



ECONOMIC DEVELOPMENT MASTER PLAN

2013 - 2017

ACKNOWLEDGEMENTS

The following individuals and organisations have contributed to the preparation of the 'Strathbogrie Shire Economic Development Master Plan, 2013-2017'.

Shaping the Report

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- Members of the community, including the business community, who reviewed drafts of the Economic Development Master Plan during its preparation, and who provided feedback to Council for consideration.

Statistical Data

The source of data presented in sections 1 and 2 of this report is the Australian Bureau of Statistics (ABS), with much of this being derived from the ABS Census of Population and Housing, 2011. Statistical graphs are as compiled, presented and interpreted for Strathbogrie Shire Council by .id, a company which builds demographic information products for Australia & New Zealand (www.home.id.com.au).

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1. INTRODUCTION

1.1 Background

Whilst Strathbogie enjoys the competitive advantages of a favourable location, excellent transport infrastructure and a sound base of existing industries, its economy is to some extent struggling to respond to a series of challenges including bypassing of key towns by the Hume and Goulburn freeways, an aging population and workforce, 'pull factors' associated with the larger nearby centres of Shepparton, Seymour and Benalla, the recent prolonged drought and subsequent floods, structural economic change and the closure of some significant local industries/employers.

To date Council's responses to these economic challenges have been driven by a series of separate strategic planning processes which have generally focussed on particular geographic localities or industry sectors. Whilst Council has been active in its planning and implementation of economic initiatives, it has lacked a coordinated shire-wide economic development master plan and action plan to guide its efforts. Currently, the only shire-wide economic development objectives are contained in the Council Plan and Planning Scheme. These are generally high level or land use focus objectives, rather than ones which drive specific economic development projects and initiatives.

Recognising the above, Council has engaged *Local Government Assignments* to prepare an Economic Development Master Plan for the period 2013-2017.

1.2 Purpose of the Economic Development Master Plan

The purpose of the Master Plan is 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 due to lifestyle and work opportunities; and
- Encouraging more people to visit and spend money in Strathbogie on tourism and recreation.

The Economic Development Master Plan applies across the whole of Strathbogie Shire. It seeks to guide Council in the planning and implementation of its economic development program and drives specific action/projects which are practical, time framed and measurable. The Master Plan provides for short, medium and longer term action.

1.3 Strathbogie Shire

Strathbogie Shire is located in north-central Victoria, two hours from central Melbourne. It is bounded by the Shire of Campaspe and the City of Greater Shepparton to the north, Benalla Rural City to the east, Mansfield, Murrindindi and Mitchell Shires to the south, and the City of Greater Bendigo to the west. The shire's population at the 2011 ABS Census was 9,622 people.

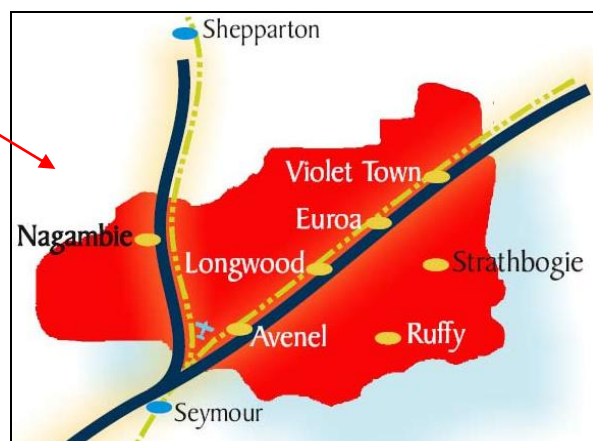
Strathbogie Shire is a predominantly rural shire including the more commonly known townships of Avenel, Euroa, Nagambie and Violet Town. The shire encompasses a total land area of 3,303 square kilometres, with land mainly used for agriculture, particularly wool, grain, cattle, horse studs and vineyards. Major features of the shire include the Strathbogie Ranges, Heathcote-Graytown National Park, the Goulburn River, Goulburn Weir, Lake Nagambie, Nagambie Lakes Regatta Centre, Mangalore Airport, Mitchelton Winery, Plunkett Wines and Tahbilk Winery.

Strathbogie Shire enjoys excellent transport linkages via the Goulburn Valley Freeway, Hume Freeway, Goulburn Valley Highway and the Melbourne-Shepparton and Melbourne-Wodonga railway lines. These strategic linkages increase accessibility and have helped to fuel population growth in certain areas. In particular, Nagambie, Avenel and the Strathbogie

Ranges have attracted increasing interest in recent times from the Melbourne and Shepparton property markets.



Strathbogie Shire



1.4 Strathbogie Shire Council

Strathbogie Shire is classified by Local Government Victoria as a 'Small Rural' Council. Forecast operational expenditure in 2013-14 of \$26.35 million will result in a forecast operating deficit of \$930k, whilst capital expenditure is budgeted at \$8.91 million. Council employs around 175 people at 125 equivalent fulltime (EFT).

Human resources allocated to economic development total approximately 1.4 EFT, spread across the Chief Executive Officer, Director Sustainable Development, Manager Economic Growth and Economic Growth Officer, who's focus is on events. Rural Councils Victoria's 'Rural Councils' Economic Development Activities And Capacity Audit, 2011' found that Strathbogie Shire was in the bottom five councils in Victoria for spending on economic development on a per capita basis, spending around \$7 compared to an average \$33 per capita across Victoria's 38 rural councils.

The shire's communities are represented by seven councillors across five wards, all elected in October 2012 for a four year term. The administrative centre is located at Euroa and a smaller customer service office is located at Nagambie.

2. ECONOMIC PROFILE

2.1 Population and Households

2.1.1 Shire Population

According to the ABS, Strathbogie Shire's 'official' population - i.e., its Estimated Resident Population (ERP) - as at 30 June 2011 was 9,622. The Victorian State Government Department of Planning and Community Development's 'Victoria in Future 2012' publication, meanwhile, lists Strathbogie's population as 10,060.

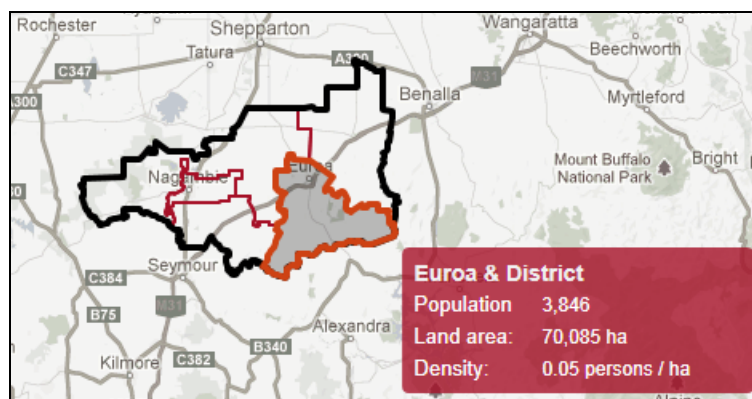
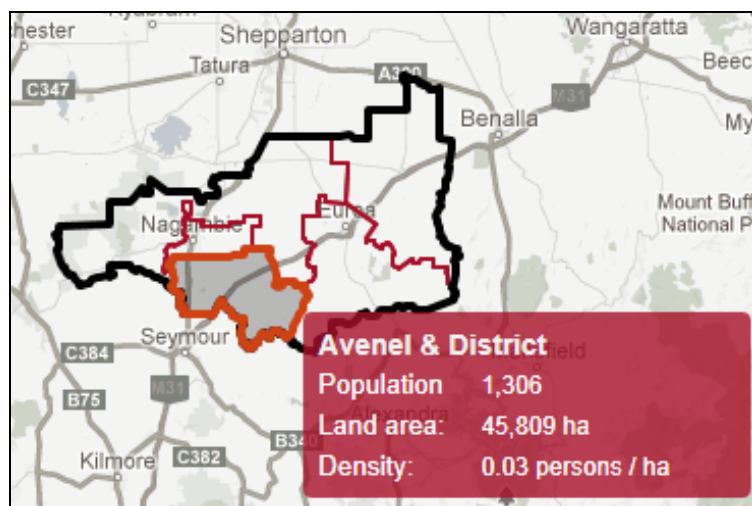
In addition to the permanent resident population, the shire has a further 2,300 non-resident ratepayers. Anecdotal evidence suggests that the population swells by up to 4,500 people during peak holiday season, to around 14,000 people in total.

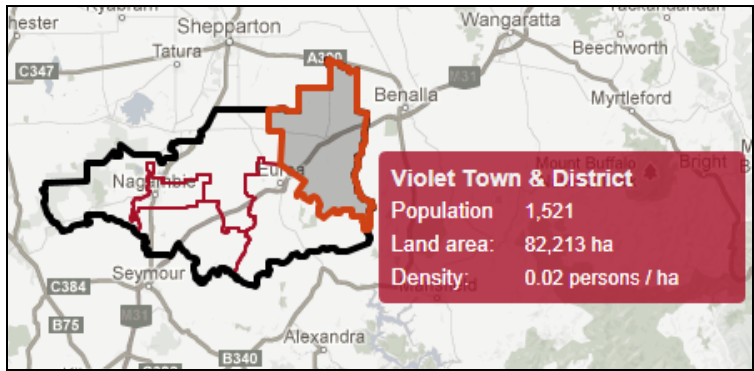
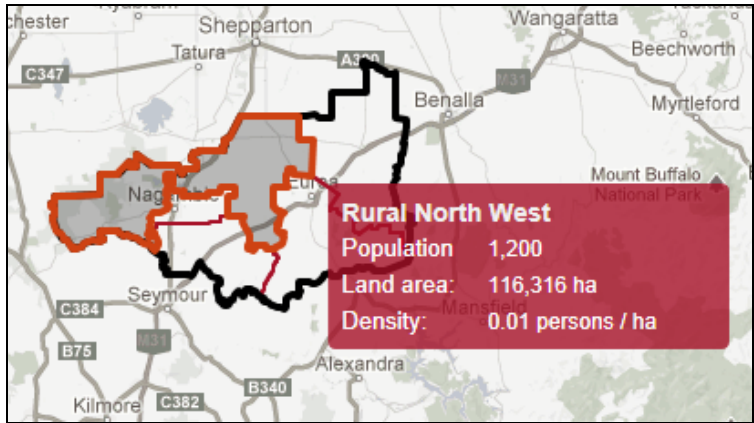
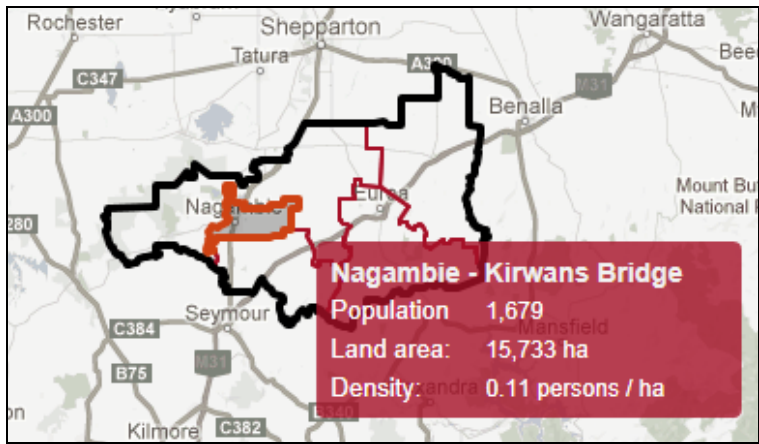
2.1.2 Population Districts

