



## **AGENDA APPENDIX**

### **Council Meeting**

**Wednesday 26 November 2014**

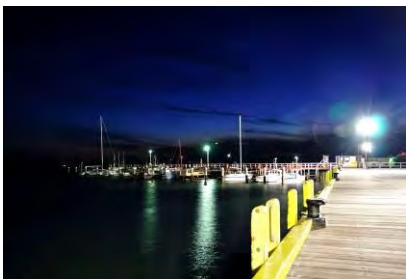
AGENDA ITEM FOR SEPARATE DISTRIBUTION TO COUNCILLORS AND EXECUTIVE LEADERSHIP TEAM DUE TO DOCUMENT SIZE.

THE ITEM IS ACCESSIBLE VIA THE COUNCIL WEBSITE OR BY CONTACTING COUNCIL ON 03 5662 9200.

#### **E.2 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY**

Appendix 1 – Economic Development and Tourism Strategy

# Economic Development and Tourism Strategy 2015-2020



South Gippsland Shire Council  
November 2014

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# 1. Strategy Overview

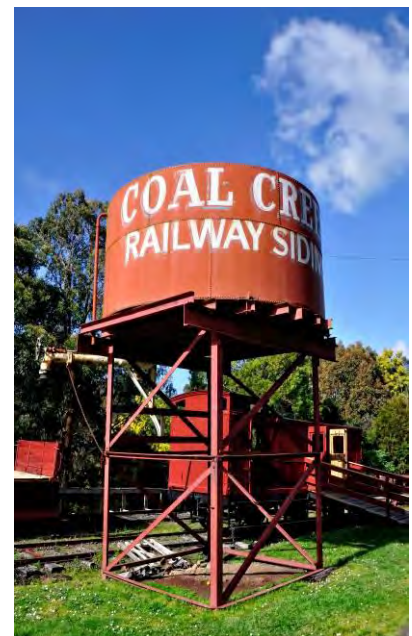
## 1.1 Introduction

South Gippsland Shire has a strong and growing economy of national significance. Council seeks to build on that strength to enhance the economic wellbeing and quality of life of its residents. This combined Economic Development and Tourism Strategy presents a plan to achieve these outcomes.



## 1.2 Summary

1. South Gippsland is a centre for food production and has a strong tourism economy.
2. South Gippsland's economy will be subject to change through a range of external and internal forces, many of which are yet unknown.
3. South Gippsland's population is projected to grow to 38,000 by 2031 and, despite these changes and forces; its core economic strengths are likely to remain the same.
4. Council is committed to seeing the economy develop and South Gippsland is very much "Open for Business".
5. Council has a wide range of economic objectives to assist maintaining South Gippsland as a great place to live, work, invest and visit.
6. This strategy will be achieved in a sustainable and financially responsible way that allows flexibility and responsiveness to inevitable change.
7. Council is strongly seeking and advocating for a range of priority investment and infrastructure projects that will enhance the development of the area.
8. The South Gippsland Shire Council Economic and Tourism Strategy is based on three Strategic Goals:



### **Strategic Goal 1- Business Attraction and Development**

### **Strategic Goal 2 - Supportive Business Environment**

### **Strategic Goal 3 - Promotion, Marketing and Networks**



9. A range of programs have been developed to implement these Strategic Goals.
10. An annually updated Action Plan outlines Council's implementation of the Strategy.



## 2. South Gippsland Overview

South Gippsland is a great place to live, work, invest and visit.

It is located approximately 90 minutes from Melbourne, Australia's second largest city and capital of the State of Victoria.

