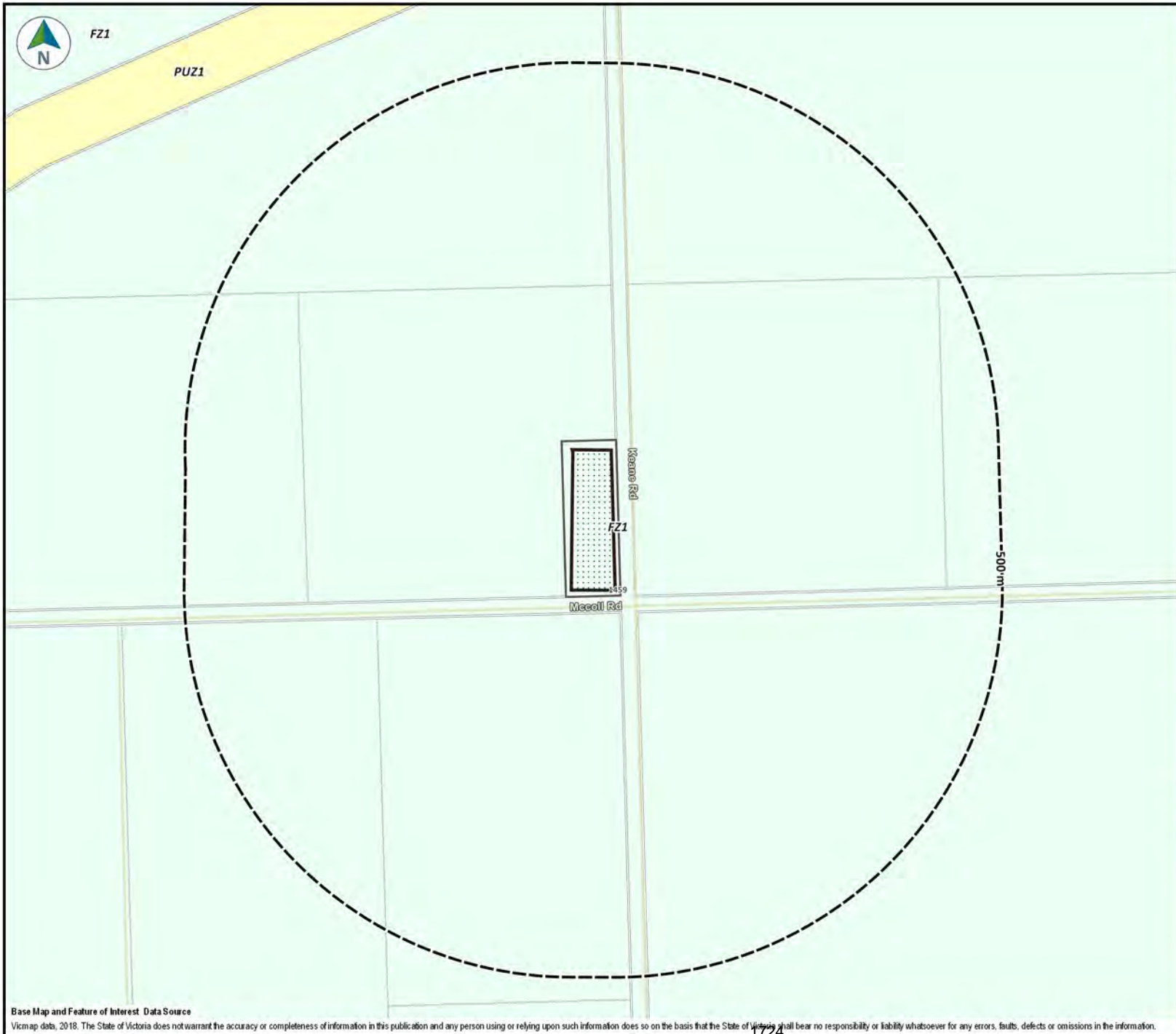
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is not located in the area covered by the Lockington Town Structure Plan in Clause 21.09 of the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The Farming Zone is not an ideal zone for the site.
Appropriateness of Zoning of Land Within Buffer	The surrounding land is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit.

Planning Assessment	
Ability to Expand Facility Under Zoning of Land Within Buffer	Not relevant for a closed landfill.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	Not relevant for a closed landfill.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	Not relevant for a closed landfill.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Low	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	Rezone to Public Use Zone (PUZ6).
Overlays	Apply the Environmental Audit Overlay (EAO).
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.



Legend

- Site Property Boundary
- Landfill Extent

Site Buffers

- Closed Landfill Buffer

VicMap Base Map

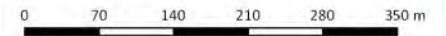
- Parcel Boundary
- Property Boundary

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Tennyson Closed Landfill

1459 KEANE ROAD LOCKINGTON 3563
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-13b

Base Map and Feature of Interest Data Source

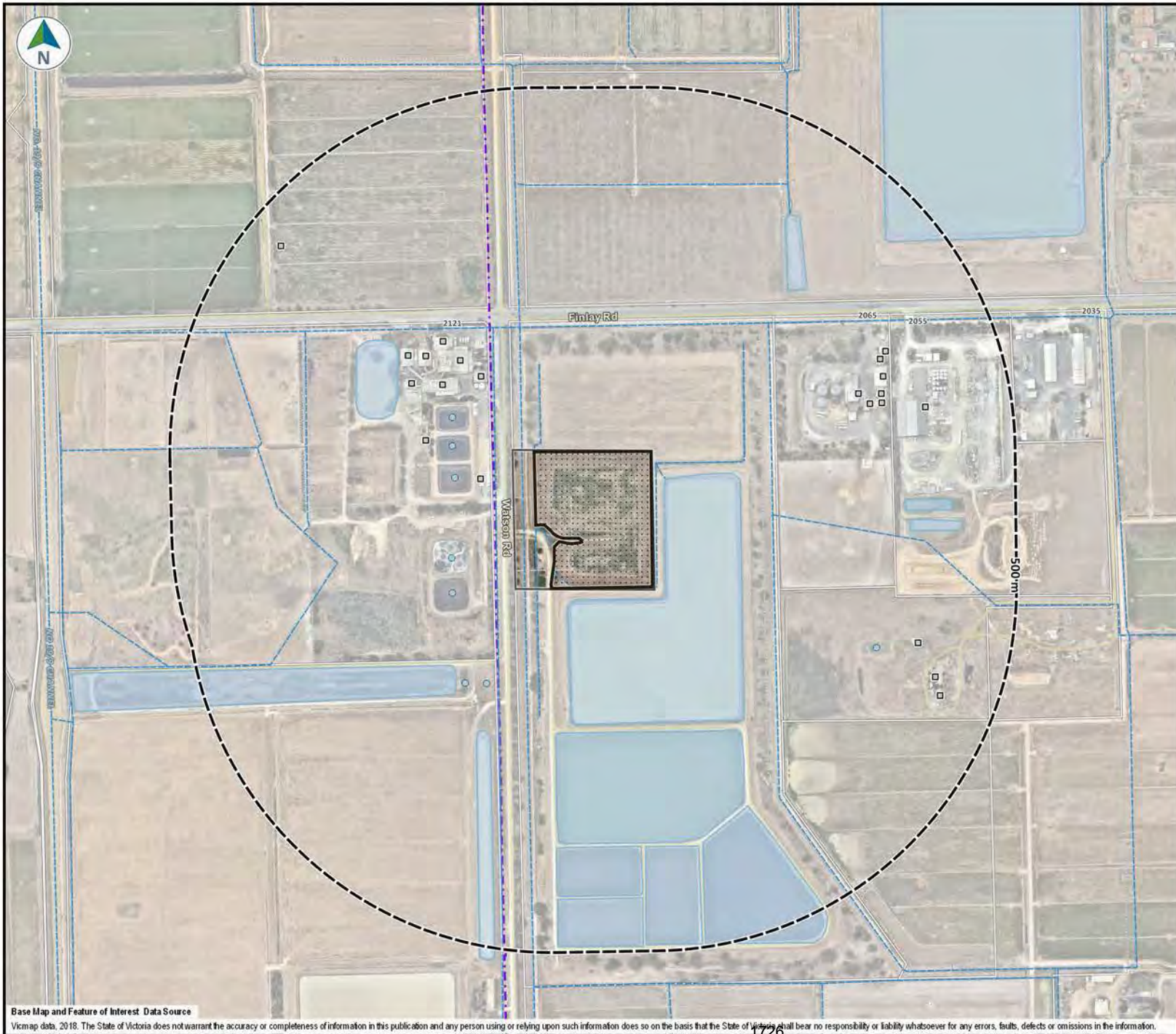
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Part A: Tongala Closed Landfill Site Details

Details	Closed Landfill
Address	1\TP606564, WATSON ROAD TONGALA 3621
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Freehold land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A
Scheduled Premises Category	N/A
Facility Type / Category	Closed landfill
Site Features	No features of the former landfill remain.
Description	The site is vegetated with grass.
Materials Accepted	Putrescible, solid inert waste.
Hub / Significance	Closed landfill
Facility Owner/Operator	Campaspe Shire
Rehabilitation Status	Rehabilitation completed



Legend

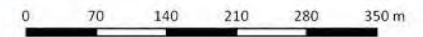
- Site Property Boundary
- Landfill Extent
- Site Buffers**
- Closed Landfill Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Dam
- Water body
- Road
- Inferred Building Location**
- Non-sensitive Use
- VicMap 'Features of Interest' Line**
- Power Sub Transmission Line

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/12/2017. Source: Nearmap Australia Pty Ltd.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Tongala Closed Landfill

1\TP606564, WATSON ROAD TONGALA 3621
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-14a

Base Map and Feature of Interest Data Source

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Use Zone (PUZ6)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 2 (FZ2), Industrial 2 Zone (IN2Z), Industrial 2 Zone (IN2Z), Public Use Zone - Service and Utility (PUZ1), Public Use Zone - Local Government (PUZ6)
Zone – Activity Area (RRF)	N/A
Zone – Activity Area Amenity Buffer	N/A
Overlays – Closed Landfill	Land Subject to Inundation Overlay (LSIO)
Overlays – Closed Landfill Buffer	Floodway Overlay (FO), Land Subject to Inundation Overlay (LSIO), Land Subject to Inundation Overlay (LSIO)
Overlays – Activity Area (RRF)	N/A
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	N/A
Surface Water Buffer Source	N/A
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site is surrounded by farming uses to the north and wastewater treatment uses to the east and south. The land to the east and west is used for low-density industrial uses, and much of this land is vacant.
Proximity to Sensitive Zone	TZ, 1,270 m east of the landfill extent.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 1530 m southeast of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There do not appear to be any dwellings or sensitive use buildings within the landfill buffer.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 70 m west of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 21 non-sensitive buildings within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	N/A

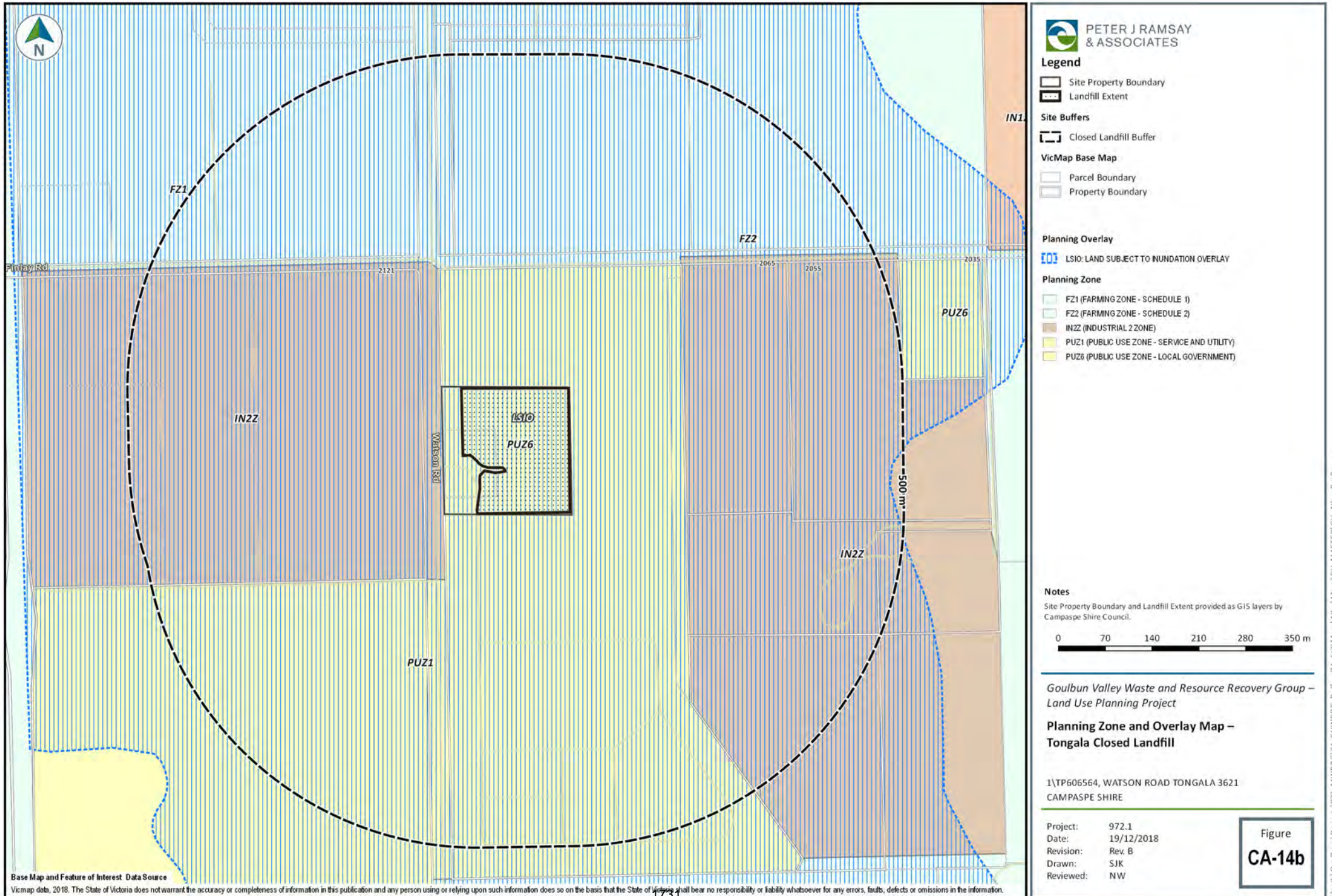
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS. The site is located in the area covered by the Tongala Town Structure Plan in Clause 21.09 of the MSS, although the site and use are not identified in any way.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.
Appropriateness of Zoning of Land Within Buffer	The land to the north is zoned Farming Zone (FZ2) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 40 hectares and a dwelling permit trigger of 40 hectares. The lots within the 500m buffer distance all have sizes less than 40 hectares, which means they have no further subdivision potential and dwellings would require a planning permit. There are large tracts of vacant industrial land to the east and the west, which in theory have the potential for additional development, although sensitive uses would be prohibited.

Planning Assessment	
Ability to Expand Facility Under Zoning of Land Within Buffer	Not relevant for a closed landfill.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	Not relevant for a closed landfill.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	The directions in the Tongala Town Structure Plan aim to facilitate the development of the land to the east for offensive industrial industries. These uses are broadly compatible with the landfill use.
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	Not relevant for a closed landfill.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Low	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	Apply the Environmental Audit Overlay (EAO).
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS. Identify the facility in the Tongala Town Structure Plan in Clause 21.09.



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Part A: Toolleen (22 Cornella-Toolleen Rd) Closed Landfill Site Details

Details	Closed Landfill
Address	22 CORNELLA-TOOLLEEN ROAD TOOLLEEN 3551
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Crown land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A
Scheduled Premises Category	N/A
Facility Type / Category	Closed landfill
Site Features	The former landfill appears to be located within a clearing of trees on the property. The Toolleen RRC is located on the northern portion of the former landfill.
Description	The surface of the former landfill is a mix of bare earth and grass, with some trees and shrubs. It is surrounded by vegetation with trees.
Materials Accepted	Putrescible, solid inert waste.
Hub / Significance	Closed landfill
Facility Owner/Operator	Campaspe Shire- on crown land
Rehabilitation Status	Rehabilitation completed



Legend

- Site Property Boundary
- Landfill Extent

Site Buffers

- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

- River
- Stream
- Dam
- Water body
- Road

Inferred Building Location

- Dwelling (Sensitive Use)
- Other Sensitive Use
- Non-sensitive Use

VicMap 'Features of Interest' Point

- Community Venue
- Emergency Facility
- Place of Worship
- Recreational Resource
- VicMap 'Features of Interest' Area

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/11/2016. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

**Site Locality Map –
Toolleen (22 Cornella-Toolleen Rd) Closed
Landfill**

22 CORNELLA-TOOLLEEN ROAD TOOLLEEN 3551
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-15a

Base Map and Feature of Interest Data Source
Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Use Zone (PUZ6)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Public Park and Recreation Zone (PPRZ), Public Use Zone - Local Government (PUZ6), Public Use Zone - Other Public Use (PUZ7), Road Zone - Category 1 (RDZ1), Township Zone (TZ)
Zone – Activity Area (RRF)	N/A
Zone – Activity Area Amenity Buffer	N/A
Overlays – Closed Landfill	Restructure Overlay (RO6)
Overlays – Closed Landfill Buffer	Floodway Overlay (FO), Land Subject to Inundation Overlay (LSIO), Land Subject to Inundation Overlay (LSIO), Restructure Overlay - Schedule 6 (RO6)
Overlays – Activity Area (RRF)	N/A
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	N/A
Surface Water Buffer Source	N/A
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site is surrounded by many small vacant crown allotments that form part of the old Toolleen township that was never fully developed. The greatest lot densities are to the north of the site and a number of these allotments have been developed for dwellings. The allotments to the south, east and west are larger and mostly vacant. The use of these lots is unclear. Vegetated land associated with Mount Pleasant Creek is an important feature of the land to the east and south of the site.
Proximity to Sensitive Zone	TZ, 240 m northwest of the landfill extent.
Nearest Dwelling / Sensitive Use Building	The nearest sensitive use building appears to be the Toolleen Catholic Church located approximately 135 m north of the landfill extent. The nearest residential dwelling appears to be located approximately 200m northwest of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be a total of 13 sensitive use buildings within the landfill buffer: 7 residential dwellings, two churches, a fire station, a community centre, a tennis club, and a recreation reserve hall.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 145 m northwest of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 18 non-sensitive buildings within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	N/A

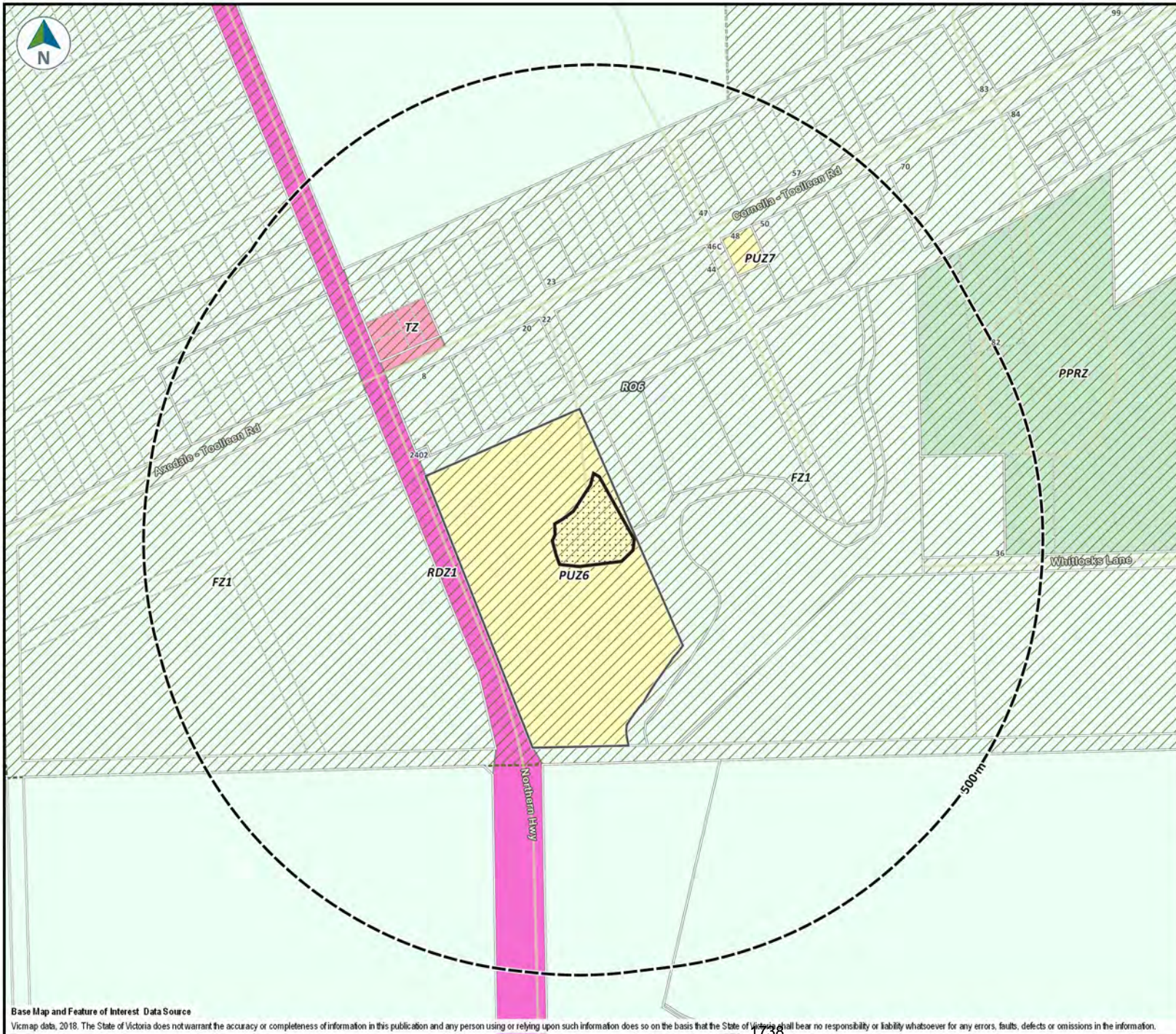
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.

Planning Assessment	
Appropriateness of Zoning of Land Within Buffer	The surrounding land is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit. Furthermore, the Restructure Overlay applies to much of the surrounding land, which would require the consolidation of lots prior to consideration of any dwellings.
Ability to Expand Facility Under Zoning of Land Within Buffer	Not relevant for a closed landfill.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	Not relevant for a closed landfill.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	The Toolleen Restructure Plan provides for the development of at least six additional lots within the buffer for dwellings, although development activity in Toolleen is understood to be low, so the risk of future encroachment is not considered to be high.
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	Not relevant for a closed landfill

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Medium	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Medium	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	Apply the Environmental Audit Overlay (EAO).
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.



PETER J RAMSAY & ASSOCIATES

Legend

- Site Property Boundary
- Landfill Extent

Site Buffers

- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

- RO6: RESTRUCTURE OVERLAY - SCHEDULE 6

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)
- PPRZ (PUBLIC PARK AND RECREATION ZONE)
- PUZ6 (PUBLIC USE ZONE - LOCAL GOVERNMENT)
- PUZ7 (PUBLIC USE ZONE - OTHER PUBLIC USE)
- RDZ1 (ROAD ZONE - CATEGORY 1)
- TZ (TOWNSHIP ZONE)

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.

0 60 120 180 240 300 m

Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Toolleen (22 Cornella-Toolleen Rd) Closed Landfill

22 CORNELLA-TOOLLEEN ROAD TOOLLEEN 3551
CAMPASPE SHIRE

Project:	972.1
Date:	19/12/2018
Revision:	Rev. B
Drawn:	SJK
Reviewed:	NW

Figure CA-15b

Base Map and Feature of Interest Data Source

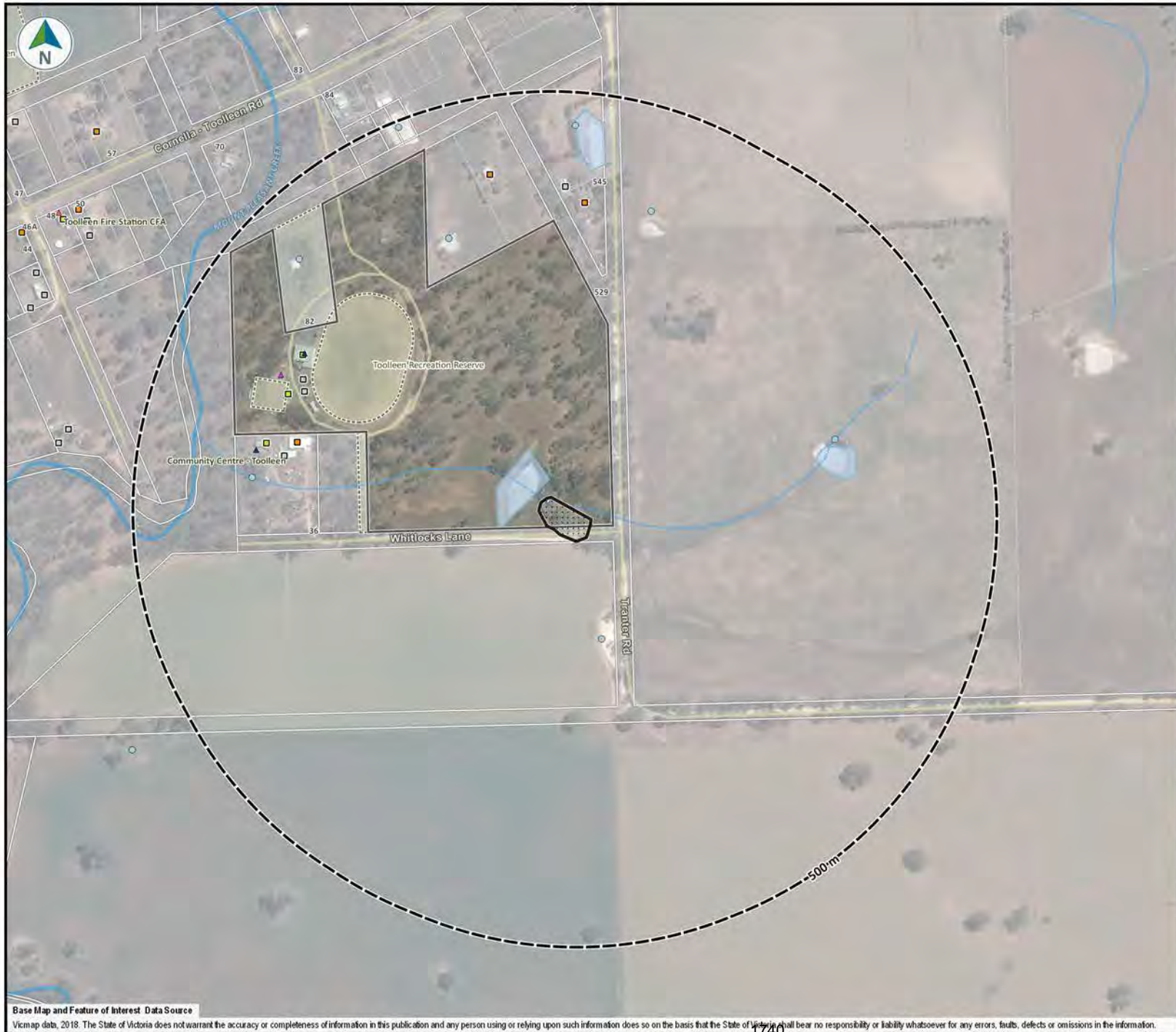
Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part A: Toolleen (82 Cornella-Toolleen Rd) Closed Landfill Site Details

Details	Closed Landfill
Address	82 CORNELLA-TOOLLEEN ROAD TOOLLEEN 3551
Municipality	Campaspe Shire
Landowner	Campaspe Shire
Land Status and Tenure	Crown land
Complaints Received by Council	No
EPA Approval Number	N/A
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	N/A
Scheduled Premises Category	N/A
Facility Type / Category	Closed landfill
Site Features	No features remain of the former landfill.
Description	The former landfill is covered with vegetation of trees and shrubs. It is located beneath the south east corner of the Toolleen Recreation Reserve and Whitlocks Lane.
Materials Accepted	Putrescible, solid inert waste.
Hub / Significance	Closed landfill
Facility Owner/Operator	Campaspe Shire
Rehabilitation Status	Rehabilitation completed



PETER J RAMSAY & ASSOCIATES

Legend

- Site Property Boundary
- Landfill Extent

Site Buffers

- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary
- River
- Stream
- Dam
- Water body
- Road

Inferred Building Location

- Dwelling (Sensitive Use)
- Other Sensitive Use
- Non-sensitive Use

VicMap 'Features of Interest' Point

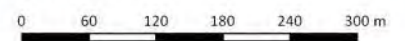
- Community Venue
- Recreational Resource
- VicMap 'Features of Interest' Area

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/11/2016. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Toolleen (82 Cornella-Toolleen Rd) Closed Landfill

82 CORNELLA-TOOLLEEN ROAD TOOLLEEN 3551
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-16a

Base Map and Feature of Interest Data Source
Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	Public Park and Recreation Zone (PPRZ)
Zone – Closed Landfill Buffer	Farming Zone - Schedule 1 (FZ1), Public Park and Recreation Zone (PPRZ)
Zone – Activity Area (RRF)	N/A
Zone – Activity Area Amenity Buffer	N/A
Overlays – Closed Landfill	Restructure Overlay (RO6)
Overlays – Closed Landfill Buffer	Restructure Overlay - Schedule 6 (RO6), Salinity Management Overlay (SMO)
Overlays – Activity Area (RRF)	N/A
Overlays – Activity Area Amenity Buffer	N/A
Planning Approval	None according to Council

Buffer Provisions	
Landfill Buffer Distance	500 m
Landfill Buffer Source	500 m LFG buffer, from Landfill BPEM (EPA Publication 788.3)
Activity Area Surface Water Buffer	N/A
Surface Water Buffer Source	N/A
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site is located in the southern part of a Council reserve. It is surrounded by many small vacant crown allotments that form part of the old Toolleen township that was never fully developed. The greatest lot densities are to the north west of the site and a number of these allotments have been developed for dwellings. The allotments to the south, east and west are larger and vacant agricultural land.
Proximity to Sensitive Zone	TZ, 970 m northwest of the landfill extent.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 285 m west of the landfill extent.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be a total of 6 sensitive use buildings within the landfill buffer: 3 residential dwellings, a community centre, a tennis club, and a recreation reserve hall.
Nearest Non-Sensitive Use Building	The nearest non-sensitive building appears to be approximately 300 m west of the landfill extent.
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 4 non-sensitive buildings within the landfill buffer.
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	N/A

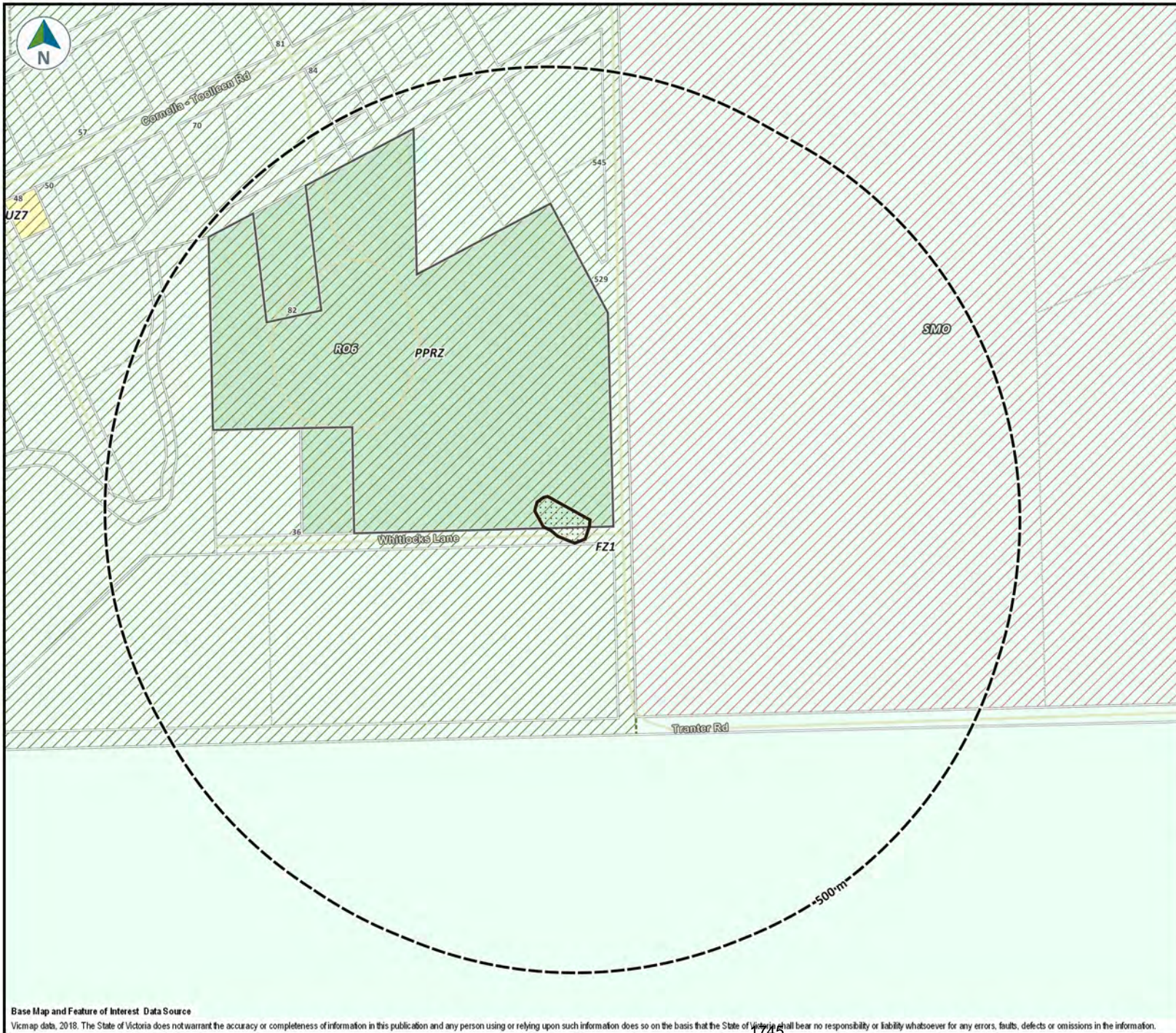
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The PPRZ is not an ideal zone for the site.

Planning Assessment	
Appropriateness of Zoning of Land Within Buffer	The surrounding land is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance are less than 80 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit. Furthermore, the Restructure Overlay applies to much of the surrounding land, which would require the consolidation of lots prior to consideration of any dwellings.
Ability to Expand Facility Under Zoning of Land Within Buffer	Not relevant for a closed landfill.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	Not relevant for a closed landfill.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	The Toolleen Restructure Plan provides for the development of one additional lot within the buffer for a dwelling. Development activity in Toolleen is understood to be low, so the risk of future encroachment is considered to be low.
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	Not relevant for a closed landfill.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Medium	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	Apply the Environmental Audit Overlay (EAO).
Strategic	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.



Legend

- Site Property Boundary
- Landfill Extent

Site Buffers

- Closed Landfill Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

- SMO: SALINITY MANAGEMENT OVERLAY
- R06: RESTRUCTURE OVERLAY - SCHEDULE 6

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)
- PPRZ (PUBLIC PARK AND RECREATION ZONE)

Notes

Site Property Boundary and Landfill Extent provided as GIS layers by Campaspe Shire Council.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Toolleen (82 Cornella-Toolleen Rd) Closed Landfill

82 CORNELLA-TOOLLEEN ROAD TOOLLEEN 3551
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-16b

Base Map and Feature of Interest Data Source

Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

Part A: Toolleen RRC Site Details

Details		Resource Recovery Centre
Address	2400 NORTHERN HIGHWAY TOOLLEEN 3551	
Municipality	Campaspe Shire	
Landowner	Campaspe Shire	
Land Status and Tenure	Crown land	
Complaints Received by Council	No	
EPA Approval Number	N/A	
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	Not found: licence, amalgamated licence, works approval, audit report.	
Scheduled Premises Category	N/A	
Facility Type / Category	RRC	
Site Features	The area contains a drop off point and for material. No stockpiles are visible in the aerial imagery.	
Description	The surface appears to be bare earth. The site is surrounded by vegetation (trees) and is located on part of the former landfill.	
Materials Accepted	Household recyclables and residual waste construction and demolition aggregates, masonry and soils commercial paper and cardboard household and commercial waste timber.	
Hub / Significance	Local significance	
Facility Owner/Operator	Campaspe Shire	
Rehabilitation Status	N/A	



PETER J RAMSAY & ASSOCIATES

Legend

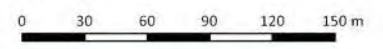
- Site Property Boundary
- Activity Area
- Site Buffers**
- Activity Area Amenity Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- River
- Dam
- Road
- Inferred Building Location**
- Other Sensitive Use
- Non-sensitive Use
- VicMap 'Features of Interest' Point**
- Place of Worship
- VicMap 'Features of Interest' Area

Notes

Site Property Boundary and Activity Area provided as GIS layers by Campaspe Shire Council.

Aerial Imagery dated 17/11/2016. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

**Site Locality Map –
Tooleen RRC**

2400 NORTHERN HIGHWAY TOOLLEEN 3551
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-17a

Base Map and Feature of Interest Data Source
Vicmap data, 2018. The State of Victoria does not warrant the accuracy or completeness of information in this publication and any person using or relying upon such information does so on the basis that the State of Victoria shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

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Part B: Environmental Risk Assessment

As per the scope of this particular project, Risk Assessments were only conducted on Resource Recovery Facilities. For risk assessments relating to Closed Landfills, please refer to the GVWRRG Closed Landfill Risk Assessment Report

Environmental Details	
Lithology Name	Castlemaine Group
Lithology Description	Marine turbiditic sandstone, mudstone, black shale; minor granule conglomerate.
Topography	The activity area is generally flat, although the surrounding land slopes gently to the north.
Groundwater Depth Beneath Activity Area	10 mBGL
Groundwater Salinity Beneath Activity Area	500-1,000 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	No records found.
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	15 records: 329657, 329658, 329659, 329660, 329661, 329662, 329663, 329664, 329665, 96095, 96103, 96125, 96126, 96127, & WRK095474. Bore depth: 9-60 mBGL. Uses: Domestic, Stock, & Non-Groundwater.
Surface Water Body	The nearest water body is a dam located approximately 110 m west of the activity area.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area
Watercourse	The nearest watercourse is Mount Pleasant Creek, located approximately 110 m southeast of the activity area.
1 in 100 Year Flood	There is no 1 in 100 year flood extent overlay present within the activity area outer buffer.
Native Vegetation	There is no native vegetation recorded within the activity area.
Aquatic Groundwater Dependent Ecosystems	High potential aquatic groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 110 m east of the activity area.
Terrestrial Groundwater Dependent Ecosystems	Moderate and High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 20 m west of the activity area.
Surrounding Land - North	Bushland with some residences
Surrounding Land - East	Bushland with some residences

Environmental Details	
Surrounding Land - South	Bushland with some residences
Surrounding Land - West	Farmland
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 150 m northwest of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No assessment for closed landfill, refer to Stage 1 Report.
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	Low	No action recommended.

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	Extreme	Recommend considering a site specific risk assessment. Bores within the investigation area identified for domestic use and salinity would allow use for human consumption. Potential for leachate from uncovered stockpiles of material.
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	Low	No action recommended.

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	N/A
Zone – Closed Landfill Buffer	N/A
Zone – Activity Area (RRF)	Public Use Zone (PUZ6)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6), Road Zone - Category 1 (RDZ1), township Zone (TZ)
Overlays – Closed Landfill	N/A
Overlays – Closed Landfill Buffer	N/A
Overlays – Activity Area (RRF)	Restructure Overlay (RO6)
Overlays – Activity Area Amenity Buffer	Floodway Overlay (FO), Land Subject to Inundation Overlay (LSIO), Bushfire Management Overlay (BMO), Restructure Overlay - Schedule 6 (RO6)
Planning Approval	N/A

Buffer Provisions	
Landfill Buffer Distance	N/A
Landfill Buffer Source	N/A
Activity Area Surface Water Buffer	100 m
Surface Water Buffer Source	100 m from surface waters from EPA Publication 1588.1
Activity Area Amenity Buffer Distance	250 m
Activity Area Amenity Buffer Source	250 m amenity buffer for waste transfer station (equivalent to RRC)

Land Use Context	
Surrounding Land Use	The site is surrounded by many small vacant crown allotments that form part of the old Toolleen township that was never fully developed. The greatest lot densities are to the north of the site and a number of these allotments have been developed for dwellings. The allotments to the south, east and west are larger and mostly vacant. The use of these lots is unclear. Vegetated land associated with Mount Pleasant Creek is an important feature of the land to the east and south of the site.
Proximity to Sensitive Zone	TZ, 180 m northwest of the activity area
Nearest Dwelling / Sensitive Use Building	The nearest residential dwelling appears to be located approximately 150 m northwest of the activity area.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 3 residential dwellings within the activity area outer buffer.
Nearest Non-Sensitive Use Building	N/A
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	N/A
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There appear to be 3 residential dwellings within the activity area outer buffer.

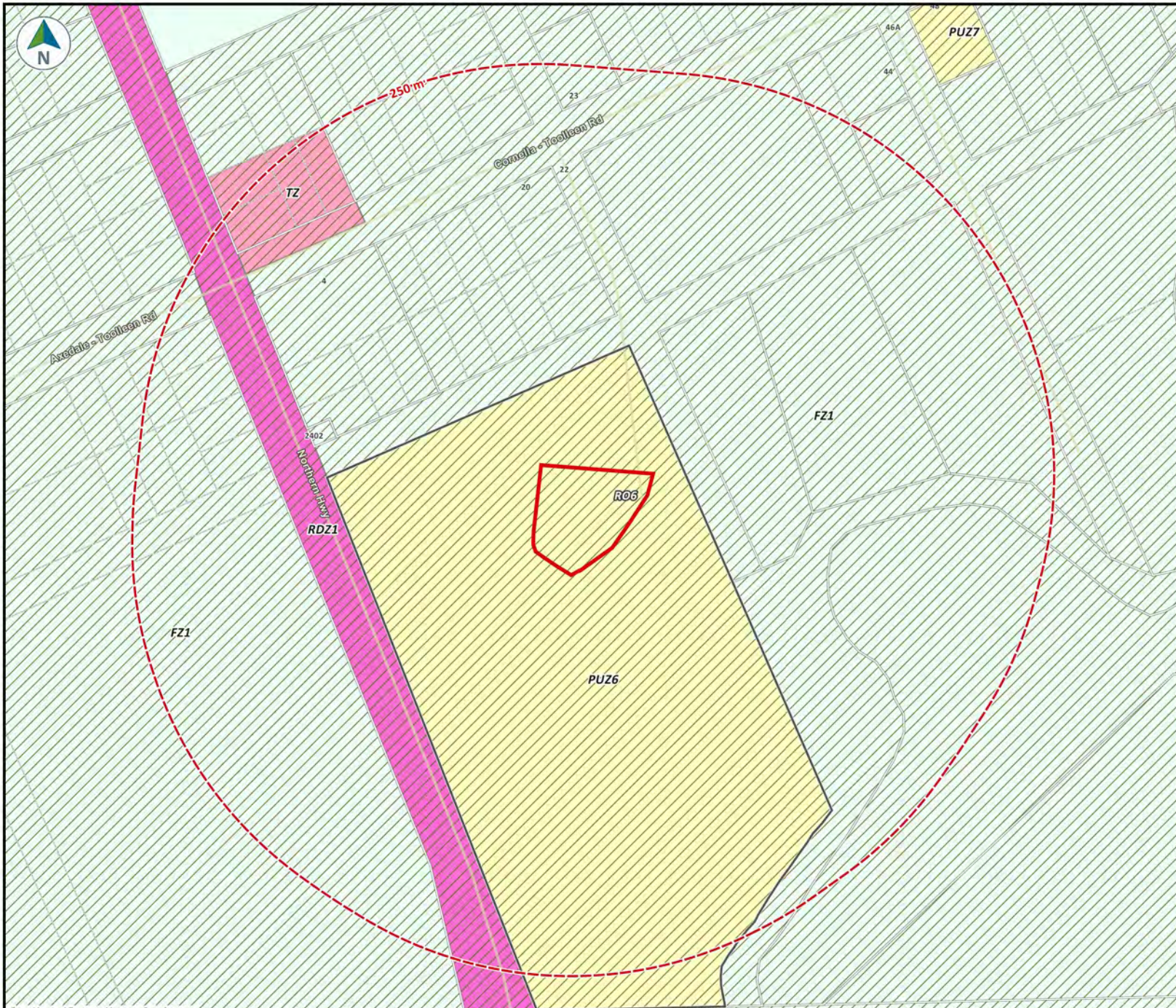
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.

Planning Assessment	
Appropriateness of Zoning of Land Within Buffer	The land to the south is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 250m buffer distance are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit. The Restructure Overlay applies to much of the surrounding land within the Township. This overlay requires the consolidation of lots prior to consideration of any dwellings. The Toolleen Restructure Plan effectively allows approximately four restructure lots to be developed for dwellings within the buffer, so this presents some risk to the facility, although a planning permit would be required.
Ability to Expand Facility Under Zoning of Land Within Buffer	There may be potential to expand in the Farming Zone around the facility, although existing dwellings to the north west would be a constraint.
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	There are no overlays in the immediate area apart from the Restructure Overlay.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	The Toolleen Restructure Plan effectively allows approximately four restructure lots to be developed for dwellings within the buffer, so this presents some risk to the facility, although a planning permit would be required.
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is some potential to expand the buffer around the facility, although existing dwellings to the north west would be a constraint.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	Medium	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Medium	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	No change.
Strategic	Identify the facility in Clause 21.08 (Transport and Infrastructure).



Legend

- Site Property Boundary
- Activity Area

Site Buffers

- Activity Area Amenity Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

- R06 RESTRUCTURE OVERLAY - SCHEDULE 6

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)
- PUZ6 (PUBLIC USE ZONE - LOCAL GOVERNMENT)
- RDZ1 (ROAD ZONE - CATEGORY 1)
- TZ (TOWNSHIP ZONE)

Notes

Site Property Boundary and Activity Area provided as GIS layers by Campaspe Shire Council.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Toolleen RRC

2400 NORTHERN HIGHWAY TOOLLEEN 3551
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-17b

Base Map and Feature of Interest Data Source

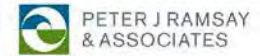
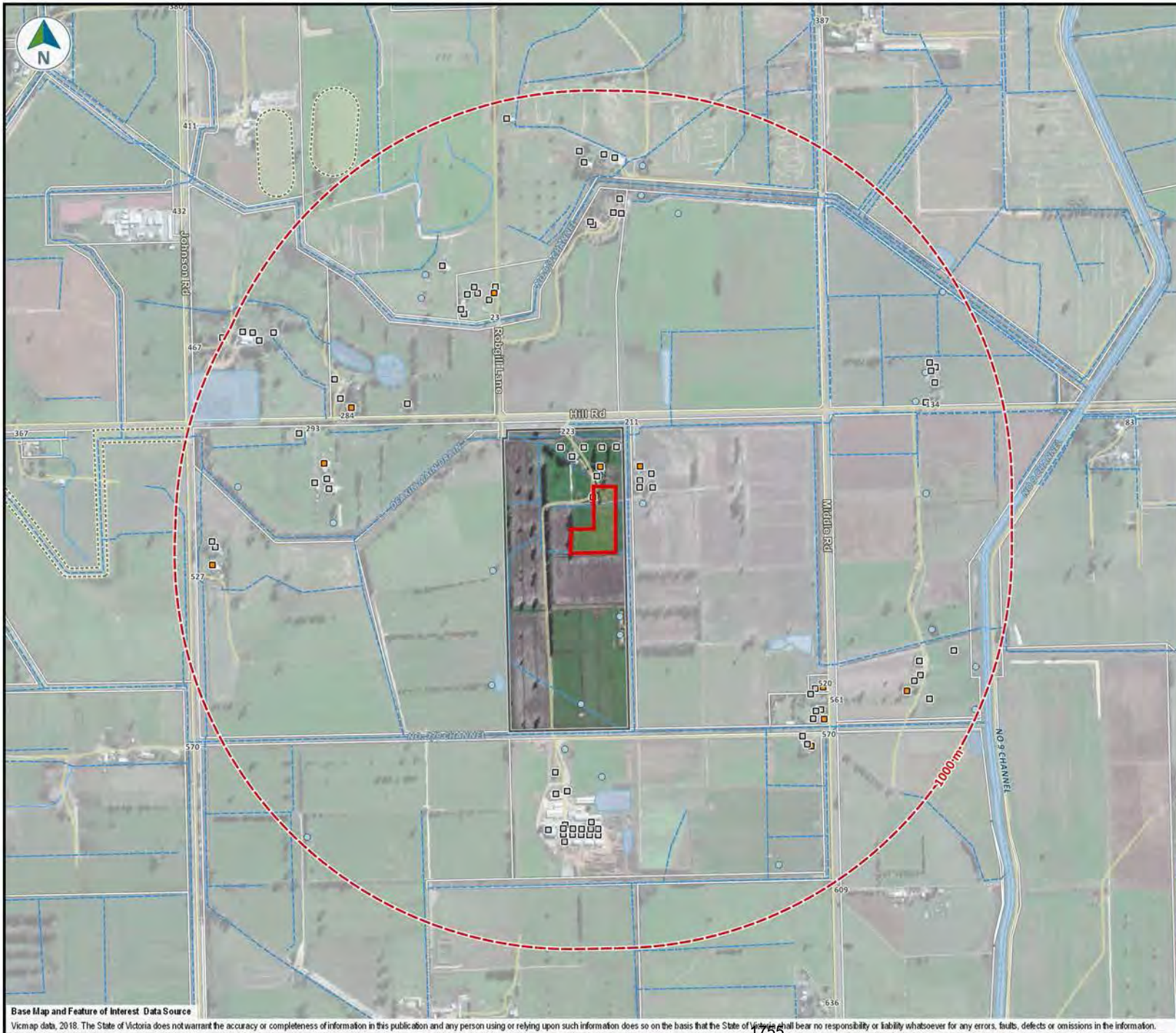
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Part A: Waranga Green Energy Site Details

Details	Resource Recovery Centre
Address	223 HILL ROAD STANHOPE 3623
Municipality	Campaspe Shire
Landowner	Private
Land Status and Tenure	Freehold land
Complaints Received by Council	No
EPA Approval Number	Works Approval 121352
EPA Document Search (Licence, Amalgamated Licence, Works Approval, Audit Report)	Works Approval 121352 Not Found: licence, amalgamated licence, audit report
Scheduled Premises Category	A01 – Prescribed Industrial Waste Management A07 – Composting A08 – Waste to Energy
Facility Type / Category	Waste to energy, anaerobic digester
Site Features	No features at the site have yet to be installed. The facility is proposed and not yet constructed.
Description	The facility is intended to use anaerobic digestion of piggery waste to generate methane for energy production. The solid waste produced from the digestion is to be composted. The facility has been issued with a Works Approval from EPA to allow construction.
Materials Accepted	Commercial and industrial organics, particularly piggery waste.
Hub / Significance	Unclassified WRR facilities
Facility Owner/Operator	Waranga Green Energy Pty Ltd
Rehabilitation Status	N/A



Legend

- Site Property Boundary
- Activity Area
- Site Buffers**
- Activity Area Amenity Buffer
- VicMap Base Map**
- Parcel Boundary
- Property Boundary
- Stream
- Dam
- Water body
- Road
- Inferred Building Location**
- Dwelling (Sensitive Use)
- Non-sensitive Use
- VicMap 'Features of Interest' Area

Notes

Activity Area provided as GIS layer by Campaspe Shire Council. Site Property Boundary from VicMap.

Aerial Imagery dated 3/05/2017. Source: Google Earth, (c) Google 2018.

Building locations have been digitised by PJRA using the latest aerial imagery available as of 07/03/2018.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Site Locality Map – Waranga Green Energy

223 HILL ROAD STANHOPE 3623
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
CA-18a

Base Map and Feature of Interest Data Source

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Part B: Environmental Risk Assessment

Environmental Details	
Lithology Name	Shepparton Formation
Lithology Description	Unconsolidated to poorly consolidated mottled variegated clay, silty clay with lenses of polymictic, coarse to fine sand and gravel; partly modified by pedogenesis, includes intercalated red-brown paleosols. Forms extensive flat alluvial floodplains
Topography	The activity area is located on a relatively flat floodplain.
Groundwater Depth Beneath Activity Area	5 mBGL
Groundwater Salinity Beneath Activity Area	13,000-35,000 mg/L of total dissolved solids
Groundwater Bores Within Activity Area (Include Type of Bore – E.g.: Stock and Domestic - to Define Use)	No records found
Groundwater Bores Within 500m of Activity Area (Include Type of Bore - E.g.: Stock and Domestic - to Define Use)	15 records: 114232, 114233, 114235, 146113, WRK012139, WRK059675, WRK951395, WRK954706, WRK954707, WRK954708, WRK954709, WRK954710, WRK954711, WRK954712, WRK954713, & WRK954714. Depths: 4-16 mBGL. Uses: Domestic, Observation, & Unknown.
Surface Water Body	The nearest water body is a dam located approximately 55 m east of the activity area.
RAMSAR Wetland	RAMSAR wetlands are not recorded within the vicinity of the activity area
Watercourse	There are two drains that are within the activity area. The nearest named watercourse is the Deakin Main Drain, located approximately 120 m north of the activity area.
1 in 100 Year Flood	The 1 in 100 year flood extent overlay is present within the northwestern part of the activity area outer buffer, however it is not present within the activity area.
Native Vegetation	There is no native vegetation recorded within the activity area.
Aquatic Groundwater Dependent Ecosystems	No groundwater dependent aquatic ecosystems are recorded within the activity area buffer.
Terrestrial Groundwater Dependent Ecosystems	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 35 m east of the activity area.
Surrounding Land - North	Farmland

Environmental Details	
Surrounding Land - East	Farmland
Surrounding Land - South	Farmland
Surrounding Land - West	Farmland
Bushfire Prone Area	The activity area is located within the bushfire prone area overlay.
Nearest Dwelling / Sensitive Use Building	There appears to be a residential dwelling within the site property boundary. The next nearest residential dwelling appears to be located approximately 65 m northeast of the activity area.

Human Impacts Within the Activity Area Amenity Buffer (RRC)	Ranking	Recommended Actions
The Extent of Risk of Odour and Dust Impacting People Within the Buffer	High	Residential receptors located within the recommended buffer, however risk assessed through Works Approval process should mitigate risk.
The Extent of Risk of Noise and Vibration Impacting People Within the Buffer	Low	No action recommended.
The Extent of Risk of Landfill Gas Impacting People Within the Buffer	N/A	N/A - No assessment for closed landfill, refer to Stage 1 Report.
The Extent of Risk of Litter and Visual Amenity Impacting People Within the Buffer	Low	No action recommended.

Environmental Impacts (RRC)	Ranking	Recommended Actions
The Extent of Risk of Leachate Impacting Groundwater	Medium	Recommend considering a site specific risk assessment into potential groundwater use in the vicinity of the site.
The Extent of Risk of Surface Contamination of Environmental Values (Surface Water, Groundwater) Within the Buffer	Medium	Recommend assessment to confirm that stormwater management is appropriate to protect irrigation channels close to activity area.

Part C: Planning Assessment

Planning Provisions	
Zone – Closed Landfill	N/A
Zone – Closed Landfill Buffer	N/A
Zone – Activity Area (RRF)	Farming Zone (FZ1)
Zone – Activity Area Amenity Buffer	Farming Zone - Schedule 1 (FZ1), Farming Zone - Schedule 1 (FZ1), Public Use Zone - Local Government (PUZ6), Road Zone - Category 1 (RDZ1), township Zone (TZ), Farming Zone - Schedule 1 (FZ1)
Overlays – Closed Landfill	N/A
Overlays – Closed Landfill Buffer	N/A
Overlays – Activity Area (RRF)	Land Subject to Inundation Overlay (LSIO) - Part
Overlays – Activity Area Amenity Buffer	Land Subject to Inundation Overlay (LSIO), Land Subject to Inundation Overlay (LSIO), Land Subject to Inundation Overlay (LSIO)
Planning Approval	N/A

Buffer Provisions	
Landfill Buffer Distance	N/A
Landfill Buffer Source	N/A
Activity Area Surface Water Buffer	1000 m
Surface Water Buffer Source	1518 inorganic fertiliser production, 1000 m, EPA Publication 1588 50ktpa, buffer for composting.
Activity Area Amenity Buffer Distance	N/A
Activity Area Amenity Buffer Source	N/A

Land Use Context	
Surrounding Land Use	The site is surrounded by agricultural land that appears to be used for irrigated agriculture and dairy farming.
Proximity to Sensitive Zone	TZ, 2,500 m northwest of the activity area

Land Use Context	
Nearest Dwelling / Sensitive Use Building	There appears to be a residential dwelling within the site property boundary. The next nearest residential dwelling appears to be located approximately 65 m northeast of the activity area.
Number of Dwellings / Sensitive Use Buildings Within Closed Landfill Buffer	There appear to be 10 residential dwellings within the activity area outer buffer.
Nearest Non-Sensitive Use Building	N/A
Number of Non-Sensitive Use Buildings Within Closed Landfill Buffer	N/A
Number of Dwellings / Sensitive Use Buildings Within Activity Area Outer Buffer	There appear to be 10 residential dwellings within the activity area outer buffer.

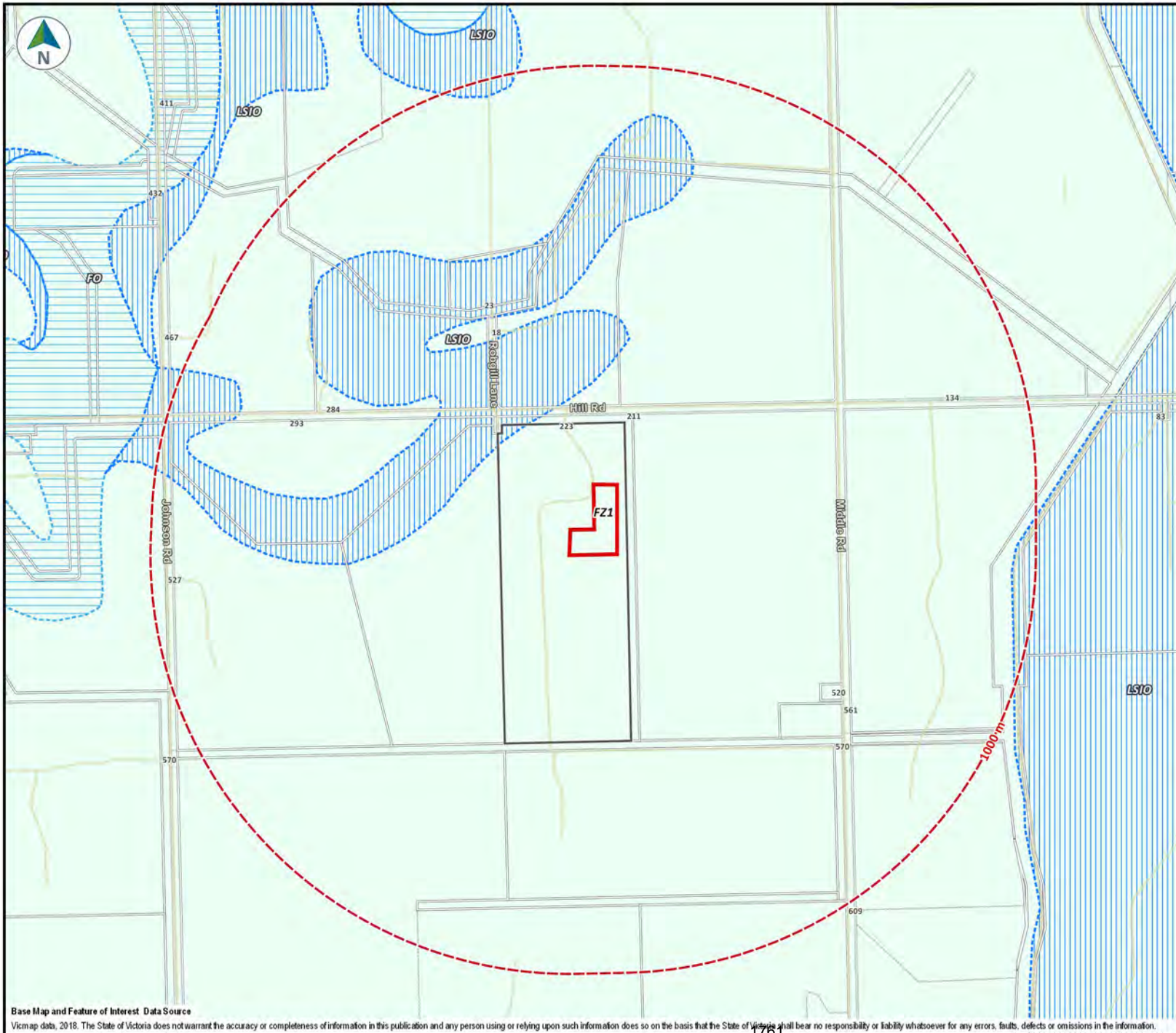
Strategic Context	
MSS Provisions	The site and use are not identified in the strategies or plans in the MSS.
Strategic Studies	According to Council, there are no strategic studies that relate to the facility or the land within the buffer distance.
Planning Scheme Amendments	According to Council, there are no active or planned planning scheme amendments that will affect the site or surrounding area.

Planning Assessment	
Recognition in the Planning Scheme	No
Appropriateness of Site Zoning	The zone is appropriate, no change is needed.
Appropriateness of Zoning of Land Within Buffer	The surrounding land is zoned Farming Zone (FZ1) in the Campaspe Planning Scheme. This zone has a minimum subdivision area of 60 hectares and a dwelling permit trigger of 80 hectares. The surrounding lots within the 500m buffer distance are less than 60 hectares in size, which means they have no further subdivision potential and dwellings would require a planning permit.
Ability to Expand Facility Under Zoning of Land Within Buffer	There may be potential to expand in the Farming Zone around the facility, although existing farm dwellings on the surrounding lots may be a constraint

Planning Assessment	
Compatibility of Overlays that Apply to Buffer Land with the Operation and Expansion of the Facility	The LSIO could represent a constraint for the future development of some of the land to the north west of the activity area.
Existence of Plans or Strategies that Provide Strategic Support for the Facility	None.
Existence of Plans or Strategies with Directions that Conflict with the Operation and Expansion of the Facility	None
Scope to Increase the Buffer to Accommodate Expansion of the Facility in the Future	There is some potential to expand the buffer around the facility, although existing dwellings within the 1,000m buffer could be a constraint.

Encroachment Summary	Ranking	Recommended Actions
Existing Level of Encroachment	High	Pursue planning scheme recommendations.
Risk of Future Additional Encroachment	Low	Pursue planning scheme recommendations.

Planning Scheme Recommendations	
Zones	No change.
Overlays	No change.
Strategic	No change.



PETER J RAMSAY & ASSOCIATES

Legend

- Site Property Boundary
- Activity Area

Site Buffers

- Activity Area Amenity Buffer

VicMap Base Map

- Parcel Boundary
- Property Boundary

Planning Overlay

- FO: FLOODWAY OVERLAY
- LSIO: LAND SUBJECT TO INUNDATION OVERLAY

Planning Zone

- FZ1 (FARMING ZONE - SCHEDULE 1)

Notes

Activity Area provided as GIS layer by Campaspe Shire Council. Site Property Boundary from VicMap.



