



# ECONOMIC DEVELOPMENT MASTER PLAN 2013-2017

## **2015 REVIEW**

## CONTENTS

<b>1. BACKGROUND.....</b>	<b>3</b>
<b>2. STATUS OF YEAR 1 AND YEAR 2 ACTIONS.....</b>	<b>4</b>
<b>3. STRATEGIC POLICY FRAMEWORK.....</b>	<b>5</b>
<b>4. ACTION PLAN (2015 – 2017).....</b>	<b>6</b>
<b>4.1 Rural industry (Food, Wine and Equine).....</b>	<b>6</b>
<b>4.2 Infrastructure and Planning.....</b>	<b>8</b>
<b>4.3 Population Growth.....</b>	<b>9</b>
<b>4.4 Small Business and Tourism.....</b>	<b>11</b>
<b>APPENDIX 1 – CHANGES TO ORIGINAL MASTER PLAN.....</b>	<b>13</b>

## 1. BACKGROUND

Prior to 2013, Council's response to Strathbogie Shire's economic challenges and opportunities were driven by a series of separate strategic planning processes generally focused on particular geographic localities or industry sectors. Whilst Council had been active in its planning and implementation of economic initiatives, it had lacked a coordinated shire-wide economic development strategy to guide its efforts. To that point, the only shire-wide economic development objectives were contained in the Council Plan and Planning Scheme. These were generally high level or land use focused objectives, rather than ones driving specific economic development projects and initiatives.

Recognising the above and the need to consolidate and integrate its economic development plans and efforts, Council engaged *LG Project* (formerly *Local Government Assignments*) to prepare an Economic Development Master Plan for the period 2013-2017.

The purpose of the Master Plan was to contribute to the development of a vibrant community and improved quality of life by stimulating economic activity through:

- Increasing employment opportunities;
- Attracting investment in projects, infrastructure and new businesses;
- Encouraging more people to live in Strathbogie for lifestyle and work opportunities; and
- Encouraging more people to visit and spend money in Strathbogie on tourism and recreation.

Preparation of the Master Plan included engagement with industry, the wider community (including a Section 223 Local Government Act process) and councillors. The 'Strathbogie Shire Economic Development Master Plan, 2013 – 2017' was adopted by Council in August 2013.

In June 2015, as two years of the four year term of the Master Plan had elapsed, Council engaged *LG Project* to conduct a 'Mid-Point Review' of the Economic Development Master Plan. The scope of this 2015 review was two-fold; namely,

1. To ascertain progress of implementation of the Master Plan, particularly in relation to Actions scheduled for delivery in Years 1 and 2 (i.e., by 30 June 2015), and
2. To examine the effectiveness of the Master Plan having regard to (a) the achievement of desired outcomes and (b) efficiency of implementation, and to identify possible improvements.

A *Mid-Point Review Discussion Document* outlining implementation status and recommendations for improvements to the Master Plan was prepared by *LG Project* in consultation with relevant staff, and presented to Council on 22<sup>nd</sup> September 2015. The findings in relation to Action implementation status are presented in this *2015 Review* document at section 2. In relation to improvements to the effectiveness and efficiency of the original Economic Development Master Plan, the Mid-Point Review Discussion Document suggested that:

- The policy and strategy on which the Economic Development Master Plan was based remained sound. Specifically, the Vision and Key Principles provided clear direction on what is important.
- The breadth of the Master Plan – i.e., its focus across the nine Priority Areas – covered the 'right' issues with no obvious gaps or omissions.
- Notwithstanding the above, the use of nine Priority Areas meant that related Actions appeared in different Priority Areas, reducing efficiencies and effectiveness of outcomes. A policy neutral restructure which consolidates the nine Priority Areas into a set of fewer, more holistic Priority Areas would allow for the re-scoping of some Actions into single but more multi-dimensional Actions, focussing resources and effort into higher-yielding Actions.
- Some Actions were not achievable within current resourcing or were relying too heavily on external factors, whilst some were too 'high-level' for the achievement of targeted, meaningful outcomes. More tightly scoped Actions would provide greater clarity and allow for resources and effort to be more effectively focussed.