For the purpose of population and demographic profiling and analysis, Strathbogie Shire uses five 'Population Districts'. Analysis of Australian Bureau of Statistics (ABS) census data in each of the Population Districts and the Shire as a whole, along with comparisons of the data in table and graphic form with Regional Victoria, Victoria and Australia has been prepared by '.id' (www.home.id.com.au), a company which builds demographic information products.

Population District figures are based on "Usual Place of Residence" data from the 2011 ABS Census, as opposed to ERP data. Accordingly, a discrepancy of 100 people between the sum total of the five Population Districts below (9,552) and the ERP (9,622) is due to different methodology.

.id's analysis of 2011 ABS Census data indicates that 9,552 people resided across the five Population Districts as follows:



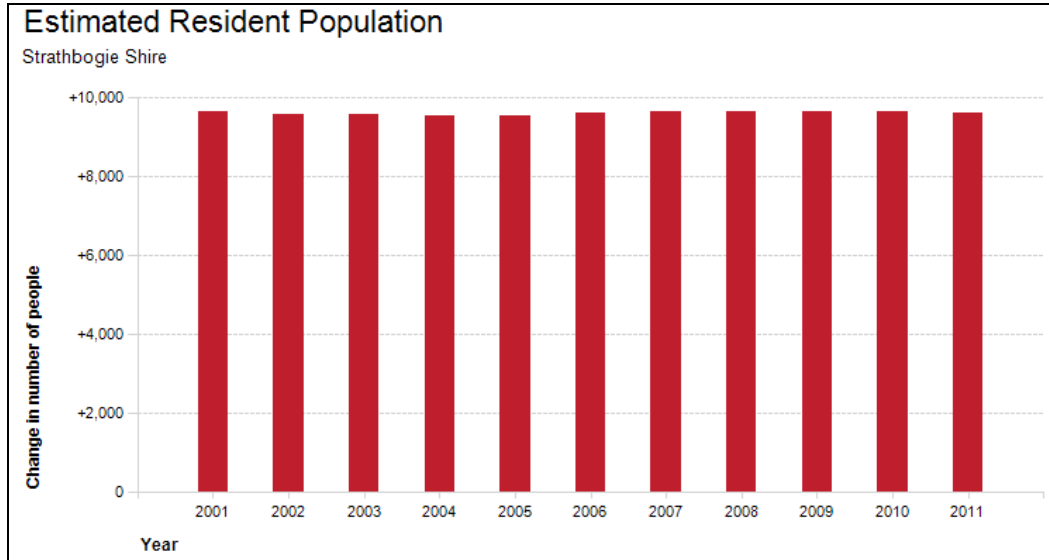


Source of Population District maps and data: .id (www.profile.id.com.au/strathbogie)

2.1.3 Population Growth

Analysis by .id has revealed that since 2001, the population of:

- Avenel and District has grown by 113 people (9.5%).
- Euroa and District has grown by 34 people (0.9%).
- Nagambie-Kirwin Bridge has grown by 45 people (2.8%)
- Rural North West has grown by 164 people (15.8%)
- Violet Town and District has grown by 122 people (8.7%)
- Strathbogie Shire has remained relatively constant at around 9,500 people.



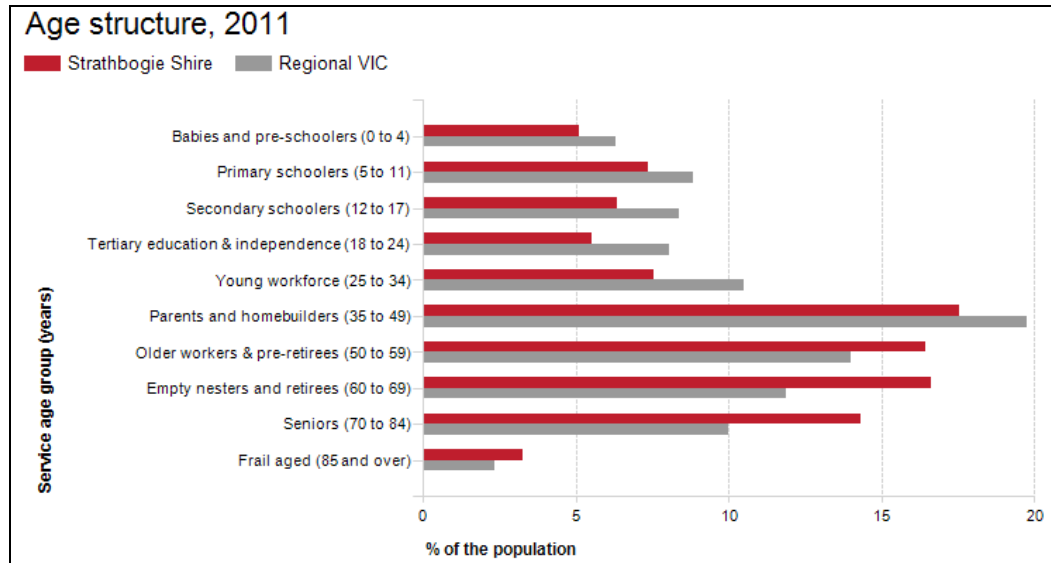
Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0).
 Compiled and presented by .id.

2.1.4 Age Structure

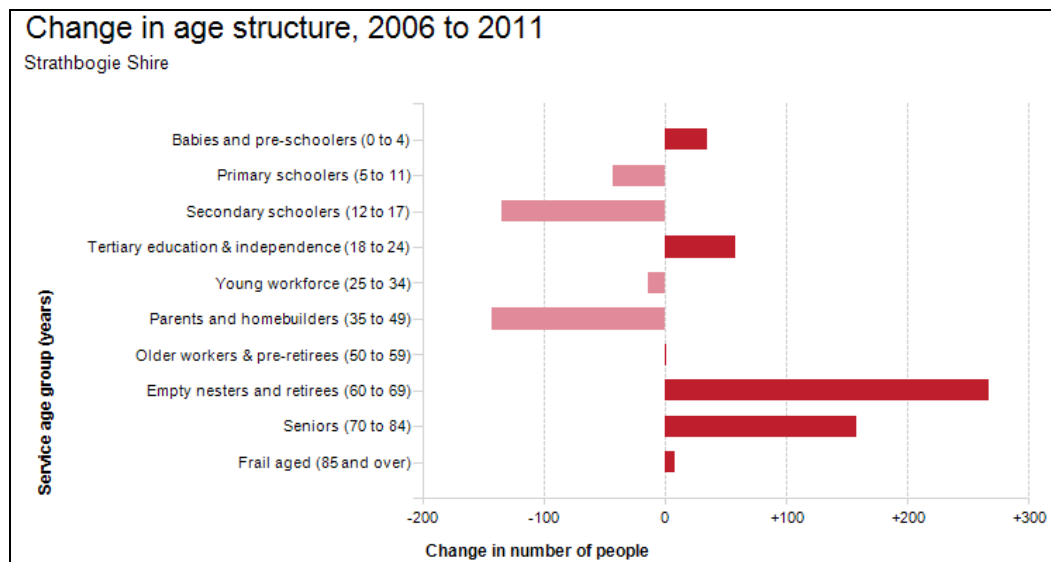
Age Structure data breaks down the Shire’s population into age groups based on typical life-stages.

The data indicates that:

- Strathbogie has a lower proportion of people across all age groups from 0 to 49 years and a higher proportion of people in all age groups 50 years and older.
- Between 2006 and 2011, the 60 to 69 year age group experienced the largest growth with 267 more people.
- Between 2006 and 2011, the 35 to 49 year age group experienced the largest decline with 143 less people.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data). Compiled and presented by .id.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Usual residence data). Compiled and presented by .id.