Goulburn Valley Waste and Resource Recovery Group – Land Use Planning Project

Planning Zone and Overlay Map – Waranga Green Energy

223 HILL ROAD STANHOPE 3623
CAMPASPE SHIRE

Project: 972.1
Date: 19/12/2018
Revision: Rev. B
Drawn: SJK
Reviewed: NW

Figure
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Base Map and Feature of Interest Data Source

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9. CONCLUSIONS AND RECOMMENDATIONS

9.1 Conclusions

9.1.1 Environmental Risks

A summary of the environmental risk assessment of the WRR facilities is provided in **Table 11**. In particular, the risks due to odour, noise, litter, groundwater and surface water appraised for the environmental risk assessment are provided in the Table.

The WRR facilities which pose the greatest environmental risk are those with multiple sensitive land uses within the recommended buffer, most often residential land uses within the amenity buffer. The risk to groundwater is considered greatest where there are existing groundwater bores registered for domestic use in the buffer of the WRR facility, therefore any such bore could potentially be used to supply potable water.

Table 11 Summary of Results of Environmental Risk Assessment

Council	WRR Facility	Odour	Noise	Litter	Groundwater	Surface Water
Campaspe Shire	Carl Brown	Low	Low	Low	Low	High
Campaspe Shire	Colbinabbin RRC and Closed Landfill	Low	Low	Low	High	High
Campaspe Shire	Gunbower RRC and Closed Landfill	Low	Low	Low	High	Medium
Campaspe Shire	Lockington RRC and Closed Landfill	Low	Low	Low	Medium	Medium
Campaspe Shire	Mt Scobie RRC	Low	Low	Low	Low	Medium
Campaspe Shire	Rochester RRC	Extreme	High	High	Extreme	Medium
Campaspe Shire	RPM Pipe	Medium	Medium	Medium	High	Medium
Campaspe Shire	Rushworth RRC and Closed Landfill	Low	Low	Low	Medium	Medium
Campaspe Shire	Toolleen RRC	Low	Low	Low	Extreme	Low
Campaspe Shire	Waranga Green Energy	High	Low	Low	Medium	Medium

9.1.2 Risk of Encroachment

The risk of existing and future encroachment of sensitive land use into the recommended buffers was assessed for each of the WRR facilities. The results of this assessment are summarised in **Table 12**.

Table 12 Summary of Risk of Encroachment on Basis of Recommended Buffers

Council	WRR Facility	Existing Risk	Future Risk
Campaspe Shire	Carl Brown	Low	Low
Campaspe Shire	Colbinabbin RRC and Closed Landfill	Low	Low
Campaspe Shire	Echuca Closed Landfill	Medium	Low
Campaspe Shire	Girgarre Closed Landfill	Low	Low
Campaspe Shire	Gunbower RRC and Closed Landfill	Low	Medium
Campaspe Shire	Kyabram Closed Landfill	High	Medium
Campaspe Shire	Lockington RRC and Closed Landfill	Low	Low
Campaspe Shire	Mt Scobie RRC	Low	Low
Campaspe Shire	Rochester RRC	High	High
Campaspe Shire	RPM Pipe	High	Medium
Campaspe Shire	Rushworth RRC and Closed Landfill	High	Medium
Campaspe Shire	Stanhope Closed Landfill	Medium	Low
Campaspe Shire	Tennyson Closed Landfill	Low	Low
Campaspe Shire	Tongala Closed Landfill	Low	Low
Campaspe Shire	Toolleen (22 Cornella-Toolleen Rd) Closed Landfill	Medium	Medium
Campaspe Shire	Toolleen (82 Cornella-Toolleen Rd) Closed Landfill	Medium	Low
Campaspe Shire	Toolleen RRC	Medium	Medium
Campaspe Shire	Waranga Green Energy	High	Low

9.2 Overall Recommendations

Recommendations for the GVWRRG in partnership with the five councils that have contributed to this project are provided below. In particular, it is recommended that GVWRRG, in partnership with the five councils:

- Actively monitor future council planning scheme review processes and prepare written and other submissions to these processes, as appropriate.
- During planning scheme review or other strategic processes, work in partnership with each Council to update the MSS of each planning scheme to better identify and protect WRR facilities, as per the 'site specific recommendations' for each planning scheme.
- Encourage the member councils to undertake further research into the physical extent of their WRR facilities to enable the proper application of zone and overlay provisions, if required.
- Encourage the member councils to further investigate the potential future use of closed landfills in the region to determine whether the EAO should be applied, or other changes made to planning schemes to identify these sites and risks.

- Share the GIS data files developed as part of this project with member councils so that they can be incorporated into their GIS' to alert planners to the need to consider the facility when assessing planning applications.
- Engage with DELWP and the five councils to create a regional working group of councils to achieve consistency in the implantation of the above recommendations. As part of this process, explore the potential to prepare a planning scheme amendment at the regional level. This may be appropriate if sufficient common changes can be identified and an appropriate method of managing and funding the amendment can be agreed upon (a 'GC amendment').
- Encourage DELWP to prepare a planning practice note or similar guidance relating to landfills, resource recovery facilities and the application of zones, overlays and local policy to identify and manage separation distances. This project should include a consultation process with relevant stakeholders and all councils.
- Monitor DELWP's 'Smart Planning' initiative, and prepare submissions on behalf the WRR sector to strengthen the PPF, as appropriate.
- Encourage DELWP to update Clause 19.03-6S of the PPF to make reference to the latest Landfill BPEM.
- Actively assist councils with the preparation of Precinct Structure Plans and other strategic plans to ensure that the land surrounding WRR facilities is properly planned.

9.3 Recommendations for Specific Waste and Resource Recovery Facilities

In view of the results of the planning assessment, a number of changes to planning zones, overlays, and strategic documents are recommended for specific WRR facilities. A summary of the recommendations for the planning assessment is provided in **Table 13** below.

Table 13 Summary of Recommendations for Planning Assessment

Council	WRR Facility	Zones	Overlays	Strategic
Campaspe Shire	Carl Brown	No change	No change	No change
Campaspe Shire	Colbinabbin RRC and Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO) to the closed landfill	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS. Identify the RRC facility in Clause 21.08 (Transport and Infrastructure)
Campaspe Shire	Echuca Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO)	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	Girgarre Closed Landfill	The site should be rezoned to Public Use Zone (PU6).	Apply the Environmental Audit Overlay (EAO)	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.

Council	WRR Facility	Zones	Overlays	Strategic
Campaspe Shire	Gunbower RRC and Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO) to the closed landfill	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS. Identify the facility in Clause 21.08 (Transport and Infrastructure) and in the Gunbower Town Structure Plan in Clause 21.09.
Campaspe Shire	Kyabram Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO)	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	Lockington RRC and Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO) to the closed landfill	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS. Identify the facility in Clause 21.08 (Transport and Infrastructure)
Campaspe Shire	Mt Scobie RRC	No change	No change	Identify the facility in Clause 21.08 (Transport and Infrastructure)
Campaspe Shire	Rochester RRC	No change	No change	Engage with Council to identify how the strategic directions in Clause 21.09-3 may affect the surrounding land uses and future integrity of the buffer.
Campaspe Shire	RPM Pipe	No change	No change	Engage with Council to identify whether any future strategic planning work may affect the area.
Campaspe Shire	Rushworth RRC and Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO) to the closed landfill	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	Stanhope Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO)	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	Tennyson Closed Landfill	Rezone to Public Use Zone (PUZ6)	Apply the Environmental Audit Overlay (EAO)	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	Tongala Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO)	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS. Identify the facility in the Tongala Town Structure Plan in Clause 21.09.
Campaspe Shire	Toolleen (22 Cornella-Toolleen Rd) Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO)	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	Toolleen (82 Cornella-Toolleen Rd) Closed Landfill	No change	Apply the Environmental Audit Overlay (EAO)	Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	Toolleen RRC	No change	No change	Identify the facility in Clause 21.08 (Transport and Infrastructure)
Campaspe Shire	Waranga Green Energy	No change	No change	No change

9.4 Recommendations for Priority Waste and Resource Recovery Facilities

A summary of the recommendations for WRR facilities considered to have an extreme or high risk under the environmental risk assessment is provided in **Table 14** below. In addition, a summary of the recommendations for WRR facilities considered to have a high risk as a result of the planning assessment is provided in **Table 15** below. Implementation of recommendations for these particular WRR facilities should be considered a priority.

Table 14 Summary of Recommendations for Environmental Risk Assessment – Priority Facilities

Council	WRR Facility	Risk	Category	Recommendation
Campaspe Shire	Rochester RRC	Extreme	Odour	Site operations including storage of waste is likely to generate odour. Multiple sensitive receptors exist within the recommended buffer from the activity area for the RRC. Monitor for conflict between RRC and nearby residential land use. Avoid expansion of RRC operation or introduction of new sensitive receptors. Existing land uses unlikely to be compatible in the long-term. In the event of conflict; consider site-specific mitigation measures or use of alternative facilities.
Campaspe Shire	Rochester RRC	Extreme	Groundwater	Bores within the investigation area identified for domestic use and salinity would allow use for human consumption. Potential for leachate from uncovered stockpiles of material. Recommend considering a site specific risk assessment.
Campaspe Shire	Rochester RRC	High	Noise	Monitor for conflict between RRC and nearby residential land use. In the event of conflict, consider site-specific mitigation measures.
Campaspe Shire	Rochester RRC	High	Litter	Monitor for conflict between RRC and nearby residential land use. In the event of conflict, consider site-specific mitigation measures.
Campaspe Shire	Carl Brown	High	Surface Water	A large irrigation channel is present within the recommended 100 metre separation from waterways. Potential for contamination of the nearby irrigation system should be investigated.
Campaspe Shire	Colbinabbin RRC and Closed Landfill	High	Surface Water	High potential groundwater dependent ecosystem with potential endangered vegetation within activity area. Consider investigation into potential impact to groundwater dependent ecosystems and endangered vegetation community within and near the site activity area.
Campaspe Shire	Colbinabbin RRC and Closed Landfill	High	Groundwater	As for surface water, salinity precludes potable use, risk is based on ecological impact due to surface contamination and groundwater impact. Consider investigation into potential impact to groundwater dependent ecosystems and endangered vegetation community within and near the site activity area.
Campaspe Shire	Gunbower RRC and Closed Landfill	High	Groundwater	Potential impact to unknown groundwater use, recommend investigating nearby groundwater use.

Council	WRR Facility	Risk	Category	Recommendation
Campaspe Shire	RPM Pipe	High	Groundwater	Bores within the investigation area identified for domestic use and salinity would allow use for human consumption. Potential for leachate from uncovered stockpiles of material. Recommend a site specific risk assessment.
Campaspe Shire	Waranga Green Energy	High	Odour	Residential receptors located within the recommended buffer, however risk assessed through Works Approval process should mitigate risk. Monitor for conflict between RRC and nearby residential land use.

Table 15 Summary of Recommendations for Planning Assessment – Priority Facilities

Council	WRR Facility	Existing Risk	Future Risk	Recommendation
Campaspe Shire	Rochester RRC	High	High	Strategic: Engage with Council to identify how the strategic directions in Clause 21.09-3 may affect the surrounding land uses and future integrity of the buffer.
Campaspe Shire	Kyabram Closed Landfill	High	Medium	Overlays: Apply the Environmental Audit Overlay (EAO) Strategic: Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	RPM Pipe	High	Medium	Strategic: Engage with Council to identify whether any future strategic planning work may affect the area.
Campaspe Shire	Rushworth RRC and Closed Landfill	High	Medium	Overlays: Apply the Environmental Audit Overlay (EAO) Strategic: Identify the facility in Clause 21.04 (Environmental Risks) of the MSS.
Campaspe Shire	Waranga Green Energy	High	Low	No change, monitor operation of proposed facility.

10. REFERENCES

AECOM, October 2015, *Buffer Protection Tools for Waste and Resource Recovery Facilities: Appendix A: Regulatory Framework Final Report*

ANZECC 1992, Australian Water Quality Guidelines for Fresh and Marine Waters, National Water Quality Management Strategy Paper No. 4, Australia and New Zealand Environment and Conservation Council, Canberra.

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Appendix A

Environmental Risk Assessment Sheets



Project No	972.1
Client	GVWRRG
Project Description	
Date	25/01/2018

SITE ID	Site	Cause / Risk / Hazard (from guide words)	Description of Potential Source	Potential Receptors	Potential Impact	Factors that Increase the Likelihood or Severity	Factors that Decrease the Likelihood or Severity	Initial Risk Ranking			Potential Options for Further Mitigation	Comments
								S	L	RR		
CA-1	Carl Brown	Odour	Stockpiles of Manure	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, odour complaints.		The nearest residential dwelling appears to be located approximately 1440 m northwest of the activity area, outside of the amenity buffer.	Low	Rare	Low	No action recommended.	
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.		Low	Rare	Low	No action recommended.	
		Visual Impact and Litter	The operation of this facility appears unlikely to be associated with litter as the facility only accepts manure.	There do not appear to be any dwellings or sensitive use buildings within the activity area outer buffer. The nearest dwelling is 1440m northwest of the activity area.	Impact to visual amenity, and potential harm to wildlife would be considered negligible due to litter not being accepted on site and no sensitive land use buildings.		The site only accepts manure.	Low	Rare	Low	No action recommended.	
		Groundwater	Groundwater use in the vicinity	Any beneficial uses of groundwater	Contaminated groundwater.	Groundwater is reported to be present at a depth of approximately 5 m bgl beneath the activity area.	No bores were recorded to be present within the 600m buffer.	Low	Rare	Low	No action recommended.	
		Groundwater	Environments associated with groundwater	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshed, swamps, billabongs.	Damage to environmental ecosystems due to the presence of contaminants	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 560 m east of the activity area.	No groundwater dependent aquatic ecosystems are recorded within the activity area outer buffer.	Low	Possible	Low	No action recommended.	
		Surface Water	Contaminated runoff from the operation of the site reaching surface waters	The nearest water body is a dam located within the activity area. The nearest watercourse is Waranga Western Channel, located approximately 45 m east of the site.	Contaminated surface water due to stormwater runoff. Expected high in nutrients due to stockpiles of manure.	The Waranga-Western Channel, is located approximately 45m east of the activity area. Potential run-off from the site could enter the channel.	Channel Road is situated between the activity area and the Waranga-Western Channel. This may prevent stormwater runoff reaching the channel.	Significant	Possible	High	A large irrigation channel is present within the recommended 100 metre separation from waterways. Potential for contamination of the nearby irrigation system should be investigated.	Investigate whether stormwater controls are adequate to prevent contamination of the irrigation channel.

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								S	L	RR		
CA-2	Collinabie RRC	Odour	Stockpiles of household recyclables and residual waste; construction and demolition aggregates, masonry and soils; commercial paper and cardboard, household and	The nearest residential dwelling appears to be located approximately 650 m northwest of the activity area.	Impact to amenity, odour complaints.		The nearest residential dwelling appears to be located outside the 250m amenity buffer.	Low	Rare	Low	No action recommended.	
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.		Low	Rare	Low	No action recommended.	
		Visual Impact and Litter	The operation of this facility could be associated with litter due to the household recyclables & residual waste and commercial paper and cardboard processed on site.	The nearest residential dwelling appears to be located approximately 650 m northwest of the activity area.	Impact to visual amenity, and potential harm to wildlife.		The nearest residential dwelling is outside the 250m amenity buffer, therefore it is unlikely that litter will negatively impact on amenity for sensitive users.	Low	Rare	Low	No action recommended.	
		Groundwater	Groundwater use in the vicinity	Any beneficial uses of groundwater	Contaminated groundwater.	Groundwater is reported to be 5 mbgl.	No record of the presence of groundwater bores within 500 m of the activity area was found.	Significant	Rare	Low	No action recommended.	Beneficial use for drinking water precluded by salinity.
		Groundwater	Environments associated with groundwater	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshed, swamps, billabongs.	Damage to environmental ecosystems due to the presence of contaminants	High potential aquatic groundwater dependent ecosystems are recorded within the activity area. High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is inside the southeastern part of the activity area.		Significant	Possible	High	Consider investigation into potential impact to groundwater dependent ecosystems and endangered vegetation community within and near the site activity area.	High potential groundwater dependent ecosystem with potential endangered vegetation within activity area.
		Surface Water	Contaminated runoff from the operation of the site reaching surface waters	The nearest water body is a dam located approximately 50 m east of the activity area. The nearest watercourse is Cornella Creek, located approximately 100 m east of the activity area.	Contaminated of surface water, due to stormwater runoff. Expected high in nutrients due to garden waste and metals due to household recyclables.	Heavy rainfall periods. The activity area is generally flat, although the surrounding land slopes gently to the east. Towards Cornella Creek	Aerial imagery suggests that there are no water courses that flow through the activity area.	Significant	Possible	High	As for groundwater, risk to environment.	Potential impact to surface water is due to presence of ecological receptors.

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								S	L	RR				
CA-5	Gumbower RRC	Odour	Stockpiles of household recyclables and residual waste, construction and demolition aggregates, masonry and soils, commercial paper and cardboard, household and commercial waste timber	The nearest residential dwelling appears to be located approximately 340 m northwest of the activity area.	Impact to amenity, odour complaints.		The nearest residential dwelling appears to be outside the activity area buffer.	Low	Rare	Low	No action recommended.			
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.			Low	Rare	Low	No action recommended.		
		Visual Impact and Litter	The operation of this facility could be associated with litter due to the household recyclables & residual waste and commercial paper and cardboard processed on site.	The nearest residential dwelling appears to be located approximately 340 m northwest of the activity area.	Impact to visual amenity, and potential harm to wildlife.		The nearest residential dwelling appears to be located approximately 340 m northwest of the activity area. Aerial imagery suggests that there are no other buildings within the activity area buffer.			Low	Rare	Low	No action recommended.	
		Groundwater	Groundwater use in the vicinity	Any beneficial uses of groundwater	Contaminated groundwater.		1 record found: 326087. Bore depth: Unknown. Uses: Non-Groundwater.			Significant	Possible	High	Potential impact to unknown groundwater use, recommend investigating nearby groundwater use.	Beneficial use for drinking water precluded by salinity.
		Groundwater	Environments associated with groundwater	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshes, swamps, billabongs.	Damage to environmental ecosystems due to the presence of contaminants	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 210 m north of the activity area.	No groundwater dependent aquatic ecosystems are recorded within the activity area outer buffer.			Moderate	Possible	Medium	Ecological survey to check whether there is a risk to threatened vegetation or ecological groundwater dependent ecosystems.	Potential impact to endangered native vegetation around the north wester and south eastern edges of the activity area.
		Surface Water	Contaminated runoff from the operation of the site reaching surface waters	The nearest water body is a dam located approximately 200 m southeast of the activity area. The nearest watercourse is a drain/channel located approximately 45 m north of the activity area. The nearest named watercourse is Taylor Creek located approximately 475 m northeast of the activity area.	Contaminated of surface water, due to stormwater runoff. Expected high in nutrients due to garden waste and metals due to household recyclables.	Heavy rainfall periods.		The activity area is located on a relatively flat floodplain.			Moderate	Possible	Medium	Ecological survey to check whether there is a risk to threatened vegetation or ecological groundwater dependent ecosystems.

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								S	L	RR			
CA-7	Lockington RRC	Odour	Stockpiles of household recyclables and residual waste, construction and demolition aggregates, masonry and soils, commercial paper and cardboard, household and commercial waste timber	The nearest residential dwelling appears to be located approximately 2500 m south of the activity area.	Impact to amenity, odour complaints.		The nearest residential dwelling appears to be outside the activity area buffer.	Low	Rare	Low	No action recommended.		
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.			Low	Rare	Low	No action recommended.	
		Visual Impact and Litter	The operation of this facility could be associated with litter due to the household recyclables & residual waste and commercial paper and cardboard processed on site.	There is one non-sensitive building within the property site boundary.	Impact to visual amenity, and potential harm to wildlife.			The nearest residential dwelling appears to be located approximately 2500 m south of the activity area.	Low	Rare	Low	No action recommended.	
		Groundwater	Groundwater use in the vicinity	Any beneficial uses of groundwater	Contaminated groundwater.	2 records found within activity amenity buffer: 63615 and 70559. Bore depths: 15-17 m. Uses: Observation and Unknown. 1 record found in activity area: WRK082220. Bore depth: 13 m. Uses: Observation.			Significant	Unlikely	Medium	Potential impact to unknown groundwater use, recommend investigating nearby groundwater use.	Beneficial use for drinking water precluded by salinity.
		Groundwater	Environments associated with groundwater	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshes, swamps, billabongs.	Damage to environmental ecosystems due to the presence of contaminants			No groundwater dependent aquatic ecosystems are recorded within the activity area outer buffer. No terrestrial dependent aquatic ecosystems are recorded within the activity area outer buffer.	Low	Rare	Low	No action recommended.	
		Surface Water	Contaminated runoff from the operation of the site reaching surface waters	The nearest water body is a dam located approximately 55 m west of the activity area, within the site property boundary. The nearest watercourse is a drain/channel located approximately 1,930 m west of the activity area. The nearest named watercourse is the Waranga Western Channel, located approximately 2,460 m northwest of the activity area.	Contaminated of surface water, due to stormwater runoff. Expected high in nutrients due to garden waste and metals due to household recyclables.	Heavy rainfall periods.			Moderate	Possible	Medium	Confirm that site stormwater management is appropriate.	Risk to nearby waterbody, consider risk from surface runoff.

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								S	L	RR			
CA-8	M/S Cobble RRC	Odour	Recyclables and residual waste construction and demolition aggregates, masonry and soils, commercial paper and cardboard; household and commercial waste.	The nearest residential dwelling appears to be located approximately 460 m east of the activity area.	Impact to amenity, odour complaints.		The nearest residential dwelling appears to be outside the activity area amenity buffer of 250m.	Low	Rare	Low	No action recommended.		
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.			Low	Rare	Low	No action recommended.	
		Visual Impact and Litter	The operation of this facility could be associated with litter due to the household recyclables & residual waste and commercial paper and cardboard processed on site.	There are two non-sensitive buildings located within 250m of the activity area. Surrounding farmland could also be affected.	Impact to visual amenity, and potential harm to wildlife.			The nearest residential dwelling appears to be outside the activity area amenity buffer of 250m.	Low	Rare	Low	No action recommended.	
		Groundwater	Groundwater use in the vicinity	Any beneficial uses of groundwater	Contaminated groundwater.	2 records found. One of those is within the 100m of the activity area. The other is located approximately 320m south east of the activity area.	No records found within the activity area.		Significant	Possible	High	Potential impact to unknown groundwater use, recommend investigating nearby groundwater use.	Beneficial use for drinking water precluded by salinity.
		Groundwater	Environments associated with groundwater	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshes, swamps, billabongs.	Damage to environmental ecosystems due to the presence of contaminants	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 7 m east of the activity area.	No groundwater dependent aquatic ecosystems are recorded within the activity area outer buffer.		Low	Possible	Low	No action recommended.	
		Surface Water	Contaminated runoff from the operation of the site reaching surface waters	The nearest water body is a dam located within the activity area. The nearest watercourse is a drain/channel located approximately 15 m north of the activity area. The nearest named watercourse is the No.1@9 Channel, located approximately 200 m northwest of the activity area.	Contaminated of surface water, due to stormwater runoff. Expected high in nutrients due to garden waste and metals due to household recyclables.	Heavy rainfall periods.			Moderate	Possible	Medium	Confirm that site stormwater management is appropriate.	Risk to nearby waterbody, consider risk from surface runoff.

Project No	972.1
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								S	L	RR		
CA-9	Recheater RRC	Odour	Stockpiles of household recyclables and residual waste, construction and demolition aggregates, masonry and soils, commercial paper and cardboard, household and commercial waste timber	The nearest residential dwelling appears to be located approximately 40 m south of the activity area. There also appear to be 12 residential dwellings within the 250m amenity buffer	Impact to amenity, odour complaints.	12 residential dwellings within the 250m amenity buffer.		Major	Likely	Extreme	Monitor for conflict between RRC and nearby residential land use. Avoid expansion of RRC operation or introduction of new sensitive receptors.	Site operations including storage of waste is likely to generate odour. Multiple sensitive receptors exist within the recommended buffer from the activity area for the RRC. Existing land uses unlikely to be compatible in the long-term. In the event of conflict, consider site-specific mitigation measures or use of alternative facilities.
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.		Major	Possible	High	Monitor for conflict between RRC and nearby residential land use. In the event of conflict, consider site-specific mitigation measures.	Some site operations may generate noise and vibration, uncertain if crushing or processing occurs at the site. A number of sensitive receptors exist within the recommended buffer from the activity area of the RRC.
		Visual Impact and Litter	The operation of this facility could be associated with litter due to the household recyclables & residual waste and commercial paper and cardboard processed on site.	There appears to be 12 dwellings within 250m amenity buffer.	Impact to visual amenity, and potential harm to wildlife.	There is a residential dwelling located approximately 40m south of the activity area. It is unlikely to be used by the operator as they are located on separate property.		Major	Possible	High	Monitor for conflict between RRC and nearby residential land use. In the event of conflict, consider site-specific mitigation measures.	Storage of material outside in stockpiles could be a source of litter.
		Groundwater	Groundwater use in the vicinity	Any beneficial uses of groundwater	Contaminated groundwater.	4 records found: WRK9542221, 89604, 89610, and 89611. Bore depths: 8-89 mbgl. Uses: Domestic and Stock and Unknown.		Critical	Possible	Extreme	Recommend considering a site specific risk assessment.	Bores within the investigation area identified for domestic use and salinity would allow use for human consumption. Potential for leachate from uncovered stockpiles of material. Water could be used as a psource of potable water.
		Groundwater	Environments associated with groundwater	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshed, swamps, billabongs.	Damage to environmental ecosystems due to the presence of contaminants	Unclassified aquatic groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 230 m west of the activity area. High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is inside the southwestern part of the activity area.		Significant	Possible	High	Recommend considering a site specific risk assessment.	Threatened vegetation identified around the activity area.
		Surface Water	Contaminated runoff from the operation of the site reaching surface waters	The nearest water body is a dam located approximately 270 m southeast of the activity area. The nearest watercourse is a drain/channel located inside the northern edge of the activity area. The nearest named watercourse is the No. 8 Channel located approximately 550 m east of the activity area.	Contaminated of surface water, due to stormwater runoff. Expected high in nutrients due to garden waste and metals due to household recyclables.	Heavy rainfall periods.	The nearest waterbody and watercourse are located outside the recommended 100m buffer, as recommended by EPA publication 1588.1 for surface waters .	Significant	Unlikely	Medium	Consider site assessment regarding control of stormwater runoff.	Impact to surface water unlikely due to distance.

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CA-10	RPM Pipe	Odour	There is unlikely to be any prominent odour sources from the site due to plastics such as HDPE and polypropylene being the only materials processed on site. Odour is dependent on the prior usage of the plastic and any existing residue which may still be present.	The nearest residential dwelling appears to be located approximately 15 m west of the activity area.	Impact to amenity, odour complaints.	There appear to be 5 residential dwellings within the activity area outer buffer		Significant	Unlikely	Medium	Monitor for conflict with nearby sensitive receptors.	Potential odour generation from stockpiled material. Residential receptors located in close proximity to activity area.
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.		Significant	Unlikely	Medium	Monitor for conflict with nearby sensitive receptors.	Potential noise generation from site activities. Residential receptors located in close proximity to activity area.
		Visual Impact and Litter	The site is unlikely to be associated with litter due to the nature of materials processed on site.	The nearest residential dwelling appears to be located approximately 15 m west of the activity area. There appear to be 5 residential dwellings within the activity area outer buffer	Impact to visual amenity, and potential harm to wildlife.	The are exposed stockpiles of materials without cover which could potentially cause litter to be transported to neighbouring properties during windy conditions.		Significant	Unlikely	Medium	Monitor for conflict with nearby sensitive receptors. Consider mitigation measures such as fencing to contain litter in the event of litter complaints.	Potential litter generation from stockpiled material. Nearby residential receptors and cemetery east of the activity area.
		Groundwater	Groundwater use in the vicinity	Any beneficial uses of groundwater	Contaminated groundwater.	Groundwater is reported to be present at a depth of approximately 5 mbgl beneath the activity area. 15 records found: 112942, 116087, 3171, 3172, 3174, 3175, 42819, 73574, 73619, 95705, WRK951149, WRK951150, WRK951151, WRK951152, and WRK951153. Bore depths: 6-21 mbgl. Uses: Domestic, Investigation, Observation, and Unknown.		Significant	Possible	High	Recommend considering a site specific risk assessment.	Bores within the investigation area identified for domestic use and salinity would allow use for human consumption. Potential for leachate from uncovered stockpiles of material.
		Groundwater	Environments associated with groundwater	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshed, swamps, billabongs.	Damage to environmental ecosystems due to the presence of contaminants	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area buffer. The nearest is inside the northern edge of the activity area.	No groundwater dependent aquatic ecosystems are recorded within the activity area buffer.	Moderate	Possible	Medium	Consider site specific assessment	Native vegetation recorded with geographic occurrence of Common, and bioregional conservation status of Endangered is present around the northern edge of the activity area.
		Surface Water	The nearest water body is a dam located approximately 15 m west of the activity area. The nearest watercourse is a drain/channel located inside the northern edge of the activity area. The nearest named watercourse is the No. 8 Channel located approximately 550 m east of the activity area.	The nearest water body is a dam located approximately 15 m west of the activity area. The nearest watercourse is a drain/channel located inside the northern edge of the activity area. The nearest named watercourse is the No. 8 Channel located approximately 550 m east of the activity area.	Contaminated of surface water, due to stormwater runoff. Type of contamination is dependent on the prior usage of the plastic and any existing residue which may still be present.	Heavy rainfall events which may cause the run-off of contaminants still present on the plastic.	If the plastic received is clean and there is no residue of contaminants.	Moderate	Possible	Medium	Recommend assessment to confirm that site stormwater management is appropriate.	Risk to irrigation channels.

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								S	L	RR				
CA-11	Rushworth RRC	Odour	Containers which house stockpiles of household recyclables and residual waste, construction and demolition aggregates, masonry and soils, commercial paper and cardboard; household and commercial waste timber.	The nearest residential dwelling appears to be located approximately 280 m southwest of the activity area.	Impact to amenity, odour complaints.		There does not appear to be any residential dwellings within the 250m amenity buffer.	Low	Rare	Low	No action recommended.			
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.			Low	Rare	Low	No action recommended.		
		Visual Impact and Litter	The operation of this facility could be associated with litter due to the household recyclables & residual waste and commercial paper and cardboard processed on site. These materials are housed in containers in the activity area.	The nearest residential dwelling appears to be located approximately 280 m southwest of the activity area.	Impact to visual amenity, and potential harm to wildlife.	If containers of waste were overflowing and litter was able to blow away in windy conditions.	If waste was safely held within the container.			Low	Rare	Low	No action recommended.	
		Groundwater	Groundwater use in the vicinity	Any beneficial uses of groundwater	Contaminated groundwater.	Groundwater is reported to be present at a depth of approximately 5 m below the activity area.	There are no records found of bores in the activity area or within 500m of the activity area.			Moderate	Rare	Low	No action recommended.	
		Groundwater	Environments associated with groundwater	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshes, swamps, billabongs.	Damage to environmental ecosystems due to the presence of contaminants	High potential aquatic groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 10 m south of the activity area. Moderate and High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is inside the southern part of the activity area.				Moderate	Possible	Medium	Consider site specific investigation into ecological risk due to groundwater impact.	High potential groundwater dependent ecosystem with potential endangered vegetation within activity area.
		Surface Water	Containers which house the stockpiles of waste.	The nearest water body is a dam located approximately 70 m southwest of the activity area. The nearest watercourse is Billy Buttons Gully, located approximately 20 m south of the activity area.	Contamination of surface water	Heavy Rainfall periods. Leaking containers.	The stockpiles are held in containers which may prevent the waste touching underlying soil. This may prevent run-off from the site.			Moderate	Possible	Medium	Recommend assessment to confirm that site stormwater management is appropriate.	Nearest watercourse is located within 100 m of the activity area.

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								S	L	RR			
CA-17	Toolleen RFC	Odour	Containers which house recyclables and residual waste, construction and demolition aggregates, masonry and soils, commercial paper and cardboard; household and commercial waste transfer.	The nearest residential dwelling appears to be located approximately 150 m northwest of the activity area.	Impact to amenity, odour complaints.	There appear to be 1 sensitive use, a place of worship within the 250m amenity buffer.		Moderate	Rare	Low	No action recommended.		
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.		Moderate	Rare	Low	No action recommended.		
		Visual Impact and Litter	The operation of this facility could be associated with litter due to the household recyclables & residual waste and commercial paper and cardboard processed on site. These materials are housed in containers in the activity area.	The nearest residential dwelling appears to be located approximately 150 m northwest of the activity area.	Impact to visual amenity, and potential harm to wildlife.	If containers of waste were overflowing and litter was able to blow away in windy conditions.	If waste was safely held within the container.		Moderate	Rare	Low	No action recommended.	
		Groundwater	Groundwater use in the vicinity	Any beneficial uses of groundwater	Contaminated groundwater.	15 records: 329657, 329658, 329659, 329660, 329661, 329662, 329663, 329664, 329665, 96095, 96103, 96125, 96126, 96127, & WRK095474. Bore depth: 9-60 mbgl. Uses: Domestic, Stock, & Non-Groundwater. Groundwater is reported to be present at a depth of approximately 10 mbgl beneath the activity area.	There are no records of bores within the activity area.		Critical	Possible	Extreme	Recommend considering a site specific risk assessment.	Bores within the investigation area identified for domestic use and salinity would allow use for human consumption. Potential for leachate from uncovered stockpiles of material.
		Groundwater	Environments associated with groundwater	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshes, swamps, billabongs.	Damage to environmental ecosystems due to the presence of contaminants	High potential aquatic groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 110 m east of the activity area. Moderate and High potential terrestrial groundwater dependent			Low	Possible	Low	No action recommended.	
		Surface Water	Containers which house the stockpiles of waste.	The nearest water body is a dam located approximately 110 m west of the activity area. The nearest watercourse is Mount Pleasant Creek, located approximately 110 m southeast of the activity area.	Contamination of surface water.		The nearest waterbody and watercourse are located outside the recommended 100 m.		Significant	Rare	Low	No action recommended.	

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Project Description	
Date	25/01/2018

SITE ID	Site	Cause / Risk / Hazard (from guide words)	Description of Potential Source	Potential Receptors	Potential Impact	Factors that Increase the Likelihood or Severity	Factors that Decrease the Likelihood or Severity	Initial Risk Ranking			Potential Options for Further Mitigation	Comments	
								S	L	RR			
CA-18	Waaranga Green Energy	Odour	Anaerobic digester containing pig waste	There appears to be a residential dwelling within the site property boundary. The next nearest residential dwelling appears to be located approximately 65 m northeast	Impact to amenity, odour complaints.	There appear to be 10 residential dwellings within the activity area outer buffer.		Significant	Possible	High	Monitor for conflict with nearby sensitive receptors.		
		Noise	Operation of equipment at the facility, traffic to and from the site.	Residential or other sensitive land use, such as schools, etc.	Impact to amenity, noise.	Traffic to and from the facility must travel along residential streets.		Low	Rare	Low	No action recommended.		
		Visual Impact and Litter	The operation of this facility appears unlikely to be associated with litter as it will only accept C&I waste, in particular pig waste.	There appears to be a residential dwelling within the site property boundary. The next nearest residential dwelling appears to be located approximately 65 m northeast of the activity area. There are also 10 residential dwellings within the activity area outer	Impact to amenity, odour complaints.		The facility will only accept waste from the nearby piggery.		Low	Rare	Low	No action recommended.	
		Groundwater	Anaerobic digester containing pig waste	Any beneficial uses of groundwater	Contaminated groundwater.	15 records of bores found within 500m of the activity area: 114232, 114233, 114235, 146113, WRK012139, WRK059675, WRK951395, WRK954706, WRK954707, WRK954708, WRK954709, WRK954710, WRK954711, WRK954712, WRK954713, & WRK954714. Depths: 4-16 mbgl. Uses: Domestic, Observation.	There are no records of bores within the activity area.		Significant	Unlikely	Medium	Recommend considering a site specific risk assessment.	Groundwater use as a source of potable water precluded by salinity.
		Groundwater	Anaerobic digester containing pig waste	Aquatic and terrestrial groundwater dependent ecosystems; rivers, streams, lakes, marshes, swamps, billabongs	Damage to environmental ecosystems due to the presence of contaminants	High potential terrestrial groundwater dependent ecosystems are recorded within the activity area outer buffer. The nearest is located approximately 35 m east of the activity area.	No groundwater dependent aquatic ecosystems are recorded within the activity area buffer.		Low	Unlikely	Low	No action recommended.	
		Surface Water	Anaerobic digester containing pig waste	The nearest water body is a dam located approximately 55 m east of the activity area. There are two drains that are within the activity area. The nearest named watercourse is the Deakin Main Drain, located approximately 195 m south of	Contamination of surface water. Contaminated stormwater could also potentially enter the drains located within the activity area.	Heavy rainfall periods could cause run-off into the drains			Moderate	Possible	Medium	Recommend assessment to confirm that site stormwater management is appropriate.	Irrigation channels located close to activity area.

HIRST PROJECTS with TERROIR Architects

HP



ATTENTION: **ANDREW COWIN**
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PORT OF ECHUCA FUTURE

REPORT MAY 2018



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BACKGROUND



The aim of the Port Precinct Strategy is to create a place that is “loved by locals and a must for visitors”.

1.1 INTRODUCTION

Hirst Projects and Terroir Architects, were commissioned to deliver a Port Precinct Strategy that recognizes the heritage and history of the Precinct, capitalizes on its natural and cultural and community assets and offers opportunity for innovation.

The team was asked to re-imagine the place, establishing a new vision that will take the Port of Echuca into the future and encourage investment from the public and private sectors.

1.2 THE EXISTING BRAND

History

The Echuca-Moama region is known as ‘The Murray’s Living Legend’.

Echuca has been known as the ‘Paddlesteamer Capital’ for nearly 40 years, when the city featured in the TV series ‘All the Rivers Run’. This in turn, built on the recognition that it was home to the largest paddlesteamer fleet in the world.

The current positioning of the Port builds on this reputation and uses the proposition “Experience History Like Never Before”.

Aboriginal Culture

The close relationship between the local Aboriginal communities and the Shire of Campaspe is reaping rewards for all parties. The recent Memorandum of Understanding with the Yorta Yorta Aboriginal Corporation is evidence of the opportunities that exist to work together for mutual benefit with Aboriginal communities on whose Country Echuca was established.

1.3 THE BRAND CONTEXT

Echuca-Moama is part of the Murray region. There is strong support for the Murray to be seen as a touring route, linking a unique set of destinations along the River, to rival the Great Ocean Road.

Paddlesteamers are not unique to Echuca.

Each significant destination along the Murray showcases its history and the role of paddlesteamers. For example:

- Mildura ‘Experience better’ - There are 4 paddleboats on the Murray at Mildura and Wentworth.*
- Swan Hill, ‘The Heart of the Murray’ – the Pioneer Settlement and the PS Pyap are located here.*
- Koondrook, ‘The hidden treasure of the Murray’ – paddlesteamers were built here, its new wharf is designed to welcome paddlesteamers, houseboats and contemporary craft.*

WHO'S HERE?



It is important to know who the residents and visitors are now, how that profile will inevitably change, and how those changes might be shaped and driven.

2.1 REVIEW

A review of strategic documents produced by the Shire and the regional tourism bodies, provided an overview of the Shire and the aspirations of the residents.

2.2 RESIDENTS NOW

The focus of this report is residents of Echuca, though people from other parts of the Shire are regular 'visitors'.

How Many?

- *There are 14,105 people living in Echuca*

Who Are They?

- *More than 90% are Australian citizens*
- *9% are Aboriginal*
- *Over 80% are over 15*
- *Around 70% are over 18*
- *Compared to regional Victoria a higher proportion is over 60*
- *There are less young people, parents and homemakers*
- *There are slightly more females than males*

2.3 RESIDENTS FUTURE

In the future, there is a desire to see a healthier, more connected, more prosperous and more resilient population. Residents want a future that has certain characteristics:

- *Maintain it as a family friendly place*
- *More jobs and people employed*
- *More opportunities to establish and grow businesses*
- *More cycle paths to encourage healthy pursuits*
- *More art and culture*
- *More activities for young people*

2.4 VISITORS NOW

How Many?

Annual visitation to Echuca-Moama region for the year ending March 2017 was 1.49 million visitors:

- *672,000 domestic overnight visitors*
- *810,000 daytrip visitors*
- *11,000 international visitors*
- *The overnight visitors stay an average of 2.7 nights in the region, which is below the 3.1 nights that is the Murray region average.*

Who Are They?

Most are from Victoria (78.3%) and most of those from Melbourne (43.5%). International visitors are largely from New Zealand, the UK and the USA.

WHO'S HERE?

The largest group of visitors is the age group '65 years and over'.

What Do They Do?

They mainly come for a holiday, or to visit friends and relatives.

They meet their friends, dine out, go to clubs and pubs, look around and shop for pleasure.

2.5 VISITORS FUTURE

Visitors will continue to be attracted by Echuca's location on the Murray River and the many opportunities that this proximity affords. Camping, fishing, boating, swimming and water skiing are popular activities. Many visitors return each year, and generations of the same families have visited regularly over a long period.

The Echuca-Moama Tourism Strategy sees a strong future for the region.

The targets are:

- Increase the visitation to 1.8 million visitors per year*
- Get them to stay longer – 2.4 million nights*
- Attract different markets – visitors who spend more and stay at different times of year*
- Connect visitors emotionally and digitally to the region, so they care and share.*

WHAT'S HERE?

03

The Port of Echuca has a strong set of natural, cultural and recreational assets that will continue to be the backbone of the place and the platform for renewal.

3.1 NATURE

The key natural assets are:

- Murray River – the star of the show and a major reason why people live in, and visit, Echuca.
- Campaspe River – flowing from near Woodend reaches a confluence with the Murray at Echuca
- Aquatic Reserve – the setting for events and a great place to get close to the Murray and enjoy the view
- Riverboat Dock – a special spot to relax and enjoy the spectacle of the river and river use (once the current MasterPlan is implemented)

3.2 HISTORY

History abounds:

- Historic Wharf – the major icon signifying the Port's heyday
- Historic Buildings – places that hold the stories of the people who made Echuca
- Historic Artefacts – things that you just don't see anymore

3.3 ARTS AND CULTURE

The cultural assets of the Port are quiet superstars:

- Library – a vibrant place for meeting, reading and study.
- The Foundry – showcasing the talents of the region and beyond, and inviting participation in the arts
- TwistEd – science fun and learning for all ages and full of extraordinary activity
- Museums – places that reveal the soul and passion of the community and its past
- Events – large and small, these bring seasonal change

3.4 RECREATION AND PLAY

Both residents and visitors, young and old want to be able to relax somewhere:

- Hopwood Park Playground – an engaging place for families
- Trails – there are multiple trails nearby that have potential to attract visitors
- Seats: places to rest and meet
- Events – already a powerful means of attracting visitors

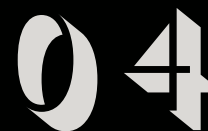
3.5 COMMUNITY

It is clear that it is absolutely necessary to engage the community in any Vision. Without them it will not succeed:

Business Community – the C4EM and the new Progress Association are significant groups. There are many individuals keen to assist in building the success of the Port.

Arts and Cultural Community – the Echuca Moama Arts Initiative, for example, is a strong example of support.

WHAT'S THE TALK?



Talking to locals has been a major source of information. Everyone was invited to say what they thought.

4.1 THE TALK PROCESS

We tried many avenues to let people know that the 'Talk' process was about to happen:

- *Emails to individuals and groups*
- *Items in the local newspaper*
- *Shire of Campaspe Facebook page*
- *Shire of Campaspe website*
- *Postcards at several outlets*

During the course of this project the team has talked to many individuals and groups. We have used many means to listen:

- *Interviews with individuals*
- *Group talks*
- *Community Drop-in sessions in two locations*
- *Site visits with specialists*

We have used the process to:

- *Collect information and data*
- *Listen to opinion*
- *Show what has happened in other places*

It is clear from the consultation process that residents associate themselves with the town they live in, not the Shire. The focus of this report is residents of Echuca, though people from other parts of the Shire are regular 'visitors' and their voices are also reflected here.

4.2 WHAT YOU SAID

What Works

These are the aspects of the Port Precinct that the community appreciates:

The Port Precinct is a wonderful asset for our community

1. *The European history of the place represented by the historic wharf*
2. *The things that bring the Precinct to Life:*
 - *The Discovery Centre (mixed views, the positive comment was largely about potential rather than existing reality)*
 - *The horse and carriage*
 - *The Foundry*
 - *The Gallery*
 - *The Library*
 - *The plaques*
 - *The wood turners*
3. *The opportunity to walk, unhindered by traffic*

WHAT'S THE TALK?

What's Wrong

The aspects of the Port Precinct that attracted negative comments centre around the following:

1. The Historic Ambience:

The Port area is dead!

It's lost its character

Put some life back

It needs bringing to life through activation – examples given included people in period costume, colonial music, free displays, old trades, artists

It needs to be less of a theme park

History experiences that attract a younger crowd

It could come alive at night – sound and light

2. Access

The river is hidden from us

People cannot access the historic wharf

There is no satisfactory viewing platform for the Murray

It needs to be opened up and made freely accessible

3. Oscar W's

It's a wasted space

It's old and decrepit

Knock it down or create something new

Activate this area with events and stalls

4. Parking and Traffic

Address the parking problem we endure!

Parking should be free

There should be no restrictions

There should be additional parking over the Campaspe river, or in a multi-storey carpark

There should be no traffic in the Port itself

Traffic should be removed or slowed in High Street

5. Walking and Cycling

Encourage walking and cycling

There should be more paths and trails

It should be family friendly

Connect the parks to the Precinct

6. Sitting and Relaxing

Give us more places to sit

Places to hang out

In the shade

Along the rivers

7. Eating

We want to enjoy a coffee overlooking the river

Somewhere to eat and sit and watch river traffic

8. Landscape

Beautify the area

Protect the natural landscape

WHAT'S THE TALK?

Improve the Aquatic Reserve

9. People

Locals have heaps of family history

Sharing stories with tourists

Make history relevant to young people

10. Facilities

Echuca has the worst toilets!

Security through police or surveillance equipment

There should be a drinking fountain in the Port

11. Operation

Distance the Council from the day to day running

Council shouldn't operate paddlesteamers

There should be no conflicts of interest between Council and business

4.3 THEMES

The 'talk' process revealed some major themes:

- History*
- Rivers and Nature*
- Arts and Culture*
- Entertainment and Events*
- Recreation and Social*
- Traffic and Parking*

These informed further investigation and research.

THE RESULTS OF RESEARCH



The site investigation of the Port Precinct and desktop research focussed on the areas that were raised in the 'Talk' sessions as being issues or opportunities that needed more consideration. We sought the latest thinking.

5.1 HISTORY AND INTERPRETATION

Research Findings

Research shows that people make sense of history only through a very personally relevant framework – through their own experiences and memories:

- *Interest in history museums is less important and is dropping, particularly in younger age groups.*
- *Narratives relating to their own families stimulates connection*
- *Sharing photographs and memorabilia among family and networks engages interest*
- *Family gatherings are the most important means that people enjoy in creating connectedness with the past*

5.2 CYCLING AND WALKING

Research Findings

Walking and cycling have been found to have profound impact on health and wellbeing. Increasing participation in physical activity has health, social and economic benefits.

As well as the health gains to be made by preventing chronic disease, the benefits include promoting mental wellbeing and social connections, increasing productivity, and positive changes to the environments we live and play in, such as reduced traffic congestion and safer neighbourhoods.

5.3 PUBLIC SPACE AND SEATING

Research Findings

Public spaces allow people to meet and interact on neutral ground, and within the context of the whole community. They are found to assist in developing social cohesion.

Allow the generations to connect.

- *Family groups eg on multi-generational shopping trips*
- *Youth to meet*
- *Chance or planned meetings with neighbours and friends*

Public spaces allow people to remain connected to public life.

- *Accessing essential services*
- *People watching*
- *Avoiding loneliness*
- *Practicing sociability*

People like public spaces that have a certain quality

- *There is somewhere comfortable to sit*
- *They feel safe*
- *There is protection from the weather*
- *There is a sense of tranquility and appreciation of nature*
- *They are close to shops and cafes*

- *There is something interesting to look at*

5.4 PARKING

Research Findings

Research suggests that parking is conventionally managed by enforcing minimum parking requirements – expressed through permits, pricing, time limits and enforcement to actively manage supply and demand. It is either provided by government or the private sector. These have recently been identified as generating excessive amounts of parking, imposing hidden costs on citizens and harming the environment.

- *Free and easily accessible parking induces usage of cars. Disincentivising convenience reduces the domination of cars.*
- *On-street parking competes for road space and can inhibit the ability to allocate space for walking and cycling, or other modes of shared transport.*
- *On-street parking spurs congestion from cruising for parking spaces and movement in and out of parking spaces.*
- *Parking policy must be holistic and strategic to deliver positive impact across the board.*

TRENDS AND EXEMPLARS



There are future trends that are relevant to the Port and should be considered in determining the vision.

6.1 TRENDS

The end of the tourist, the rise of the traveler and 'local-hood'

This idea was promoted by the city of Copenhagen. Research suggests that inviting visitors to become "temporary locals" is increasingly attractive. Visitors no longer want to be seen as tourists, they want to live like locals and stay in places that are more like a home. Localhood disperses visitors across the city and throughout the year.

This has been taken up by the Echuca-Moama Tourism Board and is now a key strategic direction for the region.

Experiences

Today's destinations must be multifaceted. To avoid homogeneity, destinations are having to find a more sophisticated personality. Every destination along the Murray has the river and the natural bush. Many have a history that involves paddlesteamers and trade. The Murray River destinations need to present different identities and experiences of the particular place that cannot be found anywhere else.

The Port personality should shine through the stories it tells, through multiple experiences and the design of its public places.

Relaxation or Adventure

Busy lives are leading some travellers to look for a relaxing getaway, while others are looking for adventure and opportunities to socialise. Everyone is looking for a life-changing experience, and one that is relevant to their particular lifestyle rather than a specific age group. Relevance is crucial.

It is not merely a matter of marketing what is already at the Port to grow a single segment, rather it is finding ways in which the strengths of the Precinct can be used to attract new market segments.

Multi-generational Travel

Increasingly family members of all ages, including parents, children and grandparents are travelling to reconnect and create new memories together. Options for every age group are necessary for travel brands, including accommodation and activities.

Port experience providers need to cater for every age group.

Digital

With the rise of social media, digital word-of-mouth recommendation is more important than ever before. Digital media enables travellers, partners and influencers to create shareable moments that will not only enhance their voice in the digital conversations – but propel those particular moments past competing messages in the receivers' newsfeeds. This means that the destination has to live up to the promise, as much of the marketing is through the sharing of reviews and recommendations. Visual media are very influential.

The Port must look good!

VISION AND STRATEGY

The vision directs the planning over the next five years with new infrastructure, an activation program and an operating environment that supports new investment.

7.1 OBJECTIVES OF THE VISION

- Residents loving and using the Port
- Young people seeing the Port as a place they can hang out and enjoy themselves
- More visitors, from segments that visit at various times of year, who stay longer and spend more than current segments
- There is a strong day and night time economy
- The business community and relevant community groups playing a significant role in achieving the vision

7.2 VISION

THE PORT OF ECHUCA PRECINCT: A PLACE TO TAKE YOUR TIME, RELAX AND ENJOY YOURSELF

**TELLING THE STORY OF ECHUCA
A PLACE TO LINGER, INTERACT AND CONNECT
A DESTINATION CELEBRATING LIVING WITH NATURE AND HISTORY
AN ARTS AND CULTURE, EVENTS AND ENTERTAINMENT HUB**

STRATEGIC DIRECTION

VISION: TELLING THE STORY OF ECHUCA

Every element of the Port Precinct is designed to tell the story of this place.

The historic buildings, the restored Wharf, the paddlesteamers, the heritage artefacts; the rivers, the trees, the wildlife and every aspect of the built environment make an impression. The stories of the past captured in local museums; recollections still fresh in the minds of people who have lived and still live in the region; memories of great holidays that keep visitors returning add richness and meaning.

These are all intrinsic to its character. This is the Port.

VISION: A PLACE TO LINGER, INTERACT AND CONNECT

DIRECTIONS

The Port Precinct takes people out of their cars and into a slower way of life that invites social interaction and a healthy lifestyle

***A place to enjoy the rivers and views:** The rivers are primary elements that shape the personality of the Port. Looking at and getting onto the water are the keys to enjoyment.*

***A place to walk and cycle:** In the Port cars are not the priority. Whilst people may arrive in cars, they are encouraged to walk or cycle to and through the Precinct, taking their time to soak in the atmosphere.*

***Places to meet and sit:** The Port is a friendly and sociable place for people of all ages, there are spots for sitting and watching the world go by, chatting with friends, playing and picnicking. Having a strong sense of community makes the Port feel welcoming and accessible.*

VISION AND STRATEGY

VISION: A DESTINATION CELEBRATING LIVING WITH NATURE AND HISTORY**DIRECTIONS**

The Port Precinct is a destination. People can instantly see that this is a green, vibrant and safe place to spend their time.

A place in nature where rivers and riverbanks are enjoyed: The two rivers form a natural edge to the Port Precinct. These are opportunities for a close relationship with the water, the landscape and the birdlife. The viewing platforms and seats provide places to take post-worthy photos of the rivers and river craft.

A place that celebrates its past - the First People of the region and its history of trade and activity: The Aboriginal people have a long and deep association with this place. In more recent times the Port has played a significant role in the growth and development of Australia. The landscape, the historic Wharf, the heritage buildings, the paddlesteamers and the museums tell of that history.

VISION: AN ARTS AND CULTURE, EVENTS AND ENTERTAINMENT HUB**DIRECTIONS**

The Port is a place for entertainment and unique retail: It celebrates local and authentic. The pubs, cafes and shops provide interest and variety from early morning to late at night.

A place with a sense of creativity and entrepreneurship: The Port is a place that showcases talent and inspires creativity. Pop-up shops and studios, artspace and cultural programming enliven the precinct and give it a vibrant character that does not date.

A place that comes alive in the evenings: Afterhours lighting of buildings, streets, lanes and parks attracts the crowds. The Port is safe and lively after dark.

A place where the annual Precinct Program is anticipated by locals and visitors: Events and festivals offer opportunities to celebrate throughout the year. From music to markets, craft to cars the program is designed to embrace diverse audiences.

VISION: A PLACE WHERE COLLABORATION MAKES IT HAPPEN**DIRECTIONS**

All stakeholders in the Port work together and alongside each other towards achieving the vision.

Regulations are changed to support the vision

Use of council owned buildings supports the vision

Port operation supports business growth

Business and community groups share their plans

Maintenance and management plans align with the vision

THE VISION AND STRATEGIC OPPORTUNITIES

There are many opportunities to deliver this vision, building on the existing strengths.

VISION	OPPORTUNITIES
TELLING THE STORY OF ECHUCA	
	<i>The understanding of the stories, the design, the materials used, the location and placement of infrastructure must drive all opportunities and must be defined in the scope and definition each project.</i>
	<i>The Port of Echuca interpretive story key 'chapters' are outlined and shared.</i>
A PLACE TO LINGER, INTERACT AND CONNECT	
<i>A place to enjoy the rivers and views</i>	<i>A terraced edge to the Murray at Riverboat Dock extends towards the water's edge</i>
<i>A place to walk and cycle</i>	<i>A seating platform and pop-up park overlooks the historic Wharf and the Murray River</i>
<i>A place to meet and sit</i>	<i>New dining areas alongside and overlooking the historic Wharf allow diners to watch the Murray River craft come and go</i>
	<i>A deck at Leslie Street offers views of the Campaspe River</i>
	<i>The Campaspe River walkway is upgraded, and a nature space and an expanded deck marks the turn into the Port at Radcliff Street</i>

VISION AND STRATEGY

	<i>Leslie St is landscaped to emphasise the connection from the Campaspe River to the Murray River</i>
	<i>Walking paths connect the Wharf to the Aquatic Reserve Precinct</i>
	<i>New safe cycle paths and bike racks encourage leisurely cycling and link to parks outside the Port Precinct</i>
	<i>Imaginatively designed social seating encourages people to stay longer in all parts of the Port Precinct</i>
A DESTINATION CELEBRATING LIVING WITH NATURE AND HISTORY	
<i>A place in nature where rivers and riverbanks are enjoyed</i>	<i>Riverboat Dock is created as a new destination for dining and spending time on the Murray River</i>
<i>A place that celebrates its past - the First People of the region and its history of trade and activity</i>	<i>The Discovery Centre is reimagined as the Murray River Discovery Centre with a new cultural focus, a plan to embrace the broader history of the Port and an active face to the Murray Esplanade</i>
	<i>The Aboriginal history of the Port is evident through interpretive signage, sculpture, and exhibition</i>
	<i>The Aquatic Reserve Precinct is landscaped to the water's edge as a major events destination</i>
AN ARTS AND CULTURE, EVENTS AND ENTERTAINMENT HUB	
<i>A creative place with a sense of creativity and entrepreneurship</i>	<i>The Foundry Arts Precinct, open to Little Hopwood Street, is created as a new destination to be inspired by and involved in arts activities.</i>
<i>A place that comes alive in the evenings:</i>	<i>Social enterprise and small business is encouraged in empty shops, or pop-up stalls and at markets and events</i>
<i>A place where the annual Precinct Program is anticipated by locals and visitors:</i>	<i>Historic buildings and the heritage wharf structure are illuminated at night emphasizing the Port's unique history</i>
	<i>Street lighting adds colour and personality, and can be adapted for festivals and events</i>
	<i>The Aquatic Reserve incorporates lighting to enhance the evening water's edge experience</i>
	<i>Murray Esplanade and Little Hopwood Streets are enlivened as events spaces at defined times throughout the year</i>
A PLACE WHERE COLLABORATION MAKES IT HAPPEN	
<i>Regulations are changed to support the vision</i>	<i>Traffic is slowed, and pedestrians are prioritised</i>
<i>Use of council owned buildings supports the vision</i>	<i>Parking space provision and policy facilitates visitors being welcome to stay and enjoy the Port</i>
<i>Operation of the Wharf supports the vision</i>	<i>Ownership and leasing policy and practice is reviewed to optimize vision-aligned uses</i>
	<i>Operating models support equitable use of Council owned venues and facilities</i>
<i>Asset maintenance and management plans support the vision</i>	<i>Council asset management plans are revised to incorporate new developments</i>
<i>Business and community groups in the Port support the vision</i>	<i>Vision is shared and plans regularly reviewed</i>

DELIVERING THE VISION



The opportunities must be defined as a series of projects that can be delivered over the next 5 years by the Council, community and their partners.

PROJECTS

In order to implement the Port Vision and Strategies, the following projects are proposed. This is a preliminary assessment and should be reviewed and considered in the light of Council's overall Strategic Plan and in consultation with relevant community groups.

Some projects are strategies and plans, that can then be further defined and costed.

THE META-PROJECT: TELLING THE STORY OF ECHUCA

Port of Echuca Story

This is the first project that should be undertaken. This will be the guidebook for all projects. It is essentially a creative expansion of the Vision, focusing on content. It includes:

- Identification of key storylines that will be 'told' throughout the Port. This includes the social history, natural history and technology.*
- Identification of key locations that connect with the storylines*
- Definition of colours that reflect the storylines*
- Definition of shapes and structures that reflect the storylines*
- Definition of materials that reflect the storylines*

The meta-project can then be used to guide eg the design and placement of seating, signage or art works, or the shapes, forms and materials that will be part of the design of walking paths.

EXISTING PROJECTS

Aquatic Reserve Precinct Masterplan

RiverBoat Dock Masterplan

Foundry Arts Precinct Masterplan

NEW PROJECTS

A PLACE TO LINGER, INTERACT AND CONNECT

The Campaspe River Edge Masterplan

A Masterplan for the Campaspe River Edge to incorporate the upgraded walking path, viewing platforms and any cycle infrastructure that may be required.

Associated projects: Port Precinct Walks Strategy and Leslie Street Upgrade

Leslie Street Upgrade Plan

A Plan for Leslie Street including landscape design, High Street crossings and connections to the Wharf.

Associated Projects: Campaspe River Edge Masterplan, Port Parking Policy and Plan

The Murray River Edge Platform

A design for a viewing platform to support sitting, socializing and safe paddling (River levels to be considered).

Associated projects: Riverboat Dock Masterplan

The Heritage Wharf Riverview Space (staged)

Concept, Design and Business Case to infill Wharf edge following the River bank reinforcement, including public and commercial spaces (café, fine dining). May be linked to Wharf function spaces. Requires a staged approach.

DELIVERING THE VISION

Associated projects: Murray River Discovery Centre project, Port Operations Review and Plan, Port Asset Assessment Plan

Port Precinct Seating Project

Masterplan for seating across the Port Precinct to define purpose, design guidelines, scale and number of seating areas and seats

Associated projects: Facility Management and Maintenance Program Planning

Port Precinct Cycle Strategy and Infrastructure Plan

Strategy to deliver cycle lanes, bike racks, signage and other infrastructure, with supporting policies and processes to support safe leisure cycling in the Port Precinct.

Associated projects: Port Precinct Seating Project

Port Precinct Walks Strategy and Infrastructure Plan

Strategy to deliver walking paths (other than pavement areas), seats, signage and other infrastructure, with supporting policies and processes to support safe leisure walking in the Port

Associated projects: Port Precinct Seating Project

A DESTINATION CELEBRATING LIVING WITH NATURE AND HISTORY**The Murray River Discovery Centre Project**

Review of existing centre including definition of target markets, indoor and outdoor space uses, design and functionality, interpretation, business and operating plans, and concept to reposition as a destination cultural centre, focused on the Murray River heritage. This may include commercial components such as retail, and venue hire to increase revenue opportunities.

Associated projects: Aboriginal Cultural Interpretation Project

Aboriginal Cultural Interpretation Project

Interpretation Strategy and Plan to define content, interpretation tools, sites and management approach – requires co-leadership of Aboriginal communities

Associated projects: The Murray River Discovery Centre Project

AN ARTS AND CULTURE, EVENTS AND ENTERTAINMENT HUB**Night Lights Project**

A Creative lighting plan for the Precinct involving definition of interpretation goals, lighting policy and strategy, location and siting plans.

Associated projects: Aquatic Reserve Masterplan

Enterprise, Events and Festivals Activation Program

Strategy for programming spaces across the Port taking account of target markets, local artists and enterprise, national and international opportunities, seasons, and scale of activity

A PLACE WHERE COLLABORATION MAKES IT HAPPEN**Port Traffic Policy and Plan**

Review of traffic flows and management across the Precinct and new Strategy developed to align with Vision

Port Parking Policy and Plan

Parking audit across the Precinct, including areas external to the Precinct, review of policy and management of parking and new strategy developed to align with Vision

Port Precinct Property Assessment and Strategy

Audit and assessment of Council owned properties, scale, location, lease arrangements and existing uses. Development of new strategy to support the Vision, including consideration of adaptive re-use, re-purposing, alteration to existing lease and license arrangements and deaccessioning of assets.

Port Operations Review and Plan

Review of operation of Wharf, including ticketing, venue management to support business growth and investment by private sector. This could include separation of the Discovery Centre as a major cultural centre and provide opportunities for this Centre to increase revenue raising offers.

Facility Management and Maintenance Program Planning

DELIVERING THE VISION

Each project will require cross-Council planning to ensure that new infrastructure and policy changes are aligned with on-going operations – ensuring that the cost of operation is incorporated into budget forecasts, contractual arrangements with service suppliers and resourcing plans.

IMPLEMENTATION

The Vision, strategy and a series of opportunities to deliver the Vision for the Port Precinct have been presented to Council and stakeholders.

To finalise the Vision, the consultant team proposes that the Echuca Story be defined and integrated into the Vision. This will complete all three components – the identity of the Port Precinct, the atmosphere and the experiences.

The opportunities have been proposed as a series of projects, focused on the public realm. The Vision however is designed to be delivered by the private and community sectors as well and these opportunities/projects need to be added.

The following table indicates the steps that must be taken to implement the Vision and bring the community along. Some of these activities can be undertaken in parallel.