- Actions of an ongoing nature should continue to be captured in the Master Plan, but should be distinct from current or specific Action items.

Upon consideration of the Discussion Document, Council agreed to proceed with a review of the original Economic Development Master Plan in line with the above findings and recommendations, including a suggestion that the nine Priority Areas be consolidated into four Priority Areas.

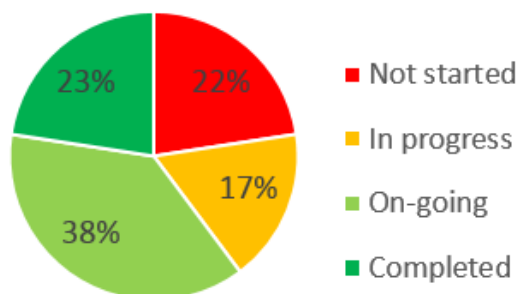
This 2015 Review – and in particular, the changes captured in section 4 and Appendix 1 – is framed around the above finding and recommendations and the input of councillors and officers.

## 2. STATUS OF YEAR 1 AND YEAR 2 ACTIONS

Across its four year timeframe, the original 2013-2017 Economic Development Master Plan listed 108 separate Actions. Many of these were scheduled to occur over multiple years, including a number of ongoing Actions.

Of the 108 Actions, 93 were scheduled to occur during Years 1 and 2 (i.e., up to 30 June 2015). As at 30 June 2015, the status of the 93 Year 1 and 2 Actions was as follows:

		Year 1 & 2 Actions
	Not Started	21
	In Progress	16
	On Going	35
	Completed	21
<i>Total</i>		93



Some of the factors associated with the 22% of Year 1 and Year 2 Actions that had not yet started were discussed in the 'Challenges and Opportunities' section of the Mid-Point Review Discussion Document. These informed the Discussion Document's finding and recommendations, as presented in section 1 of this 2015 Review document. The changes to the Master Plan (as captured in section 4 and Appendix 1 of this document) are directly aimed at addressing these challenges and opportunities in order to maximise the implementation rate and effectiveness of future Actions.

### 3. STRATEGIC POLICY FRAMEWORK

The original 2013-2017 Economic Development Master Plan set out a strategic policy framework for Council's economic development activities, comprising a Vision, Key Principles and nine Priority Areas, each with a Goal. This 2015 Review retains the original Vision and Key Principles, whilst restructuring the original Priority Areas and Goals into four consolidated Priority Areas and Goals.

The revised strategic policy framework for Council's economic development activities is:

#### **Vision**

A local economy delivering growth in population, investment, jobs and prosperity.

#### **Key Principles**

- Creating new jobs and retaining existing jobs is the key to local economic development and the primary consideration in our planning and decision-making.
- Creating new jobs and retaining existing jobs requires growth in population, private and public investment, local skills and tourism.
- Economic development outcomes will be maximized by building on existing strengths and developing synergies within and between market sectors.
- Economic development outcomes will be maximized by strategically leveraging off and collaborating within the regional economy, rather than competing against it.
- Economic development is more likely to occur when Council and communities are responsive to current and future opportunities by embracing change.
- Economic and population growth is best when it is long term, respects the natural environment and local amenity, and enhances community resilience.
- Council's primary roles are to plan and advocate for infrastructure and programs, encourage network and product development, attract events and market the shire.

#### **Priority Areas and Goals**

##### 1: Rural Industry (Food, Wine and Equine)

*Goal: Ensure a strong agricultural sector whilst strengthening and leveraging off the Shire's growing reputation as a key player in the equine industries and its increasing recognition as a wine region.*

##### 2: Infrastructure and Planning

*Goal: Ensure the Shire's infrastructure enhances productivity, efficiency of movement and service delivery, and facilitates whole-of-Council planning objectives.*

##### 3: Population Growth

*Goal: Ensure consistent population growth, supporting and supported by job growth in the health and human services sectors and across the broader local economy.*