2.1.5 Households

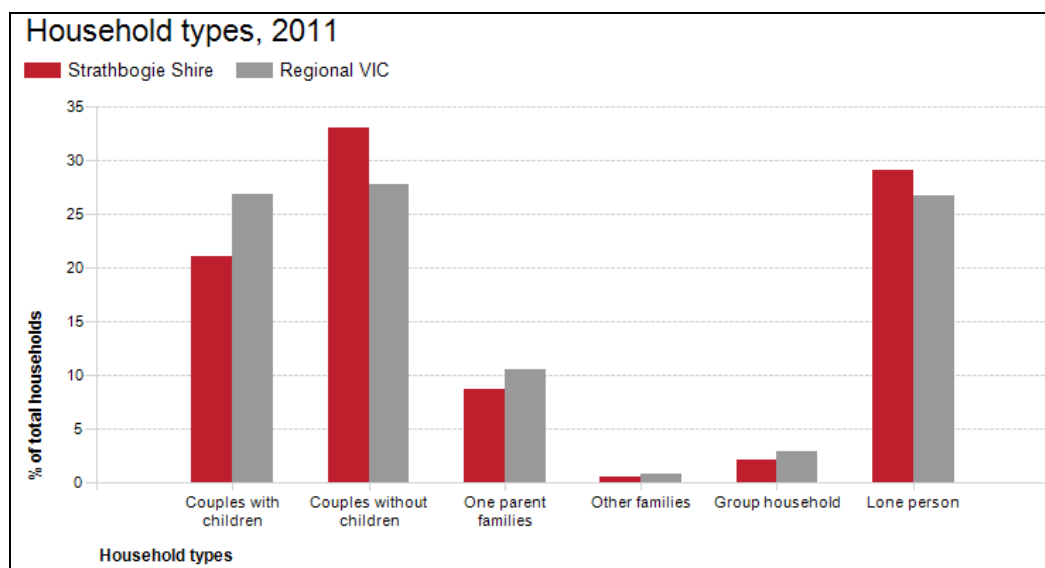
The number and structure of households is an important economic indicator, providing an insight into likely demand for local goods, services and facilities.

The data indicates that compared to Regional Victoria, Strathbogie Shire has:

- A lower proportion of couples with children (21.1%) compared 26.9%.
- A lower proportion of one-parent families (8.7%) compared with 10.5%.
- A higher proportion of Lone Person Households (29.2%) compared with 26.8%.
- A higher proportion of Couples without Children (33.1%) compared with 27.8%.

Households by type	Number
Couples with children	861
Couples without children	1,348
One parent families	353
Other families	21
Group household	85
Lone person	1,188
Other not classifiable household	130
Visitor only households	87
Total households	4,073

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data). Compiled and presented by .id.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data). Compiled and presented by .id.

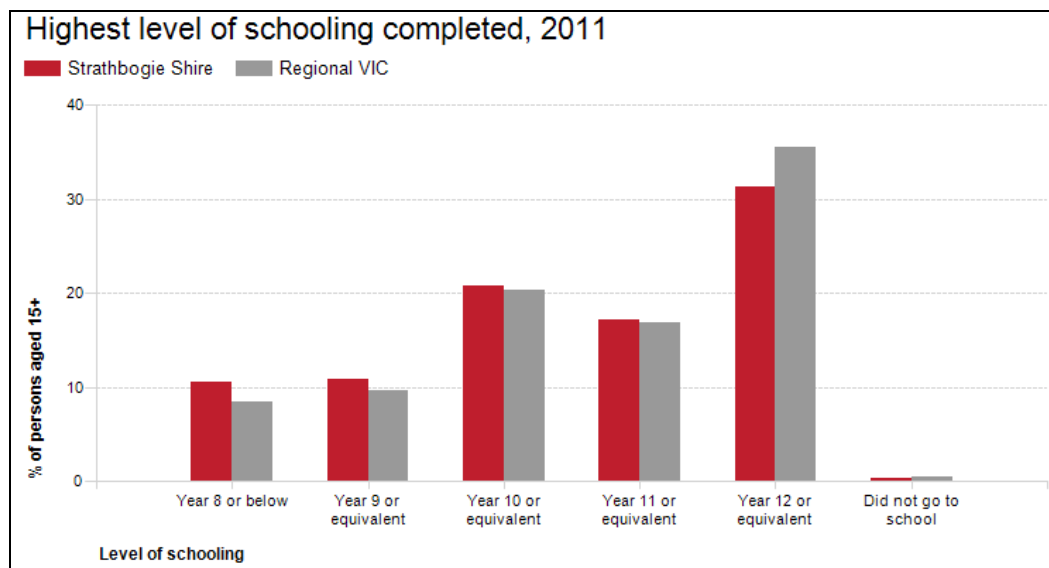
2.2 Education and Qualifications

2.2.1 Secondary School Education

Secondary school completion data, along with Non-School Qualifications, provides an insight into the skills base available to the local economy.

Secondary school completion data indicates that:

- 42.5% of Strathbogie residents left school at Year 10 or below compared with 39% of the population in Regional Victoria.
- 31.3% of Strathbogie residents completed Year 12 or equivalent, compared with 35.6% of the population in Regional Victoria.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data).
Compiled and presented by .id.

Interestingly, Council believes that approximately 100 students are being home-schooled across the shire.

2.2.2 Non-School Qualifications

Non-School Qualifications data assists in the identification of economic opportunities and skill gaps in the labour market.

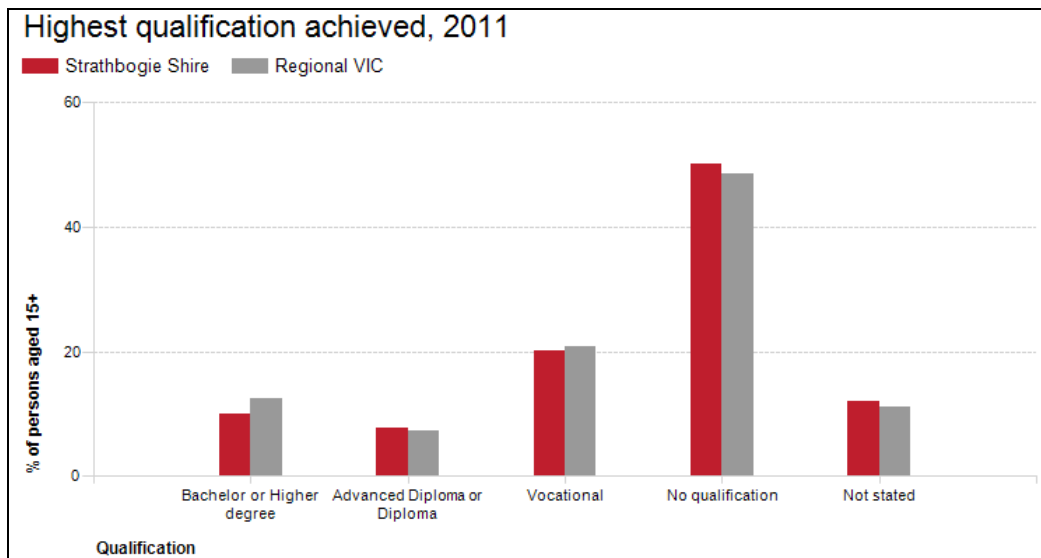
The data indicates that:

- 50.2% of Strathbogie residents have no qualification, compared with 48.4% of the population in Regional Victoria.
- 10.0% of Strathbogie residents have a Bachelor or Higher degrees, compared with 12.5% of the population in Regional Victoria.

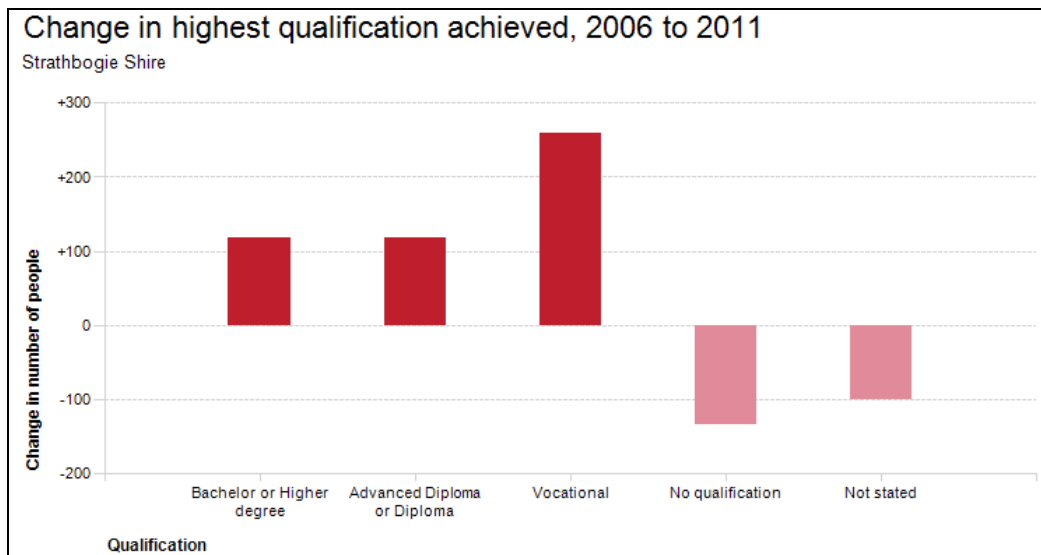
Significantly, the data also reveals that between 2006 and 2011, significant change occurred in relation to residents' qualifications. Specifically, there were:

- 260 more people with Vocational qualifications
- 134 fewer people with no qualifications
- 119 more people with Bachelor or Higher degrees
- 118 more people with Advanced Diplomas or Diplomas

(See graphs on following page)



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data). Compiled and presented by .id.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data). Compiled and presented by .id.