PHASES	TASKS	AUDIENCE	DATE
Vision Acceptance	Circulate presentation of draft Vision and Strategy for comment Modify Vision and Strategy Submit to Council for acceptance/endorsement	Councillors Stakeholders Steering Group CEO Council	May End May
The Echuca Story	Develop the Echuca Story (the identity component of the Vision): Half day Workshop Circulate Story Submit Story to Council for acceptance/endorsement	Stakeholders and Council officers (Discovery Centre)	June End June
Vision Communication Tools	Produce Vision and Story in format that can inspire Port business and inform Port Precinct Projects	Port Precinct stakeholders Council Wider community	End June
Vision Leadership and Advocacy	Develop organization structure to lead and guide application of the Vision: Meet with key groups Establish Port advocacy role and advocates Establish Council Projects Leadership and support group	Port Precinct stakeholders Council CEO/Exec/Manager	June/July
Projects Definition	Port Precinct business projects sign up Collate all projects Define projects (single paragraph)	Port Precinct stakeholders Council departments	July/August
Projects Priority and Programming	Review projects Set up priority framework Prioritise projects and develop draft program (short/medium/long term, 1/2/5years)		August/September
Monitor and Report Progress			

The Vision: A place to take your time, relax and enjoy yourself

A place to linger, interact and connect

A destination celebrating living with nature and history

An arts and culture, events and entertainment hub

A place where collaboration makes it happen

Telling the story of Echuca

Every element of the Port Precinct is designed to tell the story of this place.

The historic buildings, the restored Wharf, the paddlesteamers, the heritage artefacts; the rivers, the trees, the wildlife and every aspect of the built environment make an impression. The stories of the past are captured in local museums; in recollections still fresh in the minds of people who have lived and still live in the region; in memories of great holidays that keep visitors returning add richness and meaning.

These are all intrinsic to its character. This is the Port.

A place to linger, interact and connect

The Port Precinct takes people out of their cars and into a slower way of life that invites social interaction and a healthy lifestyle.

A place to enjoy the rivers and views

The rivers are primary elements that shape the personality of the Port. Looking at and getting onto the water are the keys to enjoyment.

A place to walk and cycle

In the Port cars are not the priority. Whilst people may arrive in cars, they are encouraged to walk or cycle to and through the Precinct, taking their time to soak in the atmosphere.

Places to meet and sit

The Port is a friendly and sociable place for people of all ages, there are spots for sitting and watching the world go by, chatting with friends, playing and picnicking. Having a strong sense of community makes the Port feel welcoming and accessible.

A destination celebrating living with nature and history

The Port Precinct is a destination. People can instantly see that this is a green, vibrant and safe place to spend their time.

A place in nature where rivers and riverbanks are enjoyed

The two rivers form a natural edge to the Port Precinct. These are opportunities for a close relationship with the water, the landscape and the birdlife. The viewing platforms and seats provide places to take post-worthy photos of the rivers and river craft.

A place that celebrates its past - the First People of the region and its history of trade and activity

The Aboriginal people have a long and deep association with this place. In more recent times the Port has played a significant role in the growth and development of Australia. The landscape, the historic Wharf, the heritage buildings, the paddlesteamers and the museums tell of that history.

An arts and culture, events and entertainment hub

The Port is a place for entertainment and unique retail: It celebrates local and authentic. The pubs, cafes and shops provide interest and variety from early morning to late at night.

A place with a sense of creativity and entrepreneurship

The Port is a place that showcases talent and inspires creativity. Pop-up shops and studios, artspaces and cultural programming enliven the precinct and give it a vibrant character that does not date.

A place that comes alive in the evenings

Afterhours lighting of buildings, streets, lanes and parks attracts the crowds. The Port is safe and lively after dark.

A place where the annual Precinct Program is anticipated by locals and visitors

Events and festivals offer opportunities to celebrate throughout the year. From music to markets, craft to cars the program is designed to embrace diverse audiences.

A place where collaboration makes it happen

All stakeholders in the Port work together and alongside each other towards achieving the vision.

Regulations are changed to support the vision

Use of Council owned buildings supports the vision

Operation of the Wharf supports the vision

Asset maintenance and management plans support the vision

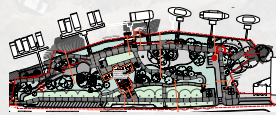
Businesses and community groups in the Port support the vision

A place to take your time, relax and enjoy yourself

Opportunities



A terraced edge to the Murray at Riverboat Dock extends towards the water's edge.



Riverboat Dock is created as a new destination for dining and spending time on the Murray River.



The Discovery Centre is reimaged as the Murray River Discovery Centre with a new cultural focus, a plan to embrace the broader history of the Port and an active face to the Murray Esplanade.



Historic buildings and the heritage wharf structure are illuminated at night emphasising the Port's unique history.

The Aquatic Reserve Precinct is landscaped to the water's edge as a major events destination.

Walking paths connect the Wharf to the Aquatic Reserve Precinct.

Operating models support equitable use of Council owned venues and facilities.

Traffic is slowed and pedestrians are prioritised.

The Campaspe River walkway is upgraded, and a nature space and an expanded deck marks the turn into the Port at Radcliff Street.

New safe cycle paths and bike racks encourage leisurely cycling and link to parks outside the Port Precinct.

A place to take your time, relax and enjoy yourself

Opportunities



A deck at Leslie Street offers views of the Campaspe River.



Social enterprise and small business is encouraged in empty shops, or pop-up stalls and at markets and events.



Street lighting adds colour and personality, and can be adapted for festivals and events.

Council asset management plans are revised to incorporate new developments.

Parking space provision and policy facilitates visitors being welcome to stay and enjoy the Port.

The Aboriginal history of the Port is evident through interpretive sculpture, signage and exhibition.



Imaginatively designed social seating encourages people to stay longer in all parts of the Port Precinct.



Murray Esplanade and Little Hopwood Streets are enlivened as events spaces at defined times throughout the year.

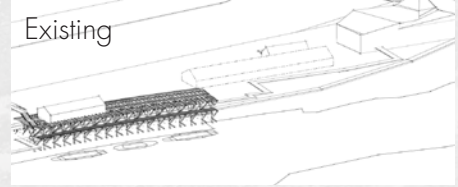
A place to take your time, relax and enjoy yourself

Opportunities

New dining areas alongside and overlooking the historic Wharf allow diners to watch the Murray River craft come and go.

A seating platform and pop-up park overlooks the historic Wharf and the Murray River.

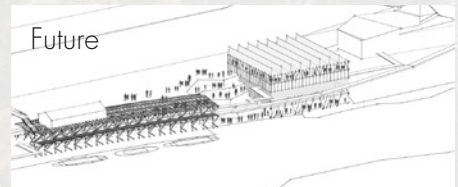
Existing



Opportunity



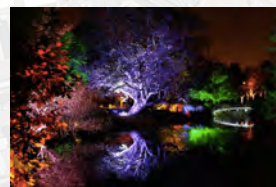
Future



Leslie St is landscaped to emphasise the connection from the Campaspe River to the Murray River.

Vision is shared and plans regularly reviewed.

Ownership and leasing policy and practice is reviewed to optimise vision-aligned uses.



The Aquatic Reserve incorporates lighting to enhance the evening water's edge experience.



The Foundry Arts Precinct, open to Little Hopwood Street, is created as a new destination to be inspired by and involved in arts activities.



PUBLIC OPEN SPACE GUIDELINES

1. INTRODUCTION

Campaspe Shire Council is currently reviewing and updating its Planning Scheme. The following information is to inform the preparation of relevant sections within Planning Scheme that deal with the provision and development of open spaces and linear corridors in new residential subdivisions.

The information is for discussion purposes and has been developed using the following reference sources:

- www.dse.vic.gov.au
- www.crimeprevention.vic.gov.au
- Safer Design Guidelines for Victoria, DSE, 2005
- Draft Echuca-Moama Recreation Plan. Stratcorp Consulting, 2006
- Municipal Public Health Plan 2006-2009: Community Consultation Healthy Urban Design, Evolving Ways, 2006.

1.1 Overarching Objectives

Open space provision in residential areas shall have the following overarching objectives:

1. To facilitate healthy lifestyles, community connectedness and social cohesion.
2. To provide for improved community safety.
3. To preserve and enhance, where practical, the rural qualities and characteristics of Campaspe Shire.
4. To respect and preserve native flora, fauna and wildlife corridors.

1.2 Planning Context

The Shire-wide context for the provision of open space shall be guided by the following principles:

- All open space across the Shire shall have an identified function, landscape setting type and defined catchment, in accordance with the Shire's proposed Open Space Policy.
- Open space provision in either a rural setting or a township (urban) setting should be contributing to the collective diversity of open space opportunities and experiences across the Shire.
- The provision of open space within any proposed new subdivision shall take into account the availability and function of existing open space in neighbouring areas, and any physical features and community facilities which also may exist.



1.3 Type of Activities

In addition to those areas set aside for sport, Council should provide opportunities in open space areas for the following “core” non-sporting activities¹:

- Walking,
- Bike riding,
- Use of play equipment (playgrounds), and
- Picnicking.

The “core” experiences being provided for are:

- Relaxing,
- Exercising,
- Things for children to do or play on, and
- Socialising with family/friends.

1.4 Location Considerations

Guidelines to inform the location of open space in residential areas include:

- If there is an approved Spatial Network Plan for a particular urban area, the provision for public open space in a plan of subdivision (either land contribution or cash contribution) shall be in accordance with the land provision or identified works contained in the plan.
- Open space areas and facilities should be provided in locations that maximise accessibility for all users, including people with poor mobility, such as older adults and people with a physical disability, and parents with prams and strollers.
- Local open spaces should not be located on major roads, however, there should be good sightlines into an open space area from neighbouring streets, houses, schools or other buildings.
- Local parks and playgrounds should have active frontages on at least three sides to provide surveillance, and should avoid bordering rear yards.
- Parks shall comprise a minimum area of 0.75 – 1.0 hectare.
- Aside from open space whose primary function is to create linear links, long narrow areas should not be taken as open space contributions (minimum dimensions recommended are 50m in any direction, unless the space abuts a waterway corridor).
- Isolated pockets of land within a park (i.e. “dead” spaces) or those areas which cannot be overlooked, should be avoided.
- In relation to subdivision planning:

¹ Based on national and local trends in particular

- The provision of public open space should not be considered separate from the design of a subdivision. Rather, open space should be a primary consideration in the design of new subdivisions, so as houses appear to “sit” in open space rather than open space being simply provided after the housing and roadway layers have been prepared.
- Council’s priority for provision of open space should be a local park with family recreation facilities² within 400 – 600m of every household (without residents having to cross major physical barriers, such as waterways, highways and railways in a unsafe manner).

1.5 Design Considerations

Guidelines to inform the design and provision of open space in residential areas include:

- The elements to inform the design and provision of open space in residential areas include:
 - Large shade trees or planting for future provision of shade trees,
 - A high standard of maintenance, and
 - Seats.
- Additional elements and features available in at least one park within each rural township, or within a District in an urban township, should include:
 - Play equipment,
 - Paths suitable for walking and cycling,
 - BBQ/picnic area,
 - Open “kick-about” space,
 - A shelter for protection from weather,
 - Public toilets, and
 - Areas for dog off leash exercise.
- No linear open space area provided to carry a path should be less than 10m wide, and where practical locate paths along routes where clear sightlines are possible to assist navigation, to enhance security, and to provide visibility of potential hazards (i.e. people and cars).
- Avoid dense shrubbery along linear paths and set plantings well back from the path edge.
- The minimum width of shared paths should be 2.0m and for pedestrian paths should be 1.2m.
- Linear paths should primarily be provided to add to and/or link to a Shire-wide trail/path system, and should be located to connect residential areas with community facilities, shopping/commercial areas, or other key destinations/attractions.

² Family recreation facilities = playground, picnic area and seats



- Where possible, circuits of varying lengths (15mins to 4 hours walking/riding) should be provided to maximise the opportunity for people to utilise linear paths for exercise.
- Family recreation facilities and spaces, sporting facilities and off-road trails shall be completed in each stage of a subdivision prior to a maximum of 50% of the dwellings being occupied.

1.6 Encumbered Land

The following shall apply to encumbered land:

- Encumbered land shall not be taken as open space for use as sports areas, play areas or family recreation areas.
- Encumbered land, however, may add area to land taken for these purposes as long as it is over and above the recommended standard of provision.
- It is desirable for open space to abut encumbered land retained for floodway purposes, easements or buffers, as a means to extend opportunities available on the designated open space.

1.7 Developer Contributions

The following principles shall be considered by Council when assessing open space provision in new subdivisions:

- An open space contribution will be taken from the net development land, not land required to be reserved for drainage purposes, transport corridors, or the protection of significant flora and fauna, or sites of significant cultural heritage.
- Land should be taken in preference to cash contribution in instances where:
 - There is demand for open space in that location,
 - There is no family recreation area or trail to serve that rural township or District within an urban township,
 - An existing corridor should be enhanced to provide for recreation activities,
 - There is a strategically important link required with adjoining open space or other land uses, for wildlife movement, for a path or a trail,
 - There are mature trees, or features of regional (or greater) environmental or cultural significance (those of environment significant should be able to be protected outside the open space provision requirement),
 - The land is of sufficient size, and in an appropriate location for the provision of the type of park, recreation or sporting facility required in the local area, township or Shire,
 - The nature and condition of the land is compatible with the preferred end use/purpose, and its development for that purpose can be cost effective.

Open Space Planning and Provision
Campaspe Shire Council



- Developers shall be required to either fund or undertake basic development works in parks and open space areas as part of their contribution, over and above the contribution of the land.
- Where developers undertake the works to develop open space areas provided as part of their contribution, a concept plan showing the park plan shall first be approved by Council as part of the approvals process.
- The landscape design and standard of development of new open space areas provided by Developers shall be at a level able to be sustained by Council after the responsibility for maintaining the site is passed onto Council.
- Cash should be accepted from a Developer in lieu of land where:
 - The size of the subdivision does not allow sufficient land to be taken as open space to meet the demand for identified functions and setting types within the boundaries of the subdivision.
 - A good range of functions and setting types are already available within the locality.
 - Resources are needed to develop a regional recreational resource.
 - It is possible that the cash taken in lieu of open space shall be returned to open space in the vicinity of where it was taken.
- In instances where cash contribution is accepted by Council, the amount will be equal to a value of no less than 5% of the value of the land to be developed in those areas zoned Residential and Township, and 2.5% of land zoned Low Density Residential.

SUSTAINABLE ASSET MANAGEMENT

Attachment 9.1.1



COUNCIL POLICY

COUNCIL POLICY NUMBER	091
Date Adopted	21 November 2017
Scheduled for review	November 2018

PURPOSE

The purpose of this policy is to set out Council's approach to management of its assets in a sustainable manner that provides ongoing support in meeting community needs through balanced consideration of technical standards, levels of service and whole of life costs.

The philosophy underlying this policy is that Council should be able to acquire, maintain and renew its assets, both in the short term and long term, to a condition which satisfies the users, minimises the risk to both the public and the environment, and which is financially responsible and delivers an agreed and sustainable level of service.

In pursuit of Infrastructure Asset Management best practice, the following key principles will apply in relation to Asset Management at Campaspe shire:

- a. Service delivery needs form the basis of asset management;
- b. Integrating asset management with corporate, financial, business and budgetary planning;
- c. Informed decision-making, incorporating a life-cycle approach to asset management;
- d. Pursuing sustainability, providing for present needs while sustaining resources for future generations.

POLICY STATEMENT

1. Background

Asset Management involves all areas of Council including those that plan services, provide services, manage assets and manage financial functions. Asset Management is a key element of Council's integrated planning. Council will ensure that when considering the social, environmental, financial and organisational impacts of any decision they will also properly consider the impact on Council's services and the assets that support them.

Council has an identified renewal gap which means the cost to replace or renew current assets outstrips Council's ability to fund. As such any decisions in relation to assets have a definable and practical impact on Council's sustainability. It is not in the Council's interests for asset based decisions to be made that are ultimately undermining, limiting or eliminating Council's ability to maintain its operations. It is entering in to a period of challenges and must aim to operate in a way that minimises risk.

To achieve the purposes of the policy Council will:

- a. Link asset management planning to long-term financial planning, recognising that this is an essential part of infrastructure management and good governance.
 - i. Long term plans will include capital renewal or replacement and costs for condition assessments.
- b. Create and maintain Asset Management Plans for each class of assets which will set out the optimal schedule of proposed asset maintenance and renewal to achieve specified service levels while minimising asset life cycle costs.
- c. Develop Level of Service statements that will be taken for consultation to the community.
 - i. These will set out the service level the community can expect to receive across Council and will form the basis of service and asset decision making. (As per ISO, PAS and IIMM standards.)
- d. Deliver financially sustainable services by prioritising capital expenditure for infrastructure renewal over expenditure for upgrading, expansion or acquisition of assets.
 - i. Where necessary projects for upgraded or new assets may be ceased or not entered in to in order to free up resources to renew critical assets.
- e. Asset expansion or addition is an act of last resort and must only take place after reviewing other alternatives for service or asset provision.

- i. Such review must include cost to build, maintain, operate and retire or renew again.
- ii. Assets that can be retired, sold, stopped or downgraded in order to contribute savings or capital to the costs of new or expanded assets.
- f. Any asset renewal will first consider the requirements of Policy 118 (Asset Rationalisation) to ensure the validity of the asset, or service it is related to, in to the future).
- g. Maintain, at a minimum, a “Core” rating for Asset Management maturity under MAV’s NAMAf scheme.
- h. Continue to invest in the advancement of Asset Management maturity including requirements for adequate resources (people, systems, processes,) staff training, succession planning and data and intelligence gathering.

All Council policies relating to asset management and service delivery should be read in conjunction with this policy. Key Council documents relating to asset management and service delivery which should be read in conjunction with this policy include:

- Council Plan 2017-2021
- Asset Management Strategy
- Asset Capitalisation Policy
- Asset Valuation Policy
- Service and Asset Management Plans
- Asset Renewal Funding Strategy
- Long Term Financial Plan
- Road Management Plan

2. Asset Management Principles

The Campaspe Shire Council owns or manages assets for the express purpose of providing community services.

The Campaspe Shire Council will provide and maintain assets so that they:

- a. Are financially sustainable for the community and Council
- b. Meet the service levels agreed with the community, once such service levels have been consulted.
- c. Support the organisation to deliver effective outcomes
- d. Are fit and safe for the purpose for which they have been provided
- e. Minimise detrimental impact on the natural environment
- f. Are replaced as required subject to agreed prioritisation
- g. Are in line with common industry practices (NAMAf, ISO, PAS, IIMM.)

3. Assets Managed by Council

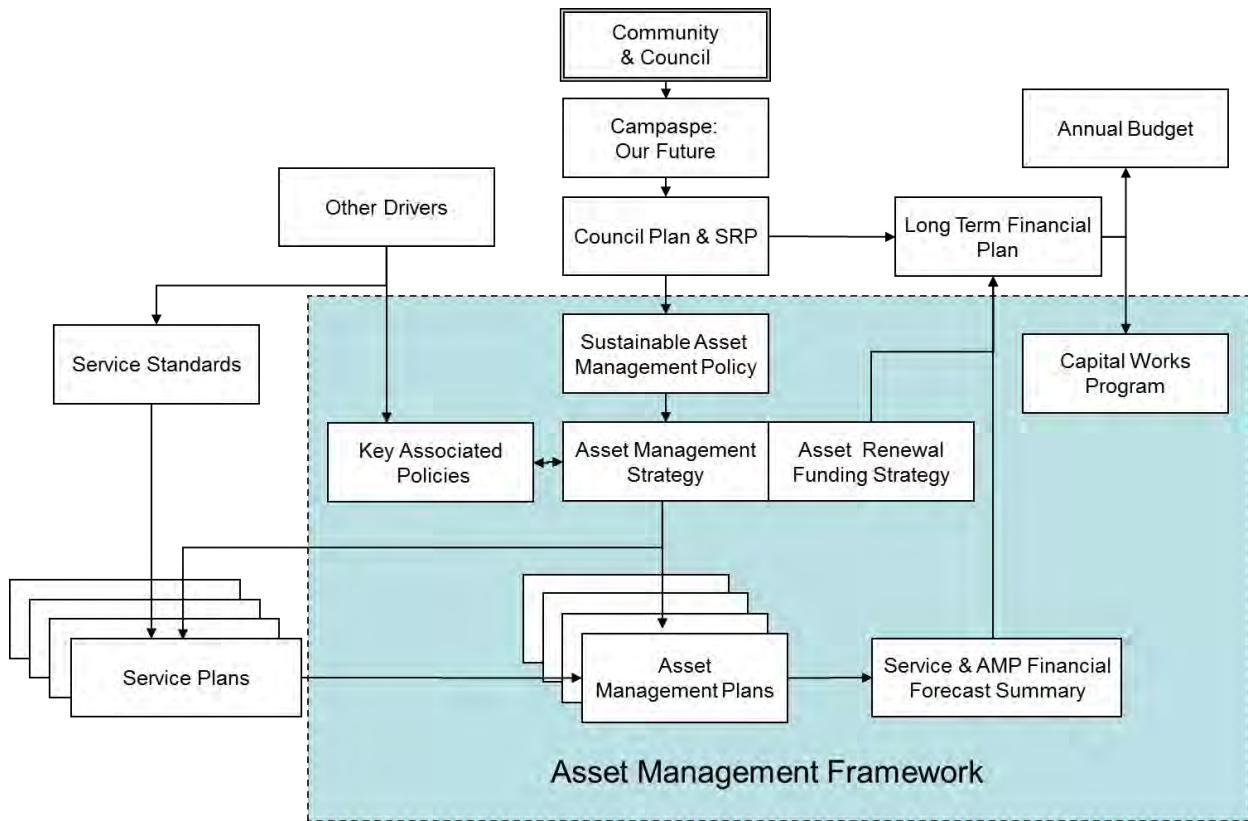
Council deals with assets that exist under a range of ownership and management arrangements. The matrix in Attachment A identifies the situations under which an asset would be considered to be relevant to Council’s asset management processes and shows which of these should be recorded in Council’s asset management systems. Importantly, this matrix makes no distinction based on the value of the asset being considered.

4. Asset Management Framework

Asset Management underpins Council’s other strategic frameworks by ensuring that appropriate infrastructure is developed and maintained enabling the delivery of programs, services and activities to the community.

The structure of Asset Management within the Shire of Campaspe works through association with various plans and documents as represented in the following diagram. Where a plan or document does not currently exist it shall be developed to comply with this policy.

Each document has a specific purpose and represents a different level of detail relevant to asset management practice and processes within the Shire.



5. Policy Commitment

Asset management and related financial planning will be a ‘whole of organisation’ function. To achieve this Council will:

- a. Establish and operate an Asset Management Steering Committee to oversee and promote the best practice Asset Management function throughout Council.
- b. Demonstrate commitment to developing and improving Asset Management in the business through adequate investment and demonstrable advancement of system maturity.
- c. Identify core asset and financial management functions
- d. Review internal asset management skills
- e. Identify gaps between asset management capability and needs and move to close the gaps
- f. Develop and implement a training program that enables officers to meet their asset management responsibilities
- g. Develop and implement a program to raise Council’s awareness and understanding of asset management principles, its importance, and Campaspe’s progress in implementing its adopted strategies
- h. Participate in and contribute to regional and industry asset management forums (e.g. MAV programs)
- i. Use Asset Management to ensure that assets support Council’s delivery of service

6. Responsibilities

Roles and responsibilities for delivering Council’s Asset Management functions will be clearly defined and documented in Council’s Asset Management Strategy.

7. Related Policies

All Council policies relating to asset management and service delivery should be read in conjunction with this policy. Specifically, the following existing policies have been identified as being directly related to the management of assets and/or services:

- | | |
|--|--------------|
| ▪ Industrial and Residential Land Development | Policy No 30 |
| ▪ Removal of Street and Nature Strip Trees | Policy No 46 |
| ▪ Street Public Lighting | Policy No 52 |
| ▪ Improvements to the level of service of the Road Network | Policy No 54 |
| ▪ Sale of Discontinued Roads | Policy No 69 |

▪ Council contribution to Recreation Reserves Maintenance Policy	Policy No 93
▪ Methodology for Determining the Gravel Road Resheeting Program	Policy No 97
▪ Special Charge or Rate Schemes	Policy No 100
▪ New or Replacement Street and Nature Strip Trees	Policy No 106
▪ Public Open Space Provision	Policy No 107
▪ Asset Rationalisation	Policy No 118
▪ Flagpole Program Policy	Policy No 122
▪ Arts Collection Management	Policy No 127
▪ Rural Sealed Road Pavements Renewal and Valuation Methodology	Policy No 128
▪ Developer Contributions to Works	Policy No 130
▪ Drainage Policy	Policy No 135
▪ Asset Valuation Policy	Policy No 136
▪ Port of Echuca Collections Management	Policy No 137
▪ Play Spaces Development	Policy No 138
▪ Asset Capitalisation Policy	Policy No 144

RELATED LEGISLATION & REFERENCES

- Local Government Act 1989
- Road Management Act 2004
- International Infrastructure Management Manual. 2015 Edition
- Australian Infrastructure Financial Management Manual 2015 Edition

EXCLUSIONS

Nil

HUMAN RIGHTS

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

DEFINITIONS

Asset	A resource controlled by the Campaspe Shire Council from which future economic benefits or service potential are expected to flow to the Shire or its community. Assets may be physical or non-physical and may be fixed or mobile.
Asset Condition Assessment	The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management Plan	A plan developed for the management of one or more assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to provide specified levels of service. A significant component of the plan is a long-term cash flow projection for activities.
Asset Management Strategy	A strategy for asset management covering the development and implementation of plans and programmes for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure that the desired levels of service and other operations objectives are achieved at optimum cost.
Asset Register	A record of asset information considered worthy of separate identification including inventory, historical, condition, construction, technical and financial information about each.
Community	People who live, work or spend significant time in the Shire of Campaspe.

Control of an Asset	The capacity of an entity to benefit from the asset in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.
Financially Sustainable	That sufficient funds are available in each year of Council's long-term financial planning period to meet all resource and financial obligations, such that Council's endorsed service and infrastructure levels and standards can be maintained.
Fixed Asset	Also referred to as Infrastructure. An asset that is fixed in place and cannot be easily moved from its constructed location. Infrastructure includes buildings, sports fields and courts, playgrounds or other facilities, which support the provision of services. Infrastructure also refers to a network of reticulated services such as roads, footpaths or drainage, etc.
Intangible Asset	Referred to in this policy as a non-physical asset. An identifiable non-monetary asset without physical substance. This could include trademarks, copyrights, and water rights.
Level of Service	the defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.
Mobile Asset	An asset that is not fixed in place or can be easily moved. This would include plant and equipment, office furniture, computers and fleet.
Plant and Equipment	Tangible items that are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes; and are expected to be used during more than one accounting period.

ATTACHMENTS

Attachment A – Asset Management

REVIEW PERIOD

One Year

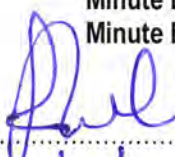
RESPONSIBLE OFFICER

General Manager Infrastructure Services

APPROVAL HISTORY

Adopted	12 August 2003	Minute Book Reference No	6955 (item 10.11)
Revised	14 September 2004	Minute Book Reference No	7941 (item 12.2)
Revised	21 October 2008	Minute Book Reference No	12868 (item 9.5)
Revised	18 October 2011	Minute Book Reference No	18261 (item 13.3)
Revised	15 November 2011	Minute Book Reference No	18426 (item 13.4)
Revised	21 August 2012	Minute Book Reference No	1057 (Item 4.16)
Revised	20 August 2013	Minute Book Reference No	1041 (Item 6.3)
Revised	19 August 2014	Minute Book Reference No	878 (Item 6.1)
Revised	18 August 2015	Minute Book Reference No	905 (Item 6.2)
Revised	19 July 2016	Minute Book Reference No	654 (Item 6.2)
Revised	21 November 2017	Minute Book Reference No	3382 (item 6.3)

Chief Executive Officer



 11/12/2017

Dated

ATTACHMENT A

Land Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other (non-commercial) Lease (Council Lessor)	DELWP or DELWP Local Committee	Other
Council Land	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land - Shire of Campaspe Committee of Management	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land – Vested	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land – Lease	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land–Non-Council Managed	Grey	Grey	Grey	Yellow	Grey	Grey	Red	Grey
Private Land	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Proposed Subdivisions
Government Road*	Green	Grey	Grey	Yellow	Grey	Grey	Red	Grey

Mobile/Non-Fixed Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP or DELWP Local Committee	Other
Council	Green	Grey	Grey	Grey	Yellow	Yellow	Grey	Yellow
Private	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Grey

Non-Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP or DELWP Local Committee	Other
Council	Green	Grey	Grey	Grey	Yellow	Yellow	Grey	Yellow
Private	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Grey

- Assets in these categories will be included in the Asset System
- Assets in these categories will be included in the Asset System (with management as per lease or formal agreement)
- Assets in these categories will not be included in the Asset System
- Assets in these categories will be included in the Asset System as 'Proposed Assets' to be confirmed as Council Assets once subdivision gains Statement of Compliance
- Scenario is not possible

* Note that further to Government Roads 'Freehold Roads' exist under the local Government Act 1958. These are extremely complex and where these are identified Council's Asset Management obligations will need to be determined in each individual case.

Asset Rationalisation



Council Policy Number	118
Date adopted	16 July 2019
Scheduled for review	July 2023

Purpose

To set out the standards Council uses to determine when an asset is realised.

Policy Statement

Council should only own, provide, operate, maintain and renew assets which are sustainable to meet agreed service levels thus freeing up renewal funding for other priority assets. Council owns many fixed assets, such as roads, drains, buildings and land, with a total value of over \$875 million. These assets place a substantial financial obligation on the community and Council. Competing priorities exist between funding asset maintenance and renewal versus other community identified needs. Any reduction in this financial obligation will allow other community priorities to be accommodated.

Service Planning processes may identify certain assets as being surplus to requirements as the services they support are no longer required or no longer exists, the service can be delivered differently, or an asset is at the end of its useful life. In these circumstances it may be appropriate to dispose of the asset or provide the service through other means.

Assets that need to be replaced are to be evaluated in accordance with the needs of the service/s supported by the asset.

This Policy should be read in conjunction with Council Policy 091 – Sustainable Asset Management, Council Policy 054 – Requests for Upgrades to the Road Network, and Council Policy 155 – Campaspe Service Planning.

Principles

1. Assets will not be automatically replaced at the end of their useful life. The reasons can include but are not limited to:
 - a. Assets that do not provide, or are not required to provide, a minimum Level of Service.
 - b. Assets that are beyond Council's reasonable financial capacity to maintain or renew.
 - c. Critical or statutory services will be prioritised over optional or tertiary services.
 - i. Council's finite capital resources must be used firstly to meet its legal and statutory obligations as well as requirements for critical services before other uses.
 - d. Assets delivering a service which demonstrate a declining or finite need in the future.
 - e. Alternative methods of delivery of either the service the asset provides, or the asset itself are available, or would be available if Council withdrew it.
 - f. Assets for which the long term provision of a service the asset is related to is unlikely to last the term of a renewed assets life. (e.g.: a renewed community hall with a remaining life of 25 years in an area whose reasonable use or need would terminate at or around year 10.)
 - i. The minimum acceptable use hurdle is 90%. That is the asset must be reasonably considered to be required at sustainable levels for 90% of the renewed assets life. (So, the hall has a 25 year life, the service should be expected to last at a sustainable level for at least 22.)
 - ii. The hurdle has been set at that rate as the life of many Council assets is measured in decades and the cost of disposing or upgrading is significant. Supporting assets whose use is less than 90% adds cost and risk which detract from Council's sustainability.

2. The need for an asset will be reassessed when:
 - a. The Service Manager undertakes a review of the service provided.
 - b. It is found that an asset is at or near the end of its useful life following a condition assessment.
 - c. The service supported by the asset is no longer required or is diminishing to unsustainable or uneconomic levels.
 - d. A number of services are aggregated to operate using one asset rather than a number of assets.
3. If an asset is to be considered for disposal, change of use or reconfiguration relevant stakeholders will be consulted by Council. This will include consideration of the existing and proposed levels of service, alternative service delivery options and/or the impact of non-replacement.

Exclusions

Nil

Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

Definitions

Asset	A resource controlled by the Campaspe Shire Council from which future economic benefits or service potential are expected to flow to the Shire or its community.
Condition Assessment	The process of inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset to determine the need for some remedial action.
Level of Service	The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to need, quality, quantity, reliability, responsiveness, environmental impact, satisfaction and cost.
Service Manager	The manager in Council that leads the provision of services for an activity or service. (e.g.: Asset Manager leads the provision of road services to the community.)

Related Legislation

Local Government Act 1989

Related Policies, Procedures and Strategies

Council Policy 091 – Sustainable Asset Management

Council Policy 054 – Requests for Upgrades to the Road Network

Council Policy 155 – Campaspe Service Planning

Attachments

Nil

Review Period Responsible Officer

Four years Strategic Asset Coordinator

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Approval History

Adopted	21 October 2008	Minute Book Reference No	12868 (item 9.5)
Revised	18 August 2009	Minute Book Reference No	14208 (Item 9.1)
Revised	21 September 2010	Minute Book Reference No	16407 (Item 12.6)
Revised	18 October 2011	Minute Book Reference No	18261 (Item 13.3)
Revised	14 December 2016	Executive Management Group	
Revised	29 November 2017	Executive Management Group	
Revised	16 July 2019	Minute Book Reference No	2684(Item 7.1)

Council Policy

Council Policy

Council Policy

Council Policy

Chief Executive Officer: 

Date: 22 July 2019.

Attachment 9.1.3

Appendix A - Individual landowner meetings - Thursday 16 Jan 20

Time	Landowner	Landowner feedback - Paul and Richards notes
10:00 AM	Mr Glenn Rathjen	<p>Bridge is mainly used for moving stock - time consuming to use alternative route (approximately half a day extra)</p> <p>Own property on both sides of the bridge and have made farming practice decisions based on access at McEvoy's Bridge</p> <p>Doesn't need to be an unlimited bridge as most machinery (i.e. an air seeder) can't use the bridge due to the trees and tight bends on the bridge approaches</p> <p>If the bridge was not replaced there is limited access roads during a fire - whereas a load limited bridge could provide access for a farmer's ute and water trailer, which may be first on scene prior to CFA</p> <p>Concerned that if the bridge is not replaced it will affect farm property values, as it limits who will be looking to purchase the property</p> <p>Will also affect future farming choices and any future expansion</p> <p>Concerned as to the legality of withdrawing the bridge</p>
10:30 AM	Mrs Jacki Brown	<p>Not directly impacted by the current bridge closure, as farming land is to the NW, and doesn't use bridge</p> <p>However raised concerns that it will force vehicles to use alternative routes (Mainly Davey road but also the earthen section of Peter McEvoy road) due to the closure, and impact the quality of these roads</p> <p>Limited access to land in wet weather due to these earthen roads</p>
11:00 AM	Mr Martin Borger	<p>Bridge is important for flood and fire access - Removal would cut off access to West and South in flood times, as the bridge is the last to go under (only in a very large flood) and the first to come out</p> <p>Cornella Church road is the only other crossing in a flood however one of the approaches to this bridge also floods</p> <p>As a minimum require a bridge that allowed for a ute and trailer based response from Toolleen CFA</p> <p>Concerns with extra vehicles using alternative routes (Mainly Davey road) due to McEvoy bridge closure, and impacting quality of these roads</p>
11:30 AM	Mr Matthew McEvoy	<p>Bridge required for access during natural disasters such as fires or floods - only crossable bridge in most floods - such as 2012 - closure would make property inaccessible</p> <p>Important route for local vehicles and livestock</p> <p>If removing old bridge - return timber to Colbinabbin workshop</p>
12:00 PM	Mr and Mrs Grant and Odette Suitor	<p>Uses Terry McEvoy's sheds and yards (like most local farmers) for shearing and to freight livestock from there</p> <p>Closure of the bridge is a matter of connectivity - which would never be regained</p> <p>Expecting future development in region - potentially irrigation as there is ground water (currently saline)</p> <p>Proposed option to privatise bridge and connecting roads to local landowners.</p> <p>Grant and Odette would be happy to work with Terry and council to assist make this happen</p>

1:00 PM	Mr Ray McEvoy	Ray currently has 3-4K sheep - and utilises Terry McEvoy's shearing shed across the river Expensive to transport sheep and time consuming to use alternative route Main East/West access in times of flood Important fire access route
1:30 PM	Mr Barry Borger	Not directly impacted by the current bridge closure as farming land is to the East and managed by Martin Concerned about access during emergencies - especially floods as the bridge stays dry in all but largest floods Concerns with extra vehicles using alternative routes (mainly Davey road) due to closure, and impacting quality of these roads
2:00 PM	Mr John Higgs	Not directly impacted by the current bridge closure Discussed the CFA requirement of 16t for any bridge access Proposed interim solution of load testing of the bridge to confirm if it has any further life as a restricted access bridge
2:30 PM	Mr Terry McEvoy	Requires access across McEvoy Bridge for stock and machinery Tait-Hamilton road is too busy and dangerous to move stock and large machinery Currently forced to use different access tracks for different machinery due to the many local earthen roads, and access is dictated by trees and the condition of these roads Farm purchases and farming decisions have been made with McEvoy bridge access Estimates that 8000 sheep would use the bridge annually, as all neighbouring landowners use Terry's shearing sheds and yards for shearing, drenching, freight pick up etc Not practical to walk them around - time consuming to use alternative route Best outcome is for an unlimited bridge but understand it is a large cost and Council have a restricted budget Needs stock access and fire access and exit point - prefer the road to be quiet for moving stock safely and directly
3:00 PM	Mr Peter Touhey	Requires access across McEvoy Bridge for stock and machinery Tait-Hamilton road is too busy and dangerous to move stock and large machinery Currently forced to use different access tracks for different machinery due to the many local earthen roads, and access is dictated by trees and the condition of these roads Farm purchases and farming decisions have been made with McEvoy bridge access Estimates that 8000 sheep would use the bridge annually, as all neighbouring landowners use Terry's shearing sheds and yards for shearing, drenching, freight pick up etc Not practical to walk them around - time consuming to use alternative route Best outcome is for an unlimited bridge but understand it is a large cost and Council have a restricted budget Needs stock access and fire access and exit point - prefer the road to be quiet for moving stock safely and directly
3:30 PM	Mr John Avard	CLAPIC have spent a lot of time and grant funding in this area, including both sides of this bridge, on fencing to protect the riparian zone. Removing the bridge will mean farmers will need to move stock through this protected zone again and remove fences in the process Transporting stock costs a lot - walking stock is much preferred Bridge doesn't need to be able to handle large trucks or machinery - there are other access routes for these Bridge can be load limited for stock and smaller vehicles

From: Matt McEvoy
Sent: Monday, 3 February 2020 11:37 AM
To: Frank Crawley
Cc: Paul Arthurson
Subject: McEvoy's Bridge

To Whom It May Concern,

Re: McEvoy's Bridge, Peter McEvoy Rd.

After being involved in the consultation process regarding the future of McEvoy Bridge, and having thought further on the matter after the most recent Landowner meetings at the Toolleen Hotel on Thursday the 16th January, I have some additional comments to make.

My concern through this consultation process was that the process itself was designed to steer the future of the bridge towards closure. Following my most recent meeting, this seemed even clearer.

The assessment criteria used for the bridge have dictated the options available for its future. Based on these criteria, it would be rather inevitable that the bridge would have to be closed. Had the bridge been assessed using a different set of criteria, the future outcomes for the bridge could indeed look quite different.

The criteria appear to be more appropriate for the kind of bridge that would be subject to high traffic density and heavy loads. This bridge isn't subject to high volumes of traffic, nor is it a necessity that the bridge needs to handle heavy loads. On the other hand, although not used with high frequency, the bridge is a necessary access point for both local agricultural business and particularly, in times of natural disaster.

The bridge may well have deteriorated over time such that it is no longer suitable for heavy traffic and heavy loads based, however if the assessment criteria were based on what the bridge is actually used for, then it may well be possible that the bridge could continue to be used for many years or even decades to come without significant action required.

Agriculture, which is the main business of our area, is a constantly shifting and changing landscape. Removal of this bridge, along with making the area potentially unsafe during extreme weather events, would severely hamper the business of agriculture for future generations.

I would like to see the bridge more fairly assessed based on criteria geared towards its current essential usage.

Regards,

Matt McEvoy

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PORT OF ECHUCA PRECINCT: REVIEW OF MANAGEMENT & OPERATIONAL MODELS

FINAL REPORT

COMMITTEE FOR ECHUCA MOAMA | MARCH 2020



www.urbanenterprise.com.au

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FILE

Port of Echuca Review_Final Report V3

VERSION

1

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ACRONYMS

CoM	Committee of Management
EMA	Echuca Moama Alliance
NFP	Not-for-Profit
CEO	Chief Executive Officer
BHA	Bendigo Heritage Attractions
PBR	Puffing Billy Railway
ETRB	Emerald Tourist Railway Board
FSPL	Fed Square Pty Ltd
SBC	South Bank Corporation

GLOSSARY OF TERMS

Committee of Management	Council delegates some of its responsibilities to special committees made up of Councillors, Council staff, and members of the community. These are known as Section 86 Committees of Management and are operated according to the Local Government Act (1989). The role of a committee of management is to 'manage, improve, maintain and control' public facilities such as community halls and recreation reserves.
Not-for-Profit Organisation	Not-for-profit organisations do not earn profits for its owners. All the money earned by or donated to a not-for-profit entity is used in pursuing the organisation's objectives and keeping it running. NFP's are governed based on formal documents that set out: the organisation's purpose and the way the organisation is governed, operates and makes decisions. A NFP can be set up in a variety of ways, either as a community or professional organisation, or as a legal entity (such as a company limited by guarantee or incorporated association).
Company Limited by Guarantee	A company limited by guarantee is a common company structure used for not-for-profit and charitable organisations in Australia that reinvest any surplus (profit) towards the organisation's purposes.
Incorporated Association	A registered legal entity usually established for recreational, cultural or charitable purposes. Incorporated associations are non-profit organisations.

EXECUTIVE SUMMARY

OVERVIEW

The Echuca Moama Alliance (EMA), on behalf of the Port Precinct Working Group (PPWG), has engaged Urban Enterprise to explore potential models for the future management and operation of the Port of Echuca Precinct (the Precinct).

In recent times, the local community has become concerned about the management, cost and future direction of the Precinct, which is currently managed by Campaspe Council (Council). This concern is driven by reduced activation within the Precinct and a lack of community activity. As such, this project reviews the existing management and operation and recommends an alternative model to develop a vibrant, sustainable and active community precinct destination (that also meets the needs of visitors).

This is designed to achieve the Precinct's overarching vision as *A place to take your time, relax and enjoy yourself*, which was articulated in the Port of Echuca Future Report (2018).

ABOUT THE PORT OF ECHUCA

The Port of Echuca is a key local and visitor destination for the region and a significant driver of visitation and economic activity. The Precinct consists of a variety of key assets and tourist attractions, heritage icons, public open spaces and retail/entertainment districts that are a hub for the community and tourists. The key assets and attractions that are included in the review include:

- Discovery Centre;
- Echuca Wharf;
- Riverboat Dock and Kiosk;
- Heritage assets;
- Aquatic Reserve;
- Freehold assets; and

- Streets/Open Spaces/Public Infrastructure.

The Port Precinct is currently managed and operated by Council, which has dual responsibilities as asset owner and manager, and overseeing all operational activities. However, it generates an ongoing loss to Council (average deficit of \$1.2 million over the past three years), which subsidises its operations.

CONSULTATION FINDINGS

The stakeholder consultation undertaken for this study identified several issues and opportunities to be considered for the review. Of most concern was the perception that the Precinct is not realising its potential as a key community and visitor destination, through a general lack of business activity, visitation and activation. It was argued that a decline in overall activity was due to the Precinct not meeting the needs of locals and visitors.

In order to increase its vibrancy and become a more successful destination, stakeholders recognised that additional investment is required to develop contemporary tourism product and experiences, as well as activation activities. However, this is currently constrained due to a lack of funding to improve Precinct operations, with a broader range of funding sources needed (e.g. the private sector and corporate sponsorship).

In addition, Council management of the Precinct is viewed as fragmented and limited by a lack of organisational structure, accountability and strategic direction.

It was widely agreed that improvements to Precinct management and operations can be most effectively achieved by establishing an alternative management structure, specifically through the creation of an independent and separate entity to be responsible for its ongoing operations.

CASE STUDY ANALYSIS

A review of relevant case studies of management structures for comparable destinations was undertaken by Urban Enterprise. The purpose of this was to identify best practice principles that are common amongst established models that could be used to inform alternative management and operation for the Port of Echuca.

The relevant case studies comprised both tourist attractions as well as open entertainment & visitor precincts. This included (type of organisation in brackets):

- **Bendigo Heritage Attractions** (independent not-for-profit organisation);
- **Sovereign Hill** (independent not-for-profit organisation);
- **Puffing Billy Railway** (Statutory Authority);
- **Swan Hill Pioneer Settlement** (Local Government).
- **Mildura City Heart** (independent not-for-profit organisation);
- **Federation Square** (Victorian State Trustees Ltd); and
- **Brisbane's South Bank** (Statutory Authority).

All case studies are managed by independent not-for-profit organisations as well as government-owned entities. As such, these organisations are not driven by profit, with all proceeds reinvested into the organisation to pursue its business objectives.

Successful destinations were found to be defined by the following management themes and principles:

- Established rules and regulations (e.g. organisational charter/constitution);
- A hierarchical governance and management structure;
- Clearly defined responsibilities between management of assets and operation;
- Established business objectives to drive the future direction of the destination;
- Clear lines of accountability and reporting frameworks; and
- Identifying multiple revenue sources, including sponsorships and donations.

ALTERNATIVE OPERATING MODELS

Based on the project parameters and assumptions, Council is to remain responsible as the asset manager for all key assets/attractions within the Precinct. Therefore, *only the Precinct operation will be the subject of review (in terms of outsourcing or retaining operations).*

As such, Urban Enterprise identified the following models for further assessment, which were informed by the research and analysis to-date:

1. Council Owned and Operated (i.e. Status Quo)

- Council retain responsibility for asset ownership and management, as well as operation of the Precinct.
- Operating structure would be subject to review to improve efficiency and effectiveness of operations.

2. Council Owned and Operation Outsourced to an Independent Not-For-Profit (NFP) Organisation

- Council retain responsibility for asset ownership and management.
- Operation of the Precinct, including all uses and activities, are outsourced to an Independent NFP organisation. The NFP structure can vary from a cultural/professional association, to a legal entity (e.g. company).

3. Council Owned and Operation Outsourced to an Independent Commercial Entity

- Council retain responsibility for asset ownership and management
- Operation of the Precinct, including all uses and activities, are outsourced to an Independent commercial entity.

ASSESSMENT OF OPERATING MODELS

The assessment of each was rated against several criteria, for the purpose of identifying the preferred model. These criteria – outlined below – have been adapted from the project brief, case study insights and the consultation findings:

- **Financial Sustainability.** The ability to strengthen revenue streams and operate more efficiently.
- **Funding Sources.** The ability to attract funding from alternative sources, including the public and private sector.
- **Alignment to Precinct Vision.** Alignment to the Council endorsed vision for the Precinct and strategic directions.
- **Impact on Visitation (and yield).** Ability to drive visitation (and yield) to the Precinct.
- **Community & Business Engagement.** Degree of engagement with relevant stakeholders and opportunities for collaboration & partnerships.
- **Accountability & Reporting.** Clear lines of accountability & reporting frameworks.
- **Risk to Council.** Risk to Council in terms of:
 - Budget (financial impact to Council);
 - Delivery & Implementation of new management model;
 - Public Liability; and
 - Competitive Neutrality (Council business is required to compete fairly in the market).

Each alternative option was scored between 1 (lowest) and 3 (highest) for each of the criteria, with the highest score determining the preferred model.

As shown in Table T1, the assessment of the alternative models demonstrates that the **Council Owned and Operation Outsourced to an Independent NFP Organisation** structure achieves the highest rating against the agreed criteria. When examined against the other options, it is a more commercially minded and flexible model that is most likely to achieve the agreed Council vision and develop the Precinct into a vibrant, sustainable and active community destination.

This option ensures that Council can continue to focus on its strengths, in terms of asset management, while an independent NFP organisation can use its skills and expertise to improve Precinct operations and maximise its potential and a tourist attraction and community asset.

T1. ASSESSMENT MATRIX¹

Criteria	1. Council Owned and Operated	2. Council Owned and Operation Outsourced to an Independent NFP Organisation	3. Council Owned and Operation Outsourced to an Independent Commercial Entity
Financial Sustainability	1	2	3
Funding Sources	2	3	1
Alignment to Precinct Vision	3	3	1
Impact on Visitation (and yield)	2	3	3
Community & Business Engagement	2	3	1
Accountability & Reporting	2	3	1
Risk to Council	3	2	2
Total Score	15	19	12
Ranking	2	1	3

¹ These assessments are qualitative and subjective; based on local knowledge, stakeholder consultation, professional experience, and a general assessment of perceived benefits.

PREFERRED OPERATING MODEL

The report recommendations are intended to guide Council in its decision making, noting that all information requires further investigation and business planning to inform the establishment of the preferred model.

It is recommended that the independent NFP is established as a **company limited by guarantee**, which can operate nationally (across state borders). This organisation should be established as follows:

- Governed by an independent and external Board of Directors;
- Supported by an executive management team covering all aspects of operations, to be led by General Manager/Executive Officer (reporting to the Board);
- Set out via a formal constitution/charter that articulates organisational roles & responsibilities, purpose, strategic direction and business objectives; and
- Defined organisational accountability, with the management team answerable to the Board, and the Board answerable to Council. In addition, the organisation must publicly disclose performance via annual reporting frameworks.

It is expected that a flexible and commercially minded NFP organisation can improve the Precinct's operating budget – and financial sustainability – through its ability to attract additional visitors via increases in activation and promotion (which has a direct impact on revenue-generating capabilities).

Although an independent NFP would generate stronger revenue streams, it is not expected that such an organisation would achieve ongoing operating profits, as heritage and community attractions are not typically profit-making attractions.

As such, Council would be responsible to cover any ongoing operating loss. However, any reduction in the operating loss would benefit Council as it would reduce its overall subsidy for Precinct operations. Therefore, as the NFP increases its expenses, it must also generate equivalent returns (at a minimum) in order to ensure the Council subsidy reduces.

IMPLEMENTATION CONSIDERATIONS

The transition of the existing operating model to an independent NFP organisation requires consideration of several transitional steps, such as:

- Confirming organisational vision and business objectives;
- Create service agreements/contracts between Council and the independent NFP;
- Developing measurable performance indicators; and
- Preparation of an organisation strategic plan;

Urban Enterprise estimates that the transition to, and implementation of, a new NFP could take approximately 12 to 18 months, which also includes establishment of a new legal entity, development of a charter/constitution, attraction of management/staff and business planning (note: this is subject to further investigation).

1. INTRODUCTION

1.1. OVERVIEW

The Echuca Moama Alliance (EMA), on behalf of the Port Precinct Working Group (PPWG), has engaged Urban Enterprise to explore potential models for the future management and operation of the Port of Echuca Precinct (the Precinct).

In recent times, the local community has become concerned about the management, cost and future direction of the Precinct, which is currently managed by Campaspe Council (Council). This concern is driven by reduced activation within the Precinct and a lack of community activity.

As such, this project reviews the existing management and operation and recommends an alternative model to develop a vibrant, sustainable and active community precinct destination (that also meets the needs of visitors).

This is designed to achieve the Precinct's overarching vision as *A place to take your time, relax and enjoy yourself*, which was articulated in the Port of Echuca Future Report (2018).

1.2. PROJECT ASSUMPTIONS AND PARAMETERS

As per the project brief, Council has not made any decisions regarding changes to the future management of the Port of Echuca Precinct. In addition, the following **assumptions** and **parameters** apply to the scope of this project and will inform its development:

- Council will retain an active ongoing role in the future management of the Port;
- Council will retain responsibility for the ownership and management of the various freehold assets it owns in the Port Precinct all of which are located on Western side of Murray Esplanade;
- Council will retain responsibility for the ownership and management of the three Council owned paddle steamers being PS Pevensey, PS Adelaide, and PS Alexander Arbuthnot;
- Council will retain ownership of heritage assets including steam engines and other Port Precinct artefacts;
- Council will retain responsibility as asset manager for the streets, footpaths, public infrastructure and open spaces in the Port Precinct noting that in some cases Council has Committee of Management responsibility over Crown Land e.g. the Discovery Centre, the Wharf and the Aquatic Reserve;
- Council will continue to auspice a Working Group to manage and oversee the investigation of the future management options for the Port Precinct;
- The funding of the investigation into Port Management Options will be shared between Council and the EMA;
- The scope of this investigation will assume that there is a broad consensus on the strategic direction for the Port Precinct as set out in the widely accepted Port Precinct Plan Background Report (Hirst Projects May 2018); and
- The Port Precinct is the land area defined in the Port Precinct Plan 2018.

1.3. METHODOLOGY

Urban Enterprise has undertaken the following approach to deliver project objectives:

- A review of the Port of Echuca Precinct, including current **operations and management** structure, as well as **business objectives**;
- A review of the **policy & strategy** context underpinning the project
- A review of the **tourism & economic** context of the Precinct to understand its potential value to the economy;
- Consultation with relevant **stakeholders** to identify the relevant issues and opportunities to inform the review;
- An assessment of **relevant case studies** to identify **best practice principles** for management models that could be relevant to the future operation of the Precinct;
- Examination of **alternative management and operating models**, based on agreed criteria; and
- Recommendation of a **preferred model** for the Precinct.

2. PORT OF ECHUCA PRECINCT

2.1. INTRODUCTION

This section provides an overview of the Port of Echuca, including its physical makeup, management structure and current operations. This helps identify the strengths and weaknesses of the current model, which can be used to inform future directions for the Precinct and potential changes to its management and operation.

2.2. KEY FINDINGS

To increase the financial sustainability of the Precinct, stronger revenue streams are required (through growth in visitation, more activation and product). This may necessitate a change in the management structure to a more commercially astute and flexible entity that can improve the efficiency of operations and grow the Precinct into a more sustainable destination.

2.3. ABOUT THE PORT OF ECHUCA

The Port of Echuca is a key local and visitor destination for the region and a significant driver of visitation and economic activity. The Precinct consists of a variety of key assets and tourist attractions (Discovery Centre), heritage icons (paddlesteamers, Echuca Wharf), public open spaces and retail/entertainment districts that are a hub for the community and tourists.

The Port Precinct is currently managed and operated by Council, which has dual responsibilities as asset owner and manager, and overseeing all operational activities. However, the Precinct generates an ongoing loss to Council, which subsidises its operations.

The boundary of the Port of Echuca Precinct is illustrated in Figure F1. However, as shown in F2 and (overleaf), the Precinct comprises a number of key assets and attractions that contribute to its overall popularity and significance for visitors and the community.

F1. PORT OF ECHUCA PRECINCT BOUNDARY



Source: Echuca Moama Alliance, 2019

F2. PORT OF ECHUCA – KEY ASSETS & ATTRACTIONS



Source: Urban Enterprise, 2020

T2. PORT OF ECHUCA – KEY ASSETS & ATTRACTIONS

No.	Asset/Attraction	Description
1	Discovery Centre	Interpretive centre that provides ticketed access to the Wharf area and open-air museum.
2	Echuca Paddlesteamers	NOT WITHIN SCOPE OF PROJECT
3	Echuca Wharf	The historic timber wharf (accessible via the Discovery Centre). This includes the Cargo Shed Museum & Strathmerton Carriage.
4	Riverboat Dock and Kiosk	Docking area where paddlesteamers/riverboats arrive and depart
5	Heritage assets	Heritage assets across the Precinct, including the steam engine display and sawmill within the Wharf area and other Port artefacts
6	Aquatic Reserve	A public open space and bushland reserve area along the river
7	Freehold assets	All Council owned buildings on the western side of Murray Esplanade
8	Streets/Open Spaces/Public Infrastructure	All public spaces, including streets, gardens/parks, retail precincts (e.g. Murray Esp, High Street)

Source: Urban Enterprise, 2020

2.4. VISION & OBJECTIVES

As outlined in the *Port of Echuca Future Report* (2018), the overarching vision for the Precinct is articulated as follows:

A place to take your time, relax and enjoy yourself

The strategic objectives to support implementation of the vision are outlined below:

- A place to linger, interact and connect;
- A destination celebrating living with nature and history;
- An arts and culture, events and entertainment hub; and
- A place where collaboration makes it happen.

2.5. PORT PRECINCT OPERATIONAL OBJECTIVES

The operational objectives for the Port of Echuca help to identify the future role of the Precinct and informs the assessment of the existing (and alternative) models.

The following objectives were endorsed by Council as part of previous Operational Reviews (undertaken by Urban Enterprise in 2014 & 2015). They were developed as a result of extensive community consultation.

- Preserve and protect the heritage assets of the Precinct for the future;
- Ensure heritage assets within the Precinct remain authentic and are true to the story of the Port;
- The Precinct should continue to maintain and grow its role as an iconic attraction in the Murray Region;
- Ensuring that there is an adequate and complementary tourism product mix within the Precinct;
- The Precinct has a strategic economic role in driving visitation and growing the regional economy;
- The Precinct must operate efficiently, sustainably and have strong revenue streams;

- The Precinct should be viewed as a central hub for visitors to Echuca with the opportunity to disperse visitors throughout Echuca-Moama and the broader region to grow length of stay and yield;
- The Precinct must engage the community and provide opportunity for activation and volunteers;
- The Precinct should have consideration of the environment and should conduct its activities in an environmentally responsible manner;
- The Precinct will act as a focus point for art, culture, events and contemporary heritage interpretation in the local region; and
- The Precinct must be compliant with National Competition Policy.

2.6. MANAGEMENT & ORGANISATIONAL STRUCTURE

The Port of Echuca is currently managed and operated by the Campaspe Shire Council. As outlined in Council's Annual Report (2018-19), "*Council provides both services and infrastructure at the port.*"

Management of the Precinct is currently fragmented, with no clear responsibility for the entire Precinct. Rather, management is disaggregated by individual assets, including separate Council management for the Discovery Centre, Paddlesteamers and Recreation Planning & Open Spaces (note: open spaces is not constrained by the Port boundaries).

The Precinct organisational structure is illustrated in Figure F3. Each discrete asset is overseen by a Council General Manager, who reports to the Council CEO. The General Manager is responsible for the management team and staff, which is a mixture of full time and casual employees. The management and staffing structure can be summarised as follows:

- Four senior executives (a CEO and three General Managers);
- Four managers in total (two for the Discovery Centre, one for the Paddlesteamers and one for open spaces); and
- 9.1 FTE including: 7.4 FTE at the Discovery Centre, 1.7 FTE at the Museum and 180 hours of casual staff for activation activities in Murray Esplanade.

F3. PORT OF ECHUCA ORGANISATIONAL STRUCTURE



Source: Campaspe Shire Council, 2020

As the paddlesteamers are out of scope, the management and staff (and subsequent costs) are excluded from the analysis.

2.7. OPERATING STRUCTURE

As Precinct manager and operator, Council is responsible for the following dual roles, relevant to the key assets and attractions outlined in Figure F2 (above).

1. **Asset owner and manager.** Council owns the key assets/infrastructure and is responsible for its preservation, protection, maintenance and safety.
2. **Operation and use.** Council is responsible for the operation of the assets and all activities/uses within the Precinct. This includes the following:
 - **Operation of visitor attractions.** Includes responsibility for the operational budget, ticketing, retail, staffing and all activities within the visitor attractions (e.g. Discovery Centre).
 - **Policy and strategic planning and oversight.** Includes setting the business/strategic objectives for the Precinct, KPIs, etc.
 - **Communication, liaison and coordination between all parties with a role in the Port area.** Includes engaging all stakeholders (e.g. community groups, local businesses) to collaborate and work to achieve shared objectives.
 - **Precinct marketing and promotion.** Marketing the Port (and individual attractions) as a key visitor and community destination.
 - **Precinct activation.** Activation of open spaces and public areas in the Precinct.
 - **Assist with event planning, scheduling, approvals and execution.** Includes attracting and coordinating commercial and community events (inc. music festivals, concerts, weddings, markets, etc).
 - **Community and business engagement.** Collaborating with the community and local businesses to ensure all parties are working towards shared objectives.
 - **Determining optimal business & tenant mix.** Identifying the optimal business mix for Council owned buildings, located on the western side of Murray Esplanade, to increase commercial activity and improve the Precinct as a destination. As such, the Council is responsible for Precinct management, operations, planning, funding and activation (amongst other responsibilities).

2.8. REVIEW OF PRECINCT FINANCIAL OPERATIONS

The following provides a financial overview of the Precinct's operations, focusing on key elements of the Precinct. This includes existing financial data to help provide baseline information and identify key operational activities, noting that Council is responsible for the budget.

The financial information has been disaggregated into three broad categories (based on how Council collects data): The Discovery Centre (focusing on the front of house facility); the open air museum (that is accessed via the Discovery Centre); Murray Esplanade (activation activities); and rental income from Council owned freehold assets.

As shown in Table T3, over the past three years (from 2016-17 to 2018-19) the Precinct has generated an ongoing operating *loss*, at an average deficit of \$1.2 million per annum. This represents an overall cost to Council, which subsidises operation of the Precinct as well as the management of assets.

Other key points to note include:

- The Precinct is a cost centre for Council, driven by ongoing operating losses for the Discovery Centre, Museum and Esplanade;
- Expenses are driven by employee costs (38% of total costs, on average). This accounts for a total of 9.1 FTE, including: 7.4 FTE at the Discovery Centre, 1.7 FTE at the Museum and 180 hours of casual staff for activation activities in Murray Esplanade;
- It is also worth noting that only staff assigned to an asset/role are included in the expenses. The executives and management work directly for Council and, as such, these employee costs are not reflected in the Precinct's financial statement;

- Most income is generated by the Discovery Centre and the average of approx. 30,000 paying visitors it receives each year.² This includes admission fees of around \$7 per person (36% of total) and merchandise sales of around \$9 per person (49%).
- Therefore, more robust revenue streams are required in order to minimise the deficit and potentially reduce Council's subsidy.

T3. FINANCIAL STATEMENT SUMMARY

	2018-19	2017-18	2016-17
Discovery Centre			
Income	\$535,956	\$528,828	\$502,977
Expenses	\$1,246,412	\$1,413,490	\$1,496,723
Net Profit/(Loss)	(\$710,456)	(\$884,662)	(\$993,746)
Museum			
Income	N/A	N/A	N/A
Expenses	\$884,105	\$297,002	\$314,453
Net Profit/(Loss)	(\$884,105)	(\$297,002)	(\$314,453)
Murray Esplanade (Street Activation)			
Income	\$3,000	N/A	N/A
Expenses	\$85,322	N/A	\$275
Net Profit/(Loss)	(\$82,322)	N/A	(\$275)
Council-Owned Buildings (freehold assets)			
Rental Income	\$214,000		
Total Net Profit/(Loss)	(\$1,462,883)	(\$1,181,664)	(\$1,308,474)

Source: Campaspe Shire Council, 2020; Note: More detailed financial statements can be found in Appendix A. The statement excludes paddlesteamer operations as this is not within the project scope.

² Campaspe Shire Council, 2020

3. POLICY AND STRATEGY CONTEXT

3.1. INTRODUCTION

The operational review of the Port of Echuca aligns with recent local policy objectives to create a vibrant, sustainable and active community precinct destination.

Understanding the policy context helps frame the review to support the Port of Echuca in achieving its vision as “*A Place to Take Your Time, Relax and Enjoy Yourself.*” Identifying the optimal management and operational model, therefore, should consider broader Council objectives and the strategic direction of the Precinct.

3.2. KEY FINDINGS

A suite of recent government policies and strategies pertaining to the future direction of the Precinct has implications for the operational review. More specifically, these documents demonstrate that the future operation of the Precinct should maximise the benefits of its natural, cultural and recreational assets in order to create a vibrant and successful destination.