##### 4: Small Business and Tourism

*Goal: Ensure the small business and tourism sectors are innovative and well networked, leading to consistent growth in consumer and visitor numbers.*

## 4. ACTION PLAN (2015 – 2017)

### 4.1 Rural industry (Food, Wine and Equine)

Priority Area 1:			
<b>RURAL INDUSTRY (FOOD, WINE AND EQUINE)</b>		<p><b>Ensure a strong agricultural sector whilst strengthening and leveraging off the Shire's growing reputation as a key player in the equine industries and its increasing recognition as a wine region.</b></p> <p><i>RELEVANT COUNCIL PLAN OBJECTIVE: Goal 5 – Industry, Business &amp; Investment</i></p>	
<b>1.1</b>	<b>Support and enhance the sustainability of traditional agriculture as a key contributor and job provider within the local economy.</b>	2015-16	2016-17
1.1.1	Facilitate start-up and support establishment of the Rural Industries Network.	✓	✓
1.1.2	Include an objective within the Terms of Reference of the proposed Rural Industries Network, about development of a 'Pathways to Agriculture' program	✓	✓
1.1.3	Collaborate with and promote the services offered by agencies such as the Goulburn Murray Local Learning Employment Network.	✓	✓
<b>On Going:</b>			
a) Improve infrastructure at the Euroa Saleyards			
b) Enhance the profile of the Euroa Saleyards and encourage increased usage.			
<b>Completed in Years 1 &amp; 2:</b>			
-			
<b>1.2</b>	<b>Develop and promote the opportunities for best practice intensive agriculture and food security in the shire.</b>	2015-16	2016-17
1.2.1	Develop best practice planning and environmental guidelines / standards.	✓	✓
1.2.2	Produce brochure and/or other promotional and educational material about opportunities and requirements around intensive agriculture.		✓
<b>On Going:</b>			
a) Meet intensive agriculture industry representatives as opportunities arise.			
b) Identify key stakeholders in food security in Strathbogieshire and Goulburn Valley region.			
<b>Completed in Years 1 &amp; 2:</b>			
-			

Priority Area 1:

## RURAL INDUSTRY (FOOD, WINE AND EQUINE)

**Ensure a strong agricultural sector whilst strengthening and leveraging off the Shire's growing reputation as a key player in the equine industries and its increasing recognition as a wine region.**

*RELEVANT COUNCIL PLAN OBJECTIVE:  
Goal 5 – Industry, Business & Investment*

	2015-16	2016-17
<b>1.3 Enhance the capacity and growth potential of local equine industries and promote the shire as a key destination for equine.</b>		
1.3.1 Seek skills based membership of relevant equine boards / bodies.	✓	✓
1.3.2 Develop materials to promote equine industry opportunities in Strathbogie Shire.	✓	✓
1.3.3 Seek funding for a feasibility and master plan for the development of a regional equestrian / equine health and education centre in Strathbogie Shire.	✓	✓

### On Going:

- Advocate to government around removing the barriers and enhancing the advantages to encourage equine industry growth.
- Promote the Shire's connection with Black Caviar and support the Black Caviar monument project at Jacobson's Outlook in Nagambie.

### Completed in Years 1 & 2:

- 2.2.1 Seek funding for study / facilitator to work with local operators to identify the barriers to industry growth and the local advantages which can assist further development.
- 2.2.3 In partnership with the owners, seek funding for a feasibility study for Mangalore Airport to become an equine quarantine centre.

	2015-16	2016-17
<b>1.4 Enhance the capacity and growth potential of the local wine industries and promote the shire as a wine region.</b>		
1.4.1 Seek government funding for the preparation of a strategic plan to grow the local wine industry.	✓	✓

### On Going:

- Clarify Council's role around events planning and management.
- Support the lobbying and advocacy efforts of formal and informal wine industry associations as requested.
- Continue to support Food and Wine events with advice, regulatory approvals and promotions.
- Continue to support the Victorian Wines Show.