2.3 Income

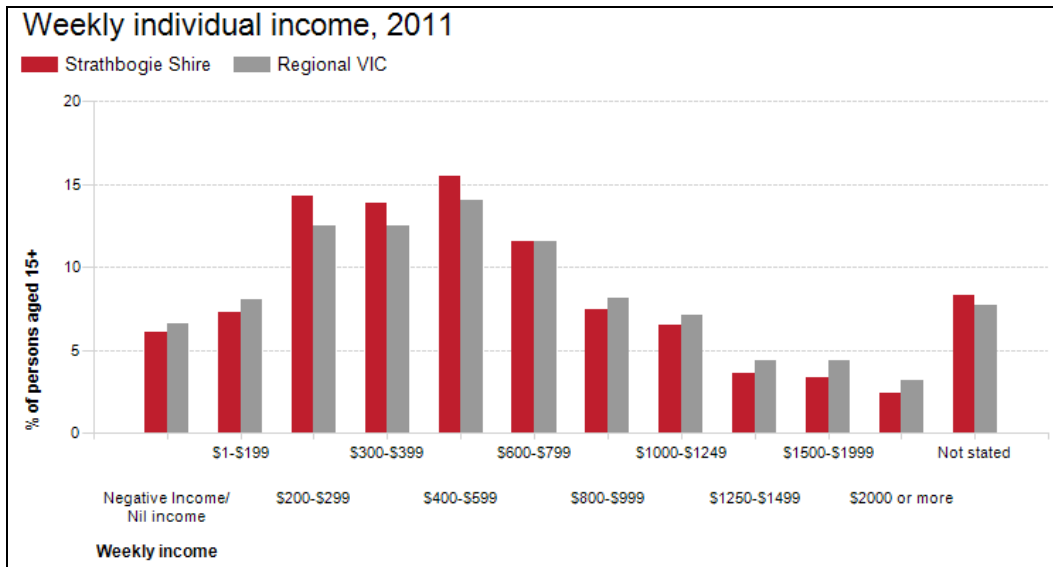
2.3.1 Weekly Individual Income

Individual Income data is an indicator of socio-economic status and of the potential size and strength of the consumer market available to the local economy.

The data indicates that:

- A lower proportion of Strathbogieshire residents (5.7%), compared with people across Regional Victoria (7.5%), earn a high income of at least \$1,500 a week.
- A higher proportion of Strathbogieshire residents (41.5%), compared with people across Regional Victoria (39.6%), earn a low income of less than \$400 a week.

(See graph on following page)



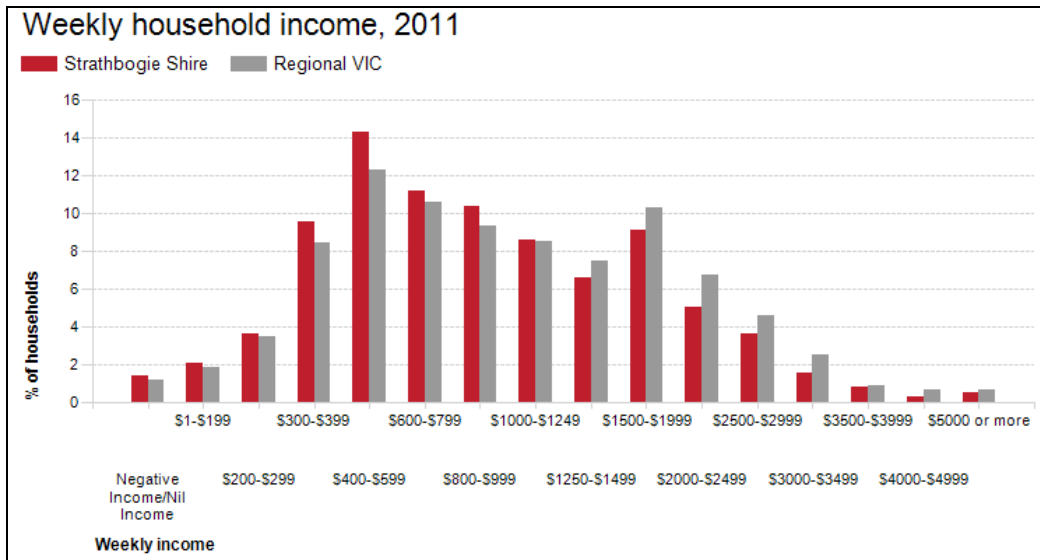
Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data). Compiled and presented by .id.

2.3.2 Weekly Household Income

As households form the economic unit that underpins local economies, Weekly Household Income is a fundamental economic driver and provides a useful insight into an area’s economic development potential. Household Income is a key indicator of socio-economic status.

The data indicates that:

- A lower proportion of Strathbogie households (6.7%), compared with those across Regional Victoria (9.2%), earn a high income of at least \$2,500 a week.
- A higher proportion of Strathbogie households (31%), compared with those across Regional Victoria (27.2%), earn a low income of less than \$600 a week.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data). Compiled and presented by .id.

2.4 SIEFA

2.4.1 Socio-Economic Disadvantage

SEIFA (Socio-Economic Index for Areas) measures the relative level of disadvantage in an area and is derived from characteristics such as low income, low educational attainment, high unemployment and jobs in relatively unskilled occupations.

A higher score means a *lower* level of disadvantage whilst a lower score indicates a *higher* level of disadvantage.

The data indicates that:

- Strathbogies 2011 SEIFA score of 970.2 makes it the 23rd most disadvantaged of Victoria's 79 local government areas, comparing with:
 - 1098.3 in Nillumbik Shire (least disadvantaged Victorian local government area)
 - 894.9 in the City of Greater Dandenong (most disadvantaged)
 - 977.7 in Regional Victoria
- Strathbogies 2011 score of 970.2 compares with its 2006 score of 930, indicating a lower relative level of disadvantage.
- The relative level of disadvantage across the shire's Population Districts (from greatest to least) are:
 - Nagambie – Kirwans Bridge: 941.1
 - Euroa and District: 957.3
 - Violet Town and District: 987.5
 - Rural North West: 992.5
 - Avenel and District: 1,005.8

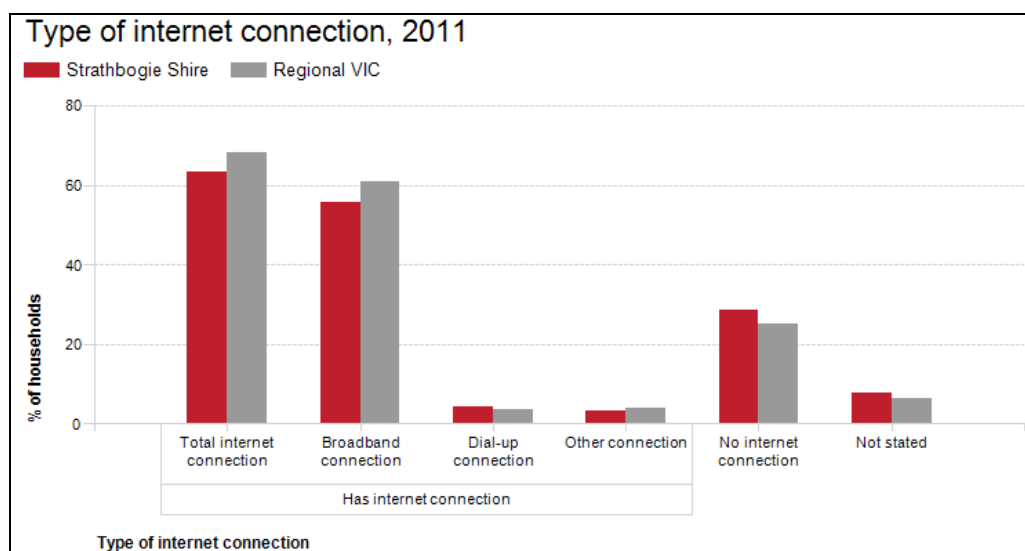
2.5 Internet Connections

2.5.1 Type of Internet Connections

With businesses increasingly transacting business online, the availability and rate of connection to high speed internet is an important factor in local economic capacity.

The data indicates that:

- Across Strathbogies Shire, 33.2% of households have no internet connection or a dial up connection, compared with 28.8% across regional Victoria.
- Across Strathbogies Shire, 55.6% of households have a broadband connection, compared with 60.9% across regional Victoria.



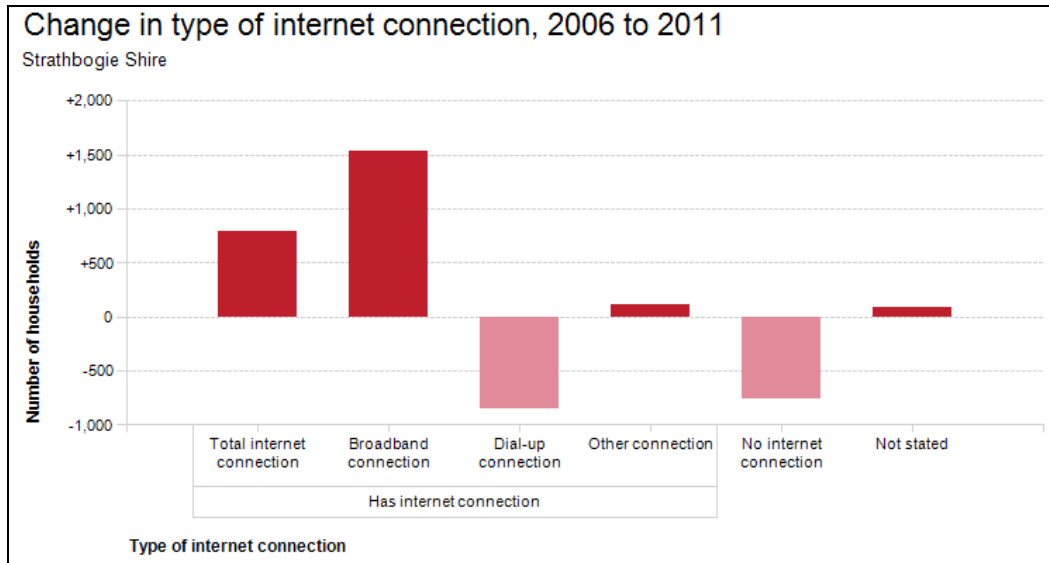
Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data).
Compiled and presented by .id.

2.5.2 [Change in Type of Internet Connection, 2006 to 2011](#)

Change in type of internet connection demonstrates increased availability of higher speed internet, households' increasing expectations around internet services, and the rate at which opportunities are emerging within the local economy for businesses and consumers to efficiently transact online.

The data indicates that between 2006 and 2011 in Strathbogie Shire:

- 797 additional households connected to the internet
- 1,538 additional households obtained broadband connectivity
- 856 fewer households used a dial-up internet connection



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Enumerated data). Compiled and presented by .id.