3.3. STRATEGY AND POLICY CONTEXT

The following summarises the strategic and policy context underpinning this review.

PORT OF ECHUCA FUTURE REPORT – 2018

The *Port of Echuca Future Report* was completed by Hirst Projects (and commissioned by Council in 2018.

The purpose of the report was to recognise the **heritage and history** of the Precinct, and capitalise on its **natural, cultural and community** assets. In doing so, the document established a new vision to guide the future direction of the Port of Echuca and encourage investment. This vision is articulated as follows:

A place to take your time, relax and enjoy yourself

The strategic objectives to support implementation of the vision are outlined below:

- A place to linger, interact and connect;
- A destination celebrating living with nature and history;
- An arts and culture, events and entertainment hub; and
- A place where collaboration makes it happen.

The report identifies that the Port of Echuca has a strong set of natural, cultural and recreational assets that will continue to be the backbone of the place and the platform for renewal, including:

- Natural assets (e.g. the Murray River);
- History and heritage assets (e.g. the Wharf);
- Arts & culture (e.g. the library, the Foundry, a strong events calendar);
- Recreation (e.g. trails and playgrounds); and
- Community (e.g. volunteers, business community).

Other relevant key findings from the report include:

- The Port personality should shine through the stories it tells, through multiple experiences and the design of its public places;
- It is not merely a matter of marketing what is already at the Port to grow a single segment, rather it is finding ways in which the strengths of the Precinct can be used to attract new market segments; and
- Port experience providers need to cater for every age group;

IMPLEMENTATION OF THE PORT PRECINCT PLAN – 2019

The vision and objectives for the Port were consolidated into a condensed *Port Precinct Plan*. An implementation plan was created by Council (in collaboration with stakeholders and the community) to support development of the plan to help achieve the Precinct's vision and strategic objectives.

A diverse range of initiatives were planned to occur within and across the Precinct. As of June 2019, most actions were completed or had commenced.

THE PORT OF ECHUCA PRECINCT: A COMMUNITY VISION – 2019

This report was prepared by the EMA in response to the 2018 *Port Precinct Vision & Strategic Direction* report and helped inform this operational review.

The aim of the community vision report was to "*collaboratively plan a way forward to achieve a shared vision for the Port to better manage the diverse needs of all stakeholders.*"

As such, this shared vision for the Precinct builds on the Hirst report and is articulated as follows:

A vibrant, engaging and active community precinct destination that reflects the past, celebrates the present and embraces the future of the Echuca Moama region.

As outlined in the report, this vision can be achieved through "*more effective planning, activation, management and governance of the precinct.*"

In terms of governance, the EMA proposed to "*negotiate, establish, and transition to an independent management body that oversees the strategic direction of the Port of Echuca.*" Although Council will continue to play a core role, the EMA proposed a new board/organisation to be characterised by:

- A skills-based board that is accountable through rigorous governance processes;
- A blend of experience and 'next generation' community leaders;
- Membership independent of organisational entities and business interests;
- A negotiated Service Agreement with Council Administration featuring agreed outputs and reporting; and
- Professional staff to reflect the agreed structure and responsibilities.

4. TOURISM AND ECONOMIC CONTEXT

4.1. INTRODUCTION

The following summarises the key tourism and economic considerations for the Precinct, including its contribution to the tourism industry and the regional visitor economy. This is designed to establish its importance to the region, which helps inform the operational objectives and future direction of the Precinct.

With key iconic and authentic experiences, such as the Wharf, the Precinct is a significant contributor to visitation, visitor yield and the economy. Importantly, it also enhances the overall appeal of Echuca Moama and the broader Murray Region.

4.2. KEY FINDINGS

Echuca-Moama is a key visitor destination in the Murray Region, with the Port of Echuca Precinct central to the local and regional visitor economy.

Between 2015-19, Echuca-Moama attracted an average of 951,549 visitors per annum, driven by the domestic overnight and daytrip markets. Visitation is forecast to increase to an average of 1 million visitors per annum between 2025-29.

As visitation increases, it is crucial that the Precinct continues to be a desirable destination that captures visitor growth and expenditure, so that it helps grow the visitor economy. To do so, the Precinct must adapt to meet changing visitor needs and attract key target markets, including:

- Grey nomads;
- Families;
- Events and festivals visitors;
- Millennials / young travellers;
- International markets (experience seekers and Asian markets); and
- Lifestyle leaders

4.3. IMPORTANCE OF TOURISM

Tourism is an important industry for Campaspe Shire, with the visitor economy contributing approximately \$187 million to local economic output (3.6% of total), as well as over 1,000 tourism-related jobs (6.3 % of total).

Echuca is the primary driver of tourism within the Shire and (together with Moama) a key destination within the broader Murray Tourism Region. It is the closest Murray Region destination to Melbourne and has the highest level of visitation, yield and greatest range of tourism product.

The Port of Echuca Precinct is a key component of the local tourism industry and visitor economy, with iconic and authentic experiences including the Wharf. An effective operational model is, therefore, required to ensure the Port remains a vibrant precinct and is a key tourism drawcard, whilst continuing to evolve to meet changing visitation trends and attract target markets.

The Port of Echuca is also strategically important in the context of the entire Murray Region, it has potential to raise awareness of the region, which benefits the Murray's other destinations. The Port of Echuca, if developed appropriately, will be able to grow yield in Echuca and the broader Murray Region by being the key tourism hub for visitors and facilitating dispersal.

4.5. VISITATION

This analysis is based on local visitation data to the towns of Echuca-Moama³, recognising that visitation to the Precinct will be drawn primarily from the Echuca-Moama visitor market (and also given the fact that visitors to these towns have a higher level of access to the area).

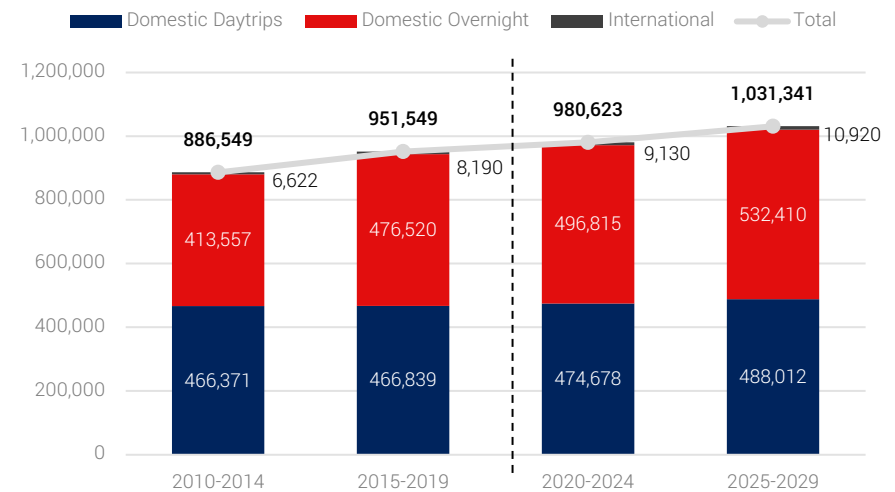
Figure F4 shows the historic and forecast visitation growth for Echuca-Moama from 2010 to 2029. Due to the small sample size for the SA2 regions, data has been presented in 5-year averages to increase the survey sample size and thus the reliability of results.

Between 2015-19, Echuca-Moama attracted an average of **951,549 visitors** per annum, driven by the domestic overnight (50%) and domestic daytrip (49%) market.

This is an increase of 65,000 visitors per annum from the 2010-14 period, driven by increases in the domestic overnight market (+62,963 visitors), which demonstrates the popularity of the region as an overnight destination.

This represents 17% of total visitation to the Murray Region (which attracted an average of 5.7 million visitors per annum over the 2015-19 period), which is a significant contribution to regional tourism.

F4. ECHUCA-MOAMA HISTORIC & FORECAST VISITATION GROWTH 2010-2029



Source: National and International Visitor Survey, Tourism Research Australia, 2010-2019 YE Sep; Tourism, Events and Visitor Economy Research Unit, September 2019; Derived by Urban Enterprise, 2020.

4.5.1. FORECAST VISITATION GROWTH

Using the mid-point growth rate, which is the average of the conservative historical growth rate and the more aggressive Visit Victoria tourism forecasts, visitation is forecast to increase to an average of **1 million visitors** per annum between 2025-29.

This represents average growth of 79,792 visitors per annum from the 2015-19 period, driven by growth in the domestic market, including overnight (+55,890 visitors per annum) and daytrip (+21,172 visitors per annum). While the international market is expected to experience the largest annual growth of 2.1% per annum, increasing to an average of almost 11,000 annual visitors.

³ Defined by SA2 regions

4.6. VISITOR EXPENDITURE

Due to the lack of expenditure data at a local SA2 level, visitor expenditure for Echuca-Moama is represented by data for the Campaspe LGA (noting that majority of visitation and expenditure within the Shire is driven by the Echuca-Moama market).

As shown in Table T1, average annual visitor expenditure was \$248 million, driven by domestic overnight visitors (\$174 million or 70% of total). Overnight visitors are also the highest yielding market in terms of average spend per trip (\$364 for domestic and \$764 for international visitors).

T1. CAMPASPE LGA VISITOR EXPENDITURE 4-YEAR AVERAGE (2015-2018)⁴

Visitor Type	Visitor Spend (\$m)	Visitor Spend (%)	Average spend per trip (\$)	Average spend per day/night (\$)
Domestic Daytrip	\$67m	27%	\$115	\$115
Domestic Overnight	\$174m	70%	\$364	\$142
International	\$7m	3%	\$764	\$64
Total	\$248m	100%	\$233	\$136

Source: Tourism Research Australia, LGA Profiles 2018.

This represents 12% of total visitor expenditure within the Murray Region, which again highlights the significant contribution made by Echuca-Moama to the visitor economy.

4.7. TARGET MARKETS

The target markets for the region, which is adapted from the *Murray Region Destination Management Plan (2018)*, helps to identify key and emerging visitors and consumer preferences.

This information can help establish the future direction of the Precinct, as it needs to evolve and develop to meet the changing needs of visitors and remain a desirable visitor destination.

The descriptions of the market segments in this section are based on information sourced from Visit Victoria and DNSW, as well as previous work undertaken by Urban Enterprise.

4.7.1. KEY VISITOR MARKETS

GREY NOMADS

Grey Nomads are a key market, attracted to the Murray River for camping and the warm climate. This market is expected to increase in the future in terms of both size and spending power due to an ageing population with high levels of disposable income. This is evidenced by data indicating that Australians over the age of 55 account for 32% of the nation's gross disposable income.

FAMILIES

Families are a core market for the region with approximately 18% of overnight visitors travelling as a family group (parents and children). It is important that investment in family experiences and attractions is encouraged to grow this market, as well as catering to the growing population of young families in the region's major centres.

EVENTS AND FESTIVALS VISITORS

Consultation with industry identified the importance of events and festivals in driving visitation. It also provides the opportunity to showcase the region to new markets and encourage increased length of stay. This is particularly relevant to the Precinct, which hosts major annual events across different assets, including the Aquatic Reserve (e.g. Riverboats Music Festival) and public open spaces (e.g. Winter Blues Festival).

⁴ Visitor expenditure figures published by TRA are based on a four-year average from 2015-2018 (YE December)

4.7.2. EMERGING VISITOR MARKETS

In addition to the existing core markets for the region there is an opportunity to develop product and experiences targeted at new markets.

MILLENNIALS / YOUNG TRAVELLERS

This market segment includes people aged 15–29, as well as those aged 30-34 who do not have children. They are seeking genuine and authentic experiences, together with a variety of active and informative ways to enjoy them. This includes experiences such as:

- Events that allow discovery of a location in a unique way;
- Nature and landscapes;
- Experiences that are unique to a specific area;
- Food and lifestyle; and
- History of a destination with a contemporary or personalised interpretation.

INTERNATIONAL MARKETS

International visitors make up a small proportion of total visitors to the region. There is opportunity to grow international visitation through targeted product development and marketing, with consideration to the following segments:

- **International experience seeker/self-drive market** - is identified as a key market by Tourism Australia. Experience seekers are not characterised by nationality but seek out authentic experiences which are engaging and have an educational element. They are more likely to visit regional areas, stay longer in the region, and are less attracted to 'mass packaged tourism products'. At present they do not make up a large portion of visitation to the region, however, there is an opportunity to develop personalised experiences using the region's strengths in Indigenous culture, rural Australian character, and nature-based assets.
- **Asian visitor markets** - the Murray Region's market share of the growing Asian visitor markets is currently low. However, Asia is expected to continue to

outperform other overseas markets, brought about by increasing prosperity and the continuing transition of millions of people into consumer oriented, middle-class populations. At the national level, the latest visitor projections are for inbound Asian markets to grow by 17.4% over the next two years alone and contribute to 64% of all international visitor growth.⁵ The number of independent and self-drive Asian visitors has increased in recent years and will provide new opportunities for regional destinations. There are a number of specific product opportunities which could leverage this market (e.g. Port of Echuca).

LIFESTYLE LEADERS

Visit Victoria has identified Lifestyle Leaders as a segment that drives a large proportion of visitation and expenditure in the State. Lifestyle Leaders are based on a mindset, are found in all regions, ages and lifecycle groups, and represent approximately a third of the Australian population aged 18+.

Lifestyle Leaders are educated, professional and progressive individuals who enjoy seeking out new information and being the first to try new products. They have higher level of discretionary expenditure than the general population, so they can afford to indulge more often in travel, with a desire to escape city life and embrace nature/outdoors and new discoveries.

The Lifestyle Leader segmentation shows that they are highly motivated by the following experiences, most of which can be provided by the Port of Echuca:

- Spectacular natural landscapes and experiences with nature;
- Walks and cycling;
- Arts, culture and events;
- High quality food;
- Wineries and cellar doors;
- Local produce and farmers markets and
- History and heritage.

⁵ Tourism Research Australia, Tourism Forecasts, August 2017

5. CONSULTATION FINDINGS

5.1. INTRODUCTION

Consultation for this project included several workshops and focus groups with key stakeholders, including:

- Campaspe Shire Council;
- Murray River Shire Economic Development Unit; and
- The Echuca Moama Alliance (total of 15 individuals representing seven organisations).

The purpose of the consultation was to identify common objectives for the Precinct, desired project outcomes and better understand the issues and opportunities.

5.2. KEY FINDINGS

The stakeholder consultation identified the following key issues and opportunities:

- **The Precinct is not realising its potential as a key community and visitor destination, through lack of business activity, visitation and activation;**
- **Council management and operation of the Precinct is currently fragmented, with no clear structure to ensure accountability and limited by a lack of strategic direction; and**
- **The Precinct does not currently meet the needs of locals and visitors, as more activation is required as well as investment in contemporary tourism product and experiences; and**
- **More funding is required to improve Precinct operations, including a broader range of funding sources from the private sector and corporate sponsorship.**

It was widely agreed amongst stakeholders that these opportunities can be most effectively realised by improving Precinct management and operations, specifically through the creation of an independent and separate entity.

5.3. STAKEHOLDER CONSULTATION OUTCOMES

The following summarises the key outcomes from the stakeholder consultation.

5.3.1. PROJECT DRIVERS & OBJECTIVES

- There was consensus from stakeholders that the Port of Echuca is not maximising its potential as a community asset, heritage asset or visitor destination.
- This includes a lack of immersive experiences and Precinct activation, which has led to a decline in visitation (both locals and visitors) and business activity.
- Council currently has a significant financial obligation to maintain the Precinct, driven by maintenance of heritage assets. However, there is a lack of resources to provide day-to-day management and operation of the Precinct, which is impacting on its performance.
- There is also no single focus or vision for the Precinct to inform future direction, which constrains its functionality and creates a tension between its roles as a heritage site and a tourist destination.
- Relevant stakeholders wish to transform the Precinct into a world class visitor destination that meets the needs of target markets and engages the community.

5.3.2. ISSUES & OPPORTUNITIES

- Council's Precinct services and operations are fragmented, constraining business activity, activation and visitation.
- There is no clear line of accountability for the operation or management of the Precinct, particularly the day-to-day requirements.
- The Precinct currently lacks a clear strategic direction and business objectives, which impacts its role as a community and visitor destination.

- There is currently a lack of collaboration between relevant stakeholders associated with the Precinct, including local businesses and government.
- As the Port of Echuca is not designed as a commercial venture, it requires significant Council funding in order to operate.
- The Precinct does not currently meet the needs of visitors and needs to identify the region's target markets in order to increase visitation and generate yield.
- Understanding the future target market is crucial to identifying future activation opportunities.
- The Precinct should be more integrated and agile to better collaborate and respond to market opportunities.
- There are a range of opportunities to improve Precinct operations and ensure it remains an iconic destination, including:
 - Creating night-time activities to stimulate the night-time economy;
 - Strengthening the role of events within the area;
 - Attracting private sector funding and sponsorship to invest in the asset;
 - Potentially opening up the Wharf to increase accessibility;
 - Increasing Precinct activation and immersive experiences;
 - Investing in contemporary tourism product and experiences (including food & beverage, nature, arts and culture, Indigenous tourism, etc.);
 - Reviewing the function and management of the Discovery Centre and surrounding public space;
 - Establishing an anchor tenant to drive visitation;
 - Managing and maintaining Precinct infrastructure; and
 - Better promotion of the Port and its key attractions.
- It was widely agreed that realising some of these opportunities will benefit the broader regional economy (including Echuca, Moama and the Murray) through:
 - Increasing visitation and visitor yield;
 - Increasing community engagement and investment;
 - Generating increases in economic output; and
 - Creating local employment opportunities.

5.3.3. KEY CONSIDERATIONS FOR A FUTURE OPERATING MODEL

- The stakeholders agreed that an alternative operating model is needed to realise these opportunities and improve Precinct performance.
- More specifically, there was consensus that the desired way forward was to establish a separate entity that is independent of Council.
- This organisation should provide a clear vision for the Port and facilitate collaboration with stakeholders to increase engagement.
- The role of the future operating model should be clearly defined in a Business Plan and include the following:
 - Facilitate activation and a more diverse events program;
 - Attract business investment (and determine the appropriate mix of businesses);
 - Identify methods of increasing revenue and/or reducing Council subsidies;
 - Collaborate with relevant stakeholders;
 - Drive increases in visitation;
 - Planning and managing assets; and
 - Engage the community
- To successfully perform its duties and meet its responsibilities, any future model should consider the following:
 - Clear lines of accountability (i.e. General Manager/Board reporting to Council);
 - Clear delineation of roles and responsibilities;
 - KPIs to measure performance;
 - Flexible governance structure that adapts to meet the needs of visitors and the community;
 - Management and staff need appropriate knowledge and skills; and
 - Commercial acumen to improve its financial performance, attract funding/sponsorship, drive revenue, etc.

6. CASE STUDY ANALYSIS

6.1. INTRODUCTION

This section identifies and examines relevant case studies of management structures that are relevant to the future operation of the Precinct, including:

- The following four tourist attractions:
 - Bendigo Heritage Attractions;
 - Sovereign Hill;
 - Puffing Billy Railway; and
 - Swan Hill Pioneer Settlement.
- The following three entertainment & visitor precincts (that align with the characteristics of the Port of Echuca Precinct)
 - Mildura City Heart;
 - Federation Square; and
 - South Bank (Brisbane).⁶

The purpose of this is to identify best practice principles that are common amongst established models that could be used to inform alternative management and operation for the Port of Echuca.

⁶ Note: Bendigo Heritage Attractions, Sovereign Hill, Mildura Heart and Swan Hill Pioneer Village were included in the project's terms of reference for review. All other case studies were identified by Urban Enterprise, which was endorsed for inclusion in this report by the EMA.

6.2. KEY FINDINGS

An assessment of the organisational models for each destination identified the following common themes and principles that could be applied to Precinct management:

- **Operation of the destination by a not-for-profit entity operating at 'arm's length' from government (i.e. not directly managed by government).**
- **Establishing clear rules and regulations that set out how the organisation will govern and operate.**
- **Creating a hierarchical governance and management structure that delineates responsibilities, is independent and provides a broad set of skills to increase the organisational capabilities and performance.**
- **Clearly defined organisational responsibilities between management of assets and operational activities, as well as articulating the key activities to be delivered.**
- **Establishing strategic business objectives to drive the future direction of the destination, in collaboration with key stakeholders.**
- **Ensuring the destination caters to both visitors and the community, to generate 'buy-in' from locals and facilitate year-round visitation.**
- **Creating clear lines of accountability and reporting frameworks, so performance can be quantified, and the organisation focuses on achieving its objectives.**
- **Identifying multiple revenue sources, including sponsorships and donations, to increase financial sustainability.**

6.3. CASE STUDIES

Based on background research and stakeholder consultation, Urban Enterprise has identified several case studies for further assessment. Due to the unique nature of the Precinct, in that it is a community and visitor destination consisting of paid tourist attractions (along the river), public open space and retail/hospitality areas, the relevant case studies include both **tourist attractions** as well as **open entertainment & visitor precincts**.

These case studies (and management structures) are listed in Table T2, followed by more a detailed analysis to ascertain common success factors and key learnings that could be applied to the Port of Echuca.

T2. CASE STUDIES

Destination	Location	Brief Description	Managing Organisation	Type of Organisation
TOURIST ATTRACTIONS				
Bendigo Heritage Attractions	Bendigo, Victoria	Bendigo Heritage Attractions includes Bendigo's most significant heritage sites, such as Central Deborah Gold Mine, Bendigo Tramways and the Bendigo Joss House Temple	Bendigo Heritage Attractions	Independent not-for-profit organisation
Sovereign Hill	Ballarat, Victoria	Sovereign Hill is an outdoor museum presenting the story of Australia's goldrush history.	The Sovereign Hill Museums Association	Independent not-for-profit organisation
Puffing Billy Railway	Belgrave, Victoria	A heritage railway in the Dandenong Ranges complemented by events and hospitality product	Emerald Tourist Railway Board	Government (Statutory Authority)
Swan Hill Pioneer Settlement	Swan Hill, Victoria	The settlement is an open-air museum portraying life on the Murray in the era 1830-1930	Swan Hill Rural City Council	Government (Local Government)
ENTERTAINMENT & VISITOR PRECINCT				
Mildura City Heart	Mildura, Victoria	Mildura City Heart is a shopping, dining and entertainment precinct that consists of over 300 specialty stores.	Mildura City Heart	Independent not-for-profit organisation
Federation Square	Melbourne, Victoria	A public entertainment precinct in Melbourne CBD that supports events and a diverse range of hospitality and retail experiences	Fed Square Pty Ltd	Government (Victorian State Trustees Ltd)
South Bank	Brisbane, Queensland	South Bank is a cultural, social, educational and recreational precinct in Brisbane	South Bank Corporation	Government (Statutory Authority)

6.4. CASE STUDIES ANALYSIS

6.4.1. BENDIGO HERITAGE ATTRACTIONS

Bendigo Heritage Attractions (formerly Bendigo Trust) is a not-for-profit organisation responsible for managing, maintaining and promoting Bendigo's significant heritage attractions, including: Central Deborah Gold Mine, Bendigo Tramways and the Bendigo Joss House Temple.

Bendigo Heritage Attractions (BHA) is renowned nationally and internationally for its heritage attractions and is an iconic part of Bendigo's tourism offering and a major driver of economic activity and employment in central Victoria.

These attractions include ticketed tours and immersive experiences for visitors as well as education groups. As Bendigo Heritage Attractions is a not-for-profit, community-based organisation, all proceeds received by the organisation go back into the attraction for preservation and restoration.

The organisation receives small subsidies (around 12% of total revenue) primarily from Local Council, in addition to funds received from State Government and Tourism Organisations.

Table T3 provides more detail on the management & operating model.



Bendigo Tramways

T3. BENDIGO HERITAGE ATTRACTIONS

	Management & Operating Model
Destination/Attraction	Bendigo Heritage Attractions
Managing Organisation	Bendigo Heritage Attractions
Type of Organisation	Independent not-for-profit organisation
Legal Entity	Company Limited by Guarantee
Roles & Responsibilities	<p>BHA is responsible for the following:</p> <ul style="list-style-type: none"> Asset owner & manager of the trams (City of Greater Bendigo owns the remaining assets) Daily operations of all heritage services, including marketing, ticketing and staffing.
Management & Staffing Structure	<ul style="list-style-type: none"> Governed by a Board of Directors Senior Management Team, led by a CEO 70 employees and 60 volunteers
Business Objectives	<ul style="list-style-type: none"> Increasing the level of year-round visitation to all attractions Entice local, national and international visitors, increase length of stay and encourage repeat visitation.
Accountability & Reporting	<ul style="list-style-type: none"> Accountable to its members (per the organisation's constitution) Annual Reporting
Visitation	<i>Not published</i>
Financial Analysis	<p>2018-19: Operating profit of \$91k 2017-18: Operating loss of (\$202k)</p>
Government Subsidy (2018-19)	<p>\$765k (12% of revenue):</p> <ul style="list-style-type: none"> Local Council \$600k Victorian Government \$162k Tourism Organisation \$3.6k
Funding Source/s	<p>BHA receives revenue from multiple sources, including:</p> <ul style="list-style-type: none"> Operating activities (e.g. admissions revenue); Government grants (e.g. Council); and Membership and corporate sponsorship; and Other (e.g. advertising).

Source: <https://www.bendigoheritage.com.au/>; Bendigo Heritage Attractions Annual Reports

6.4.2. SOVEREIGN HILL

Sovereign Hill is an outdoor museum presenting the story of Australia's goldrush history. This includes a variety of product and experiences, including immersive exhibits, costumed interpreters, tours, accommodation, education, as well as facilitating events (e.g. weddings, conferences, etc.).

It is a major tourist attraction, receiving over 450,000 visitors annually, including national, international and educational visits. Visitors must pay for entry, with specialty tours and experiences additional.

The destination is administered by The Sovereign Hill Museums Association - a not-for-profit, community-based organisation – which is a company limited by guarantee that is bound by its constitution. The organisation is controlled by a Board of (voluntary) directors, elected by association member, with its strategic directions set by an organisational charter.

The organisation receives some State Government funding, which comprises around 2% of total revenue.

Table T4 provides more detail on the management & operating model.



Sovereign Hill

T4. SOVEREIGN HILL

	Management & Operating Model
Destination/Attraction	Sovereign Hill
Managing Organisation	The Sovereign Hill Museums Association
Type of Organisation	Independent not-for-profit organisation
Legal Entity	Company Limited by Guarantee
Roles & Responsibilities	<ul style="list-style-type: none"> Asset owner & manager All operation and activities within the site, including commercial operations, visitor experience, engineering, finance, marketing and interpretation.
Management & Staffing Structure	<ul style="list-style-type: none"> Governed by a Board of Directors Senior Management Team, led by a CEO 350 employees and 250 volunteers
Business Objectives	<ul style="list-style-type: none"> To inspire an understanding of the significance of the central Victorian gold rushes in Australia's national story To collect, conserve and interpret the mining, social, cultural and environmental heritage of the Ballarat region. Values service, respect, safety, integrity, responsibility and (financial) sustainability
Accountability & Reporting	<ul style="list-style-type: none"> Accountable to the association members Annual Reporting and Corporate Strategic Planning
Visitation	Approx. 450k per annum
Financial Analysis	2018-19: Operating loss of (\$129k) 2017-18: Operating profit of \$1.3m
Government Subsidy (2018-19)	Victorian Government \$765k (2% of revenue)
Funding Source/s	Sovereign Hill receives revenue from multiple sources, including: <ul style="list-style-type: none"> Operating activities (e.g. admissions revenue); Government grants; Donations; and Other (e.g. accommodation).

Source: <https://www.sovereignhill.com.au/>; Sovereign Hill Museums Association, Annual Report 2018-19

6.4.3. PUFFING BILLY RAILWAY

Puffing Billy Railway (PBR) is a major tourism heritage railway attraction. The railway extends from Belgrave to Gembrook and has seven major tourism nodes supporting hospitality and events.

PBR is owned and operated by the Emerald Tourist Railway Board (ETRB), a Statutory Authority established by the Victorian Government – under *The Emerald Tourist Railway Act 1977* – with responsibility for the "preservation, development, promotion and maintenance...and for the operation management and control of the service thereon for public recreational purposes."

The Board is responsible for corporate governance and management of the business, which attracts over 480,000 visitors per annum.

The organisation receives a small level of public subsidy (7% of total revenue), from a combination of state, federal and tourism agency funding.

Table T5 provides more detail on the management & operating model.



Puffing Billy Railway

T5. PUFFING BILLY RAILWAY

	Management & Operating Model
Destination/Attraction	Puffing Billy Railway
Managing Organisation	Emerald Tourist Railway Board
Type of Organisation	Government
Legal Entity	Statutory Authority
Roles & Responsibilities	<ul style="list-style-type: none"> Asset owner & manager (inc. capital works and maintenance) All operation and activities (including ticketing, marketing, staffing, etc.)
Management & Staffing Structure	<ul style="list-style-type: none"> Governed by a Board of Directors Senior Management Team, led by a CEO 120 employees and 600 volunteers
Business Objectives	<ul style="list-style-type: none"> Preserve cultural and heritage rail significance Provide an iconic heritage rail experience for visitors Achieve safety and operational excellence Engage with our community, business and tourism partners Lead an inspired people and a responsive, resourceful organisation Sustainable future
Accountability & Reporting	<ul style="list-style-type: none"> Accountable to the Victorian Government Annual Reporting and Corporate Strategic Planning
Visitation	Approx. 480,000 visitors per annum
Financial Analysis	2018-19: Operating profit of \$1.1m 2017-18: Operating profit of \$1.5m
Government Subsidy (2018-19)	\$1.1m (7% of revenue): <ul style="list-style-type: none"> Victorian Government \$240k Federal Government \$550k Tourism Organisation \$315k
Funding Source/s	ETRB receives revenue from multiple sources, including: <ul style="list-style-type: none"> Operating activities (e.g. admissions revenue); Government grants; Capital grants (from the Puffing Billy Preservation Society); and Other (e.g. retail).

Source: <https://puffingbilly.com.au/>; Emerald Tourist Railway Board, Annual Report 2018-19; Puffing Billy Railway Strategic Plan 2019-2023.

6.4.4. SWAN HILL PIONEER SETTLEMENT

The Pioneer Settlement is owned and managed by Swan Hill Rural City Council. The settlement is an open-air museum, portraying life on the Murray in the era 1830-1930. The settlement opened in 1966 after a joint community and government effort to recognise the unique history of the Murray Mallee region

The attraction is located along the Murray River and includes paddlesteamer cruises, immersive exhibits, a laser show, retail and hospitality product. This is a ticketed destination, offering multi-day admissions, education/group tours as well as weddings, functions, etc.

Table T6 provides more detail on the management & operating model.



Swan Hill Pioneer Settlement

T6. SWAN HILL PIONEER SETTLEMENT

	Management & Operating Model
Destination/Attraction	Swan Hill Pioneer Settlement
Managing Organisation	Swan Hill Rural City Council
Type of Organisation	Government
Legal Entity	Local Government
Roles & Responsibilities	<p>Council owned and operated, responsible for:</p> <ul style="list-style-type: none"> The asset (inc. capital works and maintenance) Managing, marketing, maintaining and developing the tourist attraction
Management & Staffing Structure	<ul style="list-style-type: none"> Administered by a General Manager within Council's 'Development and Planning' division, who reports to the divisional Director and CEO Operated by staff and volunteers
Business Objectives	<ul style="list-style-type: none"> To care for and conserve the Pioneer Settlement and its collection. Market and promote the Settlement as a tourist destination, provide quality visitor programs and promote the sale of merchandise as an additional source of income. Improve the commercial position of the attraction
Accountability & Reporting	<ul style="list-style-type: none"> Accountable to Swan Hill Rural City Council Council Annual Reporting
Visitation	81,954 visits per annum
Financial Analysis	2018-19 Budget: \$1 million (<i>revenue and operating profit not published</i>)
Government Subsidy (2018-19)	<i>As this owned and operated by Local Government, the entire budget is subsidised by Council</i>
Funding Source/s	<ul style="list-style-type: none"> Local Government funding Donations (Friends of the Pioneer Settlement)

Source: <https://www.pioneersettlement.com.au/>; Swan Hill Rural City Council, Annual Report 2018-19

6.4.5. MILDURA CITY HEART

Mildura City Heart is a shopping, dining and entertainment precinct located near the Murray River within the Mildura CBD. The precinct generates significant business activity and provides a mix of boutique shopping, food & beverage, entertainment activities and professional services

It is a popular for locals and visitors as a central gathering hub for the town, attracting patrons to the variety of popular restaurants, cafes and bars. In terms of entertainment, the precinct is regularly activated and provides a diverse events program that attracts families and visitors.

Mildura City Heart is an independent not-for-profit association, governed by an elected community-based board of management (and operates via a memorandum of understanding with Mildura Rural City Council). It represents more than 300 businesses and traders in the precinct and strives to promote and improve Mildura City Heart to provide a unique quality lifestyle experience.

The organisation is almost fully subsidised by Local Council (92% of total revenue).

Table T7 provides more detail on the management & operating model.



Mildura City Heart

T7. MILDURA CITY HEART

	Management & Operating Model
Destination/Attraction	Mildura City Heart
Managing Organisation	Mildura City Heart
Type of Organisation	Independent not-for-profit organisation
Legal Entity	Incorporated Association
Roles & Responsibilities	<ul style="list-style-type: none"> Mildura City Heart is responsible for all operations and activities, including promotion, marketing, events and tenancies. The Council is responsible for implementing public infrastructure improvement.
Management & Staffing Structure	<ul style="list-style-type: none"> Governed by a Board of Directors Administered by two Management staff, led by a Manager and an Administration Assistant
Business Objectives	<p>To achieve its goal of "Adding value to the Mildura City Heart trader and visitor experience", the organisation has set the following priorities:</p> <ul style="list-style-type: none"> Activation; Communication; Advocacy; Experiential activities; and Adding value.
Accountability & Reporting	<ul style="list-style-type: none"> Accountable to the association members and Council (via MoU) Annual Reporting and Corporate Strategic Planning
Visitation	<i>Not published</i>
Financial Analysis	<p>2018-19: Operating profit of \$141k 2017-18: Operating loss of (\$17k)</p>
Government Subsidy (2018-19)	Local Council \$595k (92% of revenue)
Funding Source/s	<p>The organisation receives funding from the following sources:</p> <ul style="list-style-type: none"> Mildura Rural City Council; Grants and sponsorship; and Other income (e.g. equipment hire)

Source: <https://www.milduracity.com.au/>; Mildura City Heart, Annual Report 2018-19

6.4.6. FEDERATION SQUARE

Federation Square is a venue for arts, culture and public events on the edge of the Melbourne CBD. It includes art galleries and installations, boutique cafes and bars, as well as a public square that facilitates events and programming year-round.

It is managed by Fed Square Pty Ltd (FSPL), a Victorian Government owned company that appoints a Board of Directors and management team, with the aim of developing Fed Square to support Melbourne's pre-eminent civic and cultural strengths.

As FSPL is owned by the State Government, the Minister for Tourism, Sport and Major Events has State Government portfolio responsibility for the destination.

FSPL is guided by a Civic & Cultural Charter, in collaboration with the Victorian Government and Melbourne City Council. The Charter outlines the destination's role in Melbourne as a centre for creativity and innovation, arts and cultural festivals, gardens and river access and as the focal point in town for contemporary cultural and civic activities.

The organisation generally received government funding for capital works only.

Table T8 provides more detail on the management & operating model.



Federation Square

T8. FEDERATION SQUARE

	Management & Operating Model
Destination/Attraction	Federation Square
Managing Organisation	Fed Square Pty Ltd
Type of Organisation	Government
Legal Entity	Victorian Government owned company (State Trustees Ltd)
Roles & Responsibilities	<ul style="list-style-type: none"> Asset management and development; and All operational activities, including marketing, programming events, hiring and leasing, coordination and management of the tenancies.
Management & Staffing Structure	<ul style="list-style-type: none"> Governed by a Board of Directors Senior Management Team, led by a CEO 49 employees
Business Objectives	<ul style="list-style-type: none"> To provide a stimulating, educational, comfortable and entertaining destination venue to Victorians, and to interstate and international visitors; To represent Melbourne as a leading city for the arts, innovation and creativity in all forms; To communicate the City's leadership in contemporary ideas; To provide a focal point for arts and cultural festivals and activities and important civic commemorations; To reflect Melbourne's cultural diversity in its overall operations and programming; and To attract local, national and international visitors
Accountability & Reporting	<ul style="list-style-type: none"> Accountable to the Victorian Government Annual Reporting and Corporate Strategic Planning
Visitation	9.7 million per annum
Financial Analysis	2018-19: Operating profit of \$4.1m 2017-18: Operating loss of (\$6.9m)
Government Subsidy (2018-19)	N/A
Funding Source/s	FSPL funding sources includes: <ul style="list-style-type: none"> Rental revenue; Event revenue; and Sponsorships and grants.

Source: <https://fedsquare.com/>; Fed Square Pty Ltd, Annual Report 2018-19

6.4.7. SOUTH BANK (BRISBANE)

South Bank is a key lifestyle and cultural destination precinct, located on the southern banks of the Brisbane River. It includes high-quality food & beverage product, open public spaces and a year-round events programs, which makes it a key attraction for locals and visitors. The sub-precincts that comprise this destination includes a plaza, parklands and river quay; as well as the Brisbane Convention and Exhibition Centre.

South Bank Corporation (SBC) was established by the Queensland Government – under the *South Bank Corporation Act 1989* – as the development and management authority for South Bank. This includes management of the development and commercial assets within the precinct, in collaboration with Brisbane City Council, which manages the parkland green spaces.

The organisation's revenue is received by primarily user charges and is not subsidised by the government.

Table T9 provides more detail on the management & operating model.



South Bank

T9. SOUTH BANK

	Management & Operating Model
Destination/Attraction	South Bank
Managing Organisation	South Bank Corporation
Type of Organisation	Government
Legal Entity	Statutory Authority
Roles & Responsibilities	SBC is responsible for: <ul style="list-style-type: none"> • Management of the commercial assets including the retail tenancies, car park and capital/renewal projects. • Operational activities, including marketing and financial services
Management & Staffing Structure	<ul style="list-style-type: none"> • Governed by a Board of Directors • Senior Management Team, led by a CEO • 34 employees
Business Objectives	<ul style="list-style-type: none"> • Promote, facilitate, carry out and control the development, disposal and management of land and other property; • Achieve a balance between the Corporation's commercial and non-commercial functions; • Ensure the area complements, rather than duplicates, other public use sites in the inner-city Brisbane area; • Provide for a diverse range of recreational, cultural and educational pursuits for local and international visitors; • Accommodate public events and entertainment; and • Achieve excellence and innovation in the management of open space and park areas.
Accountability & Reporting	<ul style="list-style-type: none"> • Accountable to the Victorian Government • Annual Reporting
Visitation	Approx. 14 million per annum
Financial Analysis	2018-19: Operating loss of (\$6m) 2017-18: Operating profit of \$9m
Government Subsidy (2018-19)	N/A
Funding Source/s	SBC revenue is generated from a combination of: <ul style="list-style-type: none"> • User charges (rental income, hire fees, etc.); • Food and beverage sales; and • Land sales.

Source: <https://southbankcorporation.com.au/>; South Bank Corporation, Annual Report 2018-19

6.5. CASE STUDY INSIGHTS

Key insights and learnings from the case studies can be synthesised as follows:

- All destinations included in the analysis are managed and operated by a **not-for-profit** entity – either independent or Government owned. As such, the destinations are not driven by profit, with all profits reinvested into the organisation to pursue its business objectives.
- All entities are established and bound by a formal set of **rules and regulations**, either via a constitution (independent), legislation (statutory authority) or charter (government entity).
- Excluding the Pioneer Settlement, which is managed by council, each organisation is governed by an elected (and diverse) **Board of Directors**, which typically independent members covering a broad skill set that aligns with organisational requirements.
- The Board is generally supported by a **Senior Management Team** that is led by a CEO and other executives with a diverse skill set.
- Each organisation is guided by clear strategic **business objectives** that articulates its goals and aspirations.
- While the attraction of visitors is a key objective, most attractions are also designed to be a **community destination** and attract locals, through public open spaces, events, provision of hospitality services, etc.
- The **roles & responsibilities** for each organisation are clearly articulated in annual reports and strategic plans, in terms of asset ownership, asset management and operational activities (e.g. marketing, ticketing, activation, etc.).
- All organisations have established clear lines of **accountability**. Independent entities are accountable to its members; while Government-owned entities are accountable to the relevant government body (subject to audits and reviews).
- There is no correlation between type of organisational structure and level of operating profit/loss, as this is dependent on a range of factors including visitation, type of destination, etc. However, the independent entities typically generate **revenue/funding from a broad range of sources**, including ticket sales, hospitality, rental revenue, government grants and private/corporate sponsorship.

- For the not-for-profit tourist attraction case studies, the level of **government subsidy** (where known) is relatively small, ranging from 2% to 12% of total organisational revenue. This could presumably be attributed to the fact that an independent organisation is able to generate stronger revenue from other sources.

6.6. KEY THEMES AND PRINCIPLES

The following common themes which contribute to the successful management and operation of the case studies (and are relevant to the Port of Echuca) are summarised below:

- Operation of the destination by not-for-profit entity operating at 'arm's length' from government (i.e. not directly managed by government).
- Establishing clear rules and regulations that set out how the organisation will govern and operate.
- Creating a hierarchical governance and management structure that delineates responsibilities, is independent and provides a broad set of skills to increase the organisational capabilities and performance.
- Clearly defined organisational responsibilities between management of assets and operational activities, as well as articulating the key activities to be delivered.
- Establishing strategic business objectives to drive the future direction of the destination, in collaboration with key stakeholders.
- Ensuring the destination caters to both visitors and the community, to generate 'buy-in' from locals and facilitate year-round visitation.
- Creating clear lines of accountability and reporting frameworks, so performance can be quantified, and the organisation focuses on achieving its objectives.
- Identifying multiple sources of revenue to increase financial sustainability.

7. ALTERNATIVE OPERATING MODELS

7.1. INTRODUCTION

The following identifies and examines the alternative management and operating models to be considered for the Port of Echuca. As each model has its own attributes and varies in its suitability for the Precinct, all options were individually assessed and prioritised for the purpose of identifying the optimal structure.

Based on research and analysis to-date, as well as the assumption that Council retains ownership of all assets, Urban Enterprise identified the following management and operating models for assessment.

1. Council Owned and Operated (i.e. Status Quo).
2. Council Owned and Operation Outsourced to an Independent Not-For-Profit (NFP) Organisation.
3. Council Owned and Operation Outsourced to an Independent Commercial Entity.

7.2. SCOPE OF REVIEW

PORT OF ECHUCA ASSETS & ATTRACTIONS

As mentioned in Section 2, the management and operation of the Precinct covers numerous assets and attractions (repeated in the table below):

T10. PORT OF ECHUCA – KEY ASSETS & ATTRACTIONS

Asset/Attraction	Description
Discovery Centre	Interpretive centre that provides ticketed access to the Wharf area and open-air museum.
Echuca Paddlesteamers	NOT WITHIN SCOPE OF PROJECT
Echuca Wharf	The historic timber wharf (accessible via the Discovery Centre). This includes the Cargo Shed Museum & Strathmerton Carriage.
Riverboat Dock and Kiosk	Docking area where paddlesteamers/riverboats arrive and depart
Heritage assets	Heritage assets across the Precinct, including the steam engine display and sawmill within the Wharf area and other Port artefacts
Aquatic Reserve	A public open space and bushland reserve area along the river
Freehold assets	All Council owned buildings on the western side of Murray Esplanade
Streets/Open Spaces/ Public Infrastructure	All public spaces, including streets, gardens/parks, retail precincts (e.g. Murray Esp, High Street)

Source: Urban Enterprise, 2020

PROJECT PARAMETERS AND ASSUMPTIONS

Based on the project parameters, Council is to remain responsible as the asset manager for all key assets/attractions shown in Table T10. Therefore, *only the Precinct operation will be the subject of review (in terms of outsourcing or retaining operations).*

For clarity, all relevant operational activities and responsibilities to be undertaken by the managing organisation are repeated below:

- **Operation of visitor attractions.** Includes responsibility for the operational budget, ticketing, retail, staffing and all activities within the visitor attractions (e.g. Discovery Centre).
- **Policy and strategic planning and oversight.** Includes setting the business/strategic objectives for the Precinct, KPIs, etc.
- **Communication, liaison and coordination between all parties with a role in the Port area.** Includes engaging all stakeholders (e.g. community groups, local businesses) to collaborate and work to achieve shared objectives.
- **Precinct marketing and promotion.** Marketing the Port (and individual attractions) as a key visitor and community destination.
- **Precinct activation.** Activation of open spaces and public areas in the Precinct.
- **Event planning, scheduling, approvals and execution.** Includes attracting and coordinating commercial and community events (inc. music festivals, concerts, weddings, markets, etc).
- **Community and business engagement.** Collaborating with the community and local businesses to ensure all parties are working towards shared objectives.

7.3. OPERATING MODELS

Based on research and analysis to-date, as well as the assumption that Council retains ownership of all assets, Urban Enterprise identified the following management and operating models for assessment.

1. Council Owned and Operated (i.e. Status Quo)

- Council retain responsibility for asset ownership and management, as well as operation of the Precinct.
- Includes retention of Committee of Management structure for Crown Land.
- Operating structure would be subject to review to improve efficiency and effectiveness of operations.

2. Council Owned and Operation Outsourced to an Independent Not-For-Profit (NFP) Organisation

- Council retain responsibility for asset ownership and management.
- Operation of the Precinct, including all uses and activities, are outsourced to an Independent NFP organisation.

3. Council Owned and Operation Outsourced to an Independent Commercial Entity

- Council retain responsibility for asset ownership and management
- Operation of the Precinct, including all uses and activities, are outsourced to an Independent commercial entity.

The following provides an overview of each option as well as the potential strengths and weaknesses.

7.3.2. COUNCIL OWNED AND OPERATED (STATUS QUO)

OVERVIEW

This model assumes continuation of the existing structure, whereby the Precinct is Council-owned and operated. This includes responsibility for asset management, Precinct operations as well as overall financial responsibility.

However, due to the constraints and limitations of this model (which has led to this review), continuation of the status quo should involve a review of operations and recommendations into (but not limited to) the following:

- Establishing clear lines of accountability and responsibility for day-to-day operations, including dedicated Council officers and managers reporting to a General manager;
- Developing a strategic plan that sets out Council's vision and objectives for the Precinct; and
- Identifying opportunities to drive visitation and generate increases in economic activity, including consideration of:
 - Opening the Wharf area for greater public access;
 - Investing in contemporary tourism product and experiences;
 - Increasing the level of activation across the Precinct; and
 - Identifying additional sources of revenue.

STRENGTHS

- **Controls all asset and operating activities.** Direct ownership provides Council with the highest level of control of assets (including for maintenance and all activities within). This means that Council can monitor activities and engage in ongoing works for the maintenance and operation of the Precinct.
- **Economies of scale.** Council ownership and operation allows for economies of scale to be achieved as Council can utilise existing skills, contracts and resources to assist in managing the business.
- **Access to public funding.** Direct operation provides the potential to access public funding (predominantly for capital works). Council has demonstrated experience in this area and has been successful in attracting grants.
- **Protection of heritage assets.** Council is well positioned to establish improved processes for the protection and maintenance of heritage assets.

WEAKNESSES

- **Resource intensive.** The ongoing political and community interest in the Port Precinct is consuming of Council's time and resources. This time and effort may be better directed to other Council matters.
- **Responsibility for Precinct budget and funding.** Under Council's management any shortfalls in funding are required to be met by Council.
- **Lack of tourism expertise.** Council does not have the skills and experience within its existing structure to operate and provide direction for a tourism attraction. This may contribute to declining visitation and reduced activation.
- **Lack of operational resources.** Council does not have the dedicated resources to facilitate, activate and promote the Precinct as a major tourist destination. This requires dedicated expertise for a broad range of functions including event planning, promotion, marketing, engagement, etc.
- **Lack of commercial acumen.** Council does not have the necessary skills or expertise to maximise the commercial (or economic) opportunities for the Precinct. This includes measures and/or initiatives to improve financial performance, attract private sector funding, or activate the precinct to generate increases in visitation and visitor yield.

7.3.3. COUNCIL OWNED AND OPERATION OUTSOURCED TO AN INDEPENDENT NOT-FOR-PROFIT (NFP) ORGANISATION

OVERVIEW

This model shifts operation of the Precinct away from Council to a **new** independent NFP organisation, operating at 'arm's length' from government, established for the sole purpose of running the Precinct. The NFP will be responsible for all Precinct operations, uses and activities, while Council retains responsibility for asset management.

A not-for-profit is characterised by the fact that it does not earn profits for its members or owners. Rather, all revenue earned (or donations received) is reinvested back into the organisation to help pursue its objectives and improve its operations.

The NFP structure/legal entity can vary, with common types of organisations summarised below:

- **A cultural, environmental or community service organisation.** A member based NFP that comprises community groups/individuals.
- **A professional/business association** (e.g. traders association). A member based NFP that includes local businesses, chambers of commerce, etc.
- **A company limited by guarantee.** A common company structure set up by federal legislation, that is a legal entity separate from its members. This type of company can operate nationally and across multiple state jurisdictions.
- **An incorporated association.** A registered legal entity, with its legal structure independent from individual members. This is set up by state-based legislation for organisations that tend to operate more locally (within one state). The costs of setting up and running an IA is generally less than for a company.⁷

⁷<https://www.murfett.com.au/MurfettLegal/media/Documents/Article/56-Associations-vs-Company-Limited-by-Guarantee.pdf>

Despite the legal entity/structure of the NFP, the same governance and operational principles should apply for the organisation, including (but not limited to):

- The establishment of a skills-based Board of Directors (including independent/external members) to govern the entity;
- A dedicated executive management team, with managers responsible for key elements of Precinct operation and reporting to a General Manager/Executive Officer (who is accountable to the Board);
- Development of formal documents (e.g. constitution, charter, etc.) that sets out organisational purpose, objectives, strategic direction and roles/responsibilities;
- Clear lines of accountability, with the management team answerable to the Board, who in turn is answerable to its members and Council. Organisational performance should be documented as part of its annual reporting and strategic planning. These accountability measures should be articulated in the contract and/or terms of reference, set by Council.

STRENGTHS

- **Facilitating strategic and operational direction of the Precinct.** This operating model assumes the establishment of a skills-based board, which could assist in providing the organisation with strong strategic direction supported by a range of board members with suitable and diverse skillsets relevant to the organisation.
- **Custom designed to meet agreed objectives.** A new organisation would be established to meet specific business objectives relevant to the Precinct. This includes setting up an appropriate board structure with skills suited to the needs of the organisation and employing staff with experience in this field.
- **Returns profits to improving the business.** All profits generated by the entity can be returned to the Precinct for ongoing improvement. Continuous improvement and regeneration is important in growing repeat visitation and ensuring the Precinct remains a key community asset.

- **Funding opportunities.** An independent organisation, with increased commercial expertise, is more likely to boost funding revenue through private donations (e.g. a friends and membership program) and corporate sponsorships.
- **Flexibility and independence.** Having an independent organisation dedicated to operations and activities within the Precinct means that the focus of the organisation will be entirely on the business and commercial opportunities. This means that all decisions are made from an independent authority whose aim is to improve and develop the area and transform it into a desirable destination for residents and tourists.
- **Operational efficiencies.** A dedicated and experienced management team (and staff) will have the relevant skills and expertise to improve the efficiency of operations and ensure the Precinct is a more financially sustainable destination. This could be achieved through identifying commercial opportunities (i.e. activation, events, etc.) that strengthen revenue streams.
- **Tourism expertise.** An independent organisation will have the skills to ensure the Precinct is a key tourist attraction that meets the need of markets. The staff will have relevant (and broad) expertise to identify the tourism products and experiences required to drive growth in visitation, as well as promote the area as a desirable destination.
- **Reduced burden to Council.** If Council were to relinquish operation of the Precinct, this could free up Council resources that could in turn focus on other initiatives or projects.

WEAKNESSES

- **Limited Council control.** Council will have limited control over Precinct operations to ensure it is maintaining a high standard that meets the needs of the community and/or strategic objectives are being met.
- **Shallow talent pool for board.** Being in a regional township, attracting individuals with the relevant abilities required for the skills-based board (and management team) could be difficult. This may impact on the effectiveness of the organisation and expertise of staff, which may impact the achievement of business objectives.
- **Long lead time to build capacity in the organisation.** It requires time and resources to transition to a new organisation and for the new entity to establish itself, build knowledge and capacity to operate in the area. As such, a new entity may require additional assistance from Council (or an external body) to facilitate its establishment and build capacity.
- **Requires a strict term of reference and monitoring.** Council would need to dedicate additional resources to manage its partnership with the NFP organisation. This includes monitoring the independent entity to ensure it does not breach the conditions of its contract and the Precinct is being operated to a high standard to meet shared objectives.

7.3.4. COUNCIL OWNED AND OPERATION OUTSOURCED TO A COMMERCIAL ENTITY

OVERVIEW

Under this option, Council is responsible for asset ownership and management, while Precinct operations are outsourced to a commercial business.

A commercial entity is a private enterprise motivated by the pursuit of profit to benefit the business and its owners. As such, its primary objective is to ensure the organisation (and subsequently the Precinct) is commercially viable. Although a portion of the revenue will need to be reinvested into the organisation to continue operations, any profit is likely to be distributed amongst business owners.

While a private business operating the Port can collaborate with government, its for-profit objectives often means government has limited to no control over its activities.

The business structure can include the following variations, depending on the preferred legal structure:

- **Sole trader.** Legally responsible for all aspects of the business.
- **Company.** A separate legal entity.
- **Partnership.** Made up of 2 or more people who distribute income or losses.
- **Trust.** A trustee is responsible for business operations.⁸

Under a commercial entity, the business owners are responsible for the organisation's governance, management and objectives. Owners are not accountable to other organisations and are not obligated to disclose or report its performance. Therefore, measures for accountability would need to be included in a contract and/or terms of reference (set by Council).

⁸ <https://www.business.gov.au/planning/business-structures-and-types/business-structures>

STRENGTHS

- **Incentive to improve the product and experience.** To best achieve profit, which is the primary motivator for the private sector, the organisation will have incentive to provide high-quality products and experiences, as well as activate the Precinct, to drive visitation and maximise yield.
- **Flexibility to increase visitation.** The private sector is typically more flexible in its attempt to attract visitors. This can be achieved by tailoring the product and experiences to meet market need and promoting the destination to relevant audiences.
- **Increasing the competitiveness of the tourist attraction.** A commercially run business will ensure the attractions within the Precinct are competitive against other destinations, in terms of quality, pricing and range of experiences (e.g. hospitality, events, etc.).
- **Increasing commercial and business opportunities.** A commercial entity would focus on the business and commercial opportunities within the Precinct in order to increase its financial viability. This includes identification (and strengthening) of revenue streams from visitors, such as admissions, retail, food & beverage, accommodation, etc.

WEAKNESSES

- **Limited Council control.** Council will have limited control over Precinct operations to ensure it is maintaining a high standard that meets the needs of the community and/or strategic objectives are being met.
- **Profits stripped from business.** Rather than reinvesting in the business and the product, the private sector may have short term financial incentive to extend their profit for short term gain. This could affect the long-term viability of the Precinct.
- **Limits to volunteerism and community engagement.** Under a private sector model, there is likely to be reduced opportunity for volunteerism due to potential indemnity issues and the focus of the business being commercial in nature.

- **Requires a strict contract and monitoring.** Council would need to dedicate additional resources to manage its contract with the commercial entity, to ensure it does not breach the conditions of its contract and the Precinct is being operated to a high standard.
- **Limited examples of success.** There are no obvious comparable heritage attractions which are outsourced to commercial entities, as they often have limited commercial viability and are not attractive to private businesses. Therefore, it would be difficult to identify and attract an operator.

8. ASSESSMENT OF OPERATING MODELS

8.1. INTRODUCTION

This section provides an assessment of the alternative models for the Precinct, as identified in Section 7. This includes the following options:

1. Council Owned and Operated (i.e. Status Quo)
2. Council Owned and Operation Outsourced to an Independent NFP Organisation
3. Council Owned and Operation Outsourced to an Independent Commercial Entity

8.2. KEY FINDINGS

The assessment of alternative models demonstrates that the *Council Owned and Operation Outsourced to an Independent NFP Organisation* achieves the highest rating against the criteria. When examined against the other options, it is a more commercially minded and flexible model that is most likely to achieve the agreed Council vision and develop the Precinct into a vibrant, sustainable and active community destination.

This option ensures that Council can continue to focus on its strengths, in terms of asset management, while an independent NFP organisation can use its skills and expertise to improve Precinct operations and maximise its potential and a tourist attraction and community asset.

8.3. ASSESSMENT METHODOLOGY

The assessment of each management and operating model was rated against several criteria. These criteria – outlined below – have been adapted from the project brief, case study insights and the consultation findings:

- **Financial Sustainability.** The ability to strengthen revenue streams and operate more efficiently.
- **Funding Sources.** The ability to attract funding from alternative sources, including the public and private sector.
- **Alignment to Precinct Vision.** Alignment to the Council endorsed vision for the Precinct and strategic directions.
- **Impact on Visitation (and yield).** Ability to drive visitation (and yield) to the Precinct.
- **Community & Business Engagement.** Degree of engagement with relevant stakeholders and opportunities for collaboration & partnerships.
- **Accountability & Reporting.** Clear lines of accountability & reporting frameworks.
- **Risk to Council.** Risk to Council in terms of:
 - Budget (financial impact to Council);
 - Delivery & Implementation of new management model;
 - Public Liability; and
 - Competitive Neutrality (Council business is required to compete fairly in the market).


Each alternative option was scored between 1 and 3 for each of the criteria (*1 = lowest, 3 = highest*), with the overall highest score determining the preferred model.

These assessments are qualitative and subjective; based on local knowledge, stakeholder consultation, professional experience, and a general assessment of perceived benefits.

The criteria and scoring system is detailed in Table T11.

Note: the scoring system was based on the relative attributes of each option, in comparison to the other options.

T11. ASSESSMENT CRITERIA

Score	Financial Sustainability	Funding Sources	Alignment to Precinct Vision	Impact on Visitation (and yield)	Community & Business Engagement	Accountability & Reporting	Risk to Council
3	High level of financial sustainability, driven by strong revenue streams and efficient operations	High ability to attract funding from alternative sources from the public and private sector	Strong alignment to the Council endorsed vision for the Precinct and strategic directions	The organisation meets the needs of the market and drives visitation (and yield) to the Precinct	High degree of engagement with relevant stakeholders that provides opportunity for collaboration & partnerships	Clear lines of accountability & reporting requirements outlining organisational performance	Low level of risk to Council in terms of: Budget, Delivery & Implementation, Public Liability and Competitive Neutrality
2							
1	Minimal financial sustainability, weak revenue streams and inefficient operation	Low ability to attract additional funding	Weak to no alignment to the Council endorsed vision for the Precinct and strategic directions	The Organisation has a minimal impact on Precinct visitation (and yield)	Minimal engagement with relevant stakeholders	Low level of accountability and limited reporting requirements	High level of risk to Council

8.4. ASSESSMENT MATRIX

The following table shows the full assessment of the three options against the agreed criteria. Out of a total score of 40, *the highest-ranking option was 'Council Owned and Operation Outsourced to an Independent NFP Organisation' (score of 19)*, followed by Council owned and operated (15) and outsourcing operation to a commercial entity (12).

T12. ASSESSMENT MATRIX

Criteria	1. Council Owned and Operated	2. Council Owned and Operation Outsourced to an Independent NFP Organisation	3. Council Owned and Operation Outsourced to an Independent Commercial Entity	Notes
Financial Sustainability	1	2	3	<ul style="list-style-type: none"> A private enterprise is most likely to strengthen revenue streams and reduce the level of Council subsidy An independent NFP will identify commercial and business opportunities to increase revenue, whilst requiring some Council subsidy to assist in operations Council operation will require the most amount of subsidised funding, as lacks the resources and expertise to maximise commercial opportunities
Funding Sources	2	3	1	<ul style="list-style-type: none"> Council is most likely to generate funding from public grants only A commercial entity will focus on private sponsorships (which can be difficult to obtain) An independent NFP will have the expertise to generate additional funds from the public and private sector
Alignment to Precinct Vision	3	3	1	<ul style="list-style-type: none"> Council and the NFP (via its constitution/charter) are most likely to pursue the council-endorsed vision and objectives for the Precinct Commercial entity will primarily focus on financial viability, with a secondary focus on the agreed vision
Impact on Visitation (and yield)	2	3	3	<ul style="list-style-type: none"> The council operated scenario is ranked lowest as this has been a key criticism of the Precinct Both the commercial entity and NFP organisation will have greater incentive to drive visitation to the Precinct and attract yield, which can be used to improve the organisational capabilities and achieve profit

Criteria	1. Council Owned and Operated	2. Council Owned and Operation Outsourced to an Independent NFP Organisation	3. Council Owned and Operation Outsourced to an Independent Commercial Entity	Notes
Community & Business Engagement	2	3	1	<ul style="list-style-type: none"> The private sector has less motivation to engage and collaborate with other stakeholders (instead pursuing profit) Although Council has established links with industry, the consultation revealed that some of these relationships could be strengthened An independent NFP will have the expertise at management and board level to collaborate with business and engage with the community (which could also be facilitated via increases in volunteers)
Accountability & Reporting	2	3	1	<ul style="list-style-type: none"> An independent NFP will be accountable (to Council and its members) and its operational performance/strategic direction will be publicly reported (via annual reporting and strategic planning) This criterion is not a priority for the commercial entity, as its accountability is typically to the business owners without any obligation to report performance Although Council is accountable to the community, the current lines of Precinct accountability are unclear

Criteria	1. Council Owned and Operated	2. Council Owned and Operation Outsourced to an Independent NFP Organisation	3. Council Owned and Operation Outsourced to an Independent Commercial Entity	Notes
Risk to Council ⁹	3	2	2	<p>Budget:</p> <ul style="list-style-type: none"> No additional risk to Council, as status quo is maintained The NFP budget will be subsidised to some degree, with operating losses underwritten by Council; while the commercial entity is less likely to request a handout <p>Delivery & Implementation:</p> <ul style="list-style-type: none"> No additional risk to Council, as status quo is maintained The NFP will be more complex to set-up and operate, as it will require establishment of a Board, constitution/charter, management structure, etc. It will also be difficult to attract a commercial operator, given the limited commercial viability of heritage attractions <p>Public Liability:</p> <ul style="list-style-type: none"> Equal risk to all three options, given Council will remain asset manager <p>Competitive Neutrality:</p> <ul style="list-style-type: none"> The commercial entity will be exempt from this, as it is unlikely to receive a Council subsidy Council will continue to have issues with competitive neutrality, as it must compete fairly in the market The NFP must also adhere to this policy, as it will receive some subsidy from Council. However, this could be overcome via the commercial and operational expertise of the board and senior management
Total Score	15	19	12	
Ranking	2	1	3	

⁹ Represents an average score of all individual risks

9. PREFERRED OPERATING MODEL

9.1. INTRODUCTION

The following provides a high-level summary of the preferred management and operating model, including type of organisation, governance & management structure, indicative budget and implementation considerations.

This is intended to guide Council in its decision making, noting that all information included in this section requires further investigation and business planning to inform the establishment of the preferred model.

9.2. PREFERRED OPERATING MODEL

Based on the assessment matrix used to investigate the alternative options, Urban Enterprise recommends the future operating model for the Precinct to be:

Council Owned and Operation Outsourced to an Independent NFP Organisation

This will be established as a **new** organisation, set-up for the sole purpose of running the Precinct.