### Completed in Years 1 & 2:

-

## 4.2 Infrastructure and Planning

<p>Priority Area 2:</p> <h2>INFRASTRUCTURE AND PLANNING</h2>	<p><b>Ensure the Shire's infrastructure enhances productivity, efficiency of movement and service delivery, and facilitates whole-of-Council planning objectives.</b></p> <p><i>RELEVANT COUNCIL PLAN OBJECTIVE: Goal 6 – Infrastructure</i></p>								
<p><b>2.1 Provide sufficient industrial land and critical infrastructure to allow for growth.</b></p> <p>2.1.1 Review Council's Industrial Land Study.</p> <p>2.1.2 Seek funding to undertake a study into opportunities for transport and logistics operations at Mangalore.</p> <p>2.1.3 Complete Mangalore Structure Plan as part of the review of the Planning Scheme / Municipal Strategic Statement.</p>	<table border="1"> <thead> <tr> <th>2015-16</th> <th>2016-17</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> </tr> <tr> <td>✓</td> <td>✓</td> </tr> <tr> <td></td> <td>✓</td> </tr> </tbody> </table>	2015-16	2016-17	✓	✓	✓	✓		✓
2015-16	2016-17								
✓	✓								
✓	✓								
	✓								
<p><b>On Going:</b></p> <p>a) Support lobbying for a railway station in the region as per the Hume Regional Strategic Plan.</p> <p><b>Completed in Years 1 &amp; 2:</b></p> <p>3.1.3 In partnership with the owners, seek funding for a feasibility study for Mangalore Airport to become an equine quarantine centre.</p>									
<p><b>2.2 Facilitate the provision of roads, bridges, water, power (including three-phase), gas, telecommunications, effluent disposal and waste infrastructure.</b></p> <p>2.2.1 Identify infrastructure needs by location.</p> <p>2.2.2 Raise the profile of the shire's infrastructure needs with federal and state government and undertake lobbying.</p>	<table border="1"> <thead> <tr> <th>2015-16</th> <th>2016-17</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> </tr> <tr> <td>✓</td> <td>✓</td> </tr> </tbody> </table>	2015-16	2016-17	✓	✓	✓	✓		
2015-16	2016-17								
✓	✓								
✓	✓								
<p><b>On Going:</b></p> <p>a) Quantify the economic, social and environmental benefits of improved infrastructure as opportunities arise / in support of funding submissions etc.</p> <p>b) Participate in MAV and other local government industry efforts and campaigns to have the renewal gap closed.</p> <p>c) Maintain and replace infrastructure in a timely fashion until State Government funding is granted.</p> <p><b>Completed in Years 1 &amp; 2:</b></p> <p>-</p>									
<p><b>2.3 Consider economic development objectives when preparing and updating key Council planning documents.</b></p> <p>2.3.1 Capture economic data to establish a baseline for future comparison.</p>	<table border="1"> <thead> <tr> <th>2015-16</th> <th>2016-17</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> </tr> </tbody> </table>	2015-16	2016-17	✓	✓				
2015-16	2016-17								
✓	✓								
<p><b>On Going:</b></p> <p>a) Consider current and future year 'Actions' in this Economic Development Master Plan when preparing or reviewing key Council planning documents and strategies.</p> <p>b) Report on implementation of the 'Actions' in this Economic Development Master Plan to Council quarterly and report to the community.</p> <p>c) Review the Economic Development Master Plan Actions and costs for the forthcoming year annually.</p> <p>d) Consider economic development outcomes / vision as part of Council's brand development process.</p> <p><b>Completed in Years 1 &amp; 2:</b></p> <p>9.1.5 Appoint a Project Officer to deliver the Actions in this Economic Development Master Plan.</p>									