2.6 Employment, Occupations and Industries

2.6.1 Employment Status

Employment status is seen as a key indicator of economic conditions not only because it indicates the ability and propensity of the economy to provide jobs, but also because it indicates the extent to which consumers in an economy are able and likely to spend money on goods and services available within the economy.

The data indicates that:

- Strathbogies unemployment rate of 4.1% compared favourably with Victoria's 5.4% and Australia's 5.6%.
- A smaller proportion of Strathbogies workforce (57%) worked full-time, compared with 59.2% for Victoria and 59.7% for Australia.
- A larger proportion of Strathbogies workforce (32.1%) worked part-time, compared with 29.6% for Victoria and 28.7% for Australia.

EMPLOYMENT	Strathbogie (\$)	%	Victoria	%	Australia	%
<i>People who reported being in the labour force, aged 15 years and over</i>						
Worked full-time	2,472	57.0	1,583,266	59.2	6,367,554	59.7
Worked part-time	1,393	32.1	791,836	29.6	3,062,976	28.7
Away from work	294	6.8	155,530	5.8	627,797	5.9
Unemployed	179	4.1	144,844	5.4	600,133	5.6
Total in labour force	4,338	--	2,675,476	--	10,658,460	--

Source: ABS website, '2011 Census QuickStats: Strathbogie (S)'.

Whilst these figures appear to be comparatively strong for Strathbogie Shire, it should be noted that some members of the community - for example, people with a disability – may not be participating in the labour market and thus are not reflected in these figures, yet would like to be working.

2.6.2 Hours Worked

Hours Worked data provides a further insight into the strength and characteristics of the labour market.

The data indicates that:

- A larger proportion of Strathbogies workforce (22.4%) worked between 16 and 34 hours per week, compared with 19.8% for Victoria and 20.3% for Australia.
- A smaller proportion of Strathbogies workforce (59.5%) worked 35 or more hours per week, compared with 62.5% for Victoria and 63.3% for Australia.

EMPLOYMENT – HOURS WORKED	Strathbogie (\$)	%	Victoria	%	Australia	%
<i>Labour force, people aged 15 years and over</i>						
1-15 hours per week	455	10.9	289,746	11.4	1,087,799	10.8
16-24 hours per week	442	10.6	245,456	9.7	947,792	9.4
25-34 hours per week	492	11.8	256,634	10.1	1,027,380	10.2
35-39 hours per week	577	13.9	445,919	17.6	1,808,879	18.0
40 hours or more per week	1,895	45.6	1,137,351	44.9	4,558,678	45.3

Source: ABS website, '2011 Census QuickStats: Strathbogie (S)'.

2.6.3 [Occupation](#)

Occupation data refers not to the number of jobs in each occupation within Strathbogie Shire, but to the number of jobs of local residents regardless of whether or not these jobs are based in Strathbogie.

It should be noted that the 'Managers' category includes farm managers within its definition, hence a high proportion of Managers in Strathbogie compared with Victoria and Australia.

The data indicates that:

- More Strathbogie residents (22.8%) are employed as 'Managers' than in any other single profession.
- A larger proportion of Strathbogie's workforce (14.8%) worked as 'Labourers' compared with 9.0% for Victoria and 9.4% for Australia.
- A smaller proportion of Strathbogie's workforce (23.2%) worked as 'Professionals' or 'Clerical and Administrative Workers' compared with 36.7% for Victoria and 36.0% for Australia.

OCCUPATION	Strathbogie (S)	%	Victoria	%	Australia	%
<i>Employed people aged 15 years and over</i>						
Managers	946	22.8	332,929	13.2	1,293,970	12.9
Labourers	617	14.8	227,185	9.0	947,608	9.4
Technicians and Trades Workers	575	13.8	350,758	13.9	1,425,146	14.2
Professionals	563	13.5	564,781	22.3	2,145,442	21.3
Clerical and Administrative Workers	401	9.7	364,498	14.4	1,483,558	14.7
Community & Personal Service Workers	372	9.0	234,381	9.3	971,897	9.7
Machinery Operators And Drivers	304	7.3	154,543	6.1	659,551	6.6

Source: ABS website, '2011 Census QuickStats: Strathbogie (S)'.

2.6.4 [Industry of Employment](#)

Industry of Employment data refers not to the number of jobs in each industry sector within Strathbogie Shire, but to the number of jobs of local residents regardless of whether or not these jobs are based in Strathbogie Shire. For example, not all of the 124 people employed in 'Local Government Administration' are employed in local government administration in Strathbogie Shire, but are employed by other local governments in the region.

The data indicates that:

- Sheep, Beef Cattle and Grain Farming is by far the industry employing more Strathbogie residents than any other single industry.
- Local Government Administration provides proportionally more jobs for Strathbogie's workforce (3.0%) than it does for Victoria or Australia's workforce (both 1.4%).
- Hospitals provide proportionally fewer jobs for Strathbogie's workforce (2.9%) than they do for Victoria's workforce (3.9%) or Australia's workforce (3.6%).

INDUSTRY OF EMPLOYMENT, TOP RESPONSES	Strathbogie (S)	%	Victoria	%	Australia	%
<i>Employed people aged 15 years and over</i>						
Sheep, Beef Cattle and Grain Farming	528	12.7	23,883	0.9	120,143	1.2
School Education	179	4.3	111,140	4.4	467,373	4.6
Cafes, Restaurants and Takeaway Food Services	151	3.6	106,394	4.2	412,804	4.1
Local Government Administration	124	3.0	35,287	1.4	136,792	1.4
Hospitals	122	2.9	99,286	3.9	361,011	3.6

Source: ABS website, '2011 Census QuickStats: Strathbogie (S)'.

2.6.5 [Businesses \(Number of\) by Industry by Employment Size](#)

As per the table on the following page, there were 1,367 businesses in Strathbogie Shire at June 2011, with 917 of these based in the eastern part of the shire and 450 in the western part of the shire. Of the total 1,367 businesses:

- 655 businesses operated in the Agriculture, Forestry and Fishing industry
- 165 businesses operated in the Construction industry
- 903 businesses were non employing
- 265 businesses employed 1 to 4 people
- 166 businesses employed 5 to 19 people
- 33 businesses employed 20 to 199 people

The largest individual employers include Strathbogie Shire Council (172 employees at 125 EFT), Swettenham Stud and Lindsay Park (equine); Mitchelton Wines, Tahbilk and Fowles Wine; and Euroa Health, Violet Town Bush Nursing Centre and Nagambie Healthcare.

It is expected that when operating at full capacity, the Euroa Freeway Service Centre will employ around 120 people, whilst the Costa Mushroom Exchange is expected to employ 275 people as part of stage 1 (approx. 18 months) and a further 275 as part of stage 2 (approx. 5 years).

BUSINESSES BY INDUSTRY DIVISION BY EMPLOYMENT SIZE AS AT JUNE 2011

<i>Industry</i>	<i>Location</i>	<i>Non employing no.</i>	<i>1-4 no.</i>	<i>5-19 no.</i>	<i>20- 199 no.</i>	<i>200+ no.</i>	<i>Total no.</i>
Agriculture, Forestry and Fishing	East	361	65	46	6	0	478
Agriculture, Forestry and Fishing	West	113	26	29	9	0	177
Agriculture, Forestry and Fishing	Whole Shire	474	91	75	15	0	655
Mining	East	3	0	0	0	0	3
Mining	West	0	0	3	0	0	3
Mining	Whole Shire	3	0	3	0	0	6
Manufacturing	East	15	6	6	3	0	30
Manufacturing	West	11	9	3	0	0	23
Manufacturing	Whole Shire	26	15	9	3	0	53
Construction	East	63	34	6	0	0	103
Construction	West	43	16	3	0	0	62
Construction	Whole Shire	106	50	9	0	0	165
Wholesale Trade	East	6	6	3	0	0	15
Wholesale Trade	West	3	6	0	0	0	9
Wholesale Trade	Whole Shire	9	12	3	0	0	24
Retail Trade	East	12	6	8	0	0	26
Retail Trade	West	18	0	3	3	0	24
Retail Trade	Whole Shire	30	6	11	3	0	50
Accommodation and Food Services	East	13	12	7	0	0	32
Accommodation and Food Services	West	3	7	8	3	0	21
Accommodation and Food Services	Whole Shire	16	19	15	3	0	53
Transport, Postal and Warehousing	East	13	11	9	0	0	33
Transport, Postal and Warehousing	West	13	15	3	0	0	31
Transport, Postal and Warehousing	Whole Shire	26	26	12	0	0	64
Information Media and Telecommunications	East	3	0	0	0	0	3
Information Media and Telecommunications	West	0	0	0	0	0	0
Information Media and Telecommunications	Whole Shire	3	0	0	0	0	3
Financial and Insurance Services	East	26	3	0	0	0	29
Financial and Insurance Services	West	9	3	0	0	0	12
Financial and Insurance Services	Whole Shire	35	6	0	0	0	41
Rental, Hiring and Real Estate Services	East	35	3	0	0	0	38
Rental, Hiring and Real Estate Services	West	21	0	0	0	0	21
Rental, Hiring and Real Estate Services	Whole Shire	56	3	0	0	0	59
Professional, Scientific and Technical Services	East	23	7	11	0	0	41
Professional, Scientific and Technical Services	West	20	9	3	0	0	32
Professional, Scientific and Technical Services	Whole Shire	43	16	14	0	0	73
Administrative and Support Services	East	8	6	6	0	0	20
Administrative and Support Services	West	3	3	0	0	0	6
Administrative and Support Services	Whole Shire	11	9	6	0	0	26
Public Administration and Safety	East	0	0	0	0	0	0
Public Administration and Safety	West	3	0	0	0	0	3
Public Administration and Safety	Whole Shire	3	0	0	0	0	3
Education and Training	East	6	0	0	3	0	9
Education and Training	West	0	0	3	0	0	3
Education and Training	Whole Shire	6	0	3	3	0	12
Health Care and Social Assistance	East	13	0	0	3	0	16
Health Care and Social Assistance	West	3	3	0	3	0	9
Health Care and Social Assistance	Whole Shire	16	3	0	6	0	25
Arts and Recreation Services	East	5	0	3	0	0	8
Arts and Recreation Services	West	0	3	0	0	0	3
Arts and Recreation Services	Whole Shire	5	3	3	0	0	11
Other Services	East	17	3	3	0	0	23
Other Services	West	3	0	0	0	0	3
Other Services	Whole Shire	20	3	3	0	0	26
Not Classified	East	7	3	0	0	0	10
Not Classified	West	8	0	0	0	0	8
Not Classified	Whole Shire	15	3	0	0	0	18
Total no. of Businesses across all Industries	East	629	165	108	15	0	917
Total no. of Businesses across all Industries	West	274	100	58	18	0	450
Total no. of Businesses across all Industries	Whole Shire	903	265	166	33	0	1,367

Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, Jun 2007 to Jun 2011, Businesses by Industry Division by Statistical Area Level 2 by Employment Size Ranges, June 2011

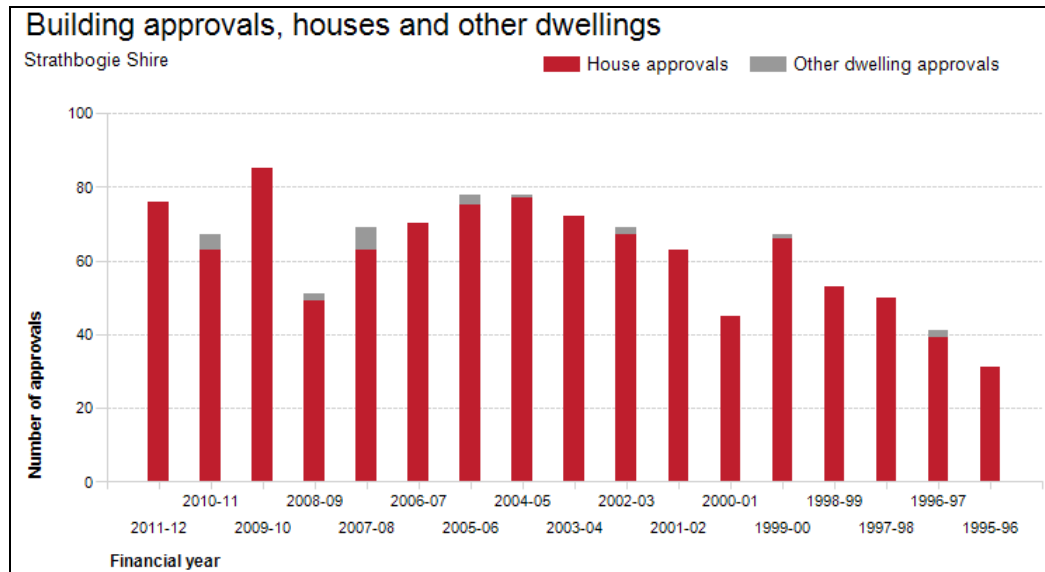
2.7 Building Activity

2.7.1 Building Approvals

Building approvals data provides a good indication of general economic confidence and activity as they tend to reflect a broad range of factors such as the state of the overall economy, interest rates, availability of credit, government and business investment and employment levels.

The data indicates that:

- Whilst building approvals for houses and other dwellings have fluctuated, the overall trend has been toward increased building since 1995, despite relatively stagnant population growth.
- Building activity appears to have been impacted by the Global Financial Crisis of 2008-09.



Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented by .id.

3. LITERATURE REVIEW

3.1 Hume Strategy

The *Hume Strategy for Sustainable Communities 2010-2020* (Hume Strategy) was developed by the Hume Regional Management Forum to inform decision making and investment in the Hume region.

The Strategy sets the following vision:

- *The Hume Region will be resilient, diverse and thriving. It will capitalise on the strengths and competitive advantages of the four sub regions, to harness growth for the benefit of the region and to develop liveable and sustainable communities.*

The four Hume sub regions are Central Hume (Alpine, Benalla, Mansfield & Wangaratta), Goulburn Valley (Greater Shepparton, Moira, Strathbogie & Campaspe), Lower Hume (Mitchell & Murrindindi) and Upper Hume (Indigo, Towong & Wodonga).

The Strategy contains over 300 recommendations under the five themes of Environment, Communities, Economic, Transport and Land Use, and lists 'Air freight centre at Mangalore Airport' as a "Ready to Advance Project".

3.2 Hume Regional Growth Plan

The *Hume Regional Growth Plan* is one of eight such plans currently being prepared across Victoria in partnership between local government and state agencies and authorities, led by the Department of Planning and Community Development (DPCD). When completed, the plan will provide the means to implement the strategic land use and infrastructure directions set out in the Hume Strategy. Accordingly to the DPCD website, the plan will:

- "Identify economic, environmental, social and cultural resources to be preserved, maintained or developed,
- Provide direction for accommodating growth and change including residential, employment, industrial, commercial, agricultural and other rural activities,
- Show broadly which areas of land can accommodate growth and which are to be maintained, including consideration of the infrastructure needed to support growth or change, and
- Help councils by streamlining planning policy as well as potentially reducing the amount of strategic work councils have to do."

The Hume Regional Growth Plan is expected to be completed late 2013.

3.3 Council Plan

Strathbogie Shire's *2009-2013 Council Plan (2012 Review)* has its main focus on achieving future sustainability, improving liveability, encouraging investment opportunities, improving the wellbeing of residents and connecting effectively with local communities.

The Council Plan contains high level objectives for economic development, rather than ones which drive specific action. The relevant objectives are:

- PRIVATE ENTERPRISE: An environment which provides opportunity and supports for sustainable investment.
- TOURISM: A desirable destination which attracts visitors to enhance the economic and recreational opportunities for our community.

3.4 Strathbogie Planning Scheme

The Strathbogie Planning Scheme includes the following objectives for economic development within the Municipal Strategic Statement:

- To facilitate further business, industry and tourism investment which reinforces the role of the local towns, increases local employment opportunities and makes productive and sustainable use of the Shire's resources.
- To provide further agricultural investment in productive enterprises by value adding to existing enterprises and the diversification into high value agriculture and related tourism services.
- To direct major storage and transport businesses and manufacturing businesses to the industrial zones in Nagambie and Euroa, and, if applicable, to the new Special Use Precinct.
- To accommodate industrial service industries such as mechanics, smash repairers, small manufacturers, construction and trade businesses in towns.
- To encourage diversification of economic development opportunities in the primary industry sector.
- Encourage development of intensive food production industries.
- Encourage development of the equine industry and associated input and output products and services.
- Encourage viticulture development within the Strathbogie Ranges and along the Goulburn River/Lake Nagambie Wine region area.
- To encourage development of packaging, transport and distribution developments in appropriate locations.
- Encourage manufacturing development and investment in appropriately zoned areas within the Shire.

The above objectives are followed by a series of economic development strategies at clause 21.03-11 of the Planning Scheme, namely:

- Assist the existing agricultural base by promoting and facilitating value adding processes and to ensure that primary production continues to evolve and diversify to changing agricultural trends.
- Develop an intensive agricultural area to the north of the Hume Freeway, located between Euroa and Nagambie.
- Encourage rural dependent enterprises.
- Encourage tourism related development that promotes employment, tourism and recreational opportunities.
- Strengthen the retail and business sector of the service towns.
- Protect and facilitate the future operation and development of the Mangalore Airport.
- Promote and encourage the ongoing growth of the food and wine sectors.
- Promote and encourage the ongoing growth of the Equine Industry.
- Facilitate the provision of employer and employee training programs to assist and enhance existing enterprises.

- Facilitate development of the tourism sector through strategies that protect the natural environment, heritage and town character, promote tourist related industries and strengthen tourism links with surrounding municipalities located in the region.
- Ensure that industrial land supply in the Shire's major urban centres can readily meet the needs of new industries (lot sizes, location and availability of services).
- Encourage the use and development of land for tourist activities in rural areas that are associated with or complement the use of land for agricultural purposes.
- Enhance the tourism potential of major urban centres including Euroa, Nagambie, Avenel and Violet Town by facilitating improvements to the functions, design and presentation of these town centres and entrances.
- Support the investigation of the establishment and ongoing development of the proposed Strathbogies Special Use Precinct.

3.5 Nagambie Growth Management Strategy

The 2008 *Nagambie Growth Management Strategy* comprises the following sub-components:

- Main Street Plan
- Lakeside Connectivity Plan
- Lake Activities and Access Framework
- Nagambie Style Guidelines/ Neighbourhood Character Assessment
- Background Report and Appendices

Together these plans identify and address the issues related to the town's substantial growth projections to ensure that the town both copes with and capitalises on the opportunities presented by growth. The Strategy sets out the scale and direction of development in the town to meet the future needs of the Nagambie community and give clear direction to owners, investors, government bodies, business operators and Council about preferred locations for investment and change, and areas that need to be retained or enhanced.

3.6 Nagambie Waterways Recreation and Commercial Strategy

Lake Nagambie and its associated waterways have become well-known and popular for water related recreation and commercial activities. Many events including rowing, canoeing, waterskiing and fishing are conducted on the Lake. Its primary role, however, is the storage and delivery of water for domestic and agricultural supplies. The environmental conditions of the Lake are paramount for serving this primary purpose.

The 2009 *Nagambie Waterways Recreation and Commercial Strategy* identifies a set of management principles for the lake and waterways to ensure these assets are carefully looked after, provide equitable access for users, and are leveraged to help sustain the town's economy.

The Strategy's recommendations deal with:

- Preserving the lake as an environmental feature.
- Operational rules to support fair and reasonable access.
- Fostering a collaborative approach between stakeholders and users.
- Provision of complementary infrastructure and facilities around the Lake and waterways.
- Marketing and events.