As the Precinct is located on the state border with NSW, and along the Murray River (which is owned by NSW), the independent NFP organisation would need to trade freely and have the flexibility to operate across state jurisdictions. Therefore, it is recommended that the independent NFP is established as a *company limited by guarantee*, to be set out as follows:

- Governed by an independent and external Board of Directors;
- Supported by an executive management team covering all aspects of operations, to be led by a General Manager/Executive Officer (reporting to the Board);
- Establish a formal constitution/charter that articulates organisational roles & responsibilities, purpose, strategic direction and business objectives; and

- Defined organisational accountability, with the management team answerable to the Board, and the Board answerable to Council. In addition, the organisation must publicly disclose performance via annual reporting frameworks.

The following provides more detail – at a high-level – into the preferred organisational structure, roles, indicative budget and implementation. This is based on a combination of consultation findings, comparable case study organisations and regional knowledge.

9.3. INDICATIVE GOVERNANCE & ORGANISATIONAL STRUCTURE

BOARD OF DIRECTORS

The organisation should be governed by a skills-based Board, consisting of voluntary members and including individuals with the relevant expertise to support the organisation's objectives. This should include both local (from within Echuca) and external members to provide a holistic viewpoint.

Based on comparable organisations, it is recommended that the governing Board should comprise around 8-10 individual directors – including a President/Chairman and Secretary – and appoint individuals with the following background:

- Finance;
- Communications;
- Tourism & Events;
- Fundraising & Philanthropy;
- Government (local, state, federal, etc); and
- Commercial (retail, operations, etc.).

MANAGEMENT TEAM

The Senior Management team will be separate to Council, support the Board and help deliver the operational requirements for the Precinct. The team should be led by an experienced (and independent) General Manager/Executive Officer, who will be responsible for all activities undertaken by the organisation as well as ensuring its obligations are met. The NFP could comprise five clear portfolios that covers the key areas of operation, with a dedicated and skilled manager in charge of each, including:

- Finance (led by a CFO);
- Marketing and Product development;
- Visitor services, operation & events; and
- Human Resources (inc. volunteers) and engagement;

On average, comparable organisations include around 4-6 management staff.

STAFFING AND VOLUNTEERS

The successful operation of the Precinct requires dedicated staff and volunteers, to ensure the Precinct successfully meets the needs of visitors and the community. The staff should be specialised within each management portfolio and work collaboratively with the executives to support the Board. With a current staffing complement of 9.1 FTE, it is envisaged that more staff will be required to effectively perform operational tasks and activities.

An overview of the indicative organisational structure (compared to the existing structure), is shown in Table T13. Key points to note include:

- The paddlesteamer management and staff are excluded from this analysis;
- The executive management team – including the General Manager – would be responsible for the entire Precinct and work directly for the new organisation (reporting to the Board);
- Additional staff would be required to account for increased visitation and activity, including events, activation, engagement, etc.; and
- This would potentially increase the staffing complement to 14 FTE, comprising 5 senior executives/managers, in addition to the existing 9 FTE.

T13. CURRENT VS INDICATIVE ORGANISATIONAL STRUCTURE

	Current	Indicative
Executives and Management Team	Council CEO	General Manager
	General Manager (Executive & Community Development)	Finance Manager (CFO)
	General Manager (Regulatory & Community Services)	Marketing & Product Development
	River Services Manager	Visitor Services, Operations & Events
	Exhibits & Operations Manager	Human Resources/Volunteers /Engagement
	Recreation Manager	
Precinct Staff	Port Maintenance	Port Maintenance
	Functions Support & Retail Officer	Functions Support & Retail Officer
	Administration Officer	Administration Officer
	Bookings & Marketing Officer	Bookings & Marketing Officer
	Precinct Events & Activation Officer	Precinct Events & Activation Officer
	Casual Tour Guides	Casual Tour Guides
FTE	9.1 FTE (included in Precinct accounts)	14 FTE (included in Precinct accounts)

Source: Campaspe Shire Council, 2020; Urban Enterprise, 2020.

Please note the 9.1 FTE in the current structure excludes the executive management team, which is employed directly by Council; conversely, the 14 FTE in the proposed structure includes the General Manager and senior managers, which would need to be funded by the organisation.

Volunteers are also important as they help make the Precinct a unique part of the community. They are important contributors to heritage-based attractions and facilitate many elements of operation, including event planning, activation, etc. As such, volunteers should be encouraged to join the organisation, increasing from the current level of 8 to approximately 20-40 (consistent with case studies).

9.4. INDICATIVE BUDGET

The following summarises the high-level budgetary impact of transitioning and operating the Precinct under the new independent NFP organisation. This considers the potential impact that the new model may have on revenue generation and expenditure, using the existing budget as the baseline (see Section 2.8) in order to generate a comparison.

Please note this is an indicative budget only, based on existing operations of the Precinct facilities and current uses. Whilst a review of these operations and identification of future uses is recommended (i.e. opening up the Wharf), this has not been factored into the analysis to ensure a more like-for-like comparison with the status quo.

This gives an indication of the potential budgetary impact of the new independent NFP model, further investigation and business planning for the organisation is required to confirm future operational activities and costs.

9.4.1. ESTABLISHMENT COSTS

It is expected that the transition to, and establishment of, an independent NFP organisation will require some establishment costs (to be paid by Council). Initial estimates from Urban Enterprise indicate that establishment costs could total approx. \$35,000, including:

- \$25,000 for a Business Plan, setting out the organisational objectives, budget, governance arrangements, constitution, objectives; and
- \$15,000 for all legal and administrative fees to set up the legal entity.

Please note these are estimates only and subject to further investigation.

9.4.2. OPERATING BUDGET

It is expected that a flexible and commercially minded NFP organisation will improve the Precinct's operating budget – and financial sustainability – through its ability to attract additional visitors via increases in activation and promotion.

The level of visitation has a direct impact on key revenue and expenditure streams (e.g. admission fees, activation activities, etc.). Therefore, the indicative high-level budgetary impact of the new NFP is modelled over **three visitation scenarios**:

- **Scenario 1** – additional 10,000 visitors per annum above current levels (of approx. 30,000 per annum);
- **Scenario 2** – additional 20,000 visitors per annum; and
- **Scenario 3** – additional 30,000 visitors per annum.

These scenarios – shown in Table T14 – are compared against the current Precinct budget (three-year average provided by Council) to show the potential financial impact of the new organisation. This analysis is based on the following assumptions:

- The future operating state is consistent with current uses/activities (subject to review and business planning) to ensure a like-for-like comparison;
- The new organisation is fully operational;
- All capital/asset management costs (borne by Council) are excluded;
- Due to an absence of visitor data for the entire Precinct, visitation is reflected by the number of ticketed admissions to the Discovery Centre (and may exclude local visitors). These admissions, provided by Council, are a key driver of revenue in terms of admission fees and retail sales;
- Council continues to underwrite the NFP, with details to be confirmed as part of the business planning exercise;
- Other funding sources include a combination of government grants, corporate sponsorship and private donations; and
- All figures reflect 2019 dollars to ensure an accurate comparison.

T14. FINANCIAL STATEMENT SUMMARY

	Current Budget (3-year ave)	SCENARIO 1 (+10,000 VISITORS)		SCENARIO 2 (+20,000 VISITORS)		SCENARIO 3 (+30,000 VISITORS)		Notes
		Indicative Budget	Change (\$)	Indicative Budget	Change (\$)	Indicative Budget	Change (\$)	
Contribution - Port bikes	\$3,000	\$3,000	N/A	\$3,000	N/A	\$3,000	N/A	Unchanged
Admission fees	\$189,436	\$280,000	+\$90,564	\$350,000	+\$160,564	\$420,000	+\$230,564	Assumes an incremental increase in ticketed admissions to the Discovery Centre
Merchandise Sales	\$255,092	\$360,000	+\$104,908	\$450,000	+\$194,908	\$540,000	+\$284,908	Assumes an incremental increase in retail sales in the Discovery Centre
Hire of Premises	\$26,550	\$200,000	+\$173,450	\$250,000	+\$223,450	\$300,000	+\$273,450	Approx. 15% of total revenue (consistent with comparable case studies)
Commission	\$41,781	\$55,708	+\$13,927	\$69,636	+\$27,854	\$83,563	+\$41,781	Assumes business activity increases in line with the percentage increase in visitation
Other income	\$9,728	\$9,728	N/A	\$9,728	N/A	\$9,728	N/A	Unchanged
Rental income	\$214,000	\$285,333	+\$71,333	\$356,667	+\$142,667	\$428,000	+\$214,000	Assumes business activity increases in line with the percentage increase in visitation
Sponsorship/Grants	N/A	\$130,000	+\$130,000	\$170,000	+\$170,000	\$200,000	+\$200,000	Approx. 10% of total revenue (consistent with comparable case studies)
Total Income	\$739,587	\$1,323,770	+\$584,182	\$1,659,030	+\$919,443	\$1,984,291	+\$1,244,703	
Employee Costs	\$744,039	\$1,144,039	+\$400,000	\$1,144,039	+\$400,000	\$1,144,039	+\$400,000	Additional 5 staff, inc. 5 senior managers, at an average salary of \$80k (consistent with comparable case studies)
Materials	\$52,968	\$52,968	N/A	\$52,968	N/A	\$52,968	N/A	Unchanged
Pop up park establishment	\$15,000	\$20,000	+\$5,000	\$25,000	+\$10,000	\$30,000	+\$15,000	Assumes an increase in activation budget in line with the percentage increase in visitation
Port activation activities	\$58,494	\$77,992	+\$19,498	\$97,490	+\$38,996	\$116,988	+\$58,494	As above
Troubadour	\$4,500	\$4,500	N/A	\$4,500	N/A	\$4,500	N/A	Unchanged
Marketing	\$58,493	\$200,000	+\$141,507	\$200,000	+\$141,507	\$200,000	+\$141,507	Approx. 8% of total expenses (consistent with comparable case studies)
Write off of assets	\$241,681	\$241,681	N/A	\$241,681	N/A	\$241,681	N/A	Unchanged
Depreciation	\$229,933	\$229,933	N/A	\$229,933	N/A	\$229,933	N/A	Unchanged
Overheads	\$224,514	\$224,514	N/A	\$224,514	N/A	\$224,514	N/A	Unchanged
Other costs ¹⁰	\$339,761	\$339,761	N/A	\$339,761	N/A	\$339,761	N/A	Unchanged
Total Expenses	\$1,969,383	\$2,535,389	+\$566,005	\$2,559,887	+\$590,503	\$2,584,385	+\$615,001	
Net Profit/(Loss)	(\$1,229,796)	(\$1,211,619)	+\$18,177	(\$900,856)	+\$328,940	(\$600,094)	+\$629,702	

Source: Campaspe Shire Council, 2020; Urban Enterprise, 2020; *The statement excludes paddlesteamer operations as it is not within project scope.*

¹⁰ Includes repairs, maintenance, insurance, utilities, office expenses, vehicle costs, admin fees, etc

The financial statement summary, shown above, demonstrates the following budgetary impacts:

- As visitation incrementally increases in each scenario, the Precinct's overall operating loss *decreases* at a faster rate, ranging from a decrease of 1% (or \$18,000) in Scenario 1 to a decrease of 51% (or \$630,000) in Scenario 2;
- Increases in visitation disproportionately increases revenue greater than expenditure as more revenue streams are linked to visitation, including admission fees, merchandise sales, etc.;
- Growth in rental income, as demand for leases increases in line with business activity/visitation;
- Growth in private/corporate sponsorships and grants, in line with comparable organisations (as a proportion of total revenue). Noting that this revenue can be received from public and private sources;
- Higher employee costs, as more staff and managers are required to facilitate broader operations. However, these costs are fixed across all scenarios;
- Increases in the budget for activation activities and events across the Precinct, to cater to a higher number of visitors; and
- An additional marketing budget (in line with comparable organisations as a proportion of total expenditure) to promote the Precinct.

This demonstrates that a commercially flexible model can achieve **positive financial benefits** and **reduce Council subsidies** via increases in visitation.

Although an independent NFP could generate stronger revenue streams, it is not expected that such an organisation would achieve ongoing operating profits, as demonstrated for each scenario. This is because heritage and community attractions are not typically profit-making attractions.

As it stands, Council would be responsible to cover any ongoing operating loss. However, any reduction in the operating loss – as shown in the table above – would benefit Council as it would reduce its overall subsidy for Precinct operations. Therefore, as the NFP increases its expenses (e.g. staffing costs), it must also generate equivalent returns, at a minimum, in order to ensure the Council subsidy decreases.

It must also be noted that under a new independent NFP model, efficiencies are likely to be generated, through:

- More streamlined and efficient process to manage and operate Precinct activation, which may require fewer resources; and
- Increased assistance from local businesses and community groups (as well as volunteerism), which would reduce the burden on the organisational budget.

In addition, as more visitors are attracted to the area, the level of visitor expenditure across the Precinct is also likely to increase, including spend on retail, hospitality and entertainment within the main retail hubs (High Street and Murray Esplanade). This is likely to generate additional flow-on economic benefits to local businesses and the regional economy (e.g. increases in spend, economic output, job creation, etc.).

9.5. IMPLEMENTATION CONSIDERATIONS

The transition of the operating model to an independent NFP organisation requires consideration of the following transitional steps to facilitate implementation (please note these are high-level and subject to further business planning and investigation):

- **Confirm organisational vision and business objectives.** This will shape the strategic direction of the NFP, to be developed in collaboration with Council.
- **Create service agreements/contracts between Council and the NFP.** This will outline responsibilities and determine the obligations of each organisation.
- **Develop measurable performance indicators.** In order to track organisational performance, the organisation will set out its KPIs that it must pursue to help achieve its objectives (to be set and endorsed by Council).
- **Prepare an organisational strategic plan.** This will ensure there is clarity around the role of Council and other organisations in operating the Precinct.

The transition of operation will take some time to achieve the intended outcomes. As such, it is important that appropriate time allocation is provided to complete the above steps and establish the new entity. Urban Enterprise estimates that the transition could take approximately 12 to 18 months, which includes establishment of a new legal entity, development of a charter/constitution, attraction of management/staff and business planning.

10. RECOMMENDATIONS

Urban Enterprise recommends that the PPWG adopt this report and the recommendations contained herein and recommend, in turn, that Council completes the following phases:

1. **Phase 1: Endorse the preferred model.** Council to adopt and recommend the future operating model for the Precinct to be:

Council Owned and Operation Outsourced to an Independent NFP Organisation

It is recommended that the new independent NFP is established as a 'company limited by guarantee', which can operate nationally (across state borders).

2. **Phase 2: Business Plan.** Council to develop a Business Plan, at a cost of approx. \$25,000, to be completed within three months from the endorsement of this report. The Business Plan will define:
 - a. Organisational objectives;
 - b. An establishment and operational budget;
 - c. Governance arrangements (business structure, membership and staffing); and
 - d. Development of an organisational constitution.
3. **Phase 3: Organisational Set-Up.** Pending successful delivery of Phase 2, and acceptance by Council, the PPWG further recommends undertaking Phase 3: at a cost of approx. \$15,000. The Organisational Set-up is to include
 - a. Board recruitment;
 - b. Legal and administrative establishment (inc. service agreements between Council and the NFP);
 - c. General manager recruitment; and
 - d. Development of a strategic plan.

APPENDICES

APPENDIX A COUNCIL FINANCIAL STATEMENT

Port Murray esplanade - Street Activation			
Financial Statement	2018/19	2017/18	2016/17
Income			
Contribution - Port bikes	3,000		
Total income	3,000		
Expenses			
Employee Costs	3,982		
Materials	3,346		275
Pop up park establishment	15,000		
Port activation activities	58,494		
Troubadour	4,500		
Total expenses	85,322	0	275
Net	82,322	0	275

Museum			
Financial Statement	2018/19	2017/18	2016/17
Expenses			
Employee Costs	113,583	72,506	97,329
Marketing	0	34,222	57,539
Materials	40,128	37,571	41,309
Repairs and maintenance	8,805	19,340	36,912
Vehicle costs	15,168	34,503	26,892
Other expenses - overheads	32,494	49,958	52,256
Write off of assets	673,927	48,902	2,215
Total expenses	884,105	297,002	314,453

Port of Echuca Discovery Centre			
Financial Statement	2018/19	2017/18	2016/17
Income			
Admission fees	188,460	195,978	183,870
Merchandise Sales	271,481	258,670	235,125
Hire of Premises	19,923	23,724	36,003
Commission	41,690	43,765	39,889
Other income	14,402	6,691	8,091
Total income	535,956	528,828	502,977
Expenses			
Employee Costs	565,041	658,544	713,169
Materials	12,984	231	16,643
Repairs and maintenance	4,394	21,883	3,883
Purchases for resale	163,701	157,121	146,632
Utilities	53,436	35,619	46,214
Cleaning	34,586	27,374	40,108
Insurance	13,123	13,096	20,384
Phone	5,930	5,985	6,554
Security	7,308	5,801	3,945
Bank fees	5,824	5,664	5,254
Marketing	25,848	26,538	31,331
Printing and stationery	5,457	7,200	2,805
Depreciation	211,398	238,340	240,062
Fire service levy	7,406	10,261	10,714
Other expenses - overheads	129,976	199,832	209,026
Total expenses	1,246,412	1,413,490	1,496,723
Net	710,456	884,662	993,746

Source: Campaspe Shire Council, 2020



Port Precinct Working Group

Attachment 9.2.2

Minutes

Date	Monday 16 March 2020 – Meeting 7	
Time	4:00pm – 5:20pm	
Location	Campaspe Shire Council, Interview Room 3	
Attendees	Michael Delahunty (Alliance) Craig Opie (Alliance) - teleconference Nina O'Brien (Alliance) - teleconference	Cr John Zobec (Campaspe Shire Council) Cr Leanne Pentreath (Campaspe Shire Council) Declan Moore (Campaspe Shire Council)
Apologies		

Item No.	Item
1.	<p>Welcome</p> <p>Chair (Declan Moore) opened the meeting and welcomed Nina and Craig via teleconference.</p>
2.	<p>Attendances and apologies</p> <p>As listed above.</p>
3.	<p>Minutes</p> <p>Meeting 6 Minutes from 2 March 2020 were approved.</p>
4.	<p>Final Draft Report from Urban Enterprise</p> <p>Members noted the final and supplementary draft reports supplied by UE.</p> <p>Amendments made by UE in response to comments at the last meeting were reviewed, it appears that the following points were not addressed:</p> <ul style="list-style-type: none"> a) <i>Stakeholders</i> - clarity around EMA participation (e.g. number of members) b) <i>Agreed Criteria</i> (for the assessments) – note the source of the criteria (previous reports and consultations) and that they were not ‘agreed’ by the PPWG, but used by the consultants. <p>Additional feedback:</p> <ul style="list-style-type: none"> d) Page 9 – bottom of page; delete of each asset from third last dot point e) Page 9 – bottom of page; delete for each asset from second last dot point f) Page 35 – bottom left hand column, last dot point; UE to check the wording for extra or missing words g) Page 43 – first para of 9.3, delete last sentence – The Board should be elected..... etc h) Page 45 – left hand column; move 9.41 in its entirety to a new Section 10, and renumber section 9 4.2 to 9.4.1 i) Page 45 – give an indication of when the increased visitation rates under each scenario might be realised. j) Page 46 – table; Other costs Note 10 – additional information on what this covers is required <i>NB if depreciation involved, exclude as it would not be a cost to the NFP with Council as asset owner.</i> k) Page 47 - 9.5 becomes 10 Phase Two l) Insert former 9.4.1 as 10.1 but called (say) Additional Report m) Current 9.5 becomes 10.2 but called (say) Additional Tasks n) Create 10.3 Recommendations or 11 Recommendations As follows..... <p><i>The consultants recommend that PPWG adopt this report and the recommendations contained herein and recommend, in turn, that Council:</i></p> <ul style="list-style-type: none"> 1. <i>Adopt the NFP Model</i>

Port Precinct Working Group

2. Proceed to undertake 'Phase 2: Business Plan' at a cost of \$25,000 to be completed within three months.

The Business Plan to define:

- 2.1. organisational objectives,
 - 2.2. an establishment and operational budget,
 - 2.3. governance arrangements (business structure, membership and staffing),
 - 2.4. a constitution; and,
 - 2.5. development of a Strategic Plan
3. Pending successful delivery of Phase 2, and acceptance by council, the PPWG further recommend undertaking 'Phase 3: Organisational Set-up' at a cost of \$15,000.
- The Organisational Set-up to include:
- 3.1. board recruitment,
 - 3.2. legal and administrative establishment,
 - 3.3. General Manager recruitment,

ACTIONS

- 4.1 Nina undertook to brief the consultants on the above.
- 4.2 Nina/Declan to assist the consultants develop the recommendations to PPWG, and then in turn to Council.
- 4.3 Agreed words/format (*if different to the above*) to be circulated to PPWG for consensus to include in the report; in that way, PPWG will endorse the consultant's recommendations and encourage Council to do the same.

5. Key Dates

Tuesday 24 March 2020. Final draft to Declan to place into the Council's meeting cycle.

Tuesday 7 April 2020, 3:00pm. Mike to present final report to a Campaspe Shire Council Briefing Session. All PPWG members to attend.










Tuesday 21 April 2020. Report to Council for a 'decision' (meeting commences at 5:00pm).





6. Next meeting






To be advised, subject to Council's consideration of the Report.




7. Closed at 5:20pm



Attachment 9.3.1




Grants Program	Allocation	Responsible Officer	Guidelines	Application Form	Letter	Service Agreement	Comments
Responsive Grants Program   Guidelines Application Form Responsive Grants.rv2 print version.pdf	\$25,000	Keith Oberin	✓	✓			
Community Grants Program  Community Grants Program Guidelines	\$214,000	Keith Oberin	✓	✓			Online application process Two rounds per year – March & August
Australia Day Contributions   service agreement.pdf service agreements data.pdf  2020 Oz Day Activity notification.pdf	\$12,000	Keith Oberin				✓	
Seniors Grants Program   2019 Electronic Seniors-Program-Gr Version Seniors Proqants-2019-Fact-Shee	\$12,000	Sam Campi	✓	✓			
Youth Camps Program (Primary Schools only)  2020 Camp Funding Applicator	\$3,000	Sam Campi	✓	✓			Terms and Conditions within application

Grants Program	Allocation	Responsible Officer	Guidelines	Application Form	Letter	Service Agreement	Comments
Youth Week Grants  Victorian Youth Week 2019 Applicati	\$2,000	Sam Campi		✓			Applications for 2020 will open in the first week of February
Community Plan Implementation Funds  068-Community-Plan-Implementation-F	No allocation has been made for this as Place Based Planning has replaced CPIF	Sam Campi					No allocation has been made since 2016 Procedure To access the funds the community had to complete an Implementation Plan. This was noted by Council. The Community Group would complete an application form. Go to EMG for approval. Group sent a funding agreement and acquittal form.
Event Attraction Fund  Events-Strategy.pdf	\$25,000	Astrid O'Farrell			✓		Assessed against criteria & weighting (pg 37-39 Events Strategy)
Hallmark Events  Events-Strategy.pdf	\$83,000	Astrid O'Farrell			✓		Assessed against criteria & weighting (pg 37-39 Events Strategy)

Grants Program	Allocation	Responsible Officer	Guidelines	Application Form	Letter	Service Agreement	Comments
<p>Recreation Reserve Contributions</p>   <p>093-Council-contrib 2019-20 COUNCIL ution-to-recreation-Template (Marked U</p>  <p>2019-20 CROWN Template (Marked U</p>	<p>\$334,517 (2020/2021)</p>	<p>Kerrie Hawkes</p>				<p>✓</p>	<p>SLA's are largely the same.</p> <p>The differences are:</p> <ul style="list-style-type: none"> • The Council owned reserves (Section 86 Committees) have an additional section being 'Works on council property' • The Council owned reserves also have two additional appendices to submit, being 'Appendix 8 Key register' and 'Appendix 9 Water usage reporting form' <p>The amount provided changes on a yearly basis dependent on a number of factors as per the formula in the policy.</p> <p>Therefore, it is never a set amount as it changes annually for each individual reserve.</p>
<p>Assistance for Business</p>  <p>153-Assistance-for-Business.pdf</p>  <p>153-Assistance-for-Business-applicatioi</p>	<p>xx</p>	<p>Astrid O'Farrell</p>		<p>✓</p>			<p>Guided by Policy 153</p>

Grants Program	Allocation	Responsible Officer	Guidelines	Application Form	Letter	Service Agreement	Comments
Neighbourhood House contributions  2018 Rushworth funding agreement	\$56,000	Sam Campi				✓	\$7,000/house In 2018/19 \$500 from each allocation was kept to run a training workshop for the committee \$4,000. To receive funding representatives from each committee have to attend workshop.
Historical Society contributions	\$1,890	Sam Campi					\$270/group There are seven Historical Societies – no application process/guidelines/reporting requirements
Hall contributions   2019 Template Hall funding letter - Cou 2019 Template Hall funding letter - Cou	\$15,171	Sam Campi					Annual contribution includes Section 86, DEWLP, and Community Owned Each hall receives \$ 767.00 except Ky Valley Recreation Section 86 \$4,433.00 Kyvalley currently being reviewed as the Section 86 Committee is changing due to the proposed community ownership of the park and tennis club.

Grants Program	Allocation	Responsible Officer	Guidelines	Application Form	Letter	Service Agreement	Comments
Place Based Planning	\$40,017.65	Sam Campi					Rochester \$15,000 p.a. in third year of three year program Projects approved by Governance Committee \$25,017.65 of Community Planning Implementation Funds allocated to develop a Place Based plan for Tongala. Approved at October Council meeting 2019
CETAF Annual Contribution  Signed CETAF Volunteers Committ	\$500	Keith Oberin					As per council report
Christmas Lights Competition Contribution (provided to the Riverine Herald)	\$1,200	Keith Oberin			✓		Echuca \$500, Kyabram \$500, Rochester \$200
Lockington News	\$200	Sandy Ennis					In lieu of advertising – Council report
Tongala Times	\$200	Sandy Ennis					In lieu of advertising – Council report
Murray Regional Tourism Board  Final 2017-2020 LGA MOU.PDF	\$44,076	Astrid O'Farrell				✓	

Grants Program	Allocation	Responsible Officer	Guidelines	Application Form	Letter	Service Agreement	Comments
<p>Kyabram Fauna Park</p>  <p>Campaspe Shire - Kyabram Fauna Park</p>	\$50,675	Astrid O'Farrell				✓	
<p>Echuca Moama Tourism – Destination Marketing</p>  <p>EMDTA - Campaspe Shire - Destination I</p>	\$89,263	Astrid O'Farrell				✓	
<p>Echuca Moama Tourism – Visitor Services</p>  <p>EMDTA - Campaspe Shire - Visitor Servi</p>	\$235,534	Astrid O'Farrell				✓	



Community Grants Program Guidelines

The Campaspe Shire Council Community Grants Program offers financial support to not-for-profit community organisations, groups and associations for projects, events, exhibitions and/or performances which contribute to the municipality, supporting Council's vision *"We are strong, supportive, vibrant and sustainable"*.

The Community Grants Program aims to:

- Support not-for-profit community groups to provide a range of opportunities for residents;
- Provide equitable opportunity for the community to seek funding assistance from council;
- Strengthen communities with local responses to identified community needs;
- Facilitate support for initiatives that strengthen the community through opportunities for participation, development, inclusion and sustainability;
- Foster support across a range of pursuits and interest areas including health and welfare, community support, arts and culture, sports and recreation, youth, ageing, environment and access and equity; and
- Assist council to deliver identified objectives, priorities and strategies and align with the Council Plan.

Important dates

2020/2021 Community Grants Program Round one

2 March 2020	Applications open
17 April 2020	Applications close at 5pm
April/May	Assessment of applications
23 June 2020	Council meeting to approve funding Funding announcements made
July 2020	Celebration ceremony

Funding principles

Priority will be given to applications that respond to identified community needs and aligns with Council's Vision, corporate objectives, priorities and strategies.

The Community Grants Program will prioritise support where:

- The applicant's service meeting place, or place of residence is within the municipal boundaries;
- The applicant has limited means to access other sources of funding;
- The applicant has sought funding/in-kind support from other sources, where the applicant is deemed to be in a position to do so;
- The applicant is not already in receipt of substantial funding/in-kind support from council;
- The applicant is providing a proposed activity that is innovative or unique for the Campaspe Shire Council;
- The proposed activity incorporates collaboration/partnerships with other groups;
- The proposed activity maximises community benefit;
- The proposed service or activity meets any specifically identified council priorities that may be nominated from year to year and responds to emerging community needs;
- The proposed activity demonstrates sustainability; and
- The proposed activity aligns with the Victorian Charter of Human Rights and Responsibilities Act 2006.

Help and advice

Staff with a range of technical expertise from across council will be available to discuss any specific queries or ideas you may have. Please contact the most appropriate person depending on what your application is about. They can advise you on what to include in your application.

It is expected that applicants contact council staff when planning their application. Please contact the most appropriate person depending on what your application is about. They can advise you on what to include in your application.

Application category	Council contact	
General grant queries	Bobbi Aitken, Economic & Community Development Executive Assistant	5481 2206
Community Support	Jessica Ibbeson	5481 2870
	Jenny Turner	5481 2354
	Marc Turri	5481 2841
	Allison McCallum	5481 2806
Event Grants (community & significant)	Belinda Owen, Event Support Officer	5481 2887

Who can apply?

Community groups seeking to apply for funds through the Community Grants Program must meet the following eligibility criteria:

- Be submitted by
 - * an incorporated not-for-profit group, or
 - * Crown Committee of Management, or
 - * Government Department on behalf of a community group, or
 - * Section 86 Committee under the Local Government Act 1989
 - * or submitted by an appropriate auspicing body;
- Include direct benefits to the residents of the Campaspe Shire Council;
- Be able to demonstrate financial viability and competence;
- Have adequate public liability insurance and appropriate health and safety policies in accordance with the funding agreement;
- Be able to demonstrate a contribution in the form of funds, services or in kind support;
- Be based in the shire or have significant benefit for the Campaspe Shire Council;
- Be able to plan effectively and be well organised;
- Have no outstanding grant acquittals or outstanding debts owing to council;
- Auspicing groups can auspice more than one application per funding round;
- Be submitted by the due date.

Only one application can be submitted per funding round.

Who can not apply?

The following will not be considered for funding:

- A group who has failed to acquit a previous community grant for a completed project by the due date;
- Applications for retrospective funding;
- Applications for events that are held outside the Campaspe Shire Council;
- Recurrent or ongoing salaries and on-costs;
- Insurance, such as (but not limited to) Public Liability insurance;
- Applications for prizes, wages;
- Social excursions, eg. bus trip to the zoo or picnic;
- Hire of venues that are of a commercial nature or outside the Campaspe Shire Council;
- Applicants applying to another council funding stream for a grant for the same activity;
- Applicants with outstanding grant acquittals or debts owed to council;

- Organisations that have licensed gaming / gambling facilities or derive funds from gambling; and
- Section 86 committees which are non-compliant with the Local Government Act 1989.

How much can I apply for?

The Community Grants Program provides two categories:

- **Community support**, funding up to \$4,000
- **Events**
 - Community gatherings - funding up to \$1,000
 - Significant events - funding up to \$5,000

What will be funded?

Community support - see page 4

Events - see page 5

Lodging your application

Applications open at 9am on Monday, 2 March and close at 5pm on Friday, 17 April 2020.

To be eligible for assessment, applications must be completed in full with all questions answered and documents attached where requested. **Please Note: only one application can be made.**

If you have any difficulties please contact the Economic & Community Development Executive Assistant on 5481 2206 or email grants@campaspe.vic.gov.au

Attachments required for an application

- Auspiced applicants must ensure the auspice organisation has completed the declaration page of the application form.
- If your project is to take place on a public or private site or venue, you must obtain the consent and support of the landowner and have them sign the declaration
- All applicants must attach a copy of their current public liability insurance.
- All applicants have the option to attach additional material in support of the application such as letters of support, photos or recent media coverage.

NB: Applications need to be completed in full. All supporting documentation requested; including public liability insurance, quotes etc, if relevant, must be submitted at the time of the application. Applications that do not include all of the required information will not be accepted.

Other Important Information

- If a group lodges more than one application, council will ask the group to choose one application for assessment. Multiple applications from the same group will not be assessed.
- Applications submitted will be acknowledged via a confirmation letter.
- Successful applicants will need to enter into a Funding Agreement, which outlines the conditions under which the grant will be made available. Council may make funding conditional and subject to specific conditions being met.
- Funding is provided via EFT, once the Funding Agreement is completed.
- Applications will not be accepted if a group owes council money or has an overdue outstanding report on a previous grant.
- Successful applicants will need to acknowledge council's support. For example an official Campaspe Shire Council logo must be used on any promotional material or at any official events associated with the activity and on any produced literature.
- Successful applicants will need to report on how the grant was spent (acquittal).
- Successful applicants of grants less than \$1,000 will need to provide evidence of expenditure in the form of a letter, a photo or newspaper article.
- Applicants must not spend money on the proposed activity before funding decisions are announced. This is considered retrospective funding, which is not eligible for support.

- Funding is not automatic on application. All requests are subject to consideration on their individual merits each year and in no way can be seen as recurrent.

How will my application be assessed?

- Applications will be assessed by a panel using the assessment matrix below.
- Applications will be reviewed to ensure they are eligible for consideration, such as quotations provided, application signed, incorporation current, if auspiced application, the auspice has completed the authorisation.

Weighted score for each application determined from following:

Criteria	Description	Community support	Events	
			Significant	Community
Economic benefit	Increase spending to retail, industry and accommodation, enhancement of economic base, or funds spent locally.	15%	30%	5%
Project sustainability	One off project/event. If ongoing, demonstrates ability to generate funds for future years. Proposed innovation.	15%	15%	5%
Community/Social benefit	Involvement of community members, enrichment of Shire, and/or brings visitors to the Shire.	40%	25%	60%
Council Plan Alignment	Addresses strategies within the Council Plan, Community Plans or Place Based Plans	n/a	10%	10%
Partnership	Contribution by group or others to the project either cash and/or in-kind, including project partnership participation (not just financial contribution).	30%	20%	20%
		100%	100%	100%

The grant panels will develop recommendations for funding. These recommendations will be presented to council for approval. Funding decisions will then be communicated to applicants.

Community support - What will be funded?

Funding up to \$4,000

Aim: To deliver programs, projects and activities that benefit the residents of the Campaspe Shire Council and align with council priorities and strategic directions.

They can include:

- Purchase of equipment or materials.
- Programs supporting the development of the group, providing opportunities to share skills and encourage participation.
- Programs that address access issues for people with disabilities, cultural and linguistically diverse backgrounds and disadvantaged groups in accordance with the Campaspe Shire Council's Access and Inclusion Plan.
- Programs that improve social connectedness and/or physical or mental health, and providing access to recreation and leisure opportunities for all ages.
- Programs and activities that contribute to strengthening communities within the Campaspe Shire Council, and create new opportunities for community participation in social, learning, and civic activities.
- Programs that encourage volunteering and achieve a range of practical outcomes that directly benefit volunteers by making their work easier, safer and more enjoyable.
- Projects which help protect and restore the natural environment and include projects that build community appreciation and knowledge.
- Projects that support our historical past and the development of arts and culture initiatives.

While there are no specific requirements on the types of projects and activities that are eligible for funding, it is essential that applicants identify how their project or activity will benefit the community. Projects and activities that can demonstrate contributing to the Council Plan will be weighted more favourably in the assessment process.

Successful funding in this round does not imply ongoing funding. Groups should always work towards a sustainable funding model for ongoing projects.

Events - What will be funded?

Aim: To encourage and assist the development and implementation of events that:

- Show the ability to have a strong economic benefit and encourage visitation to the region.
- Promote and encourage community participation across all sectors of the community.
- Strengthen and develop community skills ie. leadership, performing skills, event management.
- Celebrate diversity.
- Reduce the isolation of individuals and groups within a community.
- Are innovative, creative and inclusive celebrations of community.
- Are inclusive and accessible to all members of the community, including youth and older persons.
- Demonstrate partnerships with other local groups and individuals, particularly developing new links.

This funding stream has three categories:

Community gatherings - maximum grant of **\$1,000** to community groups and other organisations to support community/social events that are important to community wellbeing, participation and pride in the Campaspe Shire Council.

A community/social event will typically have:

- a) Social benefit
- b) Relevance to the local community
- c) Limited opportunities to raise operational budget needs
- d) Marketing will be locally/Shire based
- e) Reliant on local participation/attendance
- f) Minimal economic impact on community

Significant events – maximum grant of **\$5,000**. These events include tourism, business and sporting with an economic benefit focus. They include annual and “one off” or untested events that have potential to develop. These events also target niche markets and may include large sporting events.

A Significant Event will typically have:

- a) Minimum operational budget of \$10,000
- b) Economic benefit to the community is a minimum of \$10,000 - \$250,000
- c) Marketing is participant focused and/or locally and regionally focused
- e) Compliments existing event calendar
- f) Potential to grow

Special conditions

Organisers of events which are held on publicly owned land, facilities or venues, or have significant impact on Shire operations must submit the "Events application form" no later than 60 days prior to the event. Please refer to council's website to download a copy of the form and discuss your event with the Event Support Officer on 5481 2377.

Applicants are also encouraged to develop an event plan, including risk assessment, as part of a well-managed event. Refer to the Events Ready Reference located on council's website (www.campaspe.vic.gov.au) for more information and examples.

Help notes

Write your application as though no-one knows about your project.
Show commitment to the project, by contributing funds, providing in-kind support, or both.

Help note 1: Section 1 - Applicant details

If further information is needed about your application, the contact name and details provided in this section will be used.

Help note 2: Section 2 - About your group

Aim of your group

Provide a short description about what your group does.

ABN number

Check with your Treasurer or Public Officer as to whether your group has a registered Australian Business Number. If it does, provide the number.

Public Liability insurance

Please attach a copy of your Certificate of Currency which states the name of the insurance company, the type of insurance, the amount covered for and the dates of the policy.

If you do not have Public Liability insurance, you will be required to obtain cover for your project. Please be aware that the Campaspe Shire Council will not fund Public Liability Insurance cover. If you are hiring a Campaspe Shire Council owned venue/facility, you can purchase Public Liability Insurance from Campaspe Shire Council which covers you for the time you are using the venue/facility.

Incorporation

To apply for a community grant, your group must be either:

- * an incorporated not for profit organisation, or
- * Crown Committee of Management, or
- * Government Department on behalf of a community group, or
- * Section 86 Committee under the Local Government Act 1989.

Help note 3: Section 3 - Auspice organisation details

If your group is not:

- * an incorporated not for profit organisation, or
- * Crown Committee of Management, or
- * Government Department on behalf of a community group, or
- * Section 86 Committee under the Local Government Act 1989.

you will have to organise another organisation to auspice the grant on your behalf and complete and sign this section. This means that the other organisation would agree to act as a 'banker' on behalf of your group for the purposes of this grant. The auspicings body would agree to take on the responsibility to acquit the grant on behalf of your group. A group can auspice more than one application per round.

Please note, should your application be successful, the auspice organisation will be ineligible to apply for any further funds under the Community Grants Program until any overdue acquittals have been submitted.

Help note 4: Section 4 - Application overview

Activity title	Name of your project.
State date	The date you will start the project.
End date	The date you will finish the project.
Category	Event OR Community support
Amount requested	This amount must match the amount included in your detailed budget for the project.

If your application is successful and you find that the project will take longer, please contact the Economic & Community Development Executive Assistant as soon as possible to discuss a possible extension of time.

Help note 5: Section 5 - Application details - planning**Describe your activity?**

What are you trying to achieve / what are your goals?

Why is your activity needed?

How and why did you decide on the activity? How will it benefit the community?

How are you going to deliver your activity?

What steps will you take? Please list any permits, approval permissions/safety measures required.
Who will manage the activity? What needs to be done and who will be doing it?

Help note 6: Section 6 - Application details - Community benefits**How will the community benefit from your activity?**

Please include how you will advertise this event or activity to existing and potential members. Will it encourage increased participation, if so, who from? Will the activity target disadvantaged groups?

Will your activity help build knowledge or skills in the Campaspe community?

For example, communication skills, knowledge of other cultures, sporting skills, raise awareness of community issues, etc.

Will you work with other organisations or individuals when planning or delivering this activity?

For example, seeking advice, advertising through them, jointly planning or delivering the event or activity, etc.

Help note 7: Section 7 - Activity budget details

The budget should contain all income for the activity and all expenditure for the activity. The income and expenditure should match.

IncomeCash Grant requested from the Campaspe Shire Council

- amount of money you are asking from the Campaspe Shire Council

Cash contribution from your group

- other income such as entry fees or stall holder fees etc.

Value of In-kind support from your group

- donations of goods and services (ask the business or individual to place a dollar value on what they are donating to enable an accurate costing)

Funding from other sources

- any cash donation or cash sponsorship your organisation has received
- include any other funding received from the Campaspe Shire Council for the project

Expenditure

This side of the budget is a comprehensive list of all the costs associated with the project. It could include:

- | | | |
|----------------------------|--|--------------------|
| • Equipment hire | • Venue hire | • Materials |
| • Food | • Drink | • Printing |
| • Stationery | • Postage | • Application fees |
| • Equipment purchase | • Permit fees | • Advertising |
| • Volunteer identification | • Retained seed funding for next event | |

Please indicate with an asterisk () where the grant money will be expended. What are you going to spend the grant money on? Failure to do this may render your application ineligible.**

Quotes

If you are asking for funding to cover the purchase of equipment or have works done, please obtain quotes to substantiate your figures. Please be aware that service providers may vary their quote between this application and when works take place or equipment is purchased. Copies of quotations must be included with your application.

Quotation guidelines

The following outlines thresholds when obtaining quotations for your total project cost.

Expenditure (GST inclusive)	Quotation Method
\$0 - \$1,000	No quote required
\$1,001 - \$5,000	One quotation must be sought (written including email).
\$5,001 - \$15,000	Two written quotations must be sought.

Note: Quotes are not required for event applications.

Help note 8: Section 8 - Declaration

All applications have to be signed by the person completing the application form and who is responsible for the project.

Property Consent (*Landowner / Manager consent*)

If your project is to take place on a public or private site or venue, you must obtain the consent and support of the landowner and have them sign this declaration. Please allow time in the application process to gain this approval. Failure to do so may render your application ineligible.

If you are unsure about any information outlined in this document or would like to discuss your application further, please do not hesitate to contact the Economic & Community Development Executive Assistant on 5481 2206 or by email grants@campaspe.vic.gov.au

DRAFT COUNCIL POLICY

Grants, Sponsorships and Donations Programs

1. Preamble

Grants, Sponsorships and Donations Programs are established from funds which may be set aside in the Budget each financial year.

2. Purpose

This Policy provides a framework for Campaspe Shire Council (CSC) to allocate its funds in an effective and equitable manner for the benefit of community organisations, groups and individuals.

3. Scope

- 3.1. Grants and Donation are available to individuals, organisations or groups that provide services, programs and facilities for the benefit of the local community.
- 3.2. Sponsorships are available to community groups, businesses or organisations that provide services, programs and facilities for the benefit of the local community
- 3.3. This Policy applies to all Grants, Sponsorships and Donations offered by the CSC and for which an application is required.

4. Definitions

- 4.1. Grants are one-off financial allocations made to encourage the development of services, programs and/or facilities that meet demonstrated community needs and/or personal achievements, and which otherwise might not be developed or recognised.
- 4.2. Sponsorship provides financial support to community organisations, businesses and groups that are planning to stage events and/or activities for the benefit of the local community.
- 4.3. The Donation Program aims to provide financial assistance to community organisations and groups that provide services to people in immediate need.

5. Policy Statement

- 5.1. Funds will be administered in a transparent and equitable manner and they will be promoted across the CSC in a way that will allow maximum opportunity for organisations and individuals to apply.
- 5.2. Funds will be administered using the eligibility criteria and conditions in the Guidelines as approved by Council from time to time.
- 5.3. It is the expressed intention of Council that funds be distributed equitably amongst eligible applicants so that no one deserving applicant is disadvantaged through the lack of available funds.
- 5.4. All grants, sponsorships and donations are approved on a discretionary basis.

DRAFT COUNCIL POLICY

Grants, Sponsorships and Donations Programs

6. Categories of Community Grants, Sponsorships and Donations

6.1. Community Grants – annual and responsive

CSC provides through its Community Grants Program, the opportunity for community groups and organisations to contribute to improving the well-being of the citizens of Campaspe Shire.

Includes grants for Environment Programs to support initiatives that address conservation, biodiversity, recycling, waste and pollution reduction.

Responsive grants provide a limited opportunity to apply for funds **after** the annual grants process has been completed, **provided** that the applicant **can demonstrate** the idea/event/opportunity/need was not known prior to (or during) the time that the annual grants program was open.

6.2. Junior Individual Development Grants

Through its Junior Individual Development Grants Program, CSC aims to encourage and support young people aged 18 years and under in their personal development and growth.

Funds are available to assist local young people who have been chosen to represent their institution, club or organisation (at State or National level) in a variety of areas including sport and recreation, culture, the arts, science and technology.

Funds are available for only one State event (per person per financial year) and only one National event (per person per financial year).

Funding is limited to the equivalent of 3 applications per event per year, should more than 3 be received then the value of three grants will be divided equally amongst the applicants.

6.3. Donations

Assistance may be available (depending on funds) if there is an urgent requirement or an emergency situation for which the organisation has no immediate specific budget provision and it is not eligible (under the relevant funding guidelines) for Council's Community Grants Program.

6.4. Sponsorships – community & not for profit

Assistance, which may comprise in kind support, a cash contribution, or a combination of both, may be made available to community organisations and groups in order to stage events and activities for the benefit of the local community.

The CSC expects defined and measureable outcomes to be obtained in exchange for such sponsorship.

The provision of *in kind* support involves a direct cost for the community and CSC, either by the provision of additional support/service over that usually available to the community, or an opportunity cost – i.e. the diversion of support/resources away from normal business towards the sponsorship.

Sponsorship funds are not to be passed on to third parties as payments, fees, gifts, or prizes etc.

DRAFT COUNCIL POLICY

Grants, Sponsorships and Donations Programs

6.5. Sponsorships – business and commercial

There are two categories of assistance, depending on the status of the applicant:

1. Local The applicant/entity are ratepayers of the Shire.
May be eligible for cash and/or *in kind* support.
2. External The applicant/entity are not ratepayers of the Shire.
May be eligible for *in kind* support only.

NB Events/Activities that charge the public an admission fee will not be considered for a cash contribution as part of Council's Sponsorship.

The provision of *in kind* support involves a direct cost for the community and CSC, either by the provision of additional support/service over that usually available to the community, or an opportunity cost - the diversion of support/resources away from normal business towards the sponsorship.

Therefore, the value of Council's sponsorship can readily be ascribed a Total Cash Equivalent (TCE) for the purposes of the sponsorship. CSC requires that the TCE be recognised when organisers determine Council's Sponsor Status.

CSC expects formal Sponsor Status and associated recognition (e.g. media/publicity/passes) in exchange for sponsorship.

Sponsorship funds are not to be passed on to third parties as payments, fees, gifts, or prizes etc.

7. Applications and Assessment

- 7.1. Applications should be completed and submitted in accordance with the prescribed grants, sponsorship or donation guidelines.
- 7.2. Applications should meet the timelines as determined by Council from time to time and set out in the relevant guidelines.
- 7.3. Applications will be assessed against the eligibility criteria outlined in the relevant guidelines.
- 7.4. All applications will be subjected to an initial Acceptance Check for compliance (as above) before being considered further.
- 7.5. Applicants will be advised if their application cannot be accepted and why. Provided the application is subsequently amended as required and resubmitted in time, it will be reassessed. Applicants are wholly responsible in this regard.
- 7.6. All applications will be assessed by staff (individuals or groups), appointed by the Chief Executive Officer for each specific program.
- 7.7. Applications that meet the relevant criteria under:
 - Responsive Grants
 - Junior Individual Grants
 - Donations

may be awarded by the Chief Executive Officer and reported to a subsequent Council meeting.

DRAFT COUNCIL POLICY

Grants, Sponsorships and Donations Programs

All other applications will be presented to Council together with recommendations from the Administration about approvals/refusals; amounts; conditions; and, with respect to Sponsorships; the value of the ascribed TCE, how it was determined and expectations in return for that sponsorship if approved by Council.

Successful applications may be subject to conditions.

8. Unexpended Funds

Any unspent part of the grant/sponsorship must be returned to the CSC by the end of the financial year in which it was given.

Appendix One – table of ‘in kind’ supports

DRAFT COUNCIL POLICY Grants, Sponsorships and Donations Programs

Appendix One

In Kind supports – that represent a cost to Council (additional or opportunity)

Council Support	Description
Additional cleaning of toilets	<ul style="list-style-type: none"> • Before, during or after an event.
Building	<ul style="list-style-type: none"> • Non-for-profit events that require POPE's often request the fee to be waived. Free event- cost is \$340 Pay for Entry- \$750
Campaspe Banners	<ul style="list-style-type: none"> • Provides Council banners for those events that have received Council funding through Community Grants.
Communications	<ul style="list-style-type: none"> • Minimal impact as the events manage their own promotion and communication. • Council's support would include one or two social media posts and upload of event notices to campaspe@vic.gov.au
Echuca CBD Flag Poles	<ul style="list-style-type: none"> • Installation and removal of event flags in the lead up to various events.
Environmental Health	<ul style="list-style-type: none"> • Under legislation Council's obligations are to inspect (for a fee) all fixed premises that are registered with Campaspe and any mobile food vans that are registered with Campaspe. • Council does not have any legal obligation to inspect events outside of this scope, including temporary food stalls and vendors from other councils. • Depending on a risk assessment for the event, inspections may be required.
Event Support	<p>Assisting events with a variety of tasks such as (but not limited to):</p> <ul style="list-style-type: none"> • working through the event application process, • assistance with Risk Assessments (if required), • conduit between event organisers and other Council officers, • management of event listings on Australian Tourism Data Warehouse (ATDW) for significant events, • provide industry updates, • manage MOU's between Council and significant events, • assist events with funding bids/opportunities, • coordinate and compile event evaluation for specific events; survey via Survey Monkey, two staff x four hours at the event, and the collation of the post event report. • provision of temporary bike stands, • information sessions to ensure event organisers are kept abreast with requirements, • assist with marketing & event growth ideas, • linking event organisers with local businesses to maximise economic benefit etc. • event attraction
Hire of Temporary Toilets	<ul style="list-style-type: none"> • Only provided to assist with civic amenities, and has been at the request of Victoria Police. • E.g. Southern 80 and Echuca Moama Winter Blues. (After the 2020 Southern 80 debrief these facilities are no longer required)
Local Laws	<ul style="list-style-type: none"> • Locals Laws send out any final approvals/conditions to the event organiser. • Address issues such as buskers, signage etc.
Pedestrian Barriers and Event Banners	<ul style="list-style-type: none"> • Installation and removal of pedestrian barriers (as part of TMP) • Installation and removal of 'Proudly Supported by the Campaspe Shire Council' event banners, increasing the brand awareness of Council's support.
Parks & Gardens	<ul style="list-style-type: none"> • Preparation/repair of reserves • Tree pruning • Dust suppression

DRAFT COUNCIL POLICY

Grants, Sponsorships and Donations Programs

Council Support	Description
Planning	<ul style="list-style-type: none"> • Planning may need to meet with an event regarding Planning Permits or Zoning if required.
Risk Management	<ul style="list-style-type: none"> • Provides advice to event organisers (on request) about Insurance or Risk Assessments.
Traffic Management	<ul style="list-style-type: none"> • Creation or update of Traffic Management Plan (TMP) as needed, • Engagement of traffic management company to implement the TMP. (This is done in accordance with Policy 36. To receive this assistance events must be non-for-profit, and officers work with the event to ensure that the TM is for safety only; e.g. Campaspe does not provide assistance to the Triathlon given that the TM is part of the event • Parks & Gardens can be engaged to implement components of TMP. (the putting out of basic signs)
Waste Management	To be eligible for waste assistance, the event must demonstrate a commitment to recycling as a One Star Waste Wise Event, be a non for profit organisation, and the event must be held on Council owned and managed land.

Community Grants & Donations Program Guidelines

Council's Community Grants Program offers financial support to not-for-profit community organisations, groups and associations for projects, exhibitions and/or performances that contribute to the municipality and support Council's vision:

"We are strong, supportive, vibrant and sustainable".

This Grants Program aims to:

- Support not-for-profit community groups provide a range of opportunities for residents;
- Facilitate support for initiatives that strengthen the community through opportunities for participation, development, inclusion and sustainability;
- Foster support across a range of pursuits and interest areas including health and welfare, community support, arts and culture, sports and recreation, youth, ageing, environment, access and equity;
- Provide an equitable opportunity for groups to seek funding assistance from council.

Funding principles

Priority will be given to applications that respond to identified community needs and align with Council's Vision, corporate objectives, priorities and strategies.

The Community Grants Program will prioritise its support when the applicant:

- is based within the municipal boundaries;
- has limited means to access other sources of funding;
- has sought funding/in-kind support from other sources, when the applicant is deemed to be in a position to do so;
- is not already in receipt of funding/in-kind support from council;
- is proposing an activity that is innovative or unique for the Campaspe Shire Council;

And, the proposed event/activity:

- incorporates collaboration/partnerships with other groups;
- maximises community benefit;
- addresses council priorities;
- responds to emerging community needs;
- demonstrates sustainability; and
- aligns with the Victorian Charter of Human Rights and Responsibilities Act 2006.

Help and advice

It is expected that all applicants will contact council staff when planning their application.

Staff with a range of technical expertise from across council are available to discuss specific queries or ideas you may have; they can advise you about what to include in your application.

It is expected that applicants will contact Bobbi Aitken in the first instance (on 5481 2887)

Community Grants & Donations Program Guidelines

Eligibility Criteria?

Applicants must be an:

- incorporated not-for-profit group, or
- a Crown Committee of Management, or
- a Government Department on behalf of a community group, or
- a Section 86 Committee under the Local Government Act 1989

or have their application submitted by an appropriate auspicing body, which meets the above criteria.

NB Organisations that have licensed gaming / gambling facilities or derive funds from gambling are *ineligible* to apply.

Applicants must be able to demonstrate:

- direct benefits to the residents of the Campaspe Shire Council;
- financial viability and competence;
- adequate public liability insurance and appropriate health and safety policies in accordance with the funding agreement;
- a contribution in the form of funds, services and/or in kind support;
- that they are based in the shire or deliver significant services to the shire's community;
- their ability to plan effectively and be well organised;
- that they have no outstanding grant acquittals or outstanding debts owing to council;

Applications must be submitted the due date AND only one application per funding round.

What Will Not Be Considered for Funding?

- applications from a group with any outstanding grant acquittals or debts owed to council;
- applications for retrospective funding;
- applications for events that are held outside the Campaspe Shire;
- recurrent or ongoing salaries and on-costs;
- insurance, such as (but not limited to) public liability;
- applications for prizes, wages;
- social excursions, e.g. bus trips to the zoo or picnic;
- hire of commercial venues
- applications applying to another council funding stream for the same activity.

Community support - What will be funded?

Aim: To deliver programs, projects and activities that benefit the residents of the Campaspe Shire Council and align with Council's priorities and strategic directions.

Funding (up to \$4,000) for:

- Purchase of equipment or materials.
- Programs supporting the development of the group, providing opportunities to share skills and encourage participation.
- Programs that address access issues for people with disabilities, cultural and linguistically diverse backgrounds and disadvantaged groups in accordance with the Campaspe Shire Council's Access and Inclusion Plan.
- Programs that improve social connectedness and/or physical or mental health, and providing access to recreation and leisure opportunities for all ages.
- Programs and activities that contribute to strengthening communities within the Campaspe Shire Council, and create new opportunities for community participation in social, learning, and civic activities.

Community Grants & Donations Program Guidelines

- Programs that encourage volunteering and achieve a range of practical outcomes that directly benefit volunteers by making their work easier, safer and more enjoyable.
- Projects which help protect and restore the natural environment and include projects that build community appreciation and knowledge.
- Projects that support our historical past and the development of arts and culture initiatives.

While there are no specific requirements on the types of projects and activities that are eligible for funding, it is essential that applicants identify how their project or activity will benefit the community.

Projects and activities that can demonstrate contributing to the Council Plan will be weighted more favourably in the assessment process.

Successful funding in this round does not imply ongoing funding.

Groups should always work towards a sustainable funding model for ongoing projects.

Lodging your application

Applications open at 9am on Monday, DDMMYYYY and close at 5pm on Friday, DDMMYYYY.

To be eligible for assessment, applications must be completed in full with all questions answered and documents attached as requested.

Please Note: only one application can be made.

If you have any difficulties please contact Bobbi Aitken on 5481 2206 or email grants@campaspe.vic.gov.au.

Important dates

DD/MM/YYYY Community Grants Program Round

DD/MM/YYYY	Applications open
DD/MM/YYYY	Applications close at 5pm
DD/MM/YYYY	Assessment of applications
DD/MM/YYYY	Council meeting to approve funding Funding announcements made
DD/MM/YYYY	Celebration ceremony

Attachments required for an application

- Auspiced applicants must ensure that their auspicings organisation has completed the declaration page of the application form.
- If your project is to take place in/on a site or venue not owned by you, you must obtain the consent and support of the landowner and have them sign the declaration.
- All applicants must attach a copy of their current public liability insurance certificate.
- All applicants have the option to attach additional material in support of their application such as letters of support, photos or recent media coverage.

NB: Applications need to be completed in full.

All supporting documentation requested; including public liability insurance, quotes etc. if relevant, must be submitted at the time of the application.

Applications that do not include all of the required information will not be accepted.

Other Important Information

Community Grants & Donations Program Guidelines

- If a group lodges more than one application, council will ask the group to choose one application for assessment. Multiple applications from the same group will not be assessed.
- Applications submitted will be acknowledged via a confirmation letter.
- Successful applicants will need to enter into a Funding Agreement, which outlines the conditions under which the grant will be made available. Council may make funding conditional and subject to specific conditions being met.
- Funding is provided via EFT, once the Funding Agreement is completed.
- Applications will not be accepted if a group owes council money or has an overdue outstanding report on a previous grant.
- Successful applicants will need to acknowledge council's support. For example an official Campaspe Shire Council logo must be used on any promotional material or at any official events associated with the activity and on any produced literature.
- Successful applicants will need to report on how the grant was spent (acquittal).
- Successful applicants of grants less than \$1,000 will need to provide evidence of expenditure in the form of a letter, a photo or newspaper article.
- Applicants must not spend money on the proposed activity before funding decisions are announced. This is considered retrospective funding, which is not eligible for support.
- Funding is not automatic on application. All requests are subject to consideration on their individual merits.

How will my application be assessed?

- Applications will first be reviewed to ensure that they are eligible for consideration, such as quotations provided, application signed, incorporation current, if an auspiced application has the auspice completed the authorisation?
- Applications will be assessed by a panel using the assessment matrix below.

Weighted score for each application is determined from following:

Criteria	Description	Community support
Community/Social benefit	Involvement of community members, enrichment of Shire.	40%
Partnership	Contribution by group or others to the project either cash and/or in-kind, including project partnership participation (not just financial contribution).	25%
Council Plan Alignment	Addresses strategies within the Council Plan, Community Plans or Place Based Plans	20%
Project	One off project/event.	10%
Economic benefit	Increase spending to retail, industry and accommodation, enhancement of economic base, or funds spent locally.	5%
		100%

Grant application panels will develop recommendations for funding.

These recommendations will be presented to Council for approval, funding decisions will then be communicated to applicants.

Community Grants & Donations Program Guidelines

Junior Development Grants

Applications may be made throughout the year, subject to the availability of funds.

Funding is limited to the equivalent of 3 applications per event per year, should more than 3 be received then the value of three grants will be divided equally amongst the applicants.

1. State Representation Grants

- a. \$100 if within Victoria or 200kms interstate
- b. \$200 if more than 200kms interstate:

Eligibility Criteria

- An individual resident of the Shire of Campaspe.
- Participating in activities and events and **representing the State** within Victoria, Australia or Internationally.
- The applicant must provide a letter of support and confirmation of their selection to represent the State from the relevant State peak body.
- Aged 18 years or younger at the time of the sponsored event or activity.
- Applications must be received before the event/activity takes place.
- One application per person can be submitted per financial year for State representation.

2. International Representation Grants

- a. \$500 if within Australia
- b. \$1,000 if overseas

Eligibility Criteria

- An individual resident of the Shire of Campaspe.
- Participating in activities and events and **representing Australia** within Australia or Internationally.
- The applicant must provide a letter of support and confirmation of their selection to represent Australia from the relevant National peak body.
- Aged 18 years or younger at the time of the sponsored event or activity.
- Applications must be received before the event/activity takes place.
- One application per person can be submitted per financial year for National representation.

Donations

Applications may be made throughout the year, subject to the availability of funds.

Up to \$500 may be donated, with applications being assessed against the following:

- The organisation is located in the Shire of Campaspe and/or is supporting residents in the Shire of Campaspe
- The organisation is both incorporated and not for profit.
- The organisation has limited capacity to raise funds.
- How the donation will target the most disadvantaged members of the community (e.g. homeless, families in need, frail aged, vulnerable people).
- How/why the situation is urgent and/or immediate and cannot wait for consideration in the annual community grants program?

Community Event Sponsorship Program

Attachment 9.3.5

Council's Community Event Sponsorship Program offers financial support to not-for-profit community organisations, groups and associations to operate events that contribute to the municipality and support Council's vision:

"We are strong, supportive, vibrant and sustainable".

This Sponsorship Program aims to:

- Support not-for-profit community groups provide a range of opportunities for residents;
- Facilitate support for initiatives that strengthen the community through opportunities for participation, development, inclusion and sustainability;
- Foster support across a range of pursuits and interest areas including health and welfare, community support, arts and culture, sports and recreation, youth, ageing, environment, access and equity;
- Provide an equitable opportunity for groups to seek funding assistance from council.

Assistance, which may comprise in kind support, a cash contribution, or a combination of both, may be made available to community organisations and groups in order to stage events and activities for the benefit of the local community.

The CSC expects defined and measureable outcomes to be obtained in exchange for such sponsorship.

The provision of in kind support involves a direct cost for the community and CSC, either by the provision of additional support/service over that usually available to the community, or an opportunity cost – i.e. the diversion of support/resources away from normal business towards the sponsorship.

Therefore, the value of Council's sponsorship can readily be ascribed a Total Cash Equivalent (TEC) for the purposes of a sponsorship.

Sponsorship funds are not to be passed on to third parties as payments, fees, gifts, or prizes etc.

Important dates

Applications for community sponsorship are received throughout the year, but must be lodged 3 months prior to the planned event.

Funding principles

Priority will be given to applications that respond to identified community needs and align with Council's Vision, corporate objectives, priorities and strategies.

The Sponsorship Program will prioritise support when the applicant:

- is based in and/or they can evidence that their services are focused and delivered within the municipal boundaries;
- has limited means to access other sources of funding;
- has sought funding/in-kind support from other sources, where the applicant is deemed to be in a position to do so;
- is not already in receipt of substantial funding/in-kind support from council;
- is providing a proposed activity that is innovative or unique for the Campaspe Shire Council;

Community Event Sponsorship Program

And, the proposed event/activity:

- incorporates collaboration/partnerships with other groups;
- maximises community benefit;
- addresses council priorities;
- responds to emerging community needs;
- demonstrates sustainability; and
- aligns with the Victorian Charter of Human Rights and Responsibilities Act 2006.

Help and advice

It is expected that all applicants will contact Bobbi Aitken in the first instance (on 5481 2887) while planning their event and sponsorship application.

Eligibility Criteria?

Applicants must be an:

- incorporated not-for-profit group, or
- a Crown Committee of Management, or
- a Government Department on behalf of a community group, or
- a Section 86 Committee under the Local Government Act 1989

or have their application submitted by an appropriate auspicing body, which meets the above criteria.

NB Organisations that have licensed gaming/gambling facilities or derive funds from gambling *are ineligible* to apply.

Applicants must be able to demonstrate:

- direct benefits to the residents of the Campaspe Shire Council;
- financial viability and competence;
- adequate public liability insurance and appropriate health and safety policies in accordance with the funding agreement;
- a contribution in the form of funds, services and/or in kind support;
- that they are based in the shire or deliver significant services to the shire's community;
- their ability to plan effectively and be well organised;
- that they have no outstanding grant acquittals or outstanding debts owing to council;

What Will Not Be Considered for Funding?