## 4.3 Population Growth

Priority Area 3:			
<b>POPULATION GROWTH</b>		<b>Ensure consistent population growth, supporting and supported by job growth in the health and human services sectors and across the broader local economy.</b>	
		<i>RELEVANT COUNCIL PLAN OBJECTIVE: Goal 1 – Community Wellbeing</i>	
<b>3.1</b>	<b>Promote Strathbogie Shire as a place to live, both permanently and seasonally.</b>	2015-16	2016-17
3.1.1	Develop marketing materials promoting the benefits of moving to Strathbogie Shire to live.	✓	✓
<b>On Going:</b>			
a) Advocate to government and social housing providers on the needs and opportunities for affordable housing in Strathbogie.			
<b>Completed in Years 1 &amp; 2:</b>			
4.2.1 Develop a system to survey residents about why people move into and out of Strathbogie Shire.			
4.2.2 Survey attendees at annual Regional Victoria Living Expo about the things that are important to them in considering a move to rural / regional Victoria.			
<b>3.2</b>	<b>Provide a sufficient amount of appropriate land for residential and related purposes.</b>	2015-16	2016-17
3.2.1	Develop a Waste Water Management Plan including investigation of alternative effluent disposal systems.	✓	✓
3.2.2	Review Council's existing drainage plans	✓	✓
<b>On Going:</b>			
a) Seek to facilitate affordable housing options within proposed subdivision and developments.			
<b>Completed in Years 1 &amp; 2:</b>			
4.5.1 Identify opportunities for additional Rural Living and Low Density Residential zoned land.			
4.5.2 Prepare Planning Scheme Amendments to facilitate rezoning of land.			
<b>3.3</b>	<b>Lobby for better passenger rail services into Melbourne and regional centres, and increased V/Line stops and shuttle services.</b>	2015-16	2016-17
3.3.1	-	✓	✓
<b>On Going:</b>			
a) Identify the gaps and needs for increased passenger services.			
<b>Completed in Years 1 &amp; 2:</b>			
-			

Priority Area 3:		<b>Ensure consistent population growth, supporting and supported by job growth in the health and human services sectors and across the broader local economy.</b>  <i>RELEVANT COUNCIL PLAN OBJECTIVE:</i> <i>Goal 1 – Community Wellbeing</i>	
<b>POPULATION GROWTH</b>			
<b>3.4</b>	<b>Enhance services to people at all stages of life to assist population growth and retention.</b>	2015-16	2016-17
3.4.1	Continue to work with the Strathbogie Health Consortium to facilitate information sharing and partnerships between health services and relevant agencies.	✓	✓
3.4.2	Advocate for support for the Community Emergency Response Team (CERT) in Nagambie.	✓	✓
<b>On Going:</b>			
a) Play an active role in health services and facilities planning.			
b) Implement Council's Health and Wellbeing Plan.			
c) Advocate for secondary education options at Nagambie.			
d) Continue to participate in Euroa Secondary College's 'Beacon' program.			
e) Investigate opportunities for rural respite programs in Strathbogie Shire.			
f) In consultation with the Disability Advisory Committee and Strathbogie Health Consortium, clarify the roles of the various agencies in retaining ageing people and people with a disability in their own homes.			
g) Identify emergency services gaps.			
h) Advocate to government and service providers for new and expanded health services and facilities in Strathbogie Shire.			
<b>Completed in Years 1 &amp; 2:</b>			
4.3.1 Implement Council's Municipal Early Years Plan.			
8.4.1 Support active collaboration between the Disability Advisory Committee and Strathbogie Health Consortium.			
<b>3.5</b>	<b>Enhance pathways to local career opportunities to assist population retention.</b>	2015-16	2016-17
3.5.1	Facilitate cooperation between local industries and education providers on the development of a formal process designed to introduce local students to local career opportunities.	✓	✓
3.5.2	Investigate the feasibility and opportunities for a Young Professionals Network.	✓	✓
<b>On Going:</b>			
-			
<b>Completed in Years 1 &amp; 2:</b>			
-			