4. OPPORTUNITIES AND CHALLENGES

The following opportunities and challenges were identified by Strathbogie Shire councillors during the preparation of this Economic Development Master Plan.

4.1 Opportunities for Economic Development in Strathbogie

- Stagnant and ageing population
- Skill leakage to larger centres
- Difficulty in attracting skilled workers in some industries
- Maintaining and improving transport infrastructure (road and rail at all levels)
- Keeping the Euroa Saleyards viable and competitive
- Lack of three-phase power, gas and water
- Avenel's growth limited by water availability
- Climate change / extreme weather events
- Lack of focus / strategy among many small businesses
- Poor networking among local businesses
- Impact of high value of Australian dollar on exports
- Lingering impacts of global financial crisis
- Lack of supermarket chain
- Lack of public hospital
- Replacement of jobs with technology/automation

4.2 Challenges Facing the Strathbogie Economy

- Strategic location between Melbourne, Shepparton, Benalla and Seymour
- Rural lifestyle in close proximity to employment and services nearby
- Further growth and consolidation of the horse racing industry
- Potential for logistics hub around Mangalore Airport, which is strategically located between two freeways and two railway lines
- Potential for warehousing in other locations (additional to Mangalore)
- Potential for Australian Pilot Academy at Mangalore
- Potential for longer term development of Mangalore for commercial passenger aircraft
- Potential for industrial development near Euroa Freeway Service Centre (service provisions available)
- Nagambie Lake provides a permanent water supply for recreational and commercial activity
- Potential for food, wine and equine product to be developed and packaged under overarching branding
- Building on existing infrastructure and larger towns to efficiently service smaller areas (i.e., creating strategic service and infrastructure hubs)
- Enhancement of and capitalizing on local main streets / town centre precincts
- Expansion of the health services and aged care industries

5. STRATEGIC FRAMEWORK FOR ECONOMIC DEVELOPMENT

5.1 Vision

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

5.2 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.

5.3 Priority Areas and Goals

During the period 1 July 2013 to 30 June 2017, Council will focus its efforts and resources in economic development across nine Priority Areas, as follows:

PA1: **Agriculture**

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

PA2: **Equine**

Goal: Ensure the Strathbogie Shire is increasingly recognised, nationally and internationally, as a key player in the equine industries.

PA3: **Infrastructure**

Goal: Ensure the Shire's infrastructure enhances efficiency in people and freight movement and product and service delivery.

PA4: **Population Growth**

Goal: Ensure consistent population growth.

PA5: **Small Business**

Goal: 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.

PA6: **Tourism**

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

PA7: **Wine**

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

PA8: **Health, Aged and Emergency Services**

Goal: Ensure expanding health and aged care industries provide job growth and quality services to support local communities and population retention.

PA9: **Council Planning**

Goal: Ensure an integrated, whole-of-Council planning approach to economic development.

6. ACTIONS

6.1 Agriculture

PRIORITY AREA # 1	GOAL					
AGRICULTURE	<i>Support traditional agriculture including an emerging intensive agriculture sector that drives significant new investment and job creation in Strathbogie Shire.</i>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
1.1 Engage key government, infrastructure and industry stakeholders in an ongoing focus on ensuring food security in Strathbogie Shire and the Goulburn Valley region.	1.1.1 Identify key stakeholders in food security in Strathbogie Shire and Goulburn Valley region.		✓			
	1.1.2 Arrange and host a Food Security Summit in the shire.	\$3,000		✓		
	1.1.3 Advocate for and encourage active participation among stakeholders in delivery of Summit outcomes.			✓	✓	✓
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.	1.2.1 Identify and work with key stakeholders in development of Terms of Reference for Rural Industries Network.	\$3,000	✓ \$3k			
	1.2.2 Facilitate start-up and support establishment of the Rural Industries Network.	\$2,000		✓		
	1.2.3 Achieve self-sustainability of Rural Industries Network and withdraw from active leadership role.				✓	
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.	1.3.1 Facilitate a partnership between government, local education providers, the Victorian Farmers Federation and the proposed Rural Industries Network to consider the feasibility and model for a 'Pathways to Agriculture' scholarship program.			✓		
	1.3.2 Collaborate with and promote the services offered by agencies such as the Goulburn Murray Local Learning Employment Network.		✓	✓	✓	✓

STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
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.	1.4.1 Develop best practice planning and environmental guidelines / standards.		✓			
	1.4.2 Produce brochure and/or other promotional and educational material about opportunities and requirements around intensive agriculture.	Total: \$10,000 Grant: \$5,000 Council: \$5,000		✓		
	1.4.3 Meet intensive agriculture industry representatives as opportunities arise.		✓	✓	✓	✓
1.5 Secure the viability of the Euroa Saleyards and maximise economic opportunities.	1.5.1 Improve infrastructure at the Euroa Saleyards	Total: \$450,000 Grant: \$250,000 Council: \$200,000	✓ \$200K	✓		
	1.5.2 Enhance the profile of the Euroa Saleyards and encourage increased usage.			✓	✓	✓

6.2 Equine

PRIORITY AREA # 2	GOAL					
EQUINE	Ensure the Strathbogie Shire is increasingly recognised, nationally and internationally, as a key player in the equine industries.					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
2.1 Seek membership (skills-based) on the boards of peak equine industry bodies.	2.1.1 Work with industry stakeholders to identify the most relevant / strategically valuable boards / bodies to seek membership of.		✓			
	2.1.2 Build relationships and seek skills based membership of relevant boards / bodies.			✓	✓	✓
2.2 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.	2.2.1 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.	Total: \$30,000 Grant: \$20,000 Council: \$10,000	✓ \$10k			
	2.2.2 Advocate to government around removing the barriers and enhancing the advantages.			✓	✓	✓
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.	2.2.3 In partnership with the owners, seek funding for a feasibility study for Mangalore Airport to become an equine quarantine centre. (Refer 3.1.3)	Total: \$45,000 Grant: \$30,000 Council: \$15,000		✓		
	2.3.1 Seek funding for development of materials to promote equine industry opportunities in Strathbogie Shire.	Total: \$10,000 Grant: \$5,000 Council: \$5,000		✓		
	2.3.2 Seek funding for a feasibility and master plan for the development of a regional equestrian / equine health and education centre in Strathbogie Shire.	Total: \$60,000 Grant: \$40,000 Council: \$20,000		✓		
	2.3.3 Promote the Shire's connection with Black Caviar and support the Black Caviar monument project at Jacobson's Outlook in Nagambie.		✓			

6.3 Infrastructure

PRIORITY AREA # 3	GOAL					
INFRASTRUCTURE	Ensure the Shire's infrastructure enhances efficiency in people and freight movement and product and service delivery.					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
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.	3.1.1 Seek funding to undertake a study into opportunities for transport and logistics operations at Mangalore.	Total: \$60,000 Grant: \$40,000 Council: \$20,000	✓			
	3.1.2 Complete Mangalore Structure Plan as part of the review of the Planning Scheme / Municipal Strategic Statement.	\$25,000	✓ \$25k			
	3.1.3 In partnership with the owners, seek funding for a feasibility study for Mangalore Airport to become an equine quarantine centre.	(Refer 2.2.3)		✓		
3.2 Lobby for railway station on proposed high speed Melbourne-Sydney rail to be located in Strathbogieshire.	3.2.1 Support lobbying for a railway station in the region as per the Hume Regional Strategic Plan.	\$5,000	✓ \$5k			
3.3 Review and implement Council's 'Industrial Land Study' whilst respecting local environmental values.	3.3.1 Review Council's Industrial Land Study.	Total: \$60,000 Grant: \$40,000 Council: \$20,000			✓	
	3.3.2 Feed recommendations of Industrial Land Study into Planning Scheme/MSS review.					✓
	3.3.3 Commence planning processes to rezone land as appropriate.	\$20,000				✓
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.	3.4.1 Identify infrastructure needs by location.	\$5,000		✓		
	3.4.2 Quantify the economic, social and environmental benefits of improved infrastructure.	\$15,000		✓		
	3.4.3 Raise the profile of the shire's infrastructure needs with federal and state government and undertake lobbying.			✓	✓	✓
3.5 Lobby the State Government for funding to close the infrastructure renewal gap.	3.5.1 Participate in MAV and other local government industry efforts and campaigns to have the renewal gap closed.		✓	✓	✓	✓
	3.5.2 Maintain and replace infrastructure in a timely fashion until State Government funding is granted.	As per Council budget	✓	✓	✓	✓

6.4 Population Growth

PRIORITY AREA # 4	GOAL					
POPULATION GROWTH	Ensure consistent population growth.					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
4.1 Lobby for better passenger rail services into Melbourne and regional centres, and for increased Vline stops and shuttle services.	4.1.1 Identify the gaps and needs for increased passenger services.	\$5,000	✓ \$5k			
	4.1.2 Identify the economic, social and environmental benefits of improved passenger services.	\$15,000		✓		
	4.1.3 Lobby government and service providers for improved services.				✓	✓
4.2 Conduct research into why people move into and out of Strathbogie Shire.	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.		✓	✓	✓	✓
4.3 Plan and advocate for an increased range of early years, secondary and tertiary education services.	4.3.1 Implement Council's Municipal Early Years Plan.	As per Council budget	✓	✓	✓	✓
	4.3.2 Advocate for secondary education options at Nagambie.		✓	✓	✓	✓
4.4 Facilitate cooperation between local industries and education providers on programs to introduce local students to local career opportunities.	4.4.1 Facilitate cooperation between local industries and education providers on the development of a formal process designed to introduce local students to local career opportunities.			✓		
	4.4.2 Establish a Young Professionals Network.				✓	
	4.4.3 Continue to participate in Euroa Secondary College's 'Beacon' program.	\$4,000	✓ \$1k	✓	✓	✓
4.5 Provide Rural Living and Low Density Residential zoned land in appropriate locations, having regard to existing local amenity and environmental values.	4.5.1 Identify opportunities for additional Rural Living and Low Density Residential zoned land.	Total: \$50,000 Grant: \$25,000 Council: \$25,000			✓	
	4.5.2 Prepare Planning Scheme Amendments to facilitate rezoning of land.	\$20,000				✓

STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
4.6 Investigate alternate effluent disposal systems to allow for subdivision and development in areas currently constrained by lack of appropriate effluent disposal.	4.6.1 Identify areas where development is constrained by lack of appropriate effluent disposal.	\$10,000		✓		
	4.6.2 Investigate alternative effluent disposal systems being used elsewhere.	\$20,000		✓		
	4.6.3 Develop a Waste Water Management Plan.	\$20,000			✓	
4.7 Prepare Development Plan Overlay specifying drainage requirements to allow for subdivision and development in towns currently constrained by lack of appropriate drainage.	4.7.1 Identify areas where development is constrained by lack of appropriate drainage.	\$15,000		✓		
	4.7.2 Prepare draft Development Plan Overlay.	\$10,000			✓	
	4.7.3 Commence Planning Scheme Amendment to introduce Development Plan Overlay.					✓
4.8 Lobby for and promote local affordable housing options to retain and attract people to the Shire.	4.8.1 Advocate to government and social housing providers on the needs and opportunities for affordable housing in Strathbogie.		✓	✓	✓	✓
	4.8.2 Seek to facilitate affordable housing options within proposed subdivision and developments.		✓	✓	✓	✓

6.5 Small Business

PRIORITY AREA # 5	GOAL						
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.						
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)	
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.	5.1.1 Participate in Regional Victoria Living Expo and similar events to promote Strathbogie as a lifestyle choice for home based business.	Total: \$60,000 Grant: \$40,000 Council: \$20,000	✓ \$5k	✓	✓	✓	
	5.1.2 Encourage home based business operators to actively participate in local business groups and networks.		✓	✓	✓	✓	
	5.1.3 Facilitate the delivery of professional development and training opportunities to assist home based businesses to grow and provide employment.		✓	✓	✓	✓	
5.2 Promote the availability of telecommunications and the National Broadband Network in Strathbogie Shire and encourage local businesses to connect to the NBN.	5.2.1 Promote telecommunications and NBN roll out on an ongoing basis in Council's regular communications tools.		✓	✓	✓	✓	
	5.2.2 Promote the options and benefits of telecommunications and the NBN to shire based business groups and networks.		✓	✓	✓	✓	
5.3 Fast-track planning and other approval processes for small businesses, particularly those proposing to provide additional employment.	5.3.1 Develop a system to guide fair and reasonable fast-tracking of approval processes for small businesses proposing to generate local jobs.		✓				
	5.3.2 Implement the fast-track system.			✓			
	5.3.3 Review the performance and outcomes of the fast-track system.				✓	✓	
5.4 Facilitate networking among small businesses to encourage professional development, collaboration, synergistic marketing, value-adding partnerships and the like.	5.4.1 Continue to support local business networks with dissemination of information, ongoing engagement and promotion.		✓	✓	✓	✓	
	5.4.2 Encourage local businesses to engage with and actively participate in local business networks.		✓	✓	✓	✓	
	5.4.3 Conduct meetings between local business associations and councillors at least twice a year.		✓	✓	✓	✓	
	5.4.3 Facilitate the flow of business and economic information to local businesses.		✓	✓	✓	✓	

6.6 Tourism

PRIORITY AREA # 6	GOAL					
TOURISM	Support packaged tourism experiences and events leading to consistent growth in visitor numbers for both day-trips and overnight stays.					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
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.	6.1.1 Support Goulburn River Valley Tourism on tourism product auditing.		✓			
	6.1.2 Support Goulburn River Valley Tourism in the development of promotional materials and efforts to improve tourism signage.		✓	✓	✓	✓
	6.1.3 Advocate to Goulburn River Valley Tourism for professional development for local operators, particularly around the development of packaged tourism experiences.		✓	✓	✓	✓
6.2 Build tourism product around the shire's high environmental values, as well as wine tourism and diverse equine pursuits and events.	6.2.1 Seek funding to investigate gaps and opportunities for eco-tourism in Strathbogie Shire.	Total: \$45,000 Grant: \$30,000 Council: \$15,000		✓		
	6.2.2 Promote awareness of and networking among the various tourism, business, wine and environmental groups across the shire.				✓	
	6.2.3 Facilitate a Tourism Forum to encourage information sharing and collaborative product development among local tourism operators.	\$3,000			✓	
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.	6.3.1 Provide information to local operators about product development, events and planning occurring across the region (i.e., outside of Strathbogie Shire).		✓	✓	✓	✓
	6.3.2 Encourage local tourism operators to engage with Goulburn River Valley Tourism.		✓	✓	✓	✓
	6.3.3 Advocate to Goulburn River Valley Tourism to develop a regional, coordinated events schedule.		✓			
6.4 Increase organisational capacity and collaboration around event planning.	6.4.1 Clarify Council's role around events planning and management.		✓			
	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.	As per training budgets			✓	✓

STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
6.5 Support the development of infrastructure in the Shire which will link key tourism sites by walking, cycling and boating.	6.5.1 Implement Council's Bike and Walking Path Strategy.	As per Council budget	✓	✓	✓	✓
	6.5.2 Complete the Nagambie Town Centre project.	Total: \$3,000,000 Grant: \$2,800,000 Council: \$200,000		✓ \$200k	✓	✓
	6.5.3 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.		✓			
6.6 Review and implement the 'Nagambie Waterways Recreational and Commercial Strategy'.	6.6.1 Undertake an economic impact analysis of water-based activities on the Nagambie waterways.	Total: \$15,000 Grant: \$10,000 Council: \$5,000	✓ \$5k			
	6.6.2 Continue to support the Nagambie Waterways Recreational and Commercial Stakeholders Advisory Committee.		✓	✓	✓	✓
	6.6.3 Review the Nagambie Waterways Recreational and Commercial Strategy.	\$30,000	✓ \$30k			
	6.6.4 Implement the Nagambie Waterways Recreational and Commercial Strategy actions.	As per Council budget		✓	✓	✓
	6.6.5 Support implementation of the Goulburn Murray Water 'On Land On Water Strategy'.		✓	✓	✓	✓

6.7 Wine

PRIORITY AREA # 7	GOAL					
WINE	Support a growing local wine industry generating strong investment, packaged tourism opportunities and increasing recognition of the area as a wine region.					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
7.1 Support the informal association of wine industry operators and the Strathbogies Ranges Wine Region Association.	7.1.1 Continue to provide formal and informal wine industry associations with dissemination of relevant information, ongoing engagement and promotions.		✓	✓	✓	✓
	7.1.2 Support the lobbying and advocacy efforts of formal and informal wine industry associations as requested.		✓	✓	✓	✓
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.	7.2.1 Work with key stakeholders in development of a study brief for a strategic plan to grow the local wine industry.	\$2,000	✓ \$2k			
	7.2.2 Seek government funding to leverage local contributions for the preparation of the strategic plan.	Total: \$60,000 Grant: \$40,000 Industry: \$20,000		✓		
	7.2.3 Oversee the preparation of the strategic plan.				✓	
	7.2.4 Support local industry stakeholders in overseeing implementation of the strategic plan.					✓
7.3 Support Food and Wine festivals in the shire.	7.3.1 Continue to support Food and Wine events with advice, regulatory approvals and promotions.	\$4,000	✓ \$1	✓ \$1	✓ \$1	✓ \$1
	7.3.2 Continue to support the Victorian Wines Show.	\$8,000	✓ \$2	✓ \$2	✓ \$2	✓ \$2

6.8 Health, Aged and Emergency Services

PRIORITY AREA # 8	GOAL					
HEALTH, AGED AND EMERGENCY SERVICES	<i>Ensure expanding health and aged care industries provide job growth and quality services to support local communities and population retention.</i>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
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.	8.1.1 Continue to work with the Strathbogie Health Consortium to facilitate information sharing and partnerships between health services and relevant agencies.		✓	✓	✓	✓
	8.1.2 Play an active role in health services and facilities planning.		✓	✓	✓	✓
	8.1.3 Advocate to government and service providers for new and expanded health services and facilities in Strathbogie Shire.		✓	✓	✓	✓
	8.1.4 Investigate opportunities for rural respite programs in Strathbogie Shire.	\$10,000		✓		
8.2 Advocate for increased emergency services.	8.2.1 Identify existing emergency services gaps by service type and location.	\$5,000	✓ \$5k			
	8.2.2 Advocate to government and emergency service providers for expansion of emergency services in areas where needed.			✓	✓	✓
	8.2.3 Advocate for support for the Community Emergency Response Team (CERT) in Nagambie.		✓			
8.3 Support diversity in culture and 'Cradle to Aged' services.	8.3.1 Implement Council's Health and Wellbeing Plan.	As per Council budget	✓	✓	✓	✓
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.	8.4.1 Support active collaboration between the Disability Advisory Committee and Strathbogie Health Consortium.		✓	✓	✓	✓
	8.4.2 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.		✓			

6.9 Council Planning

PRIORITY AREA # 9	GOAL					
COUNCIL PLANNING	<i>Ensure an integrated, whole-of-Council planning approach to economic development.</i>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
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.	9.1.1 Consider current and future year 'Actions' in this Economic Development Master Plan when preparing or reviewing key Council planning documents and strategies.		✓	✓	✓	✓
	9.1.2 Report on implementation of the 'Actions' in this Economic Development Master Plan to Council quarterly and report to the community.		✓	✓	✓	✓
	9.1.3 Review the Economic Development Master Plan Actions and costs for the forthcoming year annually.		✓	✓	✓	✓
	9.1.4 Consider economic development outcomes / vision as part of Council's brand development process.	As per branding project budget	✓			
	9.1.5 Appoint a Project Officer to deliver the Actions in this Economic Development Master Plan.	\$200,000	✓ \$50k	✓	✓	✓

7. AT A GLANCE SUMMARY

Strathbogie Shire Economic Development Master Plan, 2013-2017 (Strategic Framework)