- Applications from a group with any outstanding grant acquittals or debts owed to council;
- Applications for retrospective funding;
- Applications for events that are held outside of the Campaspe Shire;
- Recurrent or ongoing salaries and on-costs;
- Insurance, such as (but not limited to) Public Liability;
- Applications for prizes, wages;
- Hire of commercial venues
- Applications applying to another council funding stream for the same activity;

Community Event Sponsorship Program

What Will Be Considered for Funding?

Aim: To encourage and assist the development and implementation of community/social events that:

- are innovative, creative and inclusive celebrations of community;
- demonstrate partnerships with other local groups and individuals, particularly developing new links.
- reduce the isolation of individuals and groups within a community; and
- strengthen and develop community skills i.e. leadership, performing skills, event management.

A community/social event will typically have:

- social benefit
- relevance to the local community
- limited opportunities to raise an operational budget
- local/shire based marketing
- reliance on local participation/attendance
- minimal economic impact on the community

This funding stream has two categories:

1. Local community event

Maximum cash contribution of **\$1,000** and negotiated *in kind* contributions to a maximum of **\$5,000** to community groups and not for profit organisations to support community/social events that are important to local community wellbeing, participation and pride.

2. Regional community events

Maximum cash contribution of **\$5,000**, plus negotiated *in kind* support for community groups and not for profit organisations to support community/social events that are important to shared community wellbeing, participation and pride across the Campaspe Shire.

Shire wide events may include large sporting events.

Special conditions

Organisers planning events on publicly owned land, facilities or venues, or have significant impact on Shire operations, must submit the "Events application form" no later than 90 days prior to the event.

Please refer to Council's website to download a copy of the form and discuss your event with Bobbi Aitken (5481 2206) in the first instance.

Applicants are expected to develop an event plan, including risk assessments, as part of a well-managed event.

Please refer to the Events Ready Reference located on Council's website (www.campaspe.vic.gov.au) for more information and examples.

Community Event Sponsorship Program

How are applications assessed?

Applications are assessed by a staff panel using the assessment matrix below.

Applications will be reviewed to ensure they are eligible for consideration, such as quotations provided, application signed, incorporation current and, if an auspiced application, that the auspice body has completed the authorisation.

Weighted score for each application determined from the following:

Criteria	Description	Local Event	Regional Event
Community/Social Benefit	High involvement of community members. Enrichment of Shire Brings visitors to the Shire.	50	40
Partnership	Contribution by group or others to the project either cash and/or in-kind, including project partnership participation (not just financial contribution).	20	20
Council Plan Alignment	Addresses strategies within the Council Plan, Community Plans or Place Based Plans	20	10
Project Sustainability	If planned to be ongoing, demonstrates ability to self-generate funds for future years.	5	10
Economic Benefit	Increase spending to retail, industry and accommodation, enhancement of economic base, or funds spent locally.	5	20
		100%	100%

The grant panels will develop recommendations for funding.

These recommendations will be presented to Council for consideration.

Funding decisions will then be communicated to applicants.

Help notes to be written subject to Council approval of the Program

Sponsorship Program – Business and Commercial Events

Council's Business & Commercial Event Sponsorship Program offers support to individuals, businesses groups and associations, to operate events that contribute to the economic development of the municipality and support Council's vision:

"We are strong, supportive, vibrant and sustainable".

This Sponsorship Program aims to encourage and assist the development and implementation of events that:

- demonstrate the ability to have a strong economic benefit and encourage visitation to the region.
- promote and encourage community participation across all sectors of the community.
- reduce the isolation of individuals and groups within a community.
- are inclusive and accessible to all members of the community, including youth and older persons.

There are two categories of assistance, depending on the status of the applicant:

1. Local The applicant/entity are ratepayers of the Shire.
 May be eligible for cash and/or *in kind* support.
2. External The applicant/entity are not ratepayers of the Shire.
 May be eligible for *in kind* support only.

NB Events/Activities that charge the public an admission fee will not be considered for a cash contribution as part of Council's Sponsorship.

The CSC expects formal Sponsor Status and associated recognition (e.g. passes/media) in exchange for sponsorship.

The provision of *in kind* support involves a direct cost for the community and CSC, either by the provision of additional support/service over that usually available to the community, or an opportunity cost - the diversion of support/resources away from normal business towards the sponsorship.

Therefore, the value of Council's sponsorship can readily be ascribed a Total Cash Equivalent (TCE) for the purposes of the sponsorship.

CSC requires that the TCE be recognised when organisers determine Council's Sponsor Status.

Important dates

Applications for commercial sponsorships are received throughout the year, but must be lodged 3 months prior to the planned event.

Funding principles

Priority will be given to applications that contribute to economic development, address identified community needs and align with Council's Vision, corporate objectives, priorities and strategies.

The Commercial Sponsorship Program will prioritise support when the applicant:

- is based in and/or they can evidence that their services are focused and delivered within the municipal boundaries;
- demonstrates their own contributions (cash and in-kind);
- is not already in receipt of substantial funding/in-kind support from council;
- is providing a proposed activity that is innovative or unique for the Campaspe Shire Council;

Sponsorship Program – Business and Commercial Events

These events include tourism, business and sporting with an economic benefit focus.

They include annual and “one off” or untested events that have the potential to develop.

These events may target niche markets or include large sporting events.

Events will typically have:

- Minimum operational budget of \$10,000
- Economic benefit to the community (\$10,000 - \$250,000)
- Marketing is participant focused and/or locally and regionally focused
- Compliments existing event calendar
- Potential to grow

Help and advice

It is expected that all applicants will contact council staff when planning their application.

They can advise you about what to include in your application.

Please contact Bobbi Aitken (5481 2206) in the first instance.

Special conditions

Organisations that have licensed gaming/gambling facilities or derive funds from gambling are **ineligible to apply**.

Organisers of events which are held on publicly owned land, facilities or venues, or have significant impact on Shire operations must submit an "Events Application Form" no later than 90 days prior to the event.

Please refer to council's website to download a copy of the form and then contact Bobbi Aitken (5481 2206) in the first instance to discuss your event.

Applicants are required to develop an event plan, including risk assessment, as part of a well-managed event.

Refer to the Events Ready Reference located on council's website (www.campaspe.vic.gov.au) for more information and examples.

What Will Not Be Considered for Funding?

- Applications from an individual, business or group with any outstanding grant acquittals or debts owed to council;
- Applications for retrospective funding;
- Applications for events that are held outside the Campaspe Shire Council;
- Recurrent or ongoing salaries and on-costs;
- Insurance, such as (but not limited to) Public Liability;
- Applications for prizes, wages;
- Hire of commercial venues
- Applications applying to another council funding stream for the same activity;

Sponsorship Program – Business and Commercial Events

How will your application be assessed?

Applications will be assessed by a panel using the assessment matrix below.

Weighted score for each application determined from the following:

Criteria	Description	No Admission Charged	Admission Charged
Contribution by Applicant	What is the applicant's total contribution (cash/in kind) to the cost of running the event?	20%	40%
Economic Benefit	Involvement of local business	20%	20%
	Increase spending to retail, industry and accommodation, enhancement of economic base, or funds spent locally	20%	20%
Project Sustainability	Demonstrates an ability to generate own funds for future years.	20%	10%
Community/Social Benefit	Brings visitors to the Shire.	20%	10%
		100%	100%

The grant panels will develop recommendations for funding.

These recommendations will be presented to Council for consideration.

Funding decisions will then be communicated to applicants.

Help notes to be written subject to Council approval of the Program



PROPOSED 2020-2021 BUDGET AND STRATEGIC RESOURCE PLAN

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Budget 2020-21

Mayor and CEO Introduction

It gives us great pleasure to recommend this proposed budget to the Campaspe Shire community. The 2020/21 budget reflects year four of council's four year Council Plan and focuses on achieving the vision – we are strong, supportive, vibrant and sustainable.

As we have prepared this budget, we have been impacted by the COVID-19 (coronavirus) pandemic along with everyone across the globe. We recognise that there are still many unknowns and acknowledge that this will impact the proposed budget that is presented here.

This document outlines the broad range of services provided by council from road construction and maintenance of a large road network, to providing leisure and recreation facilities, waste management services and library services and so much more. It also details the funding that is required to deliver these services as well as maintain community infrastructure.

A great deal of work has been completed by council staff to find cost savings and this is reflected in the budget. Rate increases have been capped at 2.0 per cent in line with the Victorian Government's Fair Go Rates System. Despite the financial challenge this poses, council is determined to maintain its services, while working within the cap.

The capital works program for 2020/21 is \$24.38 million. In addition \$7.70 million of projects will be carried over from the 2019-20 year. Of the \$24.38 million in capital funding required, \$13.29 million will come from council operations, 2.75 million from external grants and contributions, \$4.62 million from reserves and \$7.75 from borrowings. The budget includes several initiatives and projects including:

- \$9.10 million to roads
- \$1.11 million to bridges
- \$5.60 million to drainage
- \$0.53 million to recreation & leisure
- \$4.61 million to public buildings

The budget proposes new borrowings of \$7.75 million to support two projects bringing council's overall debt to \$13.21 million. The two projects are the Echuca East Community Precinct and Gunbower Lions Park redevelopments, these borrowings have been made possible by the State Government Community Infrastructure Loans Scheme. Council was successful in having both applications to the scheme approved. The scheme provides low cost borrowing for community infrastructure, the scheme has allowed Council to progress these projects, which have been in planning stages for many years.

The following table provides an overview of the budget, along with an overview of how resources have been allocated to progress the achievement of Council's strategic objectives outlined in the Council Plan 2017-21.

Financial snapshot

Key Statistics	2019-20 Budget \$'000	2020-21 Budget \$'000
Total Expenditure	78,999	79,506
Comprehensive Operating Surplus	6,098	3,090
Underlying operation surplus	556	468
Cash result	4,500	10,045

Budget 2020-21

Key Statistics	2019-20 Budget \$'000	2020-21 Budget \$'000
Capital Works Program		
Funding the Capital Works Program		
Council	22,065	13,291
Reserves	3,128	4,628
Borrowings	1,886	7,757
Grants	5,156	2,752
Contributions	271	122

Budget Expenditure by Strategic Objective	2020-21 Budget	Budget %
Strategic Objective 1	(11,628)	(14.6%)
Strategic Objective 2	(1,697)	(2.1%)
Strategic Objective 3	(1,410)	(1.8%)
Strategic Objective 4	(26,622)	(33.5%)
Strategic Objective 5 & 6	(10,203)	(12.8%)

Further improvements have been made to this document to align with the local government model budget, a Victorian Government best practice guide, to provide the community with an improved understanding of council's financial management.

While financial sustainability is a challenge for council, our focus on continually reviewing our services and assets is paramount, with an equal focus on productivity and efficiency.

We look forward to working with the community to not only deliver exciting projects outlined in this budget throughout the coming year but also to gain a thorough understanding of the impacts of the pandemic and supporting the community through the recovery phase. We also foresee that once the extent of the pandemic is known, a revised budget will be prepared.

CR ADRIAN WESTON
MAYOR

DECLAN MOORE
CHIEF EXECUTIVE OFFICER

Budget 2020-21

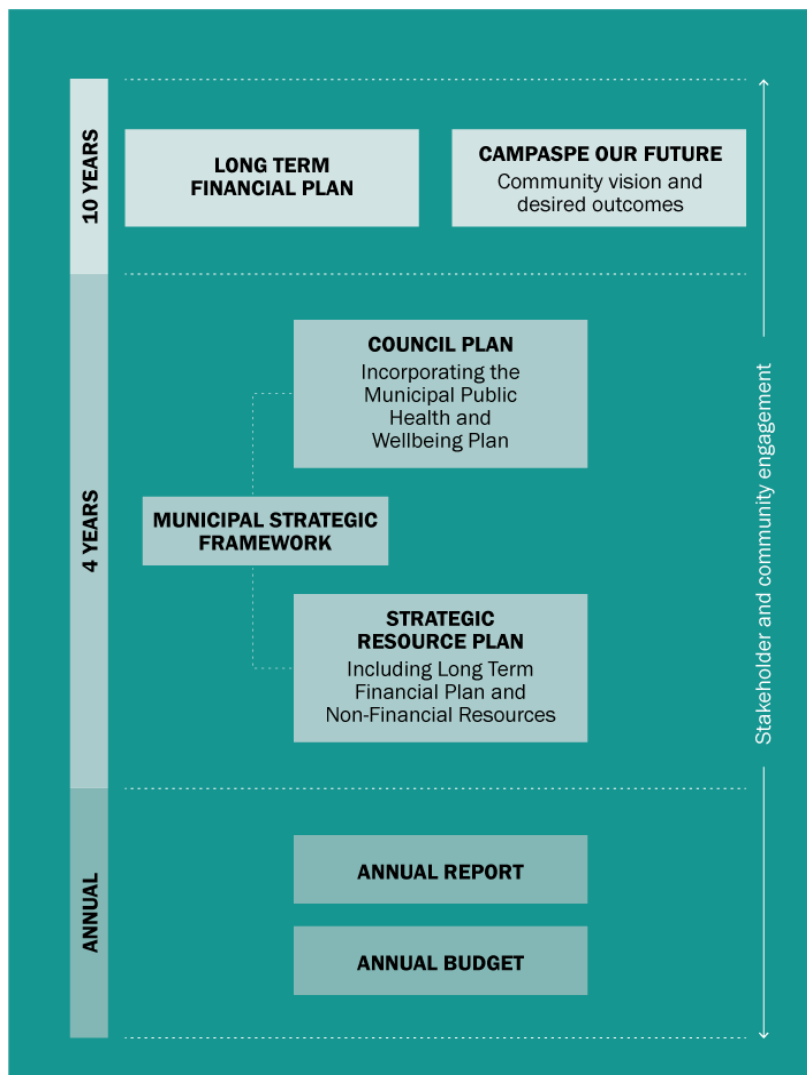
1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides council in identifying community needs and aspirations over the long term (Campaspe: Our Future), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

This budget links to year three of the Council Plan 2017-21.

1.1 Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



In addition to the above, council has a long term plan (Campaspe: Our Future) which articulates a community vision, mission and values. The Council Plan is prepared with reference to this plan.

Budget 2020-21

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is then reviewed each year before the commencement of the Annual Budget process.

1.2 Our purpose

Campaspe: Our Future, is a long-term strategic plan for the future which has been developed in direct response to community input. Our community has described its vision for the future as follows:

Our Vision

We want to be strong, supportive, vibrant and sustainable.

The long-term strategic plan sets out what the community, business, industry, council and others can do to deliver the future the community wants, recognising that the realisation of the vision will also be affected by external factors, such as the economy and State and Federal government decisions.

Our Mission

Campaspe Shire Council will provide services, facilities, support and advocacy to enable our community to be healthy, connected, prosperous and resilient.

The Council Plan 2017-21 reinforces council's commitment to listening and discussing with the community the things that matter and how council can make a difference. We approach ongoing consultation seriously to ensure the community's views, ideas and aspirations are integrated into our forward planning and everyday activities, as well as in the evaluation of these activities and Council's services.

Our Values

We deliver quality, innovative and community focused services today that make a difference for tomorrow.

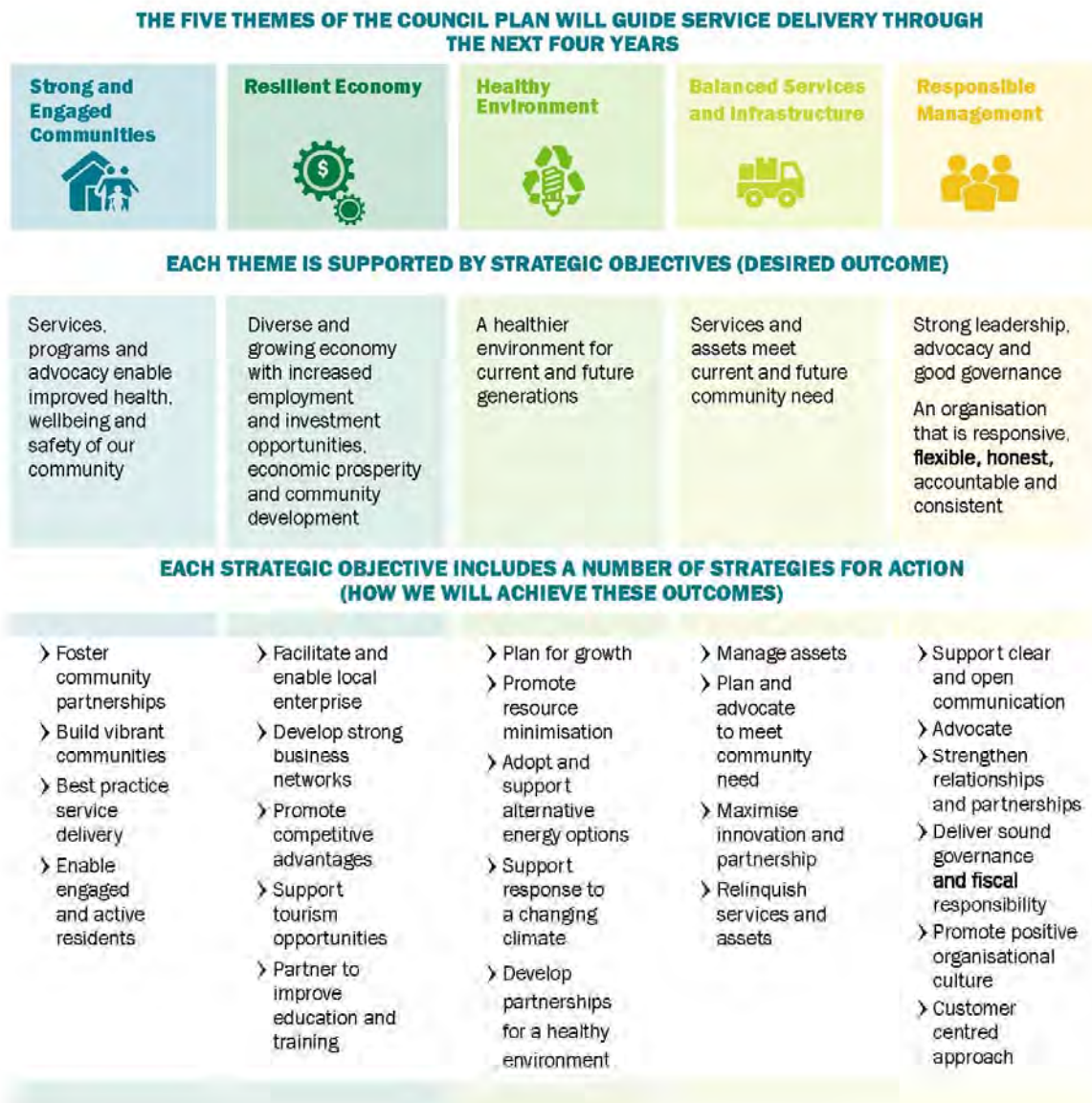
We will do this by:

- Embracing each other's unique talents and valuing diverse life and work styles. We operate in a spirit of cooperation and value human dignity.
- Listening to our customers and delivering services which meet their demonstrated needs. We focus on customer relationships that build trust, confidence and loyalty. We are responsible for both external and internal customer satisfaction.
- Working with enthusiasm and intellect and are driven to build upon what has already been achieved. We improve productivity, processes and ourselves through measurement, analysis and review.
- Listening to and respecting each other whilst working together to achieve mutually beneficial results. We help one another, value one another's views and make our work environment fun and enjoyable. We are not afraid to stand alone, especially when it is the right thing to do.
- Conducting our business in accordance with the highest of standards of professional behaviour and ethics. We are open, honest and ethical in all our interactions with employees, clients, customers, vendors and the public. We are responsible for and take ownership of our actions.

Budget 2020-21

1.3 Strategic objectives

Council delivers 141 activities under 30 service areas. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan 2017-21. The following diagram shows the five themes and the associated strategic objectives as described in the Council Plan.

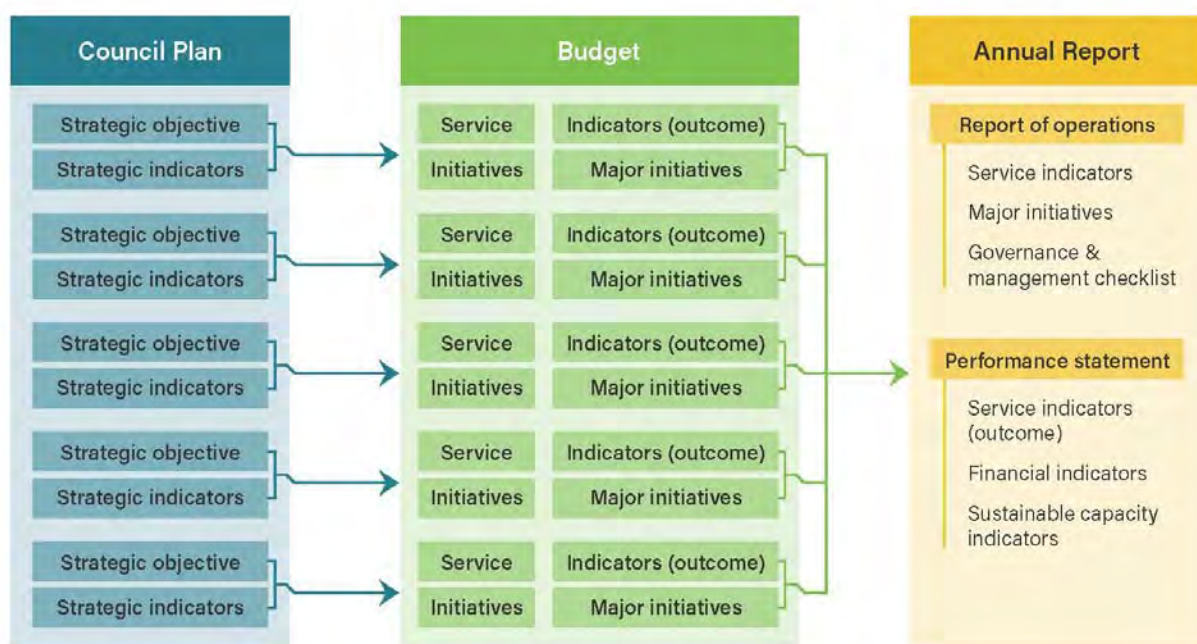


Budget 2020-21

2. Services and service performance indicators

Every day we deliver services to our community. These services enable our community to be healthy, connected, prosperous and resilient.

This section provides a description of the services and initiatives to be funded in the Budget for the 2020-21 year which contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of council's operations. Council is required by legislation to identify major initiatives, 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.



Performance indicators address the strategic objectives and are outlined on the following pages relating the objectives to the services and initiatives.

In 2018, a review of service classifications was undertaken, a further review has been conducted in 2019. As a result of this review, 30 services have been defined, the service purpose documented along with the activities delivered as part of the service. All 30 services are listed in this section. These services are different to those presented in the 2019-20 budget document, as a result there can be no direct comparison between documents. However, against each of the services previous actuals for 2018-19 year and forecast budget for 2019-20 are provided for comparative purposes within this document.

Budget 2020-21

2.1 Strong and Engaged Communities

Strategic objective 1

Services, programs and advocacy enable improved health, wellbeing and safety of our community.

To achieve our goal of strong and engaged communities, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

Services

Service area	Description of services provided		2018-19	2019-20	2020-21
			Actuals	Forecast Budget	Budget
			\$'000	\$'000	\$'000
Active Recreation	To provide spaces and facilities to support formalised active recreation and community events that support community, social and health benefits.	Rev	264	323	298
		Exp	2,512	2,450	2,454
		NET	(2,248)	(2,127)	(2,156)
Aged and Disability Services	To facilitate access to and provision of in home and outreach services that care for members of our community who have a need.	Rev	4,453	3,908	3,814
		Exp	5,069	5,061	4,745
		NET	(616)	(1,153)	(931)
Aquatics	To provide facilities that support swimming and aquatic water play.	Rev	1,376	1,509	1,533
		Exp	3,759	3,523	3,683
		NET	(2,383)	(2,014)	(2,150)
Children's Services	To provide families with access to a range of services that support the foundations for optimal growth and development of children in partnership with families.	Rev	2,999	3,448	3,559
		Exp	3,645	4,062	4,187
		NET	(646)	(614)	(628)
Community Development	To strengthen the understanding of community views and aspirations to inform decision making.	Rev	135	523	78
		Exp	1,574	2,215	1,948
		NET	(1,439)	(1,692)	(1,870)

Budget 2020-21

Service area	Description of services provided		2018-19 Actuals \$'000	2019-20 Forecast Budget \$'000	2020-21 Budget \$'000
Customer Communications	To connect the community with Council.	Rev	-	-	-
		Exp	681	807	808
		NET	(681)	(807)	(808)
Emergency Management	To strengthen local capacity and capability and build community resilience in compliance with legislative responsibilities.	Rev	172	110	60
		Exp	723	337	349
		NET	(551)	(227)	(289)
Environmental Health	To protect and enhance the health and wellbeing of residents and visitors through the delivery of public health programs and services in compliance with legislative responsibilities.	Rev	315	312	356
		Exp	1,024	1,029	1,105
		NET	(708)	(717)	(749)
Library	To provide space, activities and items that support access to information and knowledge.	Rev	441	453	455
		Exp	2,026	2,073	2,249
		NET	(1,585)	(1,619)	(1,794)
Passive Recreation	To provide open spaces and public environments that support and encourage passive recreation by residents and visitors to improve health and wellbeing.	Rev	29	33	30
		Exp	272	269	280
		NET	(243)	(235)	(250)

Major initiatives

- We will work with two local communities to support the development of community place based plans.

Other initiatives

- We will engage with our community to obtain feedback as part of a one year nation-wide initiative to evaluate the impact of library services through the "Culture Counts" project of the Public Libraries Australia Evaluation Network.
- We will adopt an Arts and Culture Strategy to define Council's role and level of service provided.
- We will provide a minimum of 70 immunisation sessions across the municipality.
- We will undertake a minimum of 200 (high risk) food safety assessments.

Budget 2020-21

Service performance outcome indicators – update table to this year's reflect changes to indicators

Service	Performance Measure	2018-19 Result
Library	Active Library Borrowers in Municipality (Percentage of the municipal population that are active library members)	15.34%
Children's Services	Participation in the Maternal Child Health (MCH) Service (Percentage of children enrolled who participate in the MCH service)	73.71%
Children's Services	Participation in Maternal Child Health (MCH) Service (Percentage of Aboriginal children enrolled who participate in the MCH service)	69.54%
Aquatics	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	6.22
Environmental Health	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by council)	100.00%

Budget 2020-21

2.2 Resilient Economy

Strategic objective 2

Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development.

Council supports the economic prosperity of our community in many ways – we advocate, partner with industry, support the building of stronger business networks and promote Campaspe's competitive advantages to attract new investment and maximise economic growth. To achieve a resilient economy, we will focus on the following services:

Services

Service area	Description of services provided	2018-19	2019-20	2020-21	
		Actuals	Forecast Budget	Budget	
		\$'000	\$'000	\$'000	
Economic Development	To contribute to a strong, diverse and innovative local economy.	Rev	6,874	6,521	6,704
		Exp	10,166	8,011	8,402
		NET	(3,291)	(1,490)	(1,697)

Major initiatives

- We will commence construction of the recreation area of the Echuca Holiday Park and begin procurement for cabin replacement.

Other initiatives

- We will update the children's play space within the existing Cargo Shed on the Echuca Wharf.
- We will continue to advocate to the Victorian Skills Commissioner to undertake a skills demand profile for the Shire in partnership with the Loddon Mallee Councils, as well as City of Greater Shepparton and Moira Shire Councils.

Service performance outcome indicators

Service	Performance Measure	2018-19 Result
Business Development	Unemployment Rate ^	3.7% (Sep 2019 Quarter Actual)
Business Development	Value of non-residential building approvals ^	\$37.98 million
Business Development	Value of residential building approvals ^	\$63.00 million

^ Performance measures are sourced from RemPlan Economic Profile and do not form part of the indicators reported under the Local Government Performance Reporting Framework.

Budget 2020-21

2.3 Healthy Environment

Strategic objective 3

A healthier environment for current and future generations.

To deliver a healthy environment, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services; build community resilience to our changing climate and support initiatives that promote environmentally sustainable practices.

Services

Service area	Description of services provided		2018-19	2019-20	2020-21
			Actuals	Forecast Budget	Budget
			\$'000	\$'000	\$'000
Building Surveyor Services	To ensure that the built environment and places across the municipality are safe and in compliance with legislative responsibilities.	Rev	379	229	474
		Exp	214	338	446
		NET	164	(109)	28
Environment and Conservation	To protect, enhance and conserve native flora and fauna through community education and programs.	Rev	189	87	90
		Exp	443	409	408
		NET	(254)	(322)	(318)
Regulatory Compliance	To protect the safety and amenity of the built and natural environment and public infrastructure for the use and enjoyment of community members and visitors in compliance with legislative responsibilities.	Rev	2,325	2,289	2,408
		Exp	3,149	3,367	3,235
		NET	(823)	(1,079)	(827)
Statutory and Strategic Planning	To provide for the fair, orderly, economic and sustainable use and development of land across the Shire of Campaspe in compliance with legislative responsibilities.	Rev	495	561	551
		Exp	943	965	1,318
		NET	(448)	(403)	(767)
Strategic Recreation Planning	To strategically plan for recreation, sporting, open space and community facilities.	Rev	38	-	-
		Exp	420	455	299
		NET	(383)	(455)	(299)
Waste Collection and Management	To provide services for the removal of waste and the collection of recycling.	Rev	6,619	6,643	6,736
		Exp	6,563	5,366	5,643
		NET	57	1,277	1,094

Budget 2020-21

Major initiatives

- We will exhibit a Planning Scheme Amendment that implements the Echuca West Precinct Structure Plan.

Other initiatives

- We will exhibit a Planning Scheme Amendment that implements the recommendations of the Planning Scheme Review.
- We will audit a minimum of 200 kerbside waste, recycling and organics bins to establish contamination
- We will plant a minimum of 250 trees in streets and open spaces.
- We will inspect a minimum of 480 properties to ensure fire prevention works have been completed.

Service performance outcome indicators

Service	Performance Measure	2018-19 Result
Waste Collection and Management	<i>Kerbside collection waste diverted from landfill</i> (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	39.03%
Statutory and Strategic Planning	<i>Council planning decisions upheld at VCAT</i> (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	90.91%
Regulatory Compliance	<i>Animal Management Prosecutions</i> (Number of successful animal management prosecutions)	0.00

Budget 2020-21

2.4 Balanced Services and Infrastructure

Strategic objective 4

Services and assets meet current and future community need.

Council seeks balanced services and infrastructure through the optimum use and life of facilities. We do this through the following services:

Services

Service area	Description of services provided		2018-19	2019-20	2020-21
			Actuals	Forecast Budget	Budget
			\$'000	\$'000	\$'000
Engineering	To ensure that Council's infrastructure is designed, constructed and maintained to provide a fit for purpose network for people across the Shire of Campaspe.	Rev	134	110	122
		Exp	297	383	384
		NET	(163)	(273)	(262)
Parks and Gardens Maintenance	To provide safe and attractive public open spaces that support a range of recreation opportunities for community, social and environmental benefit.	Rev	4	1	-
		Exp	5,003	5,014	4,906
		NET	(4,999)	(5,013)	(4,906)
Project Management	To ensure the efficient, timely and cost effective delivery of Council's Works Program.	Rev	-	-	-
		Exp	498	501	277
		NET	(498)	(501)	(277)
Road Services	To ensure the operational and statutory functions of road and drainage infrastructure are in compliance with legislative responsibilities.	Rev	316	182	58
		Exp	24,083	20,781	21,234
		NET	(23,768)	(20,599)	(21,176)

Major initiatives

- We will continue to deliver the footpath 'missing links' across the Shire while ensuring the Shire footpath renewal program is delivered.

Other initiatives

- We will develop an Early Years Strategy to define Council's role and level of service provided in response to sector reforms.
- We will engage with the Gunbower community to inform the development of detailed design plans for the redevelopment of Gunbower Lions Park.
- We will commence construction of the redevelopment of the Echuca East Community Precinct.
- We will develop a community policy on the sale of surplus Council Land.

Budget 2020-21

- We will review the capital and operational works prioritisation in line with the Asset Management Strategy and Plans.
- We will undertake a select number of unsealed pavement stabilisation trials across the Shire to: improve pavement strength over time under load, improve dust management, provide a better operating surface for all vehicles and significantly reduce pot-holing and corrugations.
- We will increase the delivery of Disability and Discrimination Action implementation of physical and natural environment projects from previous years.

Service performance outcome indicators

Service	Performance Measure	2018-19 Result
Works	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	47.00

Budget 2020-21

2.5 Responsible Management

Strategic objective 5

Strong leadership, advocacy and good governance.

Strategic objective 6

An organisation that is responsive, flexible, honest, accountable and consistent.

Council has several internal, enabling services which provide responsible management to the broader organisation and the community. These services ensure that the organisation has the necessary tools to perform and enhance effectiveness and efficiency.

Services

Service area	Description of services provided		2018-19 Actuals \$'000	2019-20 Forecast Budget \$'000	2020-21 Budget \$'000
Financial Services	To ensure Council's revenue and expenditure is managed and controlled in a responsible manner to support the delivery of Council services and enable Council to plan for its long term financial sustainability.	Rev	213	104	107
		Exp	1,068	1,065	1,227
		NET	(854)	(961)	(1,120)
Governance	To provide support and advice to councillors and the organisation to ensure compliance with legislative responsibilities.	Rev	25	1	40
		Exp	1,345	1,324	1,507
		NET	(1,320)	(1,323)	(1,467)
Human Resources	To partner with all parts of the organisation to provide support, tools and advice to create and facilitate a healthy and sustainable workforce.	Rev	-	-	-
		Exp	187	212	400
		NET	(187)	(212)	(400)
Information Management (Records)	To ensure creation, capture and maintenance, retrieval and protection of records and information in compliance with legislative responsibilities.	Rev	-	-	-
		Exp	65	93	76
		NET	(65)	(93)	(76)
Information Communication Technology	To facilitate the effective delivery of Council services and enhance community interaction with Council	Rev	2	-	-
		Exp	1,260	1,364	1,197
		NET	(1,258)	(1,364)	(1,197)

Budget 2020-21

Service area	Description of services provided		2018-19 Actuals \$'000	2019-20 Forecast Budget \$'000	2020-21 Budget \$'000
Organisational Strategy and Performance	To ensure Council's energy is focused and that Council and Officers are working towards the same goals through overseeing development of key organisation-wide strategic directions, plans and monitoring performance.	Rev	37	275	-
		Exp	3,159	2,648	2,657
		NET	(3,122)	(2,373)	(2,657)
Plant and Fleet Management	To plan for and effectively manage Council's plant and fleet to support the ongoing delivery of Council's services.	Rev	39	92	-
		Exp	700	(275)	61
		NET	(661)	367	(61)
Property Management	To plan for and effectively manage and maximise the use of land managed by Council to support the ongoing delivery of Council's services.	Rev	338	625	325
		Exp	2,532	2,158	2,220
		NET	(2,194)	(1,533)	(1,895)
Strategic Asset Management	To provide strategic direction on the management of Council's assets to support the ongoing delivery of Council's services.	Rev	-	-	-
		Exp	883	1,007	1,328
		NET	(883)	(1,007)	(1,328)

Major initiatives

- We will engage with the community to develop a 10 year community plan which sets the long term vision for Campaspe.

Other initiatives

- We will replace our outdated customer call centre system with a modern, cloud-based, fit for purpose, customer-centric call centre software system
- We will adopt a Complaints Handling Policy and develop a framework to support staff in dealing with complaints consistently and efficiently.
- We will develop an Annual Compliance Training Plan to ensure Council's legislative accreditations are maintained.
- We will partner with Campaspe Cohuna Local Learning and Employment Network, schools and training providers to identify opportunities with Council for work experience for young people to support ongoing employment in their local community.
- We will develop Fire Management Plans around the storage and handling of combustible recyclables for each of the eight transfer stations.

Service performance outcome indicators

Service	Performance Measure	2018-19 Result
Governance	Satisfaction with council decisions (Community satisfaction rating out of 100 with how council has performed in making decisions in the interests of the community)	47.00

Budget 2020-21

2.6 Reconciliation with budgeted operating result

Strategic Objectives	Net Cost Subsidy \$'000	Expenditure \$'000	Revenue \$'000
Strong and engaged communities	(11,628)	21,810	10,182
Resilient economy	(1,697)	8,402	6,704
Healthy environment	(1,089)	11,348	10,259
Services and infrastructure	(26,622)	26,802	180
Responsible management	(10,203)	10,674	472
Total	(51,239)	79,036	27,797
Expenses added in:			
Other	(470)		
Deficit before funding sources	(51,709)		
Funding sources added in:			
Rates and charges	38,523		
Grants Commission	12,276		
Interest Income	836		
Capital grants	2,623		
Other	541		
Total funding sources	54,799		
Surplus for the year	3,090		

Budget 2020-21

3. Financial statements

Comprehensive Income Statement

For the four years ending 30 June 2024

	Notes	Actual	Budget	Budget	SRP Projections		
		2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
		\$000	\$000	\$000	\$000	\$000	\$000
Revenue from ordinary activities							
Rates income	5.1.1	36,533	37,483	38,523	39,613	40,405	41,213
Garbage charge	5.1.1	5,615	6,240	6,278	6,046	6,167	6,290
Statutory Fees and Fines	5.1.3	1,589	1,845	2,179	2,218	2,258	2,298
Grants commission	5.1.2	-	12,009	12,276	11,689	11,928	12,143
Other recurrent grants	5.1.2	16,648	4,786	3,595	4,462	4,508	4,583
Non-recurrent grants	5.1.2	5,794	5,401	2,623	2,623	2,623	2,623
User fees	5.1.4	15,406	15,210	15,587	15,547	15,946	16,355
Contributions - Monetary		476	20	-	-	-	-
Contributions - Non Monetary		6,568	-	-	-	-	-
Interest and other income	5.1.5	1,968	1,961	1,297	1,320	1,344	1,368
Total revenues		90,597	84,955	82,356	83,516	85,177	86,873
Expenses from ordinary activities							
Employee benefits	5.1.6	29,528	31,314	32,858	33,675	34,353	35,040
Materials and services	5.1.7	22,477	23,562	21,936	22,922	23,908	24,389
Depreciation	5.1.9	18,572	19,008	19,075	19,607	20,149	20,546
Finance costs		249	187	203	187	154	123
Bad and Doubtful Debts		146	-	-	-	-	-
Other Expenses	5.1.8	2,646	4,928	5,434	5,531	5,631	5,732
Total expenses		73,618	78,999	79,506	81,923	84,195	85,831
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(5,996)	141	240	-	-	-
Surplus/(deficit) for the year		10,983	6,098	3,090	1,593	983	1,042

Budget 2020-21

Balance Sheet

For the four years ending 30 June 2024

Notes	Actual	Budget	Budget	SRP Projections		
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	\$000	\$000	\$000	\$000	\$000	\$000
Current assets						
	11,575	4,500	10,045	4,354	6,162	885
Cash and cash equivalents						
Trade and other receivables	7,269	4,255	3,429	3,492	3,559	3,626
Inventories	861	862	830	861	892	908
Financial assets	36,000	43,382	43,382	42,593	37,861	37,072
Other assets	985	1,487	1,468	1,490	1,533	1,568
Non-current assets classified as held for sale	1,033	1,033	1,033	1,033	1,033	1,033
Total current assets	6.2 57,723	55,519	60,188	53,823	51,039	45,093
Non-current assets						
Trade and other receivables	50	13	13	14	14	14
Investment property	8,619	8,619	8,619	8,619	8,619	8,619
Financial assets	19,000	11,618	11,618	11,407	10,139	9,928
Property, infrastructure, plant and equipment	592,671	607,079	612,629	619,312	623,228	629,186
Intangible assets	2,952	2,952	2,952	2,952	2,952	2,952
Total non-current assets	6.2 623,292	630,281	635,831	642,304	644,952	650,699
Total assets	681,015	685,800	696,019	696,127	695,991	695,792
Current liabilities						
Trade and other payables	5,753	5,455	5,260	5,459	5,662	5,774
Interest-bearing loans and borrowings	6.1 1,041	1,064	1,908	1,551	1,587	1,625
Provisions	6,642	6,663	6,663	6,809	6,961	7,117
Trust funds and deposits	2,126	-	-	-	-	-
Total current liabilities	6.2 15,562	13,182	13,831	13,819	14,210	14,516
Non-current liabilities						
Interest-bearing loans and borrowings	6.1 4,432	3,394	9,874	8,386	6,862	5,300
Provisions	2,550	2,529	2,529	2,543	2,558	2,573
Trust funds and deposits	18	2,144	2,144	2,144	2,144	2,144
Total non-current liabilities	6.3 7,000	8,067	14,547	13,073	11,564	10,017
Total liabilities	22,562	21,249	28,378	26,892	25,774	24,533
Net assets	658,453	664,551	667,642	669,234	670,217	671,259
Equity						
Accumulated surplus	330,848	336,888	339,979	341,572	342,555	343,597
Asset revaluation reserves	327,605	327,663	327,663	327,663	327,663	327,663
Total equity	658,453	664,551	667,642	669,234	670,217	671,259

Budget 2020-21

Statement of Changes in Equity

For the four years ending 30 June 2024

Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018-19				
Balance at beginning of the financial year	646,880	320,935	308,773	17,172
Comprehensive result	10,983	10,983	-	-
Net asset revaluation increment(decrement)	590	-	590	-
Transfer to reserves	-	(5,136)	-	5,136
Transfer from reserves	-	4,066	-	(4,066)
Balance at end of the financial year	658,453	330,848	309,363	18,242
2019-20				
Balance at beginning of the financial year	658,453	330,848	309,363	18,242
Comprehensive result	6,098	6,098	-	-
Balance at end of the financial year	664,551	336,946	309,363	18,242
2020-21				
Balance at beginning of the financial year	664,551	336,946	309,363	18,242
Comprehensive result	3,090	3,090	-	-
Balance at end of the financial year	667,642	340,037	309,363	18,242
2021-22				
Balance at beginning of the financial year	667,642	340,037	309,363	18,242
Comprehensive result	1,593	1,593	-	-
Balance at end of the financial year	669,235	341,630	309,363	18,242
2022-23				
Balance at beginning of the financial year	669,235	341,630	309,363	18,242
Comprehensive result	983	983	-	-
Balance at end of the financial year	670,217	342,612	309,363	18,242
2023-24				
Balance at beginning of the financial year	670,217	342,612	309,363	18,242
Comprehensive result	1,042	1,042	-	-
Balance at end of the financial year	671,260	343,655	309,363	18,242

Budget 2020-21

Statement of Cash Flow

For the four years ending 30 June 2024

	Actual	Budget	Budget	SRP Projections			
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
	\$000	\$000	\$000	\$000	\$000	\$000	
Cash flows from operating activities							
Rates and charges	42,442	43,669	44,757	45,624	46,535	47,466	
Statutory Fees and Fines	1,589	2,725	2,179	2,218	2,258	2,298	
User fees and other fines (inclusive of GST)	12,847	15,210	15,587	15,547	15,946	16,355	
Operating Grants (inclusive of GST)	16,648	16,794	15,871	16,151	16,436	16,726	
Capital Grants (inclusive of GST)	5,794	5,401	2,623	2,623	2,623	2,623	
Interest received	1,960	1,426	836	851	866	882	
Net GST (payment)/refund	1,127	-	-	-	-	-	
Contributions - monetary	476	20					
Other Receipts	8	2,603	1,327	439	424	432	
Proceeds/(repayment) of trusts and deposits	21	-	-	-	-	-	
Payments to suppliers (inclusive of GST)	(22,904)	(24,205)	(22,079)	(22,773)	(23,756)	(24,305)	
Payments to employees	(30,217)	(31,314)	(32,858)	(33,515)	(34,186)	(34,869)	
Other Payments	(2,955)	(4,928)	(5,434)	(5,531)	(5,631)	(5,732)	
Net cash from operating activities	4.4.1	26,836	27,402	22,809	21,632	21,515	21,875
Cash flows from investing activities							
Payments for property, infrastructure, plant and equipment	(15,916)	(33,275)	(24,384)	(26,291)	(24,064)	(26,504)	
Proceeds from sale of property, infrastructure, plant and equipment	414	-	-	-	-	-	
Proceeds / (Payments) for Investments	(10,408)	-	-	1,000	6,000	1,000	
Net cash from investing activities	4.4.2	(25,910)	(33,275)	(24,384)	(18,064)	(25,504)	
Cash flows from financing activities							
Repayment of borrowings	(1,043)	(1,015)	(1,433)	(1,845)	(1,488)	(1,524)	
Proceeds from borrowings	-	-	8,758	-	-	-	
Finance costs	(249)	(187)	(203)	(187)	(154)	(123)	
Net cash from financing activities	4.4.3	(1,292)	(1,202)	7,121	(2,033)	(1,642)	(1,648)
Net increase/(decrease) in cash and cash equivalents	(366)	(7,075)	5,546	(5,692)	1,808	(5,277)	
Cash and cash equivalents at start of period	11,941	11,575	4,500	10,045	4,354	6,162	
Cash and cash equivalents at end of period	11,575	4,500	10,045	4,354	6,162	885	

Budget 2020-21

Budgeted Statement of Capital Works

For the four years ending 30 June 2024

	Actual	Budget	Budget	SRP Projections		
	2018-19	2019-20		2020-21	2021-22	2022-23
	\$000	\$000	\$000	\$000	\$000	\$000
Capital works area						
Property						
Land improvements	100	141	-	-	-	345
Total land	100	141	-	-	-	345
Buildings	393	1,818	4,734	7,876	2,560	1,927
Heritage buildings	36	-	-	-	-	-
Total buildings	429	1,818	4,734	7,876	2,560	1,927
Total property	529	1,959	4,734	7,876	2,560	2,272
Plant and equipment						
Heritage plant and equipment	125	51	147	205	180	180
Plant, machinery and equipment	899	1,621	1,899	1,793	3,571	1,815
Fixtures, fittings and furniture	37	-	-	-	-	-
Computers and telecommunications	-	60	229	-	-	-
Library books	154	137	-	-	-	-
Total plant and equipment	1,215	1,869	2,274	1,998	3,751	1,995
Infrastructure						
Roads	8,376	10,965	11,005	7,649	8,722	10,099
Bridges	1,313	2,348	1,112	2,600	1,324	1,450
Footpaths and cycleways	280	557	1,172	1,154	1,524	907
Drainage	866	3,599	3,698	2,359	1,000	1,050
Recreational, leisure and community facilities	1,326	1,696	123	907	1,171	1,805
Waste management	543	198	-	-	-	-
Parks, open space and streetscapes	-	3,581	266	845	160	160
Aerodromes	-	111	-	-	-	-
Off street car parks	-	-	-	-	-	-
Other infrastructure	1,408	292	-	-	-	-
Total infrastructure	14,112	23,347	17,376	15,514	13,901	15,471
Total capital works	15,856	27,175	24,384	25,388	20,212	19,738
Represented by:						
New	1,479	1,471	430	1,231	885	43
Renewal	12,907	20,057	19,763	15,872	16,687	17,567
Expansion/upgrade	1,470	5,647	4,192	8,285	2,640	2,128
Total capital works	15,856	27,175	24,384	25,388	20,212	19,738
Funding sources represented by						
Grants		4,421	2,752	2,622	2,622	2,622
Contributions		92	122			
Council cash		22,662	17,920	22,766	17,590	17,116
Borrowings		-	3,590			
Total capital works expenditure		27,175	24,384	25,388	20,212	19,738

Budget 2020-21

Statement of Human Resources

For the four years ending 30 June 2024

	Actual	Budget Forecast	Budget	Strategic Resource Plan Projections		
	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Staff expenditure						
Employee costs - operating	32,285	30,323	31,805	32,600	33,257	33,922
Employee costs - capital	1,217	991	1,053	1,075	1,096	1,118
Total staff expenditure	29,528	31,314	32,858	33,675	34,353	35,040
Staff numbers	FTE	FTE	FTE	FTE	FTE	FTE
Employees	375.9	365.0	376.7	376.7	376.7	376.7
Total staff numbers	375.9	365.0	376.7	376.7	376.7	376.7

Full time equivalents (FTE's) have been reviewed in preparing the budget and reflect all costs included in the budget, this includes the full FTE of all positions within the current establishment, whether the position is currently filled or not as well as FTE worked by casuals and budgeted leave backfill for positions.

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

Division	Budget 2020-21 \$'000	Comprises			
		Full Time \$'000	Permanent Part time \$'000	Casual \$'000	Temporary \$'000
Office of CEO	1,452	1,199	187	66	-
Corporate Services	4,901	3,897	468	272	264
Economic and Community Development	2,352	1,526	338	291	197
Regulatory and Community Services	14,607	8,237	3,231	3,002	137
Infrastructure Services	4,690	3,915	202	178	395
Total permanent staff expenditure	28,002	18,774	4,426	3,809	993
Other expenditure	3,803				
Capitalised labour costs	1,053				
Total expenditure	32,858				

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

Division	Budget 2020-21	Comprises			
		Full Time	Permanent Part time	Casual	Temporary
Office of CEO	16.69	13.00	2.90	0.79	-
Corporate Services	51.00	42.00	3.20	3.80	2.00
Economic and Community Development	23.50	15.00	3.70	3.30	1.50
Regulatory and Community Services	196.14	110.00	43.00	42.10	1.04
Infrastructure Services	81.40	74.00	1.80	2.60	3.00
Total permanent staff expenditure	368.73	254.00	54.60	52.59	7.54
Capitalised labour costs	8.00				
Total staff	376.73				

Budget 2020-21

Statement of Human Resources cont.

For the four years ending 30 June 2023

Department	Budget	Projections		
	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Office of CEO				
- Fulltime	1,199	1,223	1,247	1,272
- Part time	187	191	195	198
- Casual	66	67	69	70
Total Office of CEO	1,452	1,481	1,511	1,541
Corporate Services				
- Fulltime	4,161	4,244	4,329	4,416
- Part time	468	477	487	497
- Casual	272	277	283	289
Total Corporate Services	4,901	4,999	5,099	5,201
Economic and Community Development				
- Fulltime	1,723	1,757	1,793	1,828
- Part time	338	345	352	359
- Casual	291	297	303	309
Total Economic and Community Development	2,352	2,399	2,447	2,496
Regulatory and Community Services				
- Fulltime	8,374	8,541	8,712	8,887
- Part time	3,231	3,296	3,362	3,429
- Casual	3,002	3,062	3,123	3,186
Total Regulatory and Community Services	14,607	14,899	15,197	15,501
Infrastructure Services				
- Fulltime	4,310	4,396	4,484	4,574
- Part time	202	206	210	214
- Casual	178	182	185	189
Total Infrastructure Services	4,690	4,784	4,879	4,977
Total other expenditure	3,803	4,039	4,124	4,207
Total operating staff expenditure	28,002	28,562	29,133	29,716
Total Capitalised Labour expenditure	1,053	1,074	1,096	1,117
Total staff expenditure	32,858	33,675	34,353	35,040

Budget 2020-21

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 interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual 2018-19	Budget Forecast 2019-20	Budget 2020-21	SRP Projections			Trend +/-
						2021-22	2022-23	2023-24	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	0.22%	(7.59%)	0.59%	(1.27%)	(1.99%)	(1.88%)	-
Liquidity									
Working Capital	Current assets / current liabilities	2	370.05%	421.16%	435.17%	389.48%	359.17%	310.65%	-
Unrestricted cash	Unrestricted cash / current liabilities	2	190.66%	252.28%	296.31%	211.99%	184.40%	137.56%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	12.83%	11.89%	30.58%	25.09%	20.91%	16.80%	+
Loans and borrowings	Interest and principal repayments on loans and borrowings / rate revenue		3.22%	3.21%	4.25%	5.13%	4.06%	4.00%	+
Indebtedness	Non-current liabilities / own source revenue		11.39%	14.28%	22.78%	20.19%	17.49%	14.83%	+
Asset renewal	Asset renewal expenditure / depreciation	4	69.50%	105.52%	103.61%	80.95%	82.82%	85.50%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	52.83%	51.14%	48.31%	48.97%	48.94%	48.92%	o
Rates effort	Rate revenue / property values (CIV)		0.57%	0.48%	0.47%	0.47%	0.46%	0.45%	o
Efficiency									
Expenditure level	Total expenditure / no. of assessments		\$3,860	\$3,820	\$3,840	\$3,969	\$4,079	\$3,966	+
Revenue Level	Residential rate revenue / no. of residential assessments		\$1,866	\$1,694	\$1,866	\$2,044	\$2,094	\$2,146	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the year		11.93%	10.53%	9.97%	9.42%	9.42%	9.42%	o

Budget 2020-21

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 – An indicator of the sustainable operating result required to enable council to continue to provide core services and meet its objectives. Financial performance is expected to deteriorate over the period, continued operating losses means reliance on council's cash reserves or increased debt to maintain services.
- 2 Working capital – The proportion of current liabilities represented by current assets. Working capital forecast trend is to remain steady at an acceptable level.
- 3 Debt compared to rates - Trend indicates council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Allowance has been made in future years for borrowings if required.
- 4 Asset renewal - This percentage indicates the extent of council's renewal of assets 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.
- 5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of council's ongoing services. Trend indicates that council's reliance on rate revenue will remain steady compared to other sources of revenue. This is due to the constraints of rate capping.

Budget 2020-21

5. Notes to financial statements

Council has prepared a budget for the 2020-21 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, cash and investments, capital works, financial position and financial sustainability of council.

5.1 Comprehensive income statement

5.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Victorian Government has introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2020-21 the FGRS cap has been set at 2.00%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

5.1.1 (a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Budget Forecast	Budget	Change	
	2019-20	2020-21	\$'000	%
	\$'000	\$'000	\$'000	%
General rates*	33,336	34,360	1,024	3.07%
Municipal charge*	4,025	4,043	18	0.45%
Waste management charge	6,240	6,278	38	0.60%
Supplementary rates and rate adjustments	122	120	(2)	(1.64%)
Total rates and charges	43,724	44,801	1,078	2.46%

5.1.1 (b) 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	2019-20	2020-21	Change
	cents/\$CIV*	cents/\$CIV*	
General land	0.42985	0.42321	(0.01546)
Farm land	0.38686	0.38089	(0.01544)
Commercial land	0.49862	0.49092	(0.01545)
Industrial land	0.49862	0.49092	(0.01545)
Cultural and recreation	0.21493	0.21160	(0.01549)

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- 5.1.1 (c) 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	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
General land	19,841	20,525	684	3.45%
Farm land	7,840	8,258	418	5.33%
Commercial land	3,565	3,689	124	3.48%
Industrial land	1,765	1,888	123	6.97%
Cultural and recreation	-	-	-	-
Total amount to be raised by general rates	33,011	34,360	1,349	4.09%

- 5.1.1 (d) 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	2019-20	2020-21	Change	
	Number	Number	Number	%
General land	15,443	15,556	113	0.73%
Farm land	3,743	3,758	15	0.40%
Commercial land	1,114	1,121	7	0.63%
Industrial land	461	463	2	0.43%
Cultural and recreation	30	30	0	0.00%
Total number of assessments	20,791	20,928	137	0.66%

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

- 5.1.1 (f) 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	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
General land	,615,803	4,849,818	234,015	5.07%
Farm land	2,026,674	2,168,114	141,440	6.98%
Commercial land	714,911	751,549	36,638	5.12%
Industrial land	354,063	384,626	30,563	8.63%
Cultural and recreation	19,382	19,748	366	1.89%
Total value of land	7,730,833	8,173,855	443,022	5.73%

- 5.1.1 (g) The municipal charge under Section 159 of the Act compared with the previous financial year.

Type of Charge	Per	Per	Change	
	Rateable	Rateable		
	Property	Property		
	2019-20	2020-21		
	\$	\$	\$	%
Municipal	200	200	-	0.00%

- 5.1.1 (h) The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of Charge	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
Municipal	4,025	4,043	18	0.45%

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5.1.1 (i) 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	2019-20	2020-21	Change	
	\$	\$	\$	%
Residential - per year - 80 litre 1 bin - without food and garden bin	230.00	230.00	0.00	0.00%
Residential - per year - 80 litre 1 bin - with food and garden bin	210.00	180.00	(30.00)	(14.29%)
Rural - per year - 80 litre 1 bin - food and garden bin not available	220.70	199.00	(21.70)	(9.83%)
Residential - per year - 140 litre 1 bin - without food and garden bin	290.00	290.00	0.00	0.00%
Residential - per year - 140 litre 1 bin - with food and garden bin	265.00	225.00	(40.00)	(15.09%)
Rural - per year - 140 litre 1 bin - food and garden bin not available	277.80	250.00	(27.80)	(10.01%)
Residential - per year - 240 litre 1 bin - without food and garden bin	481.84	482.00	0.16	0.03%
Residential - per year - 240 litre 1 bin - with food and garden bin	450.00	400.00	(50.00)	(11.11%)
Rural - per year - 240 litre 1 bin - food and garden bin not available	468.96	422.00	(46.96)	(10.01%)
Residential - per year - 240 litre 1 bin (6 or more in family or medical condition) - without food and garden bin	290.00	290.00	0.00	0.00%
Residential - per year - 240 litre 1 bin (6 or more in family or medical condition) - with food and garden bin	265.00	225.00	(40.00)	(15.09%)
Commercial/Industrial - per year - 80 litre - food and garden bin available	242.87	198.00	(44.87)	(18.47%)
Commercial/Industrial - per year - 140 litre - food and garden bin available	305.70	248.00	(57.70)	(18.87%)
Commercial/Industrial - per year - 240 litre - food and garden bin available	515.82	440.00	(75.82)	(14.70%)
Recycling charge 140 litre	61.40	61.50	0.10	0.16%
Recycling charge 240 litre	61.40	61.50	0.10	0.16%
Recycling charge 360 litre	61.40	61.50	0.10	0.16%
Commercial/Industrial recycling charge 240 litre	61.40	61.50	0.10	0.16%
Commercial/Industrial recycling charge 360 litre	61.40	67.65	6.25	10.18%
Food and Garden organics 240 litre	54.90	55.00	0.10	0.18%
Commercial/Industrial Food and Garden organics 240 litre	54.90	60.50	5.60	10.20%

* Inclusive of GST for commercial properties in accordance with legislation

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5.1.1 (j) 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	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
Garbage charge 80 ltr	1,078	1,179	102	9.42%
Garbage charge 140 ltr	3,081	3,227	146	4.74%
Garbage charge 240 ltr	396	372	(24)	(6.04%)
Garden Organics	318	397	79	25.01%
Recycling charge	1,056	1,103	47	4.44%
Total	5,928	6,278	350	5.91%

5.1.1 (k) The estimated total amount to be raised by all rates and charges compared with the previous financial year.

Type of Charge	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
Rates	33,011	34,360	1,349	4.09%
Municipal Charge	4,025	4,043	18	0.45%
Waste service charges	6,432	6,278	(154)	(2.40%)
Supplementary rates & Charges	122	120	(2)	(1.64%)
Total Rates and charges	43,590	44,801	1,211	2.78%

5.1.1 (l) 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 (2020-21: estimated \$120,000 and 2019-20: \$122,000).
- The variation of returned levels of value (eg. valuation appeals).
- Changes in use of land such that rateable land becomes non-rateable land and vice versa.
- Changes in use of land such that residential land becomes business land and vice versa.

5.1.1 (m) 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 0.42320% (0.42320 cents in the dollar of CIV) for all general land.

A general rate of 0.38088% (0.38088 cents in the dollar of CIV) for all rateable farm land.

A general rate of 0.49091% (0.49091 cents in the dollar of CIV) for all rateable commercial and industrial land.

A general rate of 0.21160% (0.21160 cents in the dollar of CIV) for all rateable cultural and recreation land.

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

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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.

The differential rate ratios are as follows:

- General land (100% of the general rate in the dollar);
- Farm land (90% of the general rate in the dollar);
- Commercial land (116% of the general rate in the dollar);
- Industrial land (116% of the general rate in the dollar); and
- Cultural and recreation (50% of the general rate in the dollar).

The objectives of the differentials above or below 100% are as follows:

Farm land – to provide an equitable rate for primary producers, to encourage land use consistent with farming activities, conservation of areas which are suited to a variety of agricultural pursuits.

Commercial and industrial land – to provide an equitable rate for commercial/industrial use assessments which reflects the higher earning capacity of these premises.

Cultural and recreational land – to provide an equitable rate for cultural and recreational land, as defined in the Cultural & Recreational Land Act 1963, to encourage land use for community benefit in the pursuit of cultural and recreational activity.

Commercial/Industrial land

Commercial/Industrial land is any land which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial or industrial under the Campaspe Shire Council's Planning Scheme.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the budget by council. The level of the rate for land in this category is considered to provide for an appropriate contribution to council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant planning scheme.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to commercial/industrial land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the Campaspe Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land, and have reference to the planning scheme zoning.

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The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2020-21 financial year.

General land

General land is:

- Any land which does not have the characteristics of farm land, commercial/industrial land or cultural and recreational land.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the budget by council. The level of the rate for land in this category is considered to provide for an appropriate contribution to council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is where it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant planning scheme.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to general land. The vacant land affected by this rate is that which is zoned residential under the Campaspe Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land, and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2020-21 financial year.

Farm land

Farm land is any land, which is:

- not less than two hectares in area; and
- used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and

is used by a business:

- that has significant and substantial commercial purpose or character; and
- that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way it is operating.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the budget by council. The level of the rate for land in this category is considered to provide for an appropriate contribution to council's budgeted expenditure, having regard to the characteristics of the land.

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The geographic location of the land within this differential rate is where it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant planning scheme.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to farm land. The vacant land affected by this rate is that which is zoned residential under the Campaspe Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land, and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2020-21 financial year.

Cultural and Recreational Land

In accordance with Council's Rating Strategy, cultural and recreational lands will receive a waiver from the payment of municipal rates, except where:

- The land is subject to a grazing lease, in which case it will attract the general rate (or farm rate if applicable).
- The land is used for housing gaming machines, in which case the portion of premises used for housing gaming machines shall attract the commercial rate.

5.1.1 (n) Fair Go Rates System compliance

Campaspe Shire Council is fully compliant with the State Government's Fair Go Rates System.

	2019-20	2020-21
Total Rates	\$ 36,132,622	\$37,650,405
Number of rateable properties	20,761	20,898
Base Average Rates	\$ 1,740.41	\$ 1,801.63
Maximum Rate Increase (set by the State Government)	2.50%	2.00%
Capped Average Rate	\$ 1,783.92	\$ 1,837.66
Maximum General Rates and Municipal Charges Revenue	\$ 37,035,938	\$38,403,413
Budgeted General Rates and Municipal Charges Revenue	\$ 37,035,938	\$38,403,413

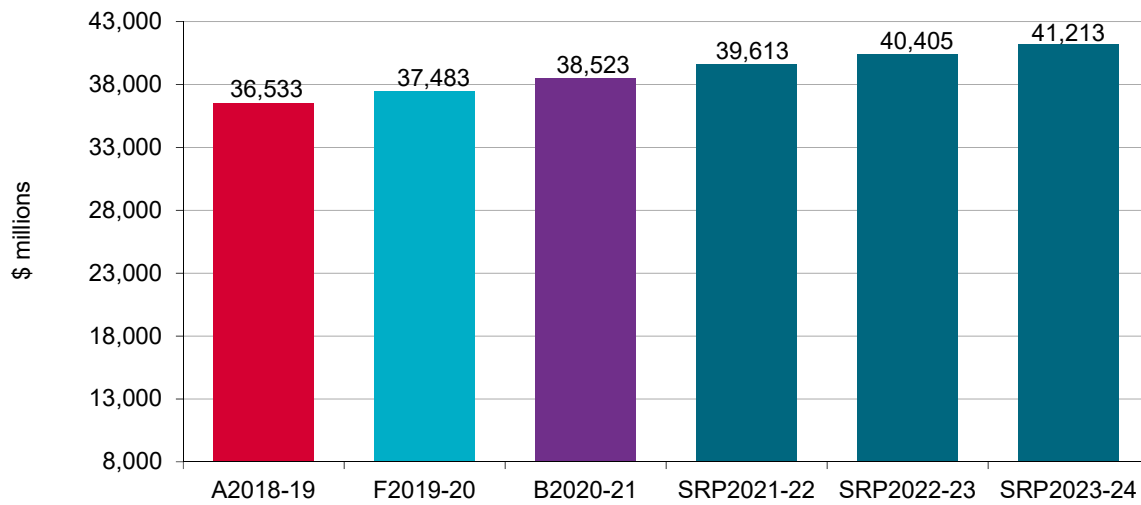
5.1.1 (o) Any significant changes that may affect the estimated amounts to be raised by rates and charges

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 (2020-21: estimated \$120,000 and 2019-20: \$122,000).
- The variation of returned levels of value (eg. valuation appeals).
- Changes of use of land such that rateable land becomes non-rateable land and vice versa.
- Changes of use of land such that residential land becomes business land and vice versa.