## 4.4 Small Business and Tourism

Priority Area 4:  <b>SMALL BUSINESS AND TOURISM</b>	<b>Ensure the small business and tourism sectors are innovative and well networked, leading to consistent growth in consumer and visitor numbers.</b>  <i>RELEVANT COUNCIL PLAN OBJECTIVE: Goal 7 – Tourism &amp; Hospitality</i>	
<b>4.1 Encourage the growth of new and existing businesses.</b>	2015-16	2016-17
4.1.1 Promote telecommunications and NBN roll out on an ongoing basis in Council's regular communications tools.	✓	✓
<p><b>On Going:</b></p> <ul style="list-style-type: none"> <li>a) Encourage home based business operators to actively participate in local business groups and networks.</li> <li>b) Facilitate the delivery of professional development and training opportunities to assist home based businesses to grow and provide employment.</li> <li>c) Continue to support local business networks with dissemination of information, ongoing engagement and promotion.</li> <li>d) Encourage local businesses to engage with and actively participate in local business networks.</li> <li>e) Conduct meetings between local business associations and councillors at least twice a year.</li> <li>f) Facilitate the flow of business and economic information to local businesses.</li> <li>g) Implement a system to guide fair and reasonable fast-tracking of approval processes for small businesses proposing to generate local jobs.</li> </ul> <p><b>Completed in Years 1 &amp; 2:</b></p> <ul style="list-style-type: none"> <li>5.1.1 Participate in Regional Victoria Living Expo and similar events to promote Strathbogie as a lifestyle choice for home based business.</li> <li>5.2.2 Promote the options and benefits of telecommunications and the NBN to shire based business groups and networks.</li> </ul>		

Priority Area 4:

## SMALL BUSINESS AND TOURISM

**Ensure the small business and tourism sectors are innovative and well networked, leading to consistent growth in consumer and visitor numbers.**

*RELEVANT COUNCIL PLAN OBJECTIVE:  
Goal 7 – Tourism & Hospitality*

4.2 Enhance and promote Strathbogieshire as a tourist destination with multiple local destinations.	2015-16	2016-17
4.2.1 Seek funding to investigate gaps and opportunities for eco-tourism in Strathbogieshire.	✓	✓
4.2.2 Complete the Nagambie Town Centre project.	✓	✓
4.2.3 Undertake an economic impact analysis of water-based activities on the Nagambie waterways.	✓	✓
4.2.4 Implement the Nagambie Waterways Recreational and Commercial Strategy actions.	✓	✓
4.2.5 Implement Council's Tracks and Trails Strategy	✓	✓

### On Going:

- a) Advocate to Goulburn River Valley Tourism for professional development for local operators, particularly around the development of packaged tourism experiences.
- b) Promote awareness of and networking among the various tourism, business, wine and environmental groups across the shire.
- c) Provide information to local operators about product development, events and planning occurring across the region (i.e., outside of Strathbogieshire).
- d) Encourage local tourism operators to engage with Goulburn River Valley Tourism.
- e) Clarify Council's role around events planning and management.
- f) Support Goulburn River Valley Tourism in the development of promotional materials and efforts to improve tourism signage.
- g) Advocate to Goulburn River Valley Tourism to develop a regional, coordinated events schedule.
- h) Assist private operators with funding submissions and advocacy for construction of infrastructure to link wineries on the Goulburn River with key tourism sites around Lake Nagambie.

### Completed in Years 1 & 2:

- 6.1.1 Support Goulburn River Valley Tourism on tourism product auditing
- 6.4.2 Ensure high quality events by preparing an 'Event Planning Guide' clarifying the roles, responsibilities and processes of Council and other organisations / communities around event planning and management.
- 6.4.3 Increase skills and processes around attracting sponsorship and funding.
- 6.5.1 Implement Council's Bike and Walking Path Strategy.

# APPENDIX 1 – CHANGES TO ORIGINAL MASTER PLAN

## Original Priority Areas

**1. AGRICULTURE**  
Support traditional agriculture including an emerging intensive agriculture sector that drives significant new investment and job creation in Strathbogie Shire.

**2. EQUINE**  
Ensure the Strathbogie Shire is increasingly recognised, nationally and internationally, as a key player in the equine industries.

**7. WINE**  
Support a growing local wine industry generating strong investment, packaged tourism opportunities and increasing recognition of the area as a wine region.

**3. INFRASTRUCTURE**  
Ensure the Shire's infrastructure enhances efficiency in people and freight movement and product and service delivery.