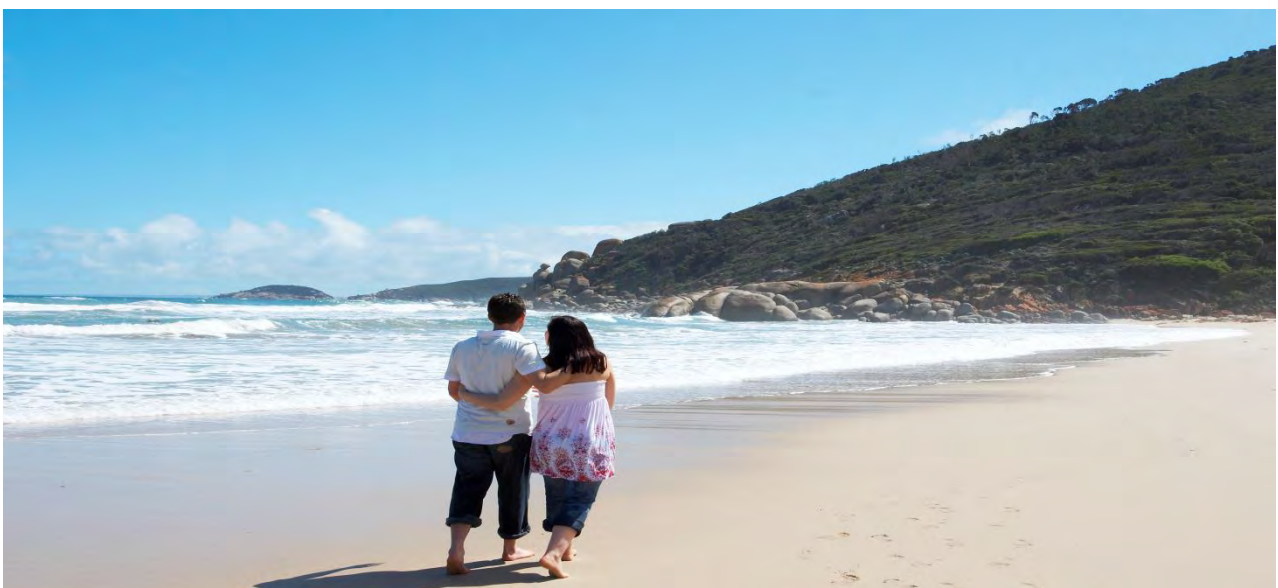
The Shire has an expanding population of almost 28,000. It has an area of 3,300 square kilometres with substantial coastal frontage. It is a spectacular region, with communities located among the rolling green hills, and along the coast, linking the mountains to the sea.

Its major centres are Leongatha, Korumburra, Mirboo North and Foster, and other significant townships include Nyora, Toora, Venus Bay, Sandy Point, Poowong, Port Welshpool, Loch, Dumbalk, Welshpool, Meeniyah, Fish Creek, Port Franklin, Koonwarra, Kongwak, Tarwin Lower, Waratah Bay, Walkerville and Yanakie.

It is on the edge of Melbourne's eastern growth corridor one of the fastest growing areas of in the State. Recent projections indicate that the Shire's population will grow to about 38,000 people over the next 20 years.

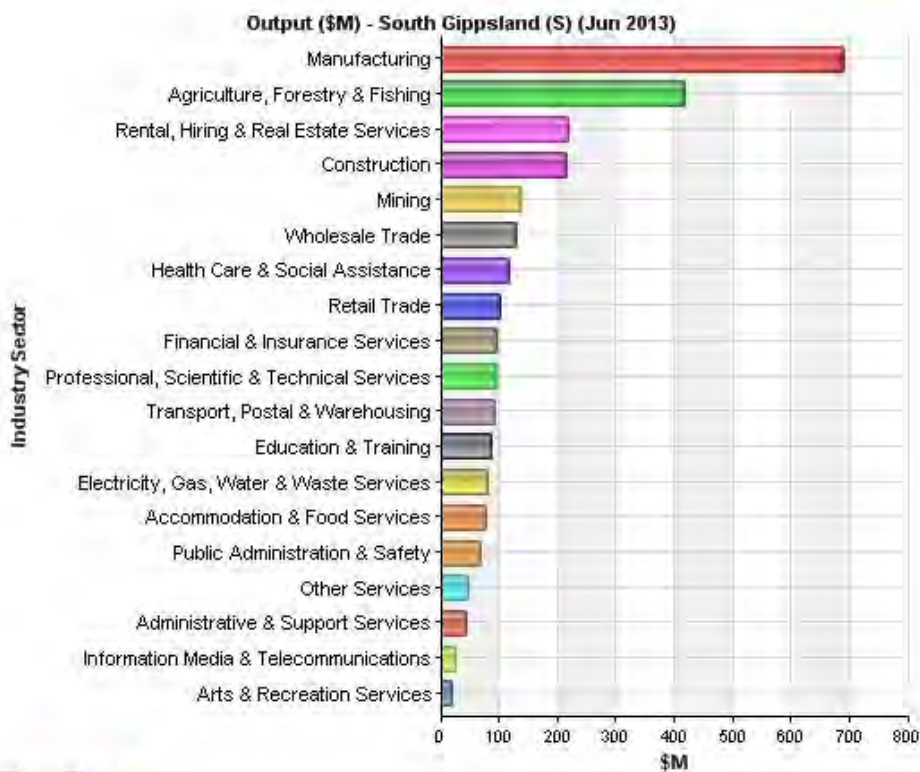
South Gippsland has a thriving economy with over 7,000 businesses contributing to an annual output of about \$2.7 billion. It has one of the lowest unemployment rates in Australia.

The economy is strongly linked to food production with both major agricultural and food manufacturing sectors. It is one of the most important dairy production areas in Australia. It is an important visitor destination and has some of Victoria's best scenery, including the iconic Wilsons Promontory National Park.

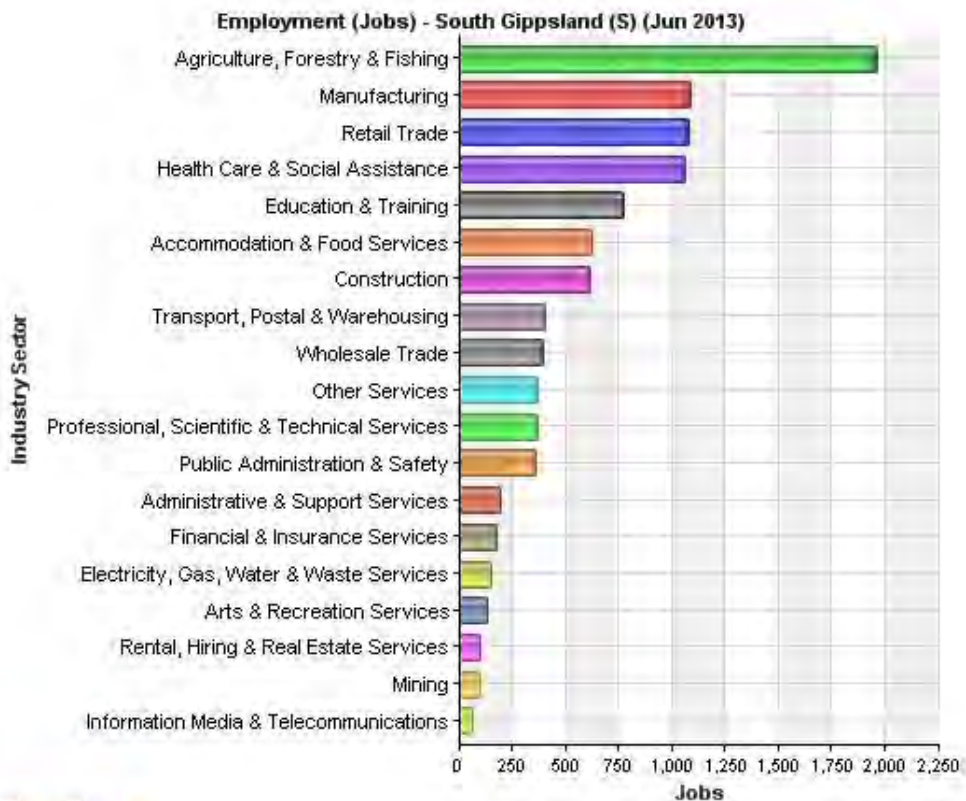


### 3. Current Economy Overview