Change in rates and charges

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The amount to be raised by rates in 2020-21 is \$38.20 million, this includes \$120,000 generated from supplementary rates. This is an increase of \$0.72 million from 2019-20, this will go towards maintaining service levels and meeting the cost of external influences effecting the budget.

Budget 2020-21

5.1.2 Grants

Grants are required by the Act and the Regulations to be disclosed in council's annual budget.

	Budget Forecast	Budget	Change	
	2019-20 \$'000	2020-21 \$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	16,401	16,699	299	1.82%
State funded grants	5,151	1,794	(3,356)	(65.16%)
Total grants received	21,551	18,494	(3,058)	(14.19%)

Grants - operating

	Budget Forecast	Budget	Change	
	2019-20 \$'000	2020-21 \$'000	\$'000	%
Operating Grants				
<i>Recurrent - Commonwealth Government</i>				
Financial Assistance Grants	12,009	12,276	267	2.23%
Community Welfare	5	5	-	0.00%
Aged care	1,703	1,660	(43)	(2.55%)
<i>Recurrent - State Government</i>				
Primary care partnerships	277	286	9	3.23%
Aged care	436	170	(266)	(61.00%)
School crossing supervisors	93	95	2	2.58%
Libraries	276	280	4	1.44%
Maternal and child health	506	608	102	20.20%
Children's Services	116	118	2	1.70%
Community safety	49	51	2	4.57%
Community Welfare	113	-	(113)	(100.00%)
Total recurrent grants	15,581	15,548	(33)	(0.21%)
<i>Non-recurrent - Commonwealth Government</i>				
Primary care partnerships	61	61	-	0.00%
Children's Services	75	75	-	0.00%
Community Development	450	-	(450)	(100.00%)
<i>Non-recurrent - State Government</i>				
Aged care	2	-	-	-
Libraries	15	15	-	0.00%
Children's Services	56	-	(56)	(100.00%)
Economic Development	17	-	(17)	(100.00%)
Infrastructure	275	-	(275)	(100.00%)
Community Welfare	70	-	(70)	(100.00%)
Protection of Biodiversity and Habitat	75	75	-	0.00%
Public Order and Safety	50	60	10	20.00%
Youth services	37	37	-	0.00%
Waste services	30	-	(30)	(100.00%)
Total non-recurrent grants	1,213	323	(898)	(74.01%)
Total operating grants	16,794	15,870	(924)	(5.50%)

Budget 2020-21

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 decrease by 5.5% or \$0.92 million compared to 2019-20. This is due to receiving a number of unbudgeted grants in 2019-20, these include Murray Darling Basin funding of \$440k, Echuca Moama flood study \$200k and a Finance and Accounting Support Team grant \$75k. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included above.

Grants – capital

	Budget Forecast	Budget	Change	
	2019-20 \$'000	2020-21 \$'000	\$'000	%
Capital Grants				
<i>Recurrent - Commonwealth Government</i>				
Roads to recovery	2,623	2,623	-	0.00%
Total recurrent grants	2,623	2,623	-	0.00%
<i>Non-recurrent - State Government</i>				
Infrastructure	2,778	-	(2,778)	0.00%
Total non-recurrent grants	2,778	-	(2,778)	(100.00%)
Total capital grants	5,401	2,623	(2,778)	(51.44%)
Total Grants	22,195	18,494	(3,702)	(16.68%)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 16.68% or \$3.70 million compared to 2019-20 due mainly to no large capital works projects being carried out in 2020-21. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included above.

5.1.3 Statutory fees and fines

	Budget Forecast	Budget	Change	
	2019-20 \$'000	2020-21 \$'000	\$'000	%
Infringements and costs	510	509	(1)	(0.26%)
Animal registrations	453	511	58	12.90%
Town planning fees	489	514	25	5.16%
Building fees	229	474	245	106.99%
Other Statutory Fees	163	170	7	4.23%
Total statutory fees and fines	1,845	2,179	333	18.05%

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 budgeted to increase by 18.05% or \$0.33 million compared to 2019-20. The increase in town planning and building fees is expected due to development activity within the shire expected to continue in the immediate future.

Budget 2020-21

The increase to infringements and costs has been significant due to improved collection of outstanding infringements by the Infringements court.

5.1.4 User fees

	Budget Forecast	Budget	Change	
	2019-20	2020-21	\$'000	%
	\$'000	\$'000	\$'000	%
Active Recreation	312	298	(15)	(4.67%)
Aged and Disability Services	1,650	1,981	331	20.06%
Aquatics	1,509	1,533	24	1.58%
Building Surveyor Service	229	474		
Children's Services	2,694	2,758	64	2.36%
Community Development	14	38	24	170.47%
Economic Development	6,540	6,388	(152)	(2.32%)
Engineering	110	122	12	10.45%
Environment and Conservation	11	15	4	31.58%
Environmental Health	259	300	41	15.98%
Financial Services	111	107	(5)	(4.24%)
Governance	1	0	(0)	(53.43%)
Library	144	143	(1)	(0.53%)
Other Income	267	194	(73)	(27.30%)
Passive Recreation	33	30	(3)	(9.90%)
Property Management	5	4	(1)	(16.35%)
Regulatory Compliance	323	134	(189)	(58.54%)
Road Services	110	58	(52)	(47.26%)
Statutory and Strategic Planning	511	551	40	7.82%
Waste Collection and Management	373	459	86	22.94%
Total user fees	15,210	15,587	134	0.88%

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as home help services and childcare. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not impact capacity to pay or market levels.

User charges are projected to increase by 0.88% or \$0.13 million compared to 2019-20. The small increase is due to a number of services not increasing fees as they were already deemed to be at market levels. Fees for aged and disability services have been set based on industry standards.

A detailed listing of fees and charges is included in Appendix A.

Budget 2020-21

5.1.5 Other income

	Budget	Budget	Change	
	2019-20	2020-21	\$'000	%
	\$'000	\$'000	\$'000	%
Interest	1,426	836	(590)	(41.38%)
Property rental and leases	403	418	14	3.54%
Sundry Income	129	40	(89)	(68.97%)
Solar rebates	3	3	-	0.00%
Total other income	1,961	1,297	(665)	(33.89%)

Other income projected to decrease by 33.89% or \$0.66 million compared to 2019-20. This is due to investment interest rates having dropped significantly over the last six months, it is not foreseen that this will change over the budget period.

5.1.6 Employee cost

	Budget	Budget	Change	
	Forecast	2020-21	\$'000	%
	2019-20	2020-21	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and salaries	23,250	22,401.75	848	3.65%
Casual staff	1,282	3,809	(2,527)	(197.16%)
WorkCover	256	457	(201)	(78.53%)
Superannuation	2,757	2,858	(101)	(3.68%)
Annual leave and long service leave	3,157	3,237	(80)	(2.54%)
Redundancy	171	-	171	100.00%
Sick leave	442	95	346	78.40%
Total employee costs	31,314	32,858	1,544	4.93%

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

Employee costs are forecast to increase by 4.93% or \$1.54 million compared to 2019-20. This increase relates to projected annual enterprise agreement increases and movement between levels within wage bands and two additional full time equivalents for parks and gardens.

Budget 2020-21

5.1.7 Materials and services

	Budget Forecast		Budget		Change	
	2019-20	2020-21	2020-21		\$'000	%
	\$'000	\$'000	\$'000			
Consultants	1,391	1,006	(386)		(27.72%)	
Contract Payments	8,025	8,854	829		10.32%	
Information Technology	585	565	(20)		(3.41%)	
Insurance	777	921	144		18.50%	
Legal services	240	209	(31)		(12.79%)	
Repairs and Maintenance	2,825	1,790	(1,035)		(36.64%)	
Service level contributions	848	830	(18)		(2.08%)	
Utility costs	1,512	1,513	1		0.04%	
Vehicle fuel costs	856	1,072	217		25.33%	
Other vehicle costs	798	761	(37)		(4.61%)	
Materials	5,705	4,416	(1,289)		(22.59%)	
Total materials and services	23,562	21,936	(1,626)		(6.90%)	

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are budgeted to decrease by 6.9% or \$1.62 million compared to 2019-20.

5.1.8 Other expenses

	Budget Forecast		Budget		Change	
	2019-20	2020-21	2020-21		\$'000	%
	\$'000	\$'000	\$'000			
Advertising	162	176	13		8.29%	
Audit expenses	102	96	(6)		(5.92%)	
Bank fees	192	207	14		7.54%	
Commission	1,255	1,201	(54)		(4.32%)	
Contributions and Community Grants	489	494	5		0.98%	
Councillor allowances	316	323	6		2.00%	
Councillor election costs	-	250	250		0.00%	
Councillor - other expenses	32	34	2		5.67%	
Fire service levy	141	145	4		2.55%	
Food Purchases	279	515	236		84.74%	
Fringe benefits tax	247	198	(49)		(20.01%)	
Marketing	162	174	12		7.10%	
Memberships to associations	277	282	5		1.87%	
Operating lease rentals and equipment hire	606	555	(52)		(8.51%)	
Postage, stationery and subscriptions	359	421	62		17.39%	
Protective clothing	76	84	8		10.27%	
Veterinary costs	175	189	14		7.98%	
Quarry royalties	57	92	35		62.11%	
Total other expenses	4,928	5,433	505		10.25%	

Other expenses relate to a range of items including councillor allowances, contributions to community groups, community grants, advertising, insurances and food purchases for child care, animals housed at the animal shelter and aged care meals on wheels, veterinary expenses and other miscellaneous expenditure items. Other expenses are forecast to increase by 10.25% or \$0.50 million compared to 2019-20.

Budget 2020-21

5.1.9 Depreciation

	Budget Forecast	Budget	Change	
	2019-20	2020-21	\$'000	%
	\$'000	\$'000	\$'000	%
Property	3,436	3,432	(3)	(0.10%)
Plant & equipment	2,470	2,527	57	2.32%
Infrastructure	13,102	13,115	13	0.10%
Total depreciation and amortisation	19,008	19,075	67	0.35%

Depreciation is an accounting measure that attempts to allocate the value of an asset over its useful life. The depreciation charge is used as a proxy for the funds required to renew council's assets to maintain agreed service levels. The increase of \$0.67 million is due to the effect of assets related to the capital works program having a full year effect of depreciation.

The reduction in depreciation for property is due to a number of items being fully depreciated but not being renewed at this time.

6. Balance sheet

6.1 Statement of borrowings

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

	2019-20	2020-21
	\$'000	\$'000
Amount borrowed as at 30 June of the prior year	5,473	4,458
Amount proposed to be borrowed	-	8,758
Amount projected to be redeemed	(1,015)	(1,433)
Amount of borrowings as at 30 June	4,458	11,782

Borrowings for 2020-21 included \$6.94 million for the redevelopment of the Echuca East Community Precinct and \$0.811 million for redevelopment of Gunbower Lions Park. These borrowings have been made possible through the State Governments Community Infrastructure Loans Scheme, which council was successful in obtaining. An additional \$1.00 million has been included in the budget as a contingency to cover any unforeseen events in the 2020-21 year given the current uncertain environment. These funds will only be drawn down if needed.

6.2 Assets

Current assets (\$4.66 million increase) and Non-current assets (\$5.55 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 increase by \$5.54 million during the year, this is dependent on when capital works are completed.

Trade and other receivables are monies owed to council by ratepayers and others. The balance is expected to decrease by \$0.83 million over the budget period as no large accounts are expected to be raised for grants in 2020-21.

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Other assets include items such as prepayments for expenses that council has paid in advance of service delivery, inventories or stocks held for sale or consumption in council's services and other revenues due to be received in the next 12 months.

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, etc. which has been built up by council over many years. The \$5.55 million increase in this balance is attributable to the net result of the capital works.

6.3 Liabilities

Current liabilities (\$0.64million increase) and Non-current liabilities (\$6.48 million increase)

Trade and other payables are those to whom council owes money as at 30 June. These liabilities are budgeted to decrease by \$0.19 million compared with 2019-20 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to remain constant due to more active management of entitlements despite factoring in an increase for Enterprise Agreement outcomes.

Interest-bearing loans and borrowings are borrowings of council. Council is budgeting to repay loan principal of \$1.43 million over the year and to draw down new borrowings of \$8.75 million. The loans are for Echuca East Community Precinct and Gunbower Lions Park redevelopment. These loans are the contributing factor to the increase in liabilities.

6.4 Equity

Equity (\$3.09 million increase)

Total equity always equals 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 \$3.09 million increase in accumulated surplus results directly from the surplus for the year. The entire surplus is budgeted to fund the capital works program.

6.5 Working capital

Working capital (\$6.35 million decrease)

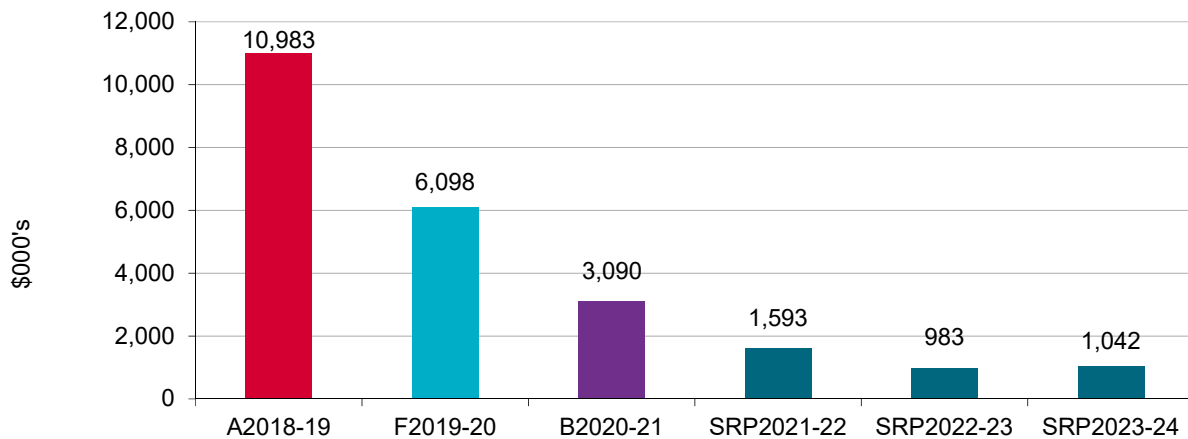
Working capital is the excess of current assets above current liabilities. This calculation recognises that although council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary 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.

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7. Additional information – Graphs

7.1 Operating result

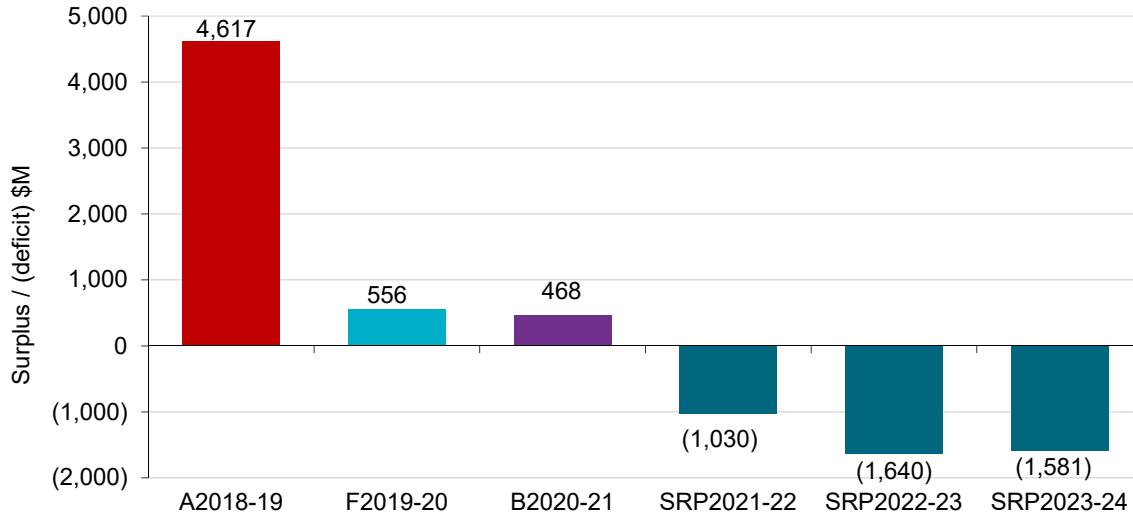


The expected operating result for the 2020-21 year is a surplus of \$3.09 million, which is a decrease of \$3.08 million compared to 2019-20. The decrease is due to external funding for specific capital works projects being received in 2018-19, that was not recognised as income until 2019-20. Roads to Recovery is the only capital funding that will be received in 2020-21.

The adjusted underlying result, see Note 7.2, which excludes items such as non-recurrent capital grants and non-cash contributions is budgeted to be a surplus of 0.47 million

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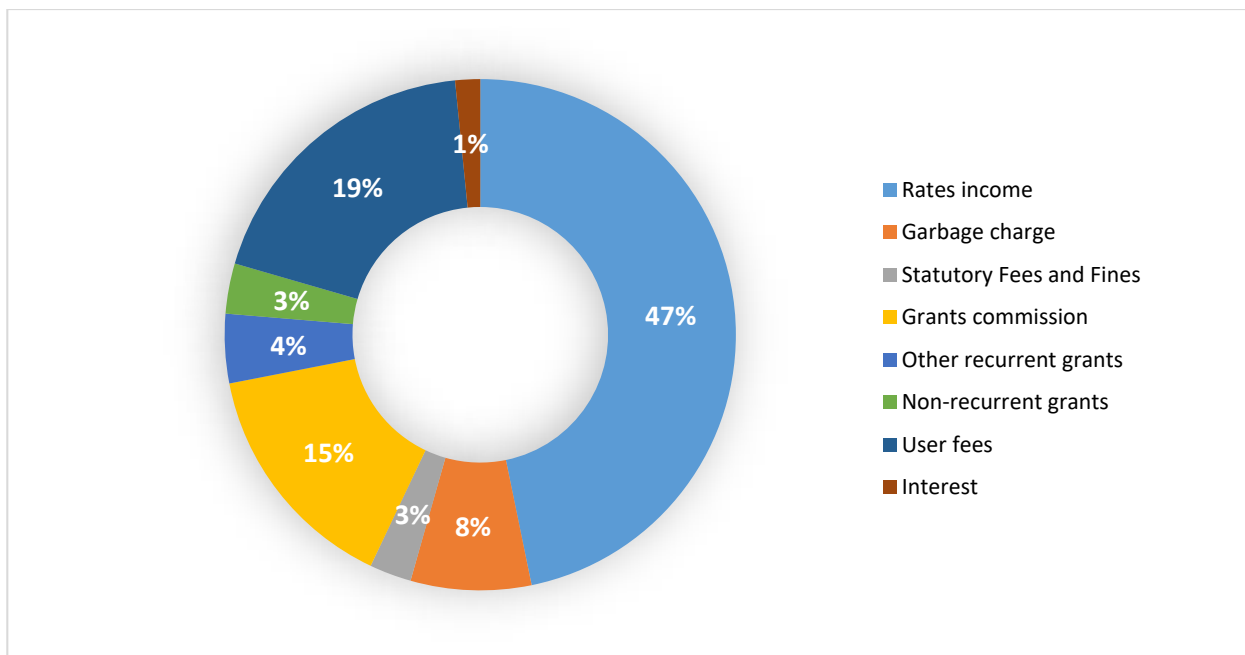
7.2 Adjusted underlying surplus



The adjusted underlying surplus calculation removes grant income received for capital purposes and one off income items such as the sale of assets. The adjusted underlying surplus is budgeted to be a surplus of \$0.46 million in the 2020-21 year but will then trend to a deficit in the forecast period.

From the adjusted underlying surplus an amount \$1.09 million of waste services income will be transferred to the waste reserve, leaving an operating deficit of \$0.62 million for the 2020-21 budget year. The \$1.09 million is the surplus generated from waste service only and is transferred to the waste reserve to be used on waste related projects in coming years. These may be further remediation works on landfill sites or improvements to transfer stations.

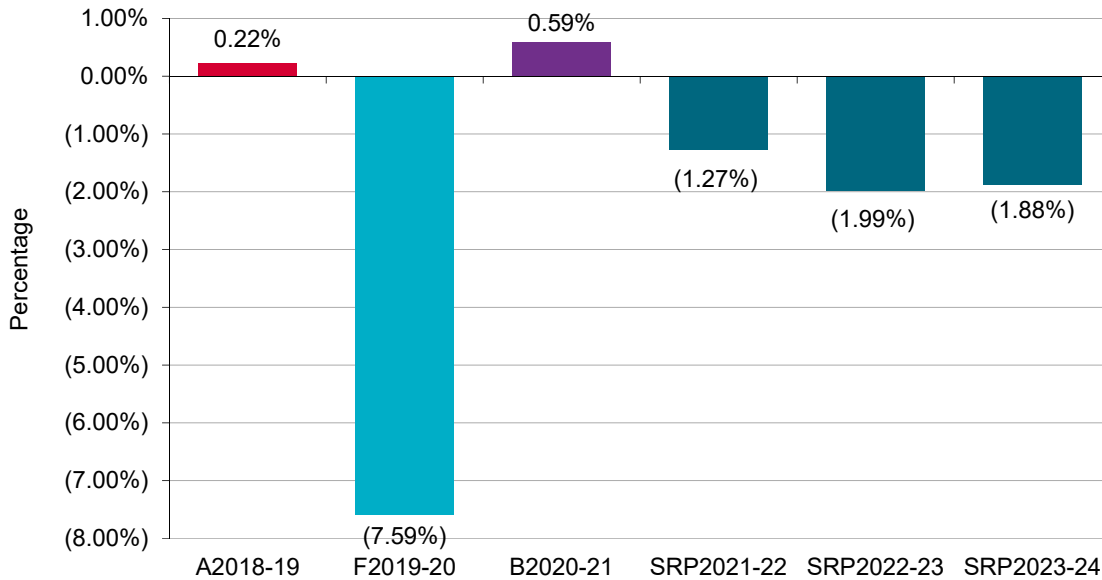
7.3 Sources of income



The above graph shows all sources of income for the 2020-21 budget as a percentage of total income.

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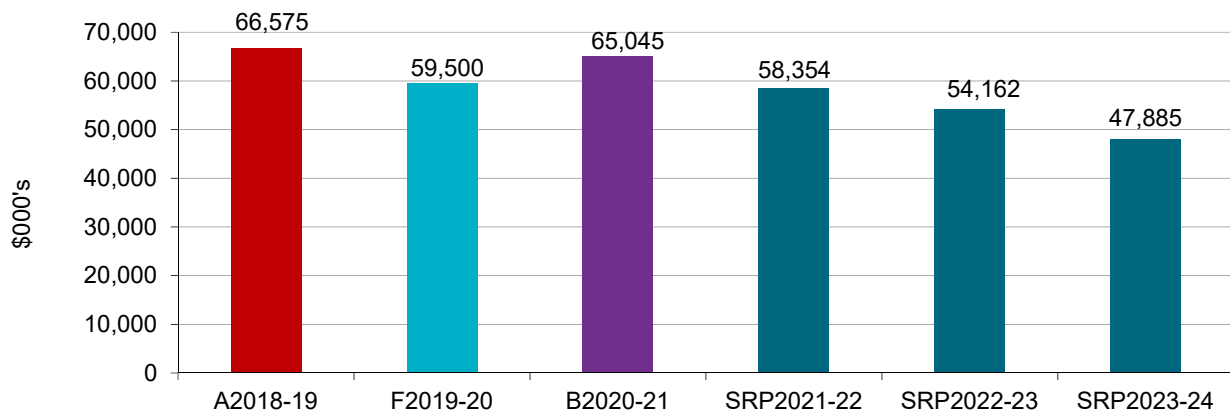
7.4 Financial sustainability



The Strategic Resource Plan for the years 2020-2024 has been developed to assist council in adopting a budget within 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 an operating deficit over the forward three-year period.

To continue to ensure ongoing financial sustainability, council will continue to review the services it delivers to the community as part of Service Planning program.

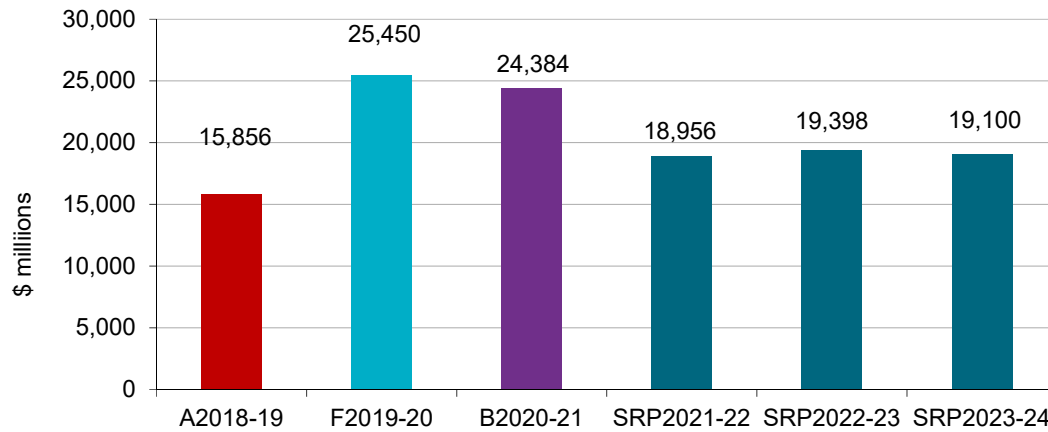
7.5 Cash and investments



Cash and investments are expected to increase by \$5.54 million during the year to \$65.04 million as at the 30 June 2021. This is due to borrowings for the Echuca East Precinct and Gunbower Lions Park redevelopment being recognised as cash in 2020-21, these projects will be completed over the 2020-21 and 2021-22 years. The cash and investments are expected to reduce over the future years of Councils Strategic Resource Plan as carried forward capital works are completed.

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7.6 Capital works



The capital works program for the 2020-21 year is expected to be \$24.38 million. This does not include \$7.70 million that relates to projects which will be carried forward from the 2019-20 year. The carried forward component is fully funded from the 2019-20 budget. Of the \$24.38 million of capital funding required, \$2.75 million will come from external grants, \$17.91 million from council cash, \$0.12 from contributions and \$7.75 million from borrowings.

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7.7. Council expenditure allocation



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.

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8. Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 20-21 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

8.1 Summary

	Budget	Forecast	Budget	Change	
	2019-20	2019-20	2020-21	\$'000	%
	\$'000	\$'000	\$'000		
Property	3,500	1,959	4,734	1,234	35.27%
Plant and equipment	2,266	1,869	2,274	8	0.37%
Infrastructure	23,600	23,347	17,376	(6,224)	(26.37%)
Total	29,366	27,175	24,384	(4,982)	(16.96%)

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property	4,734	97	2,891	1,747	-	-	24	82	6,947	457
Plant and equipment	2,274	-	2,274	-	-	-	-	375	-	1,899
Infrastructure	17,376	333	14,597	2,445	-	2,752	99	12,834	811	2,273
Total	24,384	430	19,763	4,192	-	2,752	123	13,291	7,758	4,629

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8.2 New works

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
Renewal											
Bridges											
PR-100290	Gunbower Watsons Bridge Renewal 2019 - 2021	\$613,000	\$216,000		\$216,000				\$216,000		
PR-100312	Mitiamo Swamp Bridge Renewal 2019 - 2021	\$562,000	\$102,000		\$102,000				\$102,000		
PR-100317	Cornella McEvoy Crossing Bridge Renewal 2019 - 2022	\$590,000	\$25,000		\$25,000				\$25,000		
PR-100318	Gobarup Raglus Bridge Renewal 2019 - 2021	\$261,500	\$147,500		\$147,500				\$147,500		
PR-100319	Runnymede Grogans Bridge Replacement 2019 - 2021	\$250,000	\$142,500		\$142,500				\$142,500		
PR-100415	Yamuna Bridge Barrier Renewal Program 2020/21	\$380,500	\$292,500	\$146,250	\$146,250			\$99,300	\$193,200		
PR-100427	Gunbower Taylors Creek Bridge Renewal	\$40,500	\$36,500		\$36,500				\$36,500		
PR-100497	Kanyapella Little Stewarts Bridge Renewal	\$210,000	\$150,000		\$150,000				\$150,000		
			\$1,112,000	\$146,250	\$965,750	\$0	\$0	\$99,300	\$1,012,700	\$0	\$0
Buildings & Structures											
PR-100333	Echuca Council Offices - Upstairs Air Conditioning	\$189,000	\$157,500		\$141,750	\$15,750			\$157,500		
PR-100410	Echuca 495 McKenzie Rd House Renewal	\$99,000	\$76,000		\$76,000				\$76,000		
PR-100414	Echuca Council Offices Upstairs Toilets	\$47,000	\$36,000		\$36,000				\$36,000		
PR-100445	Echuca Holiday Park - Cabin Bench Tops Renewal	\$26,500	\$22,000		\$22,000				\$22,000		
PR-100465	Echuca & District Livestock Exchange (Saleyards) Column Rectification 2020 - 2023	\$540,000	\$150,000		\$150,000				\$150,000		
			\$441,500	\$0	\$425,750	\$15,750	\$0	\$0	\$441,500	\$0	\$0
Footpaths & Cycleways											
PR-100402	Shire Footpath Renewal Program 2020/21	\$824,700	\$824,700		\$824,700				\$824,700		
PR-100411	Kyabram South Boundary Road Shared Path Renewal	\$279,300	\$218,000		\$218,000				\$218,000		
			\$1,042,700	\$0	\$1,042,700	\$0	\$0	\$0	\$1,042,700	\$0	\$0
Irrigation											
PR-100453	Shire Parks and Playgrounds Irrigation Renewal 20/21	\$100,000	\$100,000		\$100,000				\$100,000		
			\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$100,000	\$0	\$0

Budget 2020-21

8.2 New works cont.

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
Kerb & Channel											
PR-100401	Shire Kerb and Channel Renewal Program 2020/21	\$1,823,000	\$1,755,000		\$1,755,000				\$1,755,000		
PR-100487	Shire Kerb and Channel Design for 21/22 Budget	\$150,000	\$150,000		\$150,000				\$150,000		
			\$1,905,000	\$0	\$1,905,000	\$0	\$0	\$0	\$1,905,000	\$0	\$0
Marine Vessels											
PR-100448	Echuca Marine Vessels Renewal - Alexander Arbutnot	\$176,000	\$146,500		\$146,500				\$146,500		
			\$146,500	\$0	\$146,500	\$0	\$0	\$0	\$146,500	\$0	\$0
Open Spaces & Recreation Assets											
PR-100364	Kyabram Recreation Reserve - Netball Court	\$495,667	\$42,500		\$42,500				\$42,500		
			\$42,500	\$0	\$42,500	\$0	\$0	\$0	\$42,500	\$0	\$0
Plant & Equipment											
PR-100456	Plant Replacement Program 20/21	\$1,899,150	\$1,899,150		\$1,899,150						\$1,899,150
			\$1,899,150	\$0	\$1,899,150	\$0	\$0	\$0	\$0	\$0	\$1,899,150
Plant & Equipment - Computers & Telecommunications											
PR-100444	Shire Telephone System and Customer Contact Centre Replacement	\$297,800	\$228,800		\$228,800				\$228,800		
			\$228,800	\$0	\$228,800	\$0	\$0	\$0	\$228,800	\$0	\$0
Playgrounds											
PR-100472	Shire Playground Renewal	\$40,000	\$40,000		\$40,000				\$40,000		
			\$40,000	\$0	\$40,000	\$0	\$0	\$0	\$40,000	\$0	\$0

Budget 2020-21

8.2 New works cont.

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
Roads											
PR-100275	Echuca Darling Street Pavement Rehabilitation (Nish St to Annesley St)	\$277,000	\$211,500		\$211,500					\$211,500	
PR-100276	Echuca Darling Street Pavement Rehabilitation (High St to Hare St)	\$404,000	\$309,000		\$309,000					\$309,000	
PR-100394	Corop Lake Cooper Road Pavement Rehabilitation	\$365,000	\$15,000		\$13,500	\$1,500				\$15,000	
PR-100396	Echuca Minor Street Pavement Rehabilitation	\$255,300	\$180,000		\$180,000					\$180,000	
PR-100397	Tongala Finlay Road Pavement Rehabilitation	\$795,800	\$595,500		\$595,500					\$595,500	
PR-100398	Corop, Wanalta - Corop Road Pavement Rehabilitation	\$432,500	\$15,000		\$15,000					\$15,000	
PR-100399	Muskerry Barnadown-Myola Road Pavement Rehabilitation	\$257,000	\$13,000		\$13,000					\$13,000	
PR-100400	Kyabram Graham Road Pavement Rehabilitation	\$614,000	\$15,000		\$15,000					\$15,000	
PR-100403	Shire Major Patching Program 2020/21	\$69,500	\$69,500		\$69,500					\$69,500	
PR-100404	Shire Road Re-sheeting Program 2020/21	\$2,850,000	\$2,850,000		\$2,850,000					\$2,850,000	
PR-100405	Shire Sealed Road Unsealed Shoulder Re-sheeting Program 2020/21	\$1,100,000	\$1,100,000		\$1,100,000					\$1,100,000	
PR-100417	Shire Sealed Road Resurfacing Program 2020/21	\$3,485,500	\$3,485,500		\$3,485,500					\$1,485,500	\$2,000,000
PR-100476	Shire Advance Designs - 21/22 Road Rehabilitations	\$65,000	\$65,000		\$65,000					\$65,000	
			\$8,924,000	\$0	\$8,922,500	\$1,500	\$0	\$0	\$6,924,000	\$0	\$2,000,000
Stormwater & Flood Control											
PR-100062	Rochester Ramsay Street Open Concrete Drain Renewal 2018 -2021 STAGE 2	\$2,420,000	\$800,000		\$800,000					\$800,000	
PR-100412	Kyabram South Boundary Road (Golf Course) Outfall Drain Renewal	\$47,000	\$36,000		\$36,000					\$36,000	
PR-100422	Shire Open Drain Renewal Program 2020/21	\$35,000	\$35,000		\$35,000					\$35,000	
PR-100424	Shire Rural Culvert Renewal Program 2020/21	\$305,500	\$305,500		\$305,500					\$305,500	
PR-100425	Shire Storm Water Pipe Renewal Program 2020/21	\$127,500	\$127,500		\$127,500					\$127,500	
PR-100426	Shire Storm Water Pit Renewal Program 2020/21	\$128,500	\$128,500		\$128,500					\$128,500	
			\$1,432,500	\$0	\$1,432,500	\$0	\$0	\$0	\$1,432,500	\$0	\$0
Swimming Pools											
PR-100437	Swimming Pool Renewal - Kyabram and Stanhope	\$80,000	\$80,000		\$80,000					\$80,000	
			\$80,000	\$0	\$80,000	\$0	\$0	\$0	\$80,000	\$0	\$0
Total - Renewal			\$17,394,650	\$146,250	\$17,231,150	\$17,250	\$0	\$99,300	\$13,396,200	\$0	\$3,899,150

Budget 2020-21

8.2 New works cont.

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
Upgrade											
Buildings & Structures											
PR-100354	Echuca Holiday Park - Recreation Upgrade Stage 2 (Cabins and Recreation Area)	\$595,000	\$457,500			457,500					\$457,500
PR-100480	Shire DDA Works 20/21	\$250,000	\$250,000			\$250,000					\$250,000
PR-100485	Echuca East Community Precinct	\$6,946,567	\$3,464,422		\$2,425,095	\$1,039,327				\$6,946,567	
			\$4,171,922	\$0	\$2,425,095	\$1,746,827	\$0	\$0	\$0	\$6,946,567	\$707,500
Playgrounds											
PR-100282	Gunbower Lions Park Upgrade	\$811,250	\$125,875		\$37,762.50	\$88,112.50				\$811,250	
			\$125,875	\$0	\$37,763	\$88,113	\$0	\$0	\$0	\$811,250	\$0
Roads											
PR-100408	Kyabram Allan Street Road Safety Works	\$218,000	\$154,000			\$154,000			\$154,000		
PR-100195	Rushworth Senior Citizens / Kindergarten Carpark Upgrade	\$144,500	\$22,000			\$22,000					\$22,000
			\$176,000	\$0	\$0	\$176,000	\$0	\$0	\$154,000	\$0	\$22,000
Stormwater & Flood Control											
PR-100421	Shire Culvert New and Upgrade Program 2020/21	\$216,000	\$22,500	\$20,250		\$2,250			\$22,500		
PR-100263	Echuca Sturt Street Drainage Upgrade and Road Rehabilitation	\$1,789,000	\$23,000			\$23,000			\$23,000		
PR-100063	Kyabram McEwen Road East and West Retardation Basins Upgrades 2018-2021 STAGE 3	\$2,202,256	\$685,000		\$68,500	\$616,500			\$685,000		
PR-100120	Echuca, Ash Street Drainage Upgrade	\$2,724,744	\$1,494,000			\$1,494,000			\$1,494,000		
			\$2,224,500	\$20,250	\$68,500	\$2,135,750	\$0	\$0	\$2,224,500	\$0	\$0
	Total - Upgrade		\$6,698,297	\$20,250	\$2,531,358	\$4,146,689	\$0	\$0	\$2,378,500	\$7,757,817	\$729,500

Budget 2020-21

8.2 New works cont.

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources		
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves
New										
Open Spaces & Recreation Assets										
PR-100084 Colbinabbin Recreation Reserve Storage Facility	\$145,000	\$121,000	\$96,800		\$24,200			\$23,000	\$98,000	
		\$121,000	\$96,800	\$0	\$24,200	\$0	\$23,000	\$98,000	\$0	\$0
Footpaths & Cycleways										
PR-100470 Echuca Eyre Street Footpath (Healthy Hearts)	\$129,525	\$129,525	\$129,525			\$129,525				
		\$129,525	\$129,525	\$0	\$0	\$129,525	\$0	\$0	\$0	\$0
Stormwater & Flood Control										
PR-100462 Rushworth 50 Moora Road Drainage New	\$53,500	\$41,000	\$36,900		\$4,100			\$41,000		
		\$41,000	\$36,900	\$0	\$4,100	\$0	\$0	\$41,000	\$0	\$0
Total - New		\$291,525	\$263,225	\$0	\$28,300	\$129,525	\$23,000	\$139,000	\$0	\$0
Sub Total - Works Direct Funded (excluding contingency)		\$24,384,472	\$429,725	\$19,762,508	\$4,192,239	\$129,525	\$122,300	\$15,913,700	\$7,757,817	\$4,628,650
Contingency Total		\$1,801,000	\$36,500	\$1,130,500	\$634,000					
Contingency Requested (contingency reserve)		\$1,348,800	\$36,500	\$678,300	\$634,000					\$1,348,800
TOTAL		\$25,733,272	\$466,225	\$20,440,808	\$4,826,239	\$129,525	\$122,300	\$15,913,700	\$7,757,817	\$5,977,450

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8.3 Works carried forward from the 2018-19 year

Works carried forward from the 2019/20 year		Full Project Cost (Inc CT)	Project Exp 20/21 (Exc CT)	Asset Expenditure Types					Funding Sources			
				New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
Bridges												
PR-100481	Echuca Anstruther St Footbridge	\$430,600	\$100,000		\$100,000					\$100,000		
PR-100317	Cornella McEvoy Crossing Bridge Renewal 2019 - 2022	\$590,000	\$44,503		\$44,503					\$44,503		
PR-100312	Mitiamo Swamp Bridge Renewal 2019 - 2021	\$562,000	\$224,413		\$224,413					\$224,413		
PR-100309	Rushworth Groves Bridge Replacement	\$1,473,000	\$920,000		\$920,000					\$920,000		
PR-100289	Shire Bridge Barrier Renewal	\$701,500	\$300,000		\$300,000					\$300,000		
PR-100290	Gunbower Watson Bridge Renewal 2019 - 2021	\$613,000	\$141,657		\$141,657					\$141,657		
			\$1,730,574	\$0	\$1,730,573	\$0	\$0	\$0	\$0	\$1,730,573	\$0	\$0
Buildings & Structures												
PR-100330	Echuca Holiday Park Front Entrance and Landscape	\$541,000	\$432,113			\$432,113						\$432,113
PR-100113	Echuca EWMAC Internal Building Renewal	\$455,000	\$49,915		\$39,932.07	\$9,983.02				\$49,915		
			\$482,028	\$0	\$39,932	\$442,096	\$0	\$0	\$0	\$49,915	\$0	\$432,113
Footpaths & Cycleways												
PR-100085	Kyabram Breen Avenue Walking Cycle Trail	\$708,500	\$100,000	\$100,000						\$100,000		
			\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0
Marine Vessels												
PR-100345	Echuca Marine Vessels	\$216,000	\$173,343		\$173,343					\$173,343		
PR-100388	Echuca PS Pevensey Emergency Slipping and Planking	\$285,000	\$181,793		\$181,793					\$181,793		
			\$355,135	\$0	\$355,135	\$0	\$0	\$0	\$0	\$355,135	\$0	\$0
Plant & Equipment												
PR-100324	Shire Major Plant Replacement Program	\$1,549,500	\$927,900		\$927,900							\$927,900
			\$927,900	\$0	\$927,900	\$0	\$0	\$0	\$0	\$0	\$0	\$927,900
Roads												
PR-100272	Corop, Wanalta-Corop Road Rehabilitation	\$2,905,000	\$661,935		\$661,935					\$661,935		
PR-100165	Rushworth Streetscape Renewal 2017 - 2020	\$1,792,000	\$1,293,642		\$1,293,642					\$1,293,642		
			\$1,955,577	\$0	\$1,955,577	\$0	\$0	\$0	\$0	\$1,955,577	\$0	\$0

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8.3 Works carried forward from the 2018-19 year cont.

Works carried forward from the 2019/20 year	Full Project Cost (Inc CT)	Project Exp 20/21 (Exc CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
Stormwater & Flood Control											
PR-100172 Echuca Murray Esplanade Retaining Wall	\$1,207,500	\$734,862		\$220,458.61	\$514,403.41				\$734,862		
PR-100062 Rochester Ramsay Street Open Drain	\$2,420,000	\$341,871		\$341,871					\$341,871		
PR-100321 Rushworth Murchison Road Open Drain Renewal	\$779,500	\$322,015		\$322,015					\$322,015		
PR-100120 Echuca Ash Street Drainage Upgrade	\$2,724,000	\$411,485			\$411,485				\$411,485		
PR-100095 Echuca McKenzie Road Outfall Construction	\$780,287	\$340,900	\$340,900								\$340,900
		\$2,151,132	\$340,900	\$884,344	\$925,888	\$0	\$0	\$1,810,233	\$0	\$0	\$340,900
Sub Total - Carry Overs (excluding contingency)		\$7,702,345	\$440,900	\$5,893,462	\$1,367,984	\$0	\$0	\$6,001,433	\$0	\$0	\$1,700,912
Contingency Total		\$2,662,000									
Contingency Requested (contingency reserve)		\$1,817,200									\$1,817,200
TOTAL		\$9,519,545	\$440,900	\$5,893,462	\$1,367,984	\$0	\$0	\$6,001,433	\$0	\$0	\$3,518,112

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9. Financial Principles

Introduction

These principles were adopted by Council on 3 December 2019 to guide decision making when considering the budget, service funding and the financial sustainability of council balanced with community needs.

Principles

- Council to effectively and efficiently use its resources to deliver the best outcomes for the community whilst ensuring ongoing future financial sustainability.
- Council to maintain an operating surplus over a four year period (current year and three forward years).
- Council to meet current service levels prior to the allocation of resources for new or expanded service levels or one off operating projects.
- Council will consider the use of borrowings to fund significant capital projects where there is a demonstrated benefit to future generations and council has the capacity to service the debt.
- Council seek a balance between service delivery and a cost recovery model having regard to capacity to pay.
- Council to consider the financial resources required for the implementation of the endorsed Council Plan and other strategic plans of council.
- Before approving new or upgrade capital projects or the acquisition of new assets, council will consider its asset renewal obligations.
- Before approving the acquisition of new assets, council will have regard to the financial and social impacts along with service needs of the community.
- Council will not seek a rate cap variation while it maintains a sustainable financial position.

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Appendix A

Fees and charges schedule

The fees and charges document is set out in two parts.

- Part One - Council set (non-statutory) fees and charges.
- Part Two - State or Federal Government set (statutory) fees and charges.

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Part One - Non statutory fees and charges

Non statutory fee and charges are set by council.

When setting these fees council consider the following:

- Cost recovery of service delivery
- Applicable strategies or policies
- Benchmarking
- Competitive neutrality

Fee listed is GST exclusive and will be levied at this rate

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2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
Animal and Local Laws services				
Animal Registration fees				
Whole animal	Non Taxable	\$141.00	\$144.00	2.1%
Sterilised animal	Non Taxable	\$47.00	\$48.00	2.1%
Concession whole animal	Non Taxable	\$70.50	\$72.00	2.1%
Concession sterilised animal	Non Taxable	\$23.50	\$24.00	2.1%
Registration of domestic animal business	Non Taxable	\$235.00	\$240.00	2.1%
Registration Fee for Foster Carer as per S68H(1) DAA	Non Taxable	\$60.00	\$60.00	0.0%
Fee to register Foster Carer - Dog - first 12 months S15.4.e.i DAA - no more than 5 dogs or combination of 5 dogs/cats	Non Taxable	\$8.00	\$8.00	0.0%
Fee to register Foster Carer - Cat - first 12 months S15.4.f.i DAA - no more than 5 cats or combination of 5 cats/dogs	Non Taxable	\$8.00	\$8.00	0.0%
Parking fees				
3 month parking permits	Taxable	\$200.00	\$336.00	68.0%
12 month Nish & High street car parking permit option	Taxable	\$800.00	\$1,344.00	68.0%
Off street parking per hour	Taxable	\$1.30	\$1.40	7.7%
On street meter parking per hour	Taxable	\$1.50	\$1.60	6.7%
Parking infringements - Road Safety Act Section 87(4)	Taxable	\$75.00	\$80.00	6.7%
Local Laws charges				
Grazing permit - 3 months	Non Taxable	\$74.00	\$76.00	2.7%
Street furniture - per setting (table and 4 chairs)	Non Taxable	\$150.00	\$154.00	2.7%
A Boards (per board)	Non Taxable	\$89.90	\$92.00	2.3%
Goods for sale permit	Non Taxable	\$150.00	\$154.00	2.7%
Release of Impounded goods - sign	Non Taxable	\$64.00	\$65.00	1.6%
Release of Impounded goods - general goods	Non Taxable	\$120.00	\$123.00	2.5%
Inspection of Animal register not more than two animals	Non Taxable	\$7.50	\$7.60	1.3%
Issue a certificate from domestic animal register, not more than two	Non Taxable	\$13.00	\$13.50	3.8%
Street trading delineation marker - each	Non Taxable	\$2.00	\$2.00	0.0%
Street trading delineation marker - installation per premise	Non Taxable	\$50.00	\$50.00	0.0%
Livestock Impoundment Fees				
Impoundment fees (max per head)	Taxable	\$56.10	\$57.00	1.6%
Ranger fee (per hour)	Taxable	\$69.40	\$71.00	2.3%
Feed costs	Taxable	at cost	at cost	NA
Transport costs	Taxable	at cost	at cost	NA
RFID tags (per head)	Taxable	\$21.00	\$21.50	2.4%
Use of Council Stock crate (per transport)	Taxable	\$66.40	\$68.00	2.4%
Small cattle up to yearling (per head)	Taxable	\$12.80	\$13.00	1.6%
Grown cattle (per head)	Taxable	\$19.40	\$20.00	3.1%
Domestic Impoundment Fees				
Surrendered Dog Desexed - Outside of the Shire of Campaspe	Taxable	\$455.00	\$460.00	1.1%
Surrendered Dog Non Desexed - Outside Shire of Campaspe	Taxable	\$545.00	\$550.00	0.9%
Surrendered Cat Desexed - Outside of the Shire of Campaspe	Taxable	\$405.00	\$410.00	1.2%
Surrendered Cat Non Desexed - Outside Shire of Campaspe	Taxable	\$500.00	\$505.00	1.0%
Country Fire Authority Act				
Application for Schedule 13 Permit to Burn by a private person during fire danger period	Taxable	\$70.00	\$72.00	2.9%
Administration fee for failure to comply with a Schedule 15 Fire Prevention Notice	Taxable	\$227.00	\$230.00	1.3%

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SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
Campaspe Animal Shelter charges				
Adoption Fees				
A range of fees has been introduced to allow for fees to be reduced if there is an over supply of animals available for adoption.				
Adult dog	Non Taxable	\$360.00	\$300 - \$365	NA
Senior dog 7 years +	Non Taxable	\$180.00	\$100 - \$185	NA
Puppy	Non Taxable	\$456.00	\$400 - \$465	NA
Adult Cat	Non Taxable	\$103.00	\$10 - \$103	NA
Senior cat 7 years +	Non Taxable	\$51.00	\$10 - \$50	NA
Kitten	Non Taxable	\$165.00	\$50 - \$165	NA
Reclaim Fees				
1st day impound	Non Taxable	\$55.00	\$56.00	1.8%
Additional days	Non Taxable	\$33.00	\$34.00	3.0%
Surrender Fees				
Surrender Fees- Canine (within Shire)	Non Taxable	\$45.00	\$46.00	2.2%
Surrender Fees - Feline (within Shire)	Non Taxable	\$25.00	\$25.50	2.0%
Microchip Fee - Impounded animal		\$47.00	\$48.00	2.1%
Microchip Fee - Private animal	Non Taxable	\$31.00	\$32.00	3.2%
Building and Planning Fees				
Building Approval Fees				
Domestic Works	Taxable	by quotation	by quotation	NA
Commercial Works	Taxable	by quotation	by quotation	NA
Other Services				
Non-mandatory inspection and addition re-inspection fees	Taxable	\$230.00	\$236.00	2.6%
Amendment of a domestic building permit	Taxable	\$265.00	\$272.00	2.6%
Amendment of commercial/industrial building permit	Taxable	\$380.00	\$390.00	2.6%
Extension of a current domestic building permit	Taxable	\$310.00	\$318.00	2.6%
Extension of a current commercial/industrial building permit	Taxable	\$310.00	\$318.00	2.6%
Domestic demolition permit Class 1, 2 and 10 buildings	Taxable	\$680.00	\$700.00	2.9%
Commercial/industrial demolition permit (minor)	Taxable	\$680.00	\$700.00	2.9%
Commercial/industrial demolition permit (major)	Taxable	\$1,050.00	\$1,075.00	2.4%
Building Control				
Municipal Building Surveyor (MBS) Approvals				
Occupancy Permits (POPES) free entry events	Taxable	\$340.00	\$350.00	2.9%
Temporary Occupancy Permits (TOP) free entry events (marquees, stages) single structure, multiple by quotation)	Taxable	\$70.00	\$72.00	2.9%
Occupancy Permits (POPES) pay for entry one-off events	Taxable	\$750.00	\$770.00	2.7%
Occupancy Permits (POPES) pay for entry events (3 year permit)	Taxable	\$1,500.00	\$1,540.00	2.7%
Temporary Occupancy Permits (TOP) pay for entry events	Taxable	\$140.00	\$145.00	3.6%
Modification Class 2 - 9	Taxable	\$360.00	\$370.00	2.8%
Owner Builders Defect Report (Sheds & Pools Only)	Taxable	\$464.00	\$475.00	2.4%
Retrieval of Council permit file from archives	Taxable	\$118.00	\$121.00	2.5%
Red Line Plan & Report - liquor licence	Taxable	\$464.00	\$475.00	2.4%
Building over easements	Taxable	\$335.00	\$345.00	3.0%
Swimming Pool Report/Audit	Taxable	\$250.00	\$257.00	2.8%
Hourly rates				
Referrals for reporting authority consents (CFA, heritage, water authority, preparation of protection notices or any other building Notice of Orders - MBS)	Taxable	\$290.00	\$297.00	2.4%
Municipal Building Surveyor - For private or municipal building surveyor duties where there is not any other applicable charge. Note this is not for general advice which remains free of charge.	Taxable	\$290.00	\$297.00	2.4%

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SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Building and Planning Fees cont.</u>				
Illegal Building Works				
Commercial/Industrial illegal building work or work without a building permit (2 times commercial building approval fee as a minimum)	Taxable	based on value of works	based on value of works	NA
Domestic illegal building work or work without a building permit (2 times building approval fee as a minimum)	Taxable	based on value of works	based on value of works	NA
Planning				
Extension of time to a permit	Taxable	\$170.00	\$180.00	5.9%
Second extension of time to a permit	Taxable	\$350.00	\$365.00	4.3%
Secondary consent under a permit	Taxable	\$170.00	\$175.00	2.9%
Provision of advice and copies of permit and plans	Taxable	\$134.00	\$140.00	4.5%
Public Notice				
Standard administration fee	Taxable	\$50.00	\$52.00	4.0%
Advertising Signage	Taxable	\$50.00	\$52.00	4.0%
Cost per letter sent	Taxable	\$8.95	\$9.20	2.8%
Newspaper advertisement	Taxable	at cost	at cost	NA
<u>Aged and Disability Services</u>				
HACC PYP (Home and Community Care Program for Younger Persons - under 65)				
Domestic Assistance - In home per hour				
Annual Gross Income \$0 - \$25,920 Low	Non Taxable	\$6.32	\$6.32	0.0%
\$25,921 - \$57,945 Med	Non Taxable	\$15.80	\$15.80	0.0%
\$57,946+ High	Non Taxable	\$48.40	\$48.40	0.0%
Personal Care - In home per hour				
\$0 - \$25,920 Low	Non Taxable	\$4.68	\$4.70	0.4%
\$25,921 - \$57,945 Med	Non Taxable	\$9.50	\$9.50	0.0%
\$57,946+ High	Non Taxable	\$47.40	\$47.87	1.0%
Foot Care				
Foot care HACC session fee	Non Taxable	\$8.00	\$8.20	2.5%
Foot care kit - HACC client	Non Taxable	\$80.00	\$82.00	2.5%
Respite Care - In home per hour				
\$0 - \$25,920 Low	Non Taxable	\$4.50	\$4.50	0.0%
\$25,921 - \$57,945 Med	Non Taxable	\$5.70	\$5.70	0.0%
\$57,946+ High	Non Taxable	\$47.40	\$47.87	1.0%
Property maintenance per hour				
\$0 - \$25,920 Low	Non Taxable	\$14.20	\$14.20	0.0%
\$25,921 - \$57,945 Med	Non Taxable	\$19.60	\$19.60	0.0%
\$57,946+ High	Non Taxable	\$49.70	\$49.70	0.0%
Lawn Mowing	Non Taxable	\$23.50	\$24.10	2.6%
Planned Activity Groups (PAG)				
HACC fee (core/high)	Non Taxable	\$19.50	\$20.00	2.6%
Transport per day - long trip	Taxable	\$6.33	\$6.50	2.7%
Transport per day - short trip	Taxable	\$2.63	\$2.70	2.7%
Strength and balance fees	Non Taxable	\$5.50	\$6.00	9.1%
HACC physiotherapist assessment fee	Non Taxable	\$10.82	\$11.10	2.6%
Delivered Meals				
Delivered meals (Shire wide)	Non Taxable	\$9.40	\$9.40	0.0%

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2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Aged and Disability Services Cont.</u>				
<u>CHSP (Commonwealth Home Support Program - over 65)</u>				
<u>Domestic Assistance - In home per hour</u>				
CHSP Low	Non Taxable	\$9.50	\$9.75	2.6%
CSHP Med	Non Taxable	\$16.60	\$17.00	2.4%
CSHP High	Non Taxable	\$40.20	\$47.87	19.1%
<u>Personal Care - In home per hour</u>				
CHSP Low	Non Taxable	\$9.50	\$9.75	2.6%
CSHP Med	Non Taxable	\$11.40	\$17.00	49.1%
CSHP High	Non Taxable	\$42.00	\$47.87	14.0%
<u>Respite Care - In home per hour</u>				
CHSP Low	Non Taxable	\$9.50	\$9.75	2.6%
CSHP Med	Non Taxable	\$12.50	\$17.00	36.0%
CSHP High	Non Taxable	\$40.20	\$47.87	19.1%
<u>Property maintenance per hour</u>				
CHSP Low	Non Taxable	\$14.20	\$14.55	2.5%
CSHP Med	Non Taxable	\$20.80	\$21.32	2.5%
CSHP High	Non Taxable	\$50.70	\$52.00	2.6%
CSHP Lawn Mowing	Non Taxable	\$23.50	\$24.10	2.6%
<u>Planned Activity Groups (PAG)</u>				
CHSP fee	Non Taxable	\$19.50	\$20.00	2.6%
Transport per day - long trip	Taxable	\$6.33	\$6.50	2.7%
Transport per day - short trip	Taxable	\$2.63	\$2.70	2.7%
Strength and balance fees	Non Taxable	\$5.50	\$6.00	9.1%
Physiotherapist assessment fee	Non Taxable	\$10.82	\$11.10	2.6%
<u>Delivered Meals</u>				
CHSP	Taxable	\$11.50	\$11.80	2.6%
<u>Brokerage Rates - General Home Care, Personal Care, Respite Care, Planned Activity Groups & Property Maintenance</u>				
Overnight respite care	Taxable	\$203.50	\$209.00	2.7%
Core hours 7.30am - 7.30pm Mon - Fri	Taxable	\$55.88	\$57.20	2.4%
Out of hours	Taxable	\$82.50	\$85.80	4.0%
Lawn Mowing	Taxable	\$65.00	\$66.66	2.6%
Property Maintenance/Modification plus materials at cost	Taxable	\$58.96	\$59.95	1.7%
PAG Brokerage fee (core/high)	Taxable	\$52.80	\$54.13	2.5%
PAG Transport per day - long trip	Taxable	\$6.33	\$6.50	2.7%
PAG Transport per day - short trip	Taxable	\$2.63	\$2.70	2.7%
Brokerage Strength and balance fees	Taxable	\$10.00	\$10.50	5.0%
Brokerage Physio fee	Taxable	\$125.00	\$125.00	0.0%
Club meals	Taxable	\$16.40	\$16.80	2.4%
Brokerage meals	Taxable	\$18.04	\$18.50	2.5%
<u>Seniors Hall Hire</u>				
Seniors Hall Hire Not for profit organisation (Government funded), per hour	Taxable	\$15.00	\$15.50	3.3%
Seniors Hall Hire Community organisation (non Government funding), per hour	Taxable	\$10.00	\$10.25	2.5%
<u>Transport</u>				
Melbourne from all locations (maximum)	Non Taxable	\$115.00	\$120.00	4.3%
Bendigo from all locations (maximum)	Non Taxable	\$57.00	\$60.00	5.3%
Shepparton from all locations (maximum)	Non Taxable	\$47.00	\$50.00	6.4%
Other destinations at cost recovery (depending on length of trip)				

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2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
Children's Services Fees				
Child Care				
Rochester Child Care - daily rate	Non Taxable	\$95.00	\$100.00	5.3%
Campaspe Child Care - daily rate	Non Taxable	\$115.00	\$118.00	2.6%
Preschools				
Enrolment Fee	Taxable	\$27.00	\$27.50	1.9%
Library Services Fees				
Library fees				
Library bags	Taxable	\$1.20	\$1.20	0.0%
Replacement card	Taxable	\$4.50	\$4.50	0.0%
Item replacement processing charge	Taxable	\$18.00	\$18.00	0.0%
Temporary membership (refundable)	Taxable	\$60.00	\$60.00	0.0%
Bud Earphones	Taxable	\$3.50	\$3.50	0.0%
Photocopying & Printing				
A4 black & white per page	Taxable	\$0.20	\$0.20	0.0%
A3 black & white per page	Taxable	\$0.30	\$0.30	0.0%
A4 colour per page	Taxable	\$0.50	\$0.55	10.0%
A3 colour per page	Taxable	\$0.80	\$0.85	6.3%
Library Fines				
Fine - per item per day	Taxable	\$0.55	\$0.60	9.1%
DVDs - per item per day	Taxable	\$2.60	\$2.70	3.8%
Library Loan Requests				
Inter library loans from public libraries	Taxable	\$4.20	\$4.30	2.4%
Inter library loans from tertiary libraries	Taxable	\$20.00	\$20.00	0.0%
Hire of library meeting rooms				
Commercial operator, per hour	Taxable	\$39.00	\$40.00	2.6%
Not for profit organisation (Government funded), per hour	Taxable	\$17.50	\$18.00	2.9%
Community organisation (non Government funding), per hour	Taxable	\$12.20	\$12.50	2.5%
After hours bookings access card (refundable)	Taxable	\$30.00	\$30.00	0.0%
Waste Services				
Clean Tyres - disposal				
Car	Taxable	\$4.00	\$4.00	0.0%
Light Truck	Taxable	\$7.00	\$7.00	0.0%
Truck	Taxable	\$14.00	\$14.00	0.0%
Super Single	Taxable	\$44.00	\$30.00	(31.8%)
Tractor small (up to 1.0 metre diameter)	Taxable	\$88.00	\$85.00	(3.4%)
Tractor Large (1.0 - 2.0 metres diameter)	Taxable	\$146.00	\$140.00	(4.1%)
Motorcycle	Taxable	\$4.00	\$4.00	0.0%
Earthmover small (up to 1.0 metre diameter)	Taxable	\$123.00	\$120.00	(2.4%)
Earthmover medium (up to 1.0 - 1.5 metres diameter)	Taxable	\$230.00	\$220.00	(4.3%)
Earthmover large (up to 1.5 - 2 metres diameter)	Taxable	\$460.00	\$430.00	(6.5%)
Contaminated Tyres (dirt and/or rock inside tyre) disposal				
Car	Taxable	\$11.00	\$11.00	0.0%
Light Truck	Taxable	\$23.00	\$23.00	0.0%
Truck	Taxable	\$44.00	\$46.00	4.5%
Super Single	Taxable	\$88.00	\$92.00	4.5%
Tractor small (up to 1.0 metre diameter)	Taxable	\$285.00	\$285.00	0.0%
Tractor Large (1.0 - 2.0 metres diameter)	Taxable	\$475.00	\$475.00	0.0%
Motorcycle	Taxable	\$10.00	\$8.00	(20.0%)
Earthmover small (up to 1.0 metre diameter)	Taxable	\$400.00	\$400.00	0.0%
Earthmover medium (up to 1.0 - 1.5 metres diameter)	Taxable	\$730.00	\$730.00	0.0%
Earthmover large (up to 1.5 - 2 metres diameter)	Taxable	\$1,460.00	\$1,460.00	0.0%