**9. COUNCIL PLANNING**  
Ensure an integrated, whole-of-Council planning approach to economic development.

**4. POPULATION GROWTH**  
Ensure consistent population growth.

**8. HEALTH, AGED AND EMERGENCY SERVICES**  
Ensure expanding health and aged care industries provide job growth and quality services to support local communities and population retention.

**5. SMALL BUSINESS**  
Support a growing, networked and innovative small business sector which will grow local jobs and provide quality goods and services to the local community and the wider economy.

**6. TOURISM**  
Support packaged tourism experiences and events leading to consistent growth in visitor numbers for both day-trips and overnight stays.

## Revised Priority Areas

**1. RURAL INDUSTRY (FOOD, WINE AND EQUINE)**  
Ensure a strong agricultural sector whilst strengthening and leveraging off the Shire's growing reputation as a key player in the equine industries and its increasing recognition as a wine region.  
*RELEVANT COUNCIL PLAN OBJECTIVE: Goal 5 – Industry, Business & Investment*

**2. INFRASTRUCTURE AND PLANNING**  
Ensure the Shire's infrastructure enhances productivity, efficiency of movement and service delivery, and facilitates whole-of-Council planning objectives.  
*RELEVANT COUNCIL PLAN OBJECTIVE: Goal 6 – Infrastructure*

**3. POPULATION GROWTH**  
Ensure consistent population growth, supporting and supported by job growth in the health and human services sectors and across the broader local economy.  
*RELEVANT COUNCIL PLAN OBJECTIVE: Goal 1 – Community Wellbeing*

**4. SMALL BUSINESS AND TOURISM**  
Ensure the small business and tourism sectors are innovative and well networked, leading to consistent growth in consumer and visitor numbers.  
*RELEVANT COUNCIL PLAN OBJECTIVE: Goal 7 – Tourism & Hospitality*

## Revised Strategies

- 1.1 Support and enhance the sustainability of traditional agriculture as a key contributor and job provider within the local economy.
- 1.2 Develop and promote the opportunities for best practice intensive agriculture and food security in the shire.
- 1.3 Enhance the capacity and growth potential of local equine industries and promote the shire as a key destination for equine.
- 1.4 Enhance the capacity and growth potential of the local wine industries and promote the shire as a wine region.

- 2.1 Provide sufficient industrial land and critical infrastructure to allow for growth.
- 2.2 Facilitate the provision of roads, bridges, water, power (including three-phase), gas, telecommunications, effluent disposal and waste infrastructure.
- 2.3 Consider economic development objectives when preparing and updating key Council planning documents.

- 3.1 Promote Strathbogie Shire as a place to live, both permanently and seasonally.
- 3.2 Provide a sufficient amount of appropriate land for residential and related purposes.
- 3.3 Lobby for better passenger rail services into Melbourne and regional centres, and increased V/Line stops and shuttle services.
- 3.4 Enhance services to people at all stages of life to assist population growth and retention.
- 3.5 Enhance pathways to local career opportunities to assist population retention.

- 4.1 Encourage the growth of new and existing businesses.
- 4.2 Enhance and promote Strathbogie Shire as a tourist destination with multiple local destinations.

## Original Strategies

- 1.1 Engage key government, infrastructure and industry stakeholders in an ongoing focus on ensuring food security in the shire and Goulburn Valley region.
- 1.2 Facilitate the development of a shire-wide Rural Industries Network open to all operators of local agricultural, aquaculture and rural industry enterprises to encourage collaboration, value-adding partnerships, clustering opportunities and the like.
- 1.3 Work with local and regional secondary and tertiary education institutions on the development of initiatives to encourage farm succession, including a 'Pathways to Agriculture' scholarship program for local students pursuing education and training for a career in agriculture.
- 1.4 Promote the opportunities that exist in Strathbogie Shire for best practice intensive agriculture along with information about land use planning criteria including environmental and infrastructure requirements.
- 1.5 Secure the viability of the Euroa Saleyards and maximise economic opportunities.