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2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
Waste Services cont.				
Transfer station fees				
Transfer station charges - per cubic metre (general waste)	Taxable	\$38.00	\$39.00	2.6%
Transfer station charges - per cubic metre (garden organic waste)	Taxable	\$16.00	\$17.00	6.3%
Refrigerators , Air Conditioners - degassing charge	Taxable	\$19.00	\$19.00	0.0%
Mattresses - single	Taxable	\$12.00	\$12.00	0.0%
Mattresses - double, queen, king	Taxable	\$17.00	\$17.00	0.0%
Clean fill soil - per cubic metre (Echuca and Mt Scobie only)	Taxable	\$20.00	\$20.00	0.0%
Concrete/brick tipping per cubic metre (Echuca and Mt Scobie only)	Taxable	\$24.50	\$25.00	2.0%
Gas bottles (household up to 9kgs) and fire extinguishers	Taxable		\$5.00	
Kerbside Waste, Recycling, Food and Garden Services				
Waste Services				
Residential - per year - 80 litre 1 bin - without food and garden bin	Non Taxable	\$230.00	\$230.00	0.0%
Residential - per year - 80 litre 1 bin - with food and garden bin	Non Taxable	\$210.00	\$180.00	(14.3%)
Rural - per year - 80 litre 1 bin - food and garden bin not available	Non Taxable	\$220.70	\$199.00	(9.8%)
Residential - per year - 140 litre 1 bin - without food and garden bin	Non Taxable	\$290.00	\$290.00	0.0%
Residential - per year - 140 litre 1 bin - with food and garden bin	Non Taxable	\$265.00	\$225.00	(15.1%)
Rural - per year - 140 litre 1 bin - food and garden bin not available	Non Taxable	\$277.80	\$250.00	(10.0%)
Residential - per year - 240 litre 1 bin (6 or more in the family) - without food and garden bin	Non Taxable	\$481.84	\$482.00	0.0%
Residential - per year - 240 litre 1 bin (6 or more in the family) - with food and garden bin	Non Taxable	\$450.00	\$400.00	(11.1%)
Rural - per year - 240 litre 1 bin - food and garden bin not available	Non Taxable	\$468.96	\$422.00	(10.0%)
Residential - per year - 240 litre 1 bin (medical condition) - without food and garden bin	Non Taxable	\$290.00	\$290.00	0.0%
Residential - per year - 240 litre 1 bin (medical condition) - with food and garden bin	Non Taxable	\$265.00	\$225.00	(15.1%)
Commercial/Industrial - per year - 80 litre - food and garden bin	Taxable	\$242.87	\$198.00	(18.5%)
Commercial/Industrial - per year - 140 litre - food and garden bin	Taxable	\$305.70	\$248.00	(18.9%)
Commercial/Industrial - per year - 240 litre - food and garden bin	Taxable	\$515.82	\$440.00	(14.7%)
Recycling Services				
Residential - per year - 140 litre (elderly residents & units/flats)	Non Taxable	\$61.40	\$61.50	0.2%
Residential - per year - 240 litre	Non Taxable	\$61.40	\$61.50	0.2%
Residential - per year - 360 litre	Non Taxable	\$61.40	\$61.50	0.2%
Commercial/Industrial - per year - 240 litre	Taxable	\$67.54	\$67.65	0.2%
Commercial/Industrial - per year - 360 litre	Taxable	\$67.54	\$67.65	0.2%
Food and Garden Waste Service				
Food and Garden Waste Residential - 240 litre	Non Taxable	\$54.90	\$55.00	0.2%
Food and Garden Waste Commercial - 240 litre	Taxable	\$60.40	\$60.50	0.2%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
Health Services				
Registered Food Premises fees				
Food Premises				
Class 1 - Premises serving high risk foods to high risk customers including hospitals, childcare centres and aged care facilities.	Taxable	\$476.00	\$488.00	2.5%
Class 2A - Premises that are preparing high risk foods and require a third party audit such as manufacturers.	Taxable	\$476.00	\$488.00	2.5%
Class 2B - Premises preparing and serving high risk foods including cafes, restaurants	Taxable	\$544.00	\$557.00	2.4%
Class 2C - Premises preparing and serving high risk foods on a reduced scale such motels with cooked breakfasts	Taxable	\$372.00	\$381.00	2.4%
Class 2D - Community groups serving high risk foods	Taxable	\$67.00	\$69.00	3.0%
Class 2E - Businesses preparing and serving high risk foods from a temporary food premises and that already have a fixed registration.	Taxable	\$67.00	\$69.00	3.0%
Class 3A - Premises that are preparing and serving medium risk foods, high risk pre-packaged foods or low risk unpackaged foods including wineries, water carters and service stations.	Taxable	\$332.00	\$340.00	2.4%
Class 3B - Premises that are serving high risk pre-packaged foods or low risk unpackaged foods on a reduced scale such as motels serving continental breakfasts.	Taxable	\$234.00	\$240.00	2.6%
Class 3C- Community groups serving high risk pre-packaged foods and low risk unpackaged foods	Taxable	\$67.00	\$69.00	3.0%
Class 3D - Businesses preparing and serving high risk pre-packaged foods or low risk unpackaged foods from a temporary food premises and that already have a fixed registration.	Taxable	\$67.00	\$69.00	3.0%
Food Act transfers - change of ownership of premises registered under the Food Act	Taxable	\$236.00	\$242.00	2.5%
1st additional inspection of non compliant class 1 & 2 premises	Taxable	\$146.00	\$150.00	2.7%
2nd additional inspection of non compliant class 1 & 2 premises	Taxable		\$187.50	NA
3rd additional inspection of non compliant class 1 & 2 premises	Taxable		\$225.00	NA
4th additional inspection of non compliant class 1 & 2 premises	Taxable		\$262.50	NA
1st additional inspection of non compliant class 3 premises	Taxable	\$109.00	\$112.00	2.8%
2nd additional inspection of non compliant class 3 premises	Taxable		\$140.00	NA
3rd additional inspection of non compliant class 3 premises	Taxable		\$168.00	NA
4th additional inspection of non compliant class 3 premises	Taxable		\$196.00	NA
Late registration renewal administration charge - charged to premises that have not renewed their registration by the due date and have received at least 1 reminder for application	Taxable	\$114.00	\$117.00	2.6%
Additional Food Samples -charged to premises following 2 failed food samples when further samples are required.	Taxable	\$127.00	\$130.00	2.4%
New Food Business Fee - annual registration fee plus 50%				
Inspection report request (outside registered premises)	Taxable	\$160.00	\$164.00	2.5%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Health Services cont.</u>				
Other Health Act Registration fees				
Accommodation premises -large - fee for accommodation premises that have more than 5 bedrooms such as hotels, motels	Taxable	\$263.00	\$270.00	2.7%
Accommodation premises - small - fee for accommodation premises that have less than 5 bedrooms such as bed & breakfast	Taxable	\$171.00	\$175.00	2.3%
Health Act premises (tattooist, hairdressers, skin penetration, swimming pools)	Taxable	\$146.00	\$150.00	2.7%
Health Act premises Transfer - change of ownership of a registered premises under the Public Health and Wellbeing Act	Taxable	\$71.00	\$73.00	2.8%
Accommodation Transfer - change of ownership of an accommodation premises under the Public Health and Wellbeing Act	Taxable	\$165.00	\$169.00	2.4%
Septic Tank Fees - New	Taxable	\$395.00	\$383.60	(2.9%)
Building referral report	Taxable	\$65.00	\$67.00	3.1%
Building referral inspection	Taxable	\$133.00	\$136.00	2.3%
Immunisation Services				
Flu Vaccinations	Taxable	\$30.00	\$30.00	0.0%
IPV Polio	Taxable	\$72.00	\$72.00	0.0%
Varicella (Chicken Pox)	Taxable	\$78.00	\$78.00	0.0%
Hepatitis A	Taxable	\$84.00	\$86.00	2.4%
Hepatitis B	Taxable	\$38.00	\$39.00	2.6%
Hepatitis A/B	Taxable	\$94.00	\$96.00	2.1%
Boostrix	Taxable	\$50.00	\$51.00	2.0%
Measles/Mumps/Rubella	Taxable	\$50.00	\$51.00	2.0%
Adult Meningococcal	Taxable	\$100.00	\$102.00	2.0%
Gardasil	Taxable	\$208.00	\$213.00	2.4%
<u>Quarries</u>				
Mt Scobie Quarry (price per tonne)				
75mm road base	Taxable	\$12.00	\$12.50	4.2%
40mm road base	Taxable	\$15.40	\$16.00	3.9%
20mm road base	Taxable	\$16.85	\$17.50	3.9%
16mm road base	Taxable	\$19.40	\$20.00	3.1%
Spalls	Taxable	\$11.90	\$12.50	5.0%
200mm spalls	Taxable	\$16.10	\$17.00	5.6%
40mm crushed rock	Taxable	\$14.75	\$15.50	5.1%
20mm crushed rock	Taxable	\$14.75	\$15.50	5.1%
Filling	Taxable	\$9.90	\$10.50	6.1%
20mm scalping's	Taxable	\$10.45	\$11.00	5.3%
Receipt of clean waste concrete	Taxable	\$20.55	\$21.00	2.2%
Crushed concrete resale (price per tonne)				
40mm Crushed Concrete	Taxable	\$21.20	\$22.00	3.8%
20mm Crushed Concrete	Taxable	\$21.20	\$22.00	3.8%
Weighing fee	Taxable	\$13.15	\$13.50	2.7%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Quarries cont.</u>				
Nanneella Quarry (price per tonne)				
40mm class 4 road base	Taxable	\$16.85	\$17.50	3.9%
20mm class 4 road base	Taxable	\$17.05	\$18.00	5.6%
75mm road base	Taxable	\$15.10	\$15.50	2.6%
40mm road base	Taxable	\$16.15	\$17.00	5.3%
30mm road base	Taxable	\$17.30	\$18.00	4.0%
20mm road base	Taxable	\$16.85	\$17.50	3.9%
16mm road base	Taxable	\$20.85	\$21.50	3.1%
Spalls	Taxable	\$12.05	\$12.50	3.7%
200mm spalls	Taxable	\$17.10	\$18.00	5.3%
40mm crushed rock	Taxable	\$15.85	\$16.50	4.1%
20mm crushed rock	Taxable	\$15.85	\$16.50	4.1%
Filling/uncrushed	Taxable	\$11.25	\$11.50	2.2%
20mm scalping's	Taxable	\$11.45	\$12.00	4.8%
14mm scalping's	Taxable	\$11.45	\$12.00	4.8%
Weighing fee	Taxable	\$13.15	\$13.50	2.7%
Gravel Pits (price per tonne)				
65mm crushed rock	Taxable	\$15.70	\$16.00	1.9%
40mm crushed rock	Taxable	\$15.95	\$16.50	3.4%
20mm crushed rock	Taxable	\$16.25	\$17.00	4.6%
150mm spalls	Taxable	\$10.80	\$11.50	6.5%
Cartage - Cost recovery, based on a per kilometre rate charged by external contractors.		Per kilometre rate	Per kilometre rate	
<u>Commercial Operations</u>				
<u>Echuca Holiday Park</u>				
Dynamic pricing will be applied to fees at the Echuca Holiday Park for the 2020-21 budget year. Dynamic pricing allows prices to move within a range depending on occupancy levels on a given day.				
Premium season - Melbourne Cup 30/10/20 to 02/11/20, Christmas 26/12/20 to 08/01/21, Labour Day 05/03/21 to 07/03/21, Easter Weekend 01/04/21 to 05/04/21				
High season - Blues Festival 23/07/20 to 26/07/20, 01/09/20 to 29/10/20, 03/11/20 to 30/11/20, 09/01/21 to 26/01/21, Riverboat Music Festival 19/02/21 to 21/02/21, 08/03/21 to 31/03/21, 06/04/21 to 25/04/21, Queens Birthday 11/06/21 to 13/06/21				
Low season - 01/07/20 to 22/07/20, 27/07/20 to 31/08/20, 01/12/20 to 25/12/20, 27/01/21 to 11/02/21, 15/02/21 to 18/02/21, 22/02/21 to 04/03/21, 26/04/21 to 10/06/21, 14/06/21 to 30/06/21, excluding long weekends, public holidays and special events.				
Southern 80 - 12th - 14th February 2021, (rates apply as per table)				
All seasonal dates listed above are inclusive				
Redwood Cabin				
- High - per night	Taxable	\$230 - \$276	\$230 - \$276	NA
- High - per week	Taxable	\$1,610 - \$1,932	\$1,610 - \$1,932	NA
- Mid - per night	Taxable	\$165 - \$182	\$165 - \$182	NA
- Mid - per week	Taxable	\$990 - \$1,089	\$990 - \$1,089	NA
- Low - per night	Taxable	\$125 - \$138	\$125 - \$138	NA
- Low - per week	Taxable	\$750 - \$825	\$750 - \$825	NA
- Mid Friday and Saturdays per night	Taxable	\$210 - \$231	\$210 - \$231	NA
- Low Friday & Saturdays per night	Taxable	\$143 - \$157	\$143 - \$157	NA

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Echuca Holiday Park cont.</u>				
Boronia Cabin				
- High - per night	Taxable	\$215 - \$258	\$215 - \$258	NA
- High - per week	Taxable	\$1,505 - \$1,806	\$1,505 - \$1,806	NA
- Mid - per night	Taxable	\$160 - \$176	\$160 - \$176	NA
- Mid - per week	Taxable	\$960 - \$1,056	\$960 - \$1,056	NA
- Low - per night	Taxable	\$120 - \$132	\$120 - \$132	NA
- Low - per week	Taxable	\$720 - \$792	\$720 - \$792	NA
- Mid season Friday and Saturdays per night	Taxable	\$205 - \$226	\$205 - \$226	NA
- Low Friday & Saturdays per night	Taxable	\$138 - \$152	\$138 - \$152	NA
Acacia Cabin				
- High - per night	Taxable	\$210 - \$252	\$210 - \$252	NA
- High - per week	Taxable	\$1,470 - \$1,764	\$1,470 - \$1,764	NA
- Mid - per night	Taxable	\$155 - \$171	\$155 - \$171	NA
- Mid - per week	Taxable	\$930 - \$1,023	\$930 - \$1,023	NA
- Low - per night	Taxable	\$115 - \$127	\$115 - \$127	NA
- Low - per week	Taxable	\$690 - \$759	\$690 - \$759	NA
- Mid season Friday and Saturdays per night	Taxable	\$199 - \$219	\$199 - \$219	NA
- Low Friday & Saturdays per night	Taxable	\$133 - \$146	\$133 - \$146	NA
Acorn Cabin				
- High - per night	Taxable	\$185 - \$222	\$185 - \$222	NA
- High - per week	Taxable	\$1,295 - \$1,554	\$1,295 - \$1,554	NA
- Mid - per night	Taxable	\$140 - \$154	\$140 - \$154	NA
- Mid - per week	Taxable	\$840 - \$924	\$840 - \$924	NA
- Low - per night	Taxable	\$110 - \$121	\$110 - \$121	NA
- Low - per week	Taxable	\$660 - \$726	\$660 - \$726	NA
- Mid season Friday and Saturdays per night	Taxable	\$173 - \$190	\$173 - \$190	NA
- Low Friday & Saturdays per night	Taxable	\$128 - \$141	\$128 - \$141	NA
Standard Cabin				
- High - per night	Taxable	\$165 - \$198	\$165 - \$198	NA
- High - per week	Taxable	\$1,155 - \$1,386	\$1,155 - \$1,386	NA
- Mid - per night	Taxable	\$115 - \$127	\$115 - \$127	NA
- Mid - per week	Taxable	\$690 - \$759	\$690 - \$759	NA
- Low - per night	Taxable	\$97 - \$107	\$97 - \$107	NA
- Low - per week	Taxable	\$582 - \$640	\$582 - \$640	NA
- Mid season Friday and Saturdays per night	Taxable	\$147 - \$162	\$147 - \$162	NA
- Low Friday & Saturdays per night	Taxable	\$118 - \$130	\$118 - \$130	NA
Extra Adult (from 16 years) Cabin				
- High - per night	Taxable	\$20.00	\$20.00	0.0%
- High - per week	Taxable	\$140.00	\$140.00	0.0%
- Mid - per night	Taxable	\$20.00	\$20.00	0.0%
- Mid - per week	Taxable	\$120.00	\$120.00	0.0%
- Low - per night	Taxable	\$20.00	\$20.00	0.0%
- Low - per week	Taxable	\$120.00	\$120.00	0.0%
Powered Sites				
- High - per night	Taxable	\$61 - \$73	\$61 - \$73	NA
- High - per week	Taxable	\$427 - \$512	\$427 - \$512	NA
- Mid - per night	Taxable	\$45 - \$50	\$45 - \$50	NA
- Mid - per week	Taxable	\$270 - \$297	\$270 - \$297	NA
- Low - per night	Taxable	\$35 - \$39	\$35 - \$39	NA
- Low - per week	Taxable	\$210 - \$231	\$210 - \$231	NA
Unpowered Tent Sites				
- High - per night	Taxable	\$55.00	\$55.00	0.0%
- High - per week	Taxable	\$385.00	\$385.00	0.0%
- Mid - per night	Taxable	\$40.00	\$40.00	0.0%
- Mid - per week	Taxable	\$240.00	\$240.00	0.0%
- Low - per night	Taxable	\$28.00	\$28.00	0.0%
- Low - per week	Taxable	\$168.00	\$168.00	0.0%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Echuca Holiday Park cont.</u>				
Extra Adult (from 16 years) powered site				
- High - per night	Taxable	\$15.00	\$15.00	0.0%
- High - per week	Taxable	\$105.00	\$105.00	0.0%
- Mid - per night	Taxable	\$15.00	\$15.00	0.0%
- Mid - per week	Taxable	\$90.00	\$90.00	0.0%
- Low - per night	Taxable	\$15.00	\$15.00	0.0%
- Low - per week	Taxable	\$90.00	\$90.00	0.0%
Extra Child (4-15 years inclusive)				
- High - per night	Taxable	\$10.00	\$10.00	0.0%
- High - per week	Taxable	\$70.00	\$70.00	0.0%
- Mid - per night	Taxable	\$10.00	\$10.00	0.0%
- Mid - per week	Taxable	\$60.00	\$60.00	0.0%
- Low - per night	Taxable	\$10.00	\$10.00	0.0%
- Low - per week	Taxable	\$60.00	\$60.00	0.0%
Additional fee for single night booking	Taxable	\$15.00	\$15.00	0.0%
Applicable discount for relevant Caravan Park Membership		10%	10%	0.0%
Applicable discount for registered groups		10%	10%	0.0%
Applicable discount for Senior card holders		10%	10%	0.0%
Annual Sites - Option 1 (max 130 days, no more than 60 days)	Taxable	\$5,460.00	\$5,600.00	2.6%
Annual Sites - Option 2 (max 180 days, no more than 60 days)	Taxable	\$6,800.00	\$6,970.00	2.5%
Permanents - one person weekly	Taxable	\$99.00	\$101.00	2.0%
Permanents - two people weekly	Taxable	\$118.00	\$120.00	1.7%
Other fees				
Late check out fee - Sites till 4pm	Taxable	\$15.00	\$15.00	0.0%
Late check out fee - cabins till 4pm	Taxable	\$50.00	\$50.00	0.0%
Dump point fee	Taxable	\$22.50	\$22.50	0.0%
Southern 80 - cabin per night				
Redwood Cabin	Taxable	\$230.00	\$235.00	2.2%
Boronia/ Waratah Cabin	Taxable	\$215.00	\$220.00	2.3%
Acacia/ Banksia Cabin	Taxable	\$210.00	\$215.00	2.4%
Acorn Cabin	Taxable	\$185.00	\$190.00	2.7%
Standard Cabin	Taxable	\$165.00	\$170.00	3.0%
Southern 80 cabin fees (extra person rate)				
- Adult	Taxable	\$55.00	\$55.00	0.0%
- Child	Taxable	\$24.00	\$24.00	0.0%
<u>Echuca and District Livestock Exchange</u>				
Truck Wash Per Minute	Taxable	\$1.35	\$1.40	3.7%
Yard Dues (per head)				
Cattle	Taxable	\$12.50	\$12.80	2.4%
Cattle <\$150 including no sale stock	Taxable	\$5.50	\$5.70	3.6%
Dairy cattle	Taxable	\$12.50	\$12.80	2.4%
Bulls	Taxable	\$17.50	\$18.00	2.9%
Cow and calf (Sold as one unit)	Taxable	\$14.50	\$14.80	2.1%
Horses - all horse sold or not sold	Taxable	\$21.00	\$21.50	2.4%
Cattle sales per agent per sale	Taxable	\$270.00	\$280.00	3.7%
Horse sales per agent per sale	Taxable	\$470.00	\$480.00	2.1%
Single sale auction day usage	Taxable	\$470.00	\$480.00	2.1%
Agent Selling Late Fee	Taxable	\$200.00	\$200.00	0.0%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Echuca and District Livestock Exchange cont.</u>				
Cattle transient fee per head (per day) plus feeding (notified)	Taxable	\$4.25	\$4.50	5.9%
Cattle transient fee per head (per day) plus feeding (unmodified)	Taxable	\$6.25	\$6.50	4.0%
Horse transient fee plus feeding	Taxable	\$25.00	\$25.00	0.0%
Horse transient fee notified (inclusion in horse sale) plus feeding	Taxable	\$4.25	\$4.50	5.9%
RFID tags issued post sale (per tag)	Taxable	New fee	\$50.00	NA
RFID tags (per head)	Taxable	\$21.00	\$21.00	0.0%
Office rental (per annum)	Taxable	\$1,550.00	\$1,590.00	2.6%
National vendor declaration - per declaration	Taxable	\$0.30	\$0.30	0.0%
Signage - 2900mm x 1200mm	Taxable	\$1,480.00	\$1,500.00	1.4%
Scanning Fee	Taxable	\$2.80	\$2.90	3.6%
<u>Echuca Paddlesteamers</u>				
Special rates and charges will be set by the Echuca Paddlesteamers Coordinator and Commercial Services Manager having regard to the commercial principles of the service				
Cruise				
Adult	Taxable	\$27.00	\$27.00	0.0%
Concession/Senior /student	Taxable	\$24.00	\$24.00	0.0%
Child (4-14)	Taxable	\$12.00	\$12.00	0.0%
Family 2A up to 4C	Taxable	\$70.00	\$70.00	0.0%
Family 1A up to 4C	Taxable	\$48.00	\$49.00	2.1%
Charters				
Pevensey				
Standard (2 hour cruise)	Taxable	\$1,900.00	\$1,900.00	0.0%
Long (between 2 - 3.5 hours)	Taxable	\$2,600.00	\$2,600.00	0.0%
Each additional hour after 3.5 hours	Taxable	\$350.00	\$350.00	0.0%
Wedding set up and trial time per hour	Taxable	\$100.00	\$100.00	0.0%
<u>Port Of Echuca charges</u>				
Special rates and charges will be set by the River Services Manager and General Manager Community and Economic Development having regard to the commercial and access principles of the service.				
Wharf Walk				
Local Ambassador Program		\$0.00	\$0.00	NA
Adult	Taxable	\$14.00	\$14.00	0.0%
Senior / student	Taxable	\$11.00	\$11.00	0.0%
Child	Taxable	\$8.00	\$8.00	0.0%
Family 2A + 4	Taxable	\$45.00	\$45.00	0.0%
Family 1A + 4	Taxable	\$37.00	\$37.00	0.0%
Extra child	Taxable	\$5.00	\$5.00	0.0%
Cruise / Wharf Package				
Adult	Taxable	\$37.50	\$37.50	0.0%
Senior / student	Taxable	\$32.25	\$32.25	0.0%
Child	Taxable	\$18.00	\$18.00	0.0%
Family 2A + 4	Taxable	\$103.75	\$103.75	0.0%
Family 1A + 4	Taxable	\$75.50	\$75.50	0.0%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Port Of Echuca charges cont.</u>				
Wharf Hire				
Wharf hire - Wedding Ceremony (1.5 hours) - Venue only, after Discovery Centre Business Hours	Taxable	\$500.00	\$500.00	0.0%
Venue Hire - Wedding ceremony additional hours venue only	Taxable	\$50.00	\$100.00	100.0%
Wedding/functions equipment package	Taxable	\$500.00	\$500.00	0.0%
Wedding photos (1 hour) - This may be in several different locations within the Port of Echuca	Taxable	\$150.00	\$150.00	0.0%
Venue Hire - General Event -5pm-11pm includes but not limited to Birthdays, Corporate & Conventions - This may be in several different locations within the Port of Echuca. At the managers discretion the time may be extended with the appropriate Council approvals.	Taxable	\$1,000.00	\$1,000.00	0.0%
General Event additional hrs required for set up and pack down	Taxable	\$100.00	\$100.00	0.0%
Venue Hire - Commercial Event - 5pm-11pm includes but not limited to Ticketed Events	Taxable	\$1,000.00	\$1,250.00	25.0%
Commercial Event additional hrs required for set up and pack down, Cost per hour	Taxable	\$100.00	\$100.00	0.0%
Venue Hire - Community Event charged per hour and includes but not limited to school performances, art classes, book launches, photo shoots, local community clubs (new)	Taxable		\$50.00	0.0%
Functions set up per hour - during business hours 9am-5pm, 7 days per week. Hire includes time taken to set-up and pull down equipment. Set-up and pull-down during business hours of the Discovery Centre will be at the managers discretion.	Taxable	\$100.00	\$100.00	0.0%
Venue Hire per hour during business hours (dependant on groups/tours) will be at the managers discretion	Taxable	\$100.00	\$100.00	0.0%
Alexander Arbuthnot				
Standard daily hire rate	Taxable	\$500.00	\$500.00	0.0%
5 days or greater daily hire rate	Taxable	\$400.00	\$400.00	0.0%
<u>Sporting and Recreation Reserves fees</u>				
Sporting Reserve Charges				
Note - Fees for individual clubs Who utilise Victoria Park, Kyabram Recreation Reserve and Echuca South Recreation reserve are based Policy 133 Fees & Charges and the service agreements in place. Fees are subject to the usage data provided by users.				
Kyabram Recreation Reserve				
Reserve Hire per Day	Taxable	\$479.50	\$480.00	0.1%
Reserve Hire per Hour	Taxable	\$43.80	\$44.00	0.5%
Per Court Hire per hour	Taxable	\$25.00	\$25.00	0.0%
Key Deposit	Taxable	\$25.00	\$25.00	0.0%
Wilf Cox Pavilion Hire per Hour (up to 2 hours)	Taxable	\$50.00	\$50.00	0.0%
Wilf Cox Pavilion Function Hire (2 hrs or more)	Taxable	\$405.00	\$405.00	0.0%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Sporting and Recreation Reserves fees cont.</u>				
Echuca South Recreation Reserve				
Reserve Hire per Day	Taxable	\$340.00	\$340.00	0.0%
Reserve Hire per Hour	Taxable	\$43.95	\$44.00	0.1%
Clubroom & Kitchen Hire per Hour	Taxable	\$23.00	\$23.50	2.2%
Per Court Hire per hour	Taxable	\$25.00	\$25.00	0.0%
Key Deposit		\$25.00	\$25.00	0.0%
Echuca South Netball (EDNA)				
Court Hire per hour	Taxable	\$25.00	\$25.00	0.0%
Clubroom Hire per hour	Taxable	\$23.00	\$23.50	2.2%
Key Deposit		\$25.00	\$25.00	0.0%
Victoria Park Recreation Reserve				
Reserve - hire per day	Taxable	\$470.10	\$480.00	2.1%
Reserve - hire per hour	Taxable	\$43.95	\$44.00	0.1%
Hire - per court per hour	Taxable	\$25.00	\$25.00	0.0%
Key deposit		\$25.00	\$25.00	0.0%
<u>Stadiums Fees</u>				
Echuca Stadium				
Multi Purpose Room per hour	Taxable	\$19.50	\$20.00	2.6%
Court Hire - per hour - per court	Taxable	\$28.00	\$29.00	3.6%
Casual Sessions - per session - per person (Stadium Facilitated Activation)	Taxable	\$4.50	\$5.00	11.1%
Casual Sessions - per family - 2 adults and 2 children - per session (Stadium Facilitated Activation)	Taxable		\$10.50	NA
Stadium Sports Programs per person - per session (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA
Stadium Sports Programs - registration per person - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA
Stadium Sports Program - registration per team - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$45.00	NA
Exhibitions and Special Events (per day)	Taxable	\$1,079.00	\$1,105.00	2.4%
Bond	Taxable	\$150.00	\$155.00	3.3%
Kyabram Sports and Entertainment Centre				
Multi Purpose Room per hour	Taxable	\$19.50	\$20.00	2.6%
Exhibitions and Special Events (per day)	Taxable	\$669.50	\$685.00	2.3%
Casual Sessions - per session	Taxable	\$4.50	\$5.00	11.1%
Casual Sessions - per family - 2 adults and 2 children - per session (Stadium Facilitated Activation)	Taxable		\$10.50	NA
Stadium Sports Programs per person - per session (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA
Stadium Sports Programs - registration per person - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA
Stadium Sports Program - registration per team - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$45.00	NA
Court Hire - per hour - per court	Taxable	\$28.00	\$29.00	3.6%
Bond	Taxable	\$150.00	\$155.00	3.3%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Stadiums Fees cont.</u>				
Tongala Stadium				
Exhibitions and Special Events (per day)	Taxable	\$669.50	\$670.00	0.1%
Court hire per hour	Taxable	\$28.00	\$29.00	3.6%
Squash court hire per hour	Taxable	\$13.40	\$13.50	0.7%
Casual Sessions - per person (Stadium Facilitated Activation)	Taxable		\$5.00	NA
Casual Sessions - per family - 2 adults and 2 children (Stadium Facilitated Activation)	Taxable		\$10.50	NA
Stadium Sports Programs per person - per session (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA
Stadium Sports Programs - registration per person - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA
Stadium Sports Program - registration per team - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$45.00	NA
Bond	Taxable	\$150.00	\$155.00	3.3%
Key deposit		\$25.00	\$25.00	0.0%
<u>Shire Halls and Theatres</u>				
Rochester and Tongala Halls				
Functions (with alcohol) e.g. weddings, balls				
Bond	Taxable	\$400.00	\$410.00	2.5%
Social events (without alcohol) e.g. Concerts, plays, luncheons, bazaars, elections				
Bond	Taxable	\$180.00	\$185.00	2.8%
Casual Use				
Charge per hour	Taxable	\$15 per hour, to a maximum of \$175 per 24 hour period	\$15 per hour, to a maximum of \$180 per 24 hour period	NA
Hire of kitchen per use - additional charge	Taxable	\$25.00	\$25.00	0.0%
Theatre/Group annual rental	Taxable	\$1,152.00	\$1,180.00	2.4%
Hall hire insurance (public liability if customer does not have current public liability certificate)	Taxable	\$25.00	\$25.00	0.0%
<u>Paramount Theatre</u>				
For further detail refer to Schedule of Fees listed in the Hire Agreement 2018/19. Note the fees/charges listed below do not include the fees/charges by Southern Star Enterprises Pty Ltd.				
Standard full day hire - minimum of 6 hours, maximum of 12.	Taxable	\$1,191.00	\$1,227.00	3.0%
Standard half day hire - minimum of 4 hours up to 6 hours.	Taxable	\$715.00	\$737.00	3.1%
Standard second and additional performances on same day.	Taxable	\$360.00	\$371.00	3.1%
Standard hourly hire rate after 12 hours.	Taxable	\$150.00	\$155.00	3.3%
Standard layover, per day.	Taxable	\$360.00	\$371.00	3.1%
Standard non-refundable booking fee	Taxable	\$350.00	\$361.00	3.1%
Community full day hire - minimum of 6 hours, maximum of 12.	Taxable	\$605.00	\$624.00	3.1%
Community half day hire - minimum of 4 hours up to 6 hours.	Taxable	\$365.00	\$376.00	3.0%
Community second and additional performances on same day.	Taxable	\$185.00	\$191.00	3.2%
Community hourly hire rate after 12 hours.	Taxable	\$78.00	\$81.00	3.8%
Community layover, per day.	Taxable	\$184.00	\$190.00	3.3%
Community non-refundable deposit	Taxable	\$150.00	\$155.00	3.3%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
Miscellaneous Fees and Charges				
Standpipe Water Sales (per kilolitre)	Taxable	\$3.10	\$2.40	(22.6%)
Echuca CBD Flagpole Hire	Taxable	\$340.00	\$340.00	0.0%
Longitudinal Assets in Road Reserves				
1. Establishment Fees	Taxable	\$2,000.00	\$2,000.00	0.0%
2. Annual Fees - per kilometre for stock & domestic and irrigation	Taxable	\$200.00	\$200.00	0.0%
Freedom of Information (FOI)				
Application Fee	Taxable	\$29.00	\$29.60	2.1%
Photocopying per sheet - FOI requests only	Taxable	\$0.20	\$0.20	0.0%
Additional access charge may apply in accordance with Section 22 of the Freedom of Information (Access Charges) Regulations 2014				
Community Lease Agreements for Council Properties				
Minimum rental (Peppercorn) charge per annum from	Taxable	\$100.00	\$100.00	0.0%
Casual Hire Fees				
Facility hire 1 to 3 days	Taxable		\$5.00	NA
Facility hire 4 to 7 days	Taxable		\$10.00	NA
Facility hire 7 to 14 day	Taxable		\$15.00	NA
Facility hire 14 to 21 days	Taxable		\$20.00	NA
Facility hire up to 3 months	Taxable		\$25.00	NA
Facility hire 3 months and over - licence agreement developed	Taxable			
Public Liability Insurance				
Facility Hirers insurance	Taxable		\$25.00	NA
Council performers per booking	Taxable		\$25.00	NA
Council tutors and instructors per booking	Taxable		\$110.00	NA
Artists in council studios per booking	Taxable		\$110.00	NA
Aquatic Services				
Echuca War Memorial Aquatic Centre				
Casual Fees				
Pool Adult	Taxable	\$6.90	\$7.00	1.4%
Pool Adult (concession)	Taxable	\$5.70	\$5.80	1.8%
Pool Child (over 4 years)	Taxable	\$4.90	\$5.00	2.0%
Pool Family	Taxable	\$18.30	\$18.50	1.1%
Swim/Steam	Taxable	\$9.20	\$9.50	3.3%
Steam Casual Upgrade	Taxable	\$3.60	\$3.60	0.0%
10 visit Adult Pool	Taxable	\$55.30	\$56.00	1.3%
10 visit Junior Pool	Taxable	\$37.20	\$40.00	7.5%
Carnival Half day (up to 3 hours)	Taxable	\$583.20	\$585.00	0.3%
Carnival Full Day (from 4 to 6hours)	Taxable	\$791.50	\$795.00	0.4%
Memberships (monthly direct debit)				
Gold Adult	Taxable	\$89.60	\$92.00	2.7%
Gold Adult Concession	Taxable	\$76.60	\$78.50	2.5%
Corporate Gold Adult	Taxable	\$76.60	\$78.50	2.5%
Family Gold	Taxable	\$177.00	\$181.00	2.3%
Family Gold Concession	Taxable	\$151.10	\$155.00	2.6%
Pool Adult	Taxable	\$51.80	\$53.00	2.3%
Pool Adult Concession	Taxable	\$44.30	\$45.50	2.7%
Corporate Pool Adult	Taxable	\$99.30	\$101.50	2.2%

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<u>Aquatic Services cont.</u>				
Family Pool	Taxable	\$84.30	\$86.50	2.6%
Family Pool Concession	Taxable	\$79.00	\$81.00	2.5%
LTS Group lesson - per lesson	Non Taxable	\$15.60	\$16.00	2.6%
LTS Private One Lesson (per lesson)	Non Taxable	\$42.60	\$43.50	2.1%
LTS Junior Development Squad (per lesson)	Non Taxable	\$11.70	\$12.00	2.6%
Other Pool Hire Fees				
Group Swim Individual Entry (+ Lane Hire if requiring exclusive use of space)	Taxable	\$3.60	\$3.70	2.8%
Lane Hire per hr General (+ Group Swim Entry for non-members - Max 15 per lane)	Taxable	\$37.00	\$38.00	2.7%
School Learn To Swim 30 Minute session per school child	Non Taxable	\$5.50	\$5.65	2.7%
School Learn To Swim 60 Minute session per school child	Non Taxable	\$8.70	\$8.90	2.3%
School Learn To Swim 60 Minute session per school child Outdoor	Non Taxable	\$10.80	\$11.00	1.9%
LTS Grey Medallion (8 weeks)		\$63.10	\$64.50	2.2%
Outdoor Pools				
Family Day Pass	Taxable	\$16.80	\$17.20	2.4%
Family Season Pass	Taxable	\$147.20	\$150.00	1.9%
Casual Adult Pass	Taxable	\$5.20	\$5.30	1.9%
Adult Season Pass	Taxable	\$84.50	\$86.00	1.8%
Casual Student Pass	Taxable	\$4.20	\$4.30	2.4%
Student/Child Season Pass	Taxable	\$63.40	\$65.00	2.5%
Outdoor Pool Hire				
Outside operational hours - per hour hire	Taxable	\$113.30	\$171.00	50.9%
Carnival	Taxable	\$561.40	\$630.00	12.2%
Gym and Group Fitness fees				
Gym - Casual	Taxable	\$18.30	\$18.50	1.1%
Group Fitness Class	Taxable	\$14.30	\$14.60	2.1%
Seniors Fitness (Water, Fit and Chair Based)	Taxable	\$8.70	\$8.90	2.3%
Personal Training 1 hr Member	Taxable	\$69.50	\$70.00	0.7%
Personal Training 1/2 hr Member	Taxable	\$42.10	\$43.00	2.1%
10 visit Gym	Taxable	\$17.70	\$18.00	1.7%
10 visit Group Fitness	Taxable	\$145.00	\$148.00	2.1%
10 visit PT 1 hr	Taxable	\$114.90	\$116.80	1.7%
10 visit PT 1/2 hr	Taxable	\$610.10	\$625.00	2.4%
Fitness Session Group Booking (Maximum of 25 participants)	Taxable	\$123.60	\$126.50	2.3%
Memberships (monthly direct debit)				
Gym	Taxable	\$89.60	\$92.00	2.7%
Gym Concession	Taxable	\$67.50	\$69.50	3.0%
Group Fitness	Taxable	\$76.90	\$79.00	2.7%
Group Fitness Concession	Taxable	\$65.90	\$68.00	3.2%
Youth Gym (Restricted hours of access refer to terms and conditions)	Taxable	\$40.20	\$41.00	2.0%
Over 55's	Taxable	\$49.00	\$50.00	2.0%
Other Hire Fees				
Small Meeting Room Hire (per hour)	Taxable	\$17.50	\$20.00	14.3%
Shower Only	Taxable	\$5.00	\$5.00	0.0%
Additional staff member per hour	Taxable	\$54.00	\$55.00	1.9%

Budget 2020-21

Part Two - Statutory fees and charges

Statutory fees and charges are set by either the State or Federal Government. Council has no input into these fees.

Advice on some statutory fees and charges to apply for 2020-21 had not been received prior to the Council adopting the budget. When this information becomes available the schedule will be updated accordingly.

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2019/2020 Charge	2020/2021 Charge	% Increase
ALL STATUTORY FEES LISTED ARE GST EXEMPT			
Statutory fees are released post budget endorsement and therefore only the current fee is included.			
Registered animal not wearing council ID marker (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Unregistered animal wearing council ID marker (2 penalty units)	\$330.00	\$330.00	0.0%
Person other than owner removing, altering or defacing ID marker (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Dog or Cat on private property after notice served (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Dog at large or not securely confined to owners premises during daytime (1.5 of a penalty unit)	\$248.00	\$248.00	0.0%
Cat at large or not securely confined to owners premises in restricted municipal district (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Dog or cat creating nuisance (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Contravening Council order relating to presence of dogs and cats in public places (One penalty unit)	\$165.00	\$165.00	0.0%
Dog at large or not securely confined to owners premises during night time (two penalty units)	\$330.00	\$330.00	0.0%
Greyhound not adequately muzzled or not controlled by chain, cord or leash (1.5 of a penalty unit)	\$248.00	\$248.00	0.0%
Not complying with order to abate nuisance (1.5 of a penalty unit)	\$248.00	\$248.00	0.0%
Failure to apply to register a dog or cat (Two penalty units)	\$330.00	\$330.00	0.0%
Parking			
Road Safety (General Regulations) Offences Schedule 3 (4)	\$70.00	\$70.00	0.0%
Road Safety (General Regulations) Offences Schedule 3 (6) (One penalty unit)	\$165.00	\$165.00	0.0%
Municipal Fire Prevention			
Fire Prevention Infringement Notice (CFA Act Section 41D) (Ten penalty units)	\$1,652.00	\$1,652.00	0.0%
Building Records/Information Services			
Land information certificates	\$27.00	\$47.20	74.8%
Property information requests Reg 326	\$52.20	\$47.20	(9.6%)
Property information requests Reg 327 (Private Building Surveyors)	\$52.20	\$47.20	(9.6%)
Private/public building surveyors lodgement fee	\$39.10	\$121.90	211.8%
Council lodgement fee	\$39.10	\$121.90	211.8%
Request for Report and Consent to proposed Demolition Under Section 29A of the Building Act	\$65.41	\$85.20	30.3%
Council consent and report	\$262.00	\$290.40	10.8%
Stormwater legal point of discharge fee	\$66.00	\$144.70	119.2%
Application for Pool Registration		\$31.85	
Pool information search		\$47.25	
Lodgement of compliance pool certificate		\$20.45	
Lodgement of non-compliance pool certificate		\$385.00	

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2019/2020 Charge	2020/2021 Charge	% Increase
Subdivision			
Applications for Certification under the subdivision Act 1988			
Processing an application to certify a plan of subdivision under the Subdivision Act 1988	\$167.80	\$174.75	4.1%
Processing any other application for certification under the Subdivision Act 1988	\$167.80	\$174.75	4.1%
Supervision of Works	2.50% x cost of engineering work	2.50% x cost of engineering work	NA
Check Engineering plans	0.75% x cost of engineering work	0.75% x cost of engineering work	NA
Certificates of Compliance under section 97N	\$312.84	\$325.80	4.1%
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of a responsible authority or a referral authority	\$312.84	\$352.80	12.8%
Planning Infringements			
Planning Infringement Notice (Private 5 penalty units) per offence under the Planning and Environment Act	\$826.00	\$826.10	0.0%
Planning Infringement Notice (Company 10 penalty units) per offence under Planning and Environment Act	\$1,652.00	\$1,652.20	0.0%
Planning Approvals			
Planning Permit/Planning Permit Amendment Fees			
Combined permit applications	calculation required	calculation required	NA
The fee for an application for any combination of the classes of application outlined below is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.	calculation required	calculation required	NA
Type of planning application			
To Subdivide an existing building	\$1,265.58	\$1,318.10	4.1%
To Subdivide land into two lots	\$1,265.58	\$1,318.10	4.1%
To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$1,265.58	\$1,318.10	4.1%
To subdivide land other than above types of subdivision	\$1,265.58 per 100 lots	\$1,318.10 per 100 lots created	NA
To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act.	\$1,265.58	\$1,318.10	4.1%
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right of way	\$1,265.58	\$1,318.10	4.1%
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 grant.	\$1,265.58	\$1,318.10	4.1%
To amend an application for a permit after notice has been given	\$102.00	40% of fee	NA

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2019/2020 Charge	2020/2021 Charge	% Increase
Planning Permit - Development (State change to the regulation of fees)			
Class 1 - Use	\$1,265.58	\$1,318.10	4.1%
Class 2 - Single < \$10K	\$191.97	\$199.90	4.1%
Class 3 - Single > \$10K < \$100K	\$604.35	\$629.40	4.1%
Class 4 - Single > \$100K < \$500K	\$1,237.14	\$1,288.50	4.2%
Class 5 - Single > \$500K < \$1M	\$1,336.68	\$1,392.10	4.1%
Class 6 - Single > \$1M < \$2M	\$1,436.22	\$1,495.80	4.1%
Class 7 - VicSmart < \$10K	\$191.97	\$199.90	4.1%
Class 8 - VicSmart > \$10K	\$412.38	\$429.50	4.2%
Class 9 - VicSmart Sub	\$191.97	\$199.90	4.1%
Class 10 - VicSmart App'n (other than class 7, 8 or 9)	\$191.97	\$199.90	4.1%
Class 11 - Dev < \$100K	\$1,102.05	\$1,147.80	4.2%
Class 12 - Dev >\$100K < \$1M	\$1,485.99	\$1,547.60	4.1%
Class 13 - Dev > \$1M < \$5M	\$3,277.71	\$3,413.70	4.1%
Class 14 - Dev > \$5M < \$15M	\$8,354.25	\$8,700.90	4.1%
Class 15 - Dev > \$15M < \$50M	\$24,636.15	\$25,658.30	4.1%
Class 16 - Dev > \$50M	\$55,327.68	\$57,670.10	4.2%
Class 17 - Sub Existing	\$1,265.58	\$1,318.10	4.1%
Class 18 - Sub 2 lots	\$1,265.58	\$1,318.10	4.1%
Class 19 - Realign	\$1,265.58	\$1,318.10	4.1%
Class 20 - Sub (other than class 17, 18 or 19)	\$1,265.58	\$1318.10 per 100 lots created	NA
Class 21 Vary Restriction	\$1,265.58	\$1,318.10	4.1%
Class 22 - Non defined	\$1,265.58	\$1,318.10	4.1%
Planning Permit - Amendment (classified)			
Class 1 - Amendment to change the use of the permit	\$1,265.58	\$1,318.10	4.1%
Class 2 - Amendment to a permit	\$191.97	\$1,318.10	586.6%
Class 3 - Amendment to class 2, 3, 5, 5 or 6 permit if <\$10K	\$412.38	\$199.90	(51.5%)
Class 4 - Amendment to class 2, 3, 5, 5 or 6 permit if >\$10K - <\$100K		\$629.40	
Class 5 - Amendment to class 2, 3, 5, 5 or 6 permit if >\$100K - <\$500K		\$1,288.50	
Class 6 - Amendment to class 2, 3, 5, 5 or 6 permit if >\$500K		\$1,392.10	
Class 7 - Amendment to VicSmart permit if <\$10K		\$199.90	
Class 8 - Amendment to VicSmart permit if >\$10K		\$429.50	
Class 9 - Amendment to class 9 permit		\$199.90	
Class 10 - Amendment to class 10 permit		\$199.90	
Class 11 - Amendment to class 11, 12, 13, 14, 15 & 16 permit if <\$100K		\$1,147.80	
Class 12 - Amendment to class 11, 12, 13, 14, 15 & 16 permit if >\$100K -		\$1,547.60	
Class 13 - Amendment to class 11, 12, 13, 14, 15 & 16 permit if >\$1M		\$3,413.70	
Class 14 - Amendment to class 17 permit		\$1,318.10	
Class 15 - Amendment to class 18 permit		\$1,318.10	
Class 16 - Amendment to class 19 permit		\$1,318.10	
Class 17 - Amendment to class 20 permit		\$1318.10 per 100 lots created	
Class 18 - Amendment to class 21 permit		\$1,318.10	
Class 19 - Amendment to class 22 permit		\$1,318.10	

Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2019/2020 Charge	2020/2021 Charge	% Increase
Whole Farm Plans			
Application for certification of whole farm plans	\$632.79	\$773.80	22.3%
To amend to end an agreement under section 173 of the Act		\$659.00	
Amendments to Planning Scheme			
Considering a request to amend a planning scheme	\$3,839.40	\$3,050.90	(20.5%)
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. Up to 10	\$14,518.60	\$15,121.00	4.1%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. 11-20 submissions	\$29,008.80	\$30,212.40	4.1%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. More than 20	\$38,778.00	\$40,386.90	4.1%
Adopting an amendment or a part of an amendment in accordance with section 20(4)	\$3,901.50	\$3,998.70	2.5%
Adopting an amendment or a part of an amendment in accordance with section 20A	\$924.30	\$962.70	4.2%
Works within a Road Reserve permit fees (2020/2021 Government Fee Unit gazetted on 27/3/2019 - \$14.81)			
Municipal Road with speed limit less than 50kmh			
Works conducted on any part of the roadway, shoulder or pathway (23.5 units)	\$348.04	\$348.04	0.0%
Works not conducted on any part of the roadway, shoulder or pathway (6 units)	\$88.86	\$88.86	0.0%
Municipal Road with speed limit greater than 50kmh			
Works conducted on any part of the roadway, shoulder or pathway (43.1units)	\$638.31	\$638.31	0.0%
Works not conducted on any part of the roadway, shoulder or pathway (23.5 units)	\$348.04	\$348.04	0.0%
Caravan Park (3 year registrations, new regulations)			
Caravan Park A	\$252.00	\$252.00	0.0%
Caravan Park B	\$504.00	\$504.00	0.0%
Caravan Park C	\$1,007.00	\$1,007.00	0.0%
Caravan Park D	\$1,525.00	\$1,525.00	0.0%
Caravan Park E	\$2,029.00	\$2,029.00	0.0%
Caravan Park F	\$2,531.00	\$2,531.00	0.0%

4/3/20

Attachment 13.1

DELCAN

WE WOULD LIKE THE SUPPORT OF
THE CAMPASPE SHIRE IN STOPPING
THE EROSION AT KOW SWAMP PLEASE

THANKS WARWICK HAWKEN

[REDACTED]
LEITCHVILLE 3567
[REDACTED]

CAMPASPE SHIRE COUNCIL	
Request ID	_____
- 4 MAR 2020	
Doc Set ID	_____

KOW SWAMP PICNIC AREA - STOP THE EROSION

We would like the support of the Campaspe Shire in stopping the Erosion at Kow Swamp. Please help!! 05/02/2020

NAME - please print	ADDRESS	SIGNATURE
e.g. Jack Smart	2 Market Street, Leitchville, Vic 3567	Jack Smart
Michael Arthur	pyramid Hill	Michael Arthur
Rebecca Grant	Kyabram	RCU
DERIC NGUYEN		Atkinson
ROSS D'ELTON		Ross
MICK BEARE	CARLTON VILLAGE	Mick Beare
ALEX DRUKWASKER	SNAKE VALLEY	Alex
BRIAN MCMILLAN	BALLARAT	Brian
JACOB HASKIMI	HORSHAM	Jacob
DAVID SCHRAMPEZ	HORSHAM	David
Tim Nottle	Barham NSW	Tim Nottle
Kylie Nottle	Barham NSW	Kylie
NEIL McLEOD	BALLARAT VIC	Neil
Tom Hesse	STAWELL	Tom
Wes Archibald	Leamonth	Wes
Dean McGarra	Barham	Dean
Rob M'Caig	Barham	Rob
PAUL MOUN	KOONDOOK	Paul
DEAN GAGOLL	KOONDOOK	Dean
MARK SLEEP	BARHAM	Mark
Rodney Stephens	Leitchville	Rodney
John Robbins	Kelusa	John
STEPHEN REID	COHUNA	Stephen
PETER MONRO	COHUNA	Peter Monro

KOW SWAMP PICNIC AREA - STOP THE EROSION

We would like the support of the Campaspe Shire in stopping the Erosion at Kow Swamp. Please help!! 05/02/2020

NAME - please print	ADDRESS	SIGNATURE
e.g. Jack Smart	2 Market Street, Leitchville, Vic 3567	Jack Smart
Ronald Helman	[REDACTED]	R Helman
CODY PETERKEN	[REDACTED]	Cody Peterken
Kyle Wilson	[REDACTED]	Kyle W
Rhys Free	[REDACTED] Hawthorn	Rhys Free
SCOTT ALDEN	[REDACTED] Cohuna	SCOTT
Cooper McLellan	Petersborough	Cooper McLellan
Patrick Dyer	[REDACTED]	Patrick Dyer
W Baldern	[REDACTED]	W Baldern
Bonnie Baldern	[REDACTED]	Bonnie Baldern
Cheryl Cooke	[REDACTED] Cohuna	Cheryl Cooke
Janis Hipwell	[REDACTED] Cohuna	Janis Hipwell
IAN BEHRENS	[REDACTED] Cohuna	Ian Behrens
Neil BRADLEY	Cohuna	Neil Bradley
Rhys Bradley	Cohuna	Rhys Bradley
Zac Mitchell	Cohuna	Zac Mitchell
John Morrison	[REDACTED] Cohuna	John Morrison
Suzanne Morrison	[REDACTED]	Suzanne Morrison
Anthony Moorhouse	Cohuna	Anthony Moorhouse
Jarred Hammond	Cohuna	Jarred Hammond
Ashley Satchell	Cohuna	Ashley Satchell
Ben Edwards	Cohuna	Ben Edwards
Zac TAYLOR	Cohuna	Zac Taylor
IMOGEN MACKENZIE	[REDACTED]	Imogen Mackenzie
Tara Whi Havel	[REDACTED] Cohuna	Tara Whi Havel

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NAME - please print	ADDRESS	SIGNATURE
e.g. Jack Smart	2 Market Street, Leitchville, Vic 3567	Jack Smart
JASON WRIGHT	[REDACTED] COHUNA 3568	[Signature]
MARK WILSON	[REDACTED] COHUNA	Mark Wilson
Cody Peterken	[REDACTED] COHUNA	[Signature]
KYERAN ELLERY	[REDACTED] COHUNA	[Signature]
Tyllah Robinson	[REDACTED]	T. Robinson
SOLIAO LEES	[REDACTED] ECHUCA	[Signature]
Cooper Lees	[REDACTED] Echuca	Cooper
Harry Lees	[REDACTED]	etical Harry
River Sims	[REDACTED]	R Sims
Nerida Lees	[REDACTED] Bamawm	neels
M Watson	[REDACTED] LEITCHVILLE	MW
Brenda Appleby	[REDACTED] Cohuna	B Appleby
Tanya Black	[REDACTED] Cohuna	[Signature]
Moss Merrilee	[REDACTED] COHUNA	M. Moss
SHANNIE WEBB.	[REDACTED] LEITCHVILLE	[Signature]
LESLEY CALVERT	[REDACTED]	L. Calvert
JOHN VAN DER PLOEG	[REDACTED]	[Signature]
DARREN PEARCE	[REDACTED] PARHAM	[Signature]
Geoff Thies	[REDACTED] COHUNA	[Signature]
JANE PRSA	[REDACTED] ST. ALBAS	[Signature]
LUKE CONNOR	[REDACTED]	L. Connor
[Signature]	[REDACTED] PYRAMID HILL	[Signature]
S Fuller	[REDACTED] PYRAMID HILL	S Fuller

KOW SWAMP PICNIC AREA - STOP THE EROSION

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NAME - please print	ADDRESS	SIGNATURE
e.g. Jack Smart	2 Market Street, Leitchville, Vic 3567	Jack Smart
Ryan O Mahony	[Redacted] Leitchville	[Signature]
Fay Eernstman	[Redacted]	Fay Eernstman
Wesley Eernstman	[Redacted]	[Signature]
Roy Williams	[Redacted]	[Signature]
Debra Rogers	[Redacted] Cohuna	Debra Rogers
Garry Hooper	[Redacted] Leitchville	[Signature]
Andre Bannan	[Redacted] Gunbower	Andre Bannan
EDNA WORTHY	LEITCHVILLE	E. Worthy
BEN BOWLAND	[Redacted] Leitchville	[Signature]
STEW NORTH	[Redacted]	[Signature]
RAY GRIFFITHS	[Redacted] TERANG	[Signature]
DENIXIS GRIFFITHS	[Redacted] Leitchville	[Signature]
SANDRA GRIFFITHS	[Redacted] Leitchville	[Signature]
JOY RASMUSSEN	[Redacted] ELMORE	[Signature]
BRUCE RASMUSSEN	[Redacted] ELMORE	B.M. Rasmussen
DEBBIE CRAWLEY	[Redacted] TERANG	[Signature]
Glen Brooks	[Redacted] LEITCHVILLE	[Signature]
Nadiene Konopka	[Redacted] Cohuna	[Signature]
Ruth Appleby	[Redacted] Cohuna	Ruth Appleby
STEVEN FARRANT	[Redacted]	[Signature]
Lachlan Laurson	[Redacted]	Lachlan Laurson
TOM LAMB	[Redacted]	Chops
Jayden Hall	[Redacted]	[Signature]
Chris Douglas	[Redacted]	[Signature]

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NAME - please print	ADDRESS	SIGNATURE
e.g. Jack Smart	2 Market Street, Leitchville, Vic 3567	Jack Smart
Warren Lolicato	[Redacted] Barham	W Lolicato
Noel KERUAN	[Redacted] Echunga	[Signature]
Russell Hipwell	[Redacted]	Russell Hipwell
Gregory Hipwell	[Redacted] Bendira	[Signature]
Jeff. DOUGLAS	[Redacted] Leitchville	Jeff Douglas
Wayne HADIBRASH	[Redacted] SA YARRA	Wayne Hadibrash
Barry Fenn	[Redacted] Leitchville	[Signature]
MAX FEHRING	[Redacted] COHUNA 3568	Max Fehring
ALAN COOKE	[Redacted] COHUNA 3568	Alan Cooke
GRAHAM DOUGLAS	[Redacted] LEITCHVILLE	G Douglas
GARRY HOLMES	[Redacted] COHUNA	[Signature]
Peter Garner	[Redacted] Ech	[Signature]
Tyson FARRANT	[Redacted] Ech	[Signature]
Joel Helman	[Redacted] Cohuna	[Signature]
DAMIEN BOYER	[Redacted]	Boyer
MARYWELLEN	[Redacted]	[Signature]
Bunny	[Redacted]	Cohuna
Leighton Holmes	[Redacted]	Cohuna
Lisa Holmes	[Redacted] Cohuna	Lisa Holmes
Clayton Holmes	[Redacted]	Cohuna
Sam O'Shea	[Redacted]	Sam O'Shea
Harrison Keely	[Redacted]	[Signature]
IAN HOWARD	[Redacted] COHUNA vic	[Signature]
Aimee Cunningham	[Redacted] Cohuna	[Signature]

KOW SWAMP PICNIC AREA - STOP THE EROSION

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NAME - please print	ADDRESS	SIGNATURE
e.g. Jack Smart	2 Market Street, Leitchville, Vic 3567	Jack Smart
Vicki Williams	[Redacted] Cohuna	[Signature]
Maddelyn Williams	[Redacted] Cohuna	[Signature]
Chloe Williams	[Redacted] Cohuna	[Signature]
Simon Osbie	[Redacted] Cohuna	[Signature]
Matt Dehne	[Redacted] COHUNA	[Signature]
Graeme Hills	[Redacted] COHUNA	[Signature]
DANE ROY	[Redacted] COHUNA	[Signature]
Neville Hawson	LEITCHVILLE	[Signature]
JOHN CRITCHON	[Redacted] COHUNA	[Signature]
Shane Speedbury	[Redacted]	[Signature]
Lisa Byrne	[Redacted] Cohuna	[Signature]
DAVE BYRNE	[Redacted] "	[Signature]
Les Thornton	HORFIELD	[Signature]
Al & Peter	[Redacted] LVILLE	[Signature]
Ian Harris	[Redacted]	[Signature]
Wayne Dye	[Redacted]	[Signature]
Margaret Simmonds	[Redacted]	[Signature]
Daniel Grogan	[Redacted]	[Signature]
Kelvin Simmonds	[Redacted] Horfield	[Signature]
Melissa Clark	[Redacted] Leitchie	[Signature]
Brady Walters	[Redacted] Leitchville	[Signature]
Isabella O'Mahony	[Redacted] Leitchville	[Signature]
Dawn Harris	[Redacted] Leitchville	[Signature]

KOW SWAMP PICNIC AREA - STOP THE EROSION

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NAME - please print	ADDRESS	SIGNATURE
e.g. Jack Smart	2 Market Street, Leitchville, Vic 3567	Jack Smart
Angus Bradley	[Redacted] Gunbower Vic 3566	[Signature]
Judy Waterman	[Redacted]	Judy Waterman
Kelly Srdoc	[Redacted]	[Signature]
McJenkinson	[Redacted] Mead	[Signature]
Jasmine Martin	[Redacted] Cohuna	J Martin
Anne Dryden	[Redacted] Echuca	A Dryden
CARMEN DYE	[Redacted] COHUNA	Carmen Dye
RENEE HIPWELL	[Redacted] Leitchville	Renee Hipwell
Sarah Reid	[Redacted] Cohu	Sarah Reid
Robyn Dye	[Redacted] Cohuna	Robyn Dye
Wayne Dye	[Redacted] Cohuna	W. A. Dye
Hayley Corcoran	[Redacted] Murgate	Dryden Corcoran
Brooke Simmonds	[Redacted] Echuca	[Signature]
Kelvin Simmonds	[Redacted] Leitchville	[Signature]
Meg Dye	[Redacted] Cohuna	Meg Dye
CORAL McCalman	[Redacted] Fenning	CORAL M McCALMAN
David McCalman	[Redacted] Fenning	[Signature]
Paul REID	[Redacted] Cohuna	Paul Reid
Jamie Williams	[Redacted] Cohuna	[Signature]
Bec Dobie	[Redacted]	[Signature]
John Williams	[Redacted] Cohuna	[Signature]
Tony Veis	[Redacted]	[Signature]
Meryl [Signature]	[Redacted]	Nancy Beech

KOW SWAMP PICNIC AREA - STOP THE EROSION

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Gunbower Hotel 4

NAME - please print	ADDRESS	SIGNATURE
e.g. Jack Smart	2 Market Street, Leitchville, Vic 3567	Jack Smart
JANE KERR	[Redacted] Gunbower	[Signature]
Deb Kerr	[Redacted]	[Signature]
Crail Dickson	[Redacted] Gunbower	[Signature]
Wally McInnes	[Redacted] Gunbower	[Signature]
Roy Williams	[Redacted]	[Signature]
GARY SPITAL	[Redacted] Gunbower	[Signature]
BOB DICKSON	[Redacted] Gunbower	[Signature]
Noelene Smith	[Redacted] Kentsdale	[Signature]
COLIN ROSIE KERR	[Redacted]	[Signature]
Alan Howard	[Redacted] Gunny	[Signature]
Scott Spornier	[Redacted] ECHUCA	[Signature]
Jeanne Gould	[Redacted] Mitiamo	[Signature]
KATH CHARLTON	[Redacted] Bendigo	[Signature]
IVAN BISHOP	[Redacted] MITIAMO	[Signature]
JANNATA MCKENZIE	NORTH BENDIGO [Redacted]	[Signature]
NICK DOWNS	[Redacted] Bendigo	[Signature]
Lucas Varanadio	[Redacted] Luramba	[Signature]
RONNIE MCGILLIVRAY	Gunbower	[Signature]
Sam Colvin	Gunbower	[Signature]
RICHARD MCGILLIVRAY	"	[Signature]
KURT DYE	[Redacted]	[Signature]
Colin Moss	[Redacted] ECHUCA	[Signature]
MARK FRICATI	[Redacted] GUNBOWER	[Signature]

KOW SWAMP PICNIC AREA - STOP THE EROSION

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NAME - please print	ADDRESS	SIGNATURE
e.g. Jack Smart	2 Market Street, Leitchville, Vic 3567	Jack Smart
Denise CAULFIELD	[Redacted] Gunbower	Denise Caulfield
DALE ROBERTSON	[Redacted] Gunbower	Dale Robertson
ellie golden	Riddells Creek 3431	Ellie Golden
Jeonette Doyle	[Redacted] Gunbower	Jeonette Doyle
Sue McCullough	[Redacted] Gunbower	Sue McCullough
DANNED SENNICK	RIVINGTON 3620	Danned Sennick
MARCUS WARRINGTON	[Redacted] ROSANA	Marcus Warrington
KATE FAWCETT	[Redacted] ROSANA	Kate Fawcett
Kevin Dowler	[Redacted] Gunbower	Kevin Dowler
Liam Keath	[Redacted]	Liam Keath
Adrian Caulfield	[Redacted] Gunbower	Adrian Caulfield
DON MUCKUS	[Redacted]	Don Muckus
Tom Colvin	[Redacted]	Tom Colvin
Grace K Jones	[Redacted] Gunbower	Grace K Jones
BRAD JAMES	[Redacted] MOANA	Brad James
Melanie Hagen	Nunurkah	Melanie Hagen
Sabah Fry	gunbower	Sabah Fry
Shawn Coates	Moana	Shawn Coates
Karen Hare	Moana	Karen Hare
Ken Dehne	Ken Dehne Leitchville	Ken Dehne
Donna Dehne	[Redacted]	Donna Dehne
Tim HARDING	Leitchville	Tim Harding
Brian SLATER	[Redacted]	Brian Slater