- 2.1 Seek membership (skills-based) on the boards of peak equine industry bodies.
- 2.1 Work with local equine industry operators to identify the inhibitors and enablers of further expansion of specific enterprises and the local industry as a whole, and advocate to government as appropriate.
- 2.3 Promote the opportunities and competitive advantages of Strathbogie Shire for the equine industries to attract new equine and related support / ancillary enterprises to the shire.
- 7.1 Support the informal association of wine industry operators and the Strathbogie Ranges Wine Region Association.
- 7.2 Work with local wine makers to seek government funding for the preparation of a strategic plan to guide the continued development of the local wine industry including expansion of smaller operations, wine region branding, synergistic marketing, exporting opportunities etc.
- 7.3 Support Food and Wine festivals in the shire.

- 3.1 Undertake a study into the economic opportunities associated with Mangalore Airport and nearby transport and utility infrastructure, including feasibility of a transport and logistics hub.
- 3.2 Lobby for railway station on proposed high speed Melbourne-Sydney rail to be located in Strathbogie Shire.
- 3.3 Review and implement Council's 'Industrial Land Study' whilst respecting local environmental values.
- 3.4 Advocate for roads, bridges, water, power (including three-phase), gas, telecommunications, National Broadband Network and effluent disposal infrastructure where lacking in the shire.
- 3.5 Lobby the State Government for funding to close the infrastructure renewal gap.

- 9.1 Consider economic development, including this Master Plan, when preparing and updating key Council planning documents including the Council Plan, Municipal Strategic Statement, Long Term Financial Plan, Rating Strategy and Environmental Strategy.

- 4.1 Lobby for better passenger rail services into Melbourne and regional centres, and for increased V/Line stops and shuttle services.
- 4.2 Conduct research into why people move into and out of Strathbogie Shire.
- 4.3 Plan and advocate for an increased range of early years, secondary and tertiary education services.
- 4.4 Facilitate cooperation between local industries and education providers on programs to introduce local students to local career opportunities.
- 4.5 Provide Rural Living and Low Density Residential zoned land in appropriate locations, having regard to existing local amenity and environmental values.
- 4.6 Investigate alternate effluent disposal systems to allow for subdivision and development in areas currently constrained by lack of appropriate effluent disposal.
- 4.7 Prepare Development Plan Overlay specifying drainage requirements to allow for subdivision and development in towns currently constrained by lack of appropriate drainage.
- 4.8 Lobby for and promote local affordable housing options to retain and attract people to the Shire.

- 8.1 Support hospitals and hostels located in the Shire as well as the development and expansion of allied regional health and services to aid community wellness and population retention and growth.
- 8.2 Advocate for increased emergency services.
- 8.3 Support diversity in culture and 'Cradle to Aged' services.
- 8.4 Work with the Strathbogie Health Consortium to encourage expansion of services to support ageing people and people with a disability to remain in their own homes for longer.

- 5.1 Promote Strathbogie Shire as a lifestyle choice for home based businesses and support home based business operators by linking them to government programs, professional development and networking opportunities.
- 5.2 Promote the availability of telecommunications and the NBN in Strathbogie Shire and encourage local businesses to connect to the NBN.
- 5.3 Fast-track planning and other approval processes for small businesses, particularly those proposing to provide additional employment.
- 5.4 Facilitate networking among small businesses to encourage professional development, collaboration, synergistic marketing, value-adding partnerships etc.

- 6.1 Work with Goulburn River Valley Tourism to encourage product development, signage and promotion of packaged tourism experiences in multiple 'local destinations' across Strathbogie Shire.
- 6.2 Build tourism product around the shire's high environmental values, as well as wine tourism and diverse equine pursuits and events.
- 6.3 Encourage product development and event planning having regard to a borderless regional context so as to leverage off (not replicate or compete against) regional tourism and events.
- 6.4 Increase organisational capacity and collaboration around event planning.
- 6.5 Support the development of infrastructure in the Shire which will link key tourism sites by walking, cycling and boating.
- 6.6 Review and implement the 'Nagambie Waterways Recreational and Commercial Strategy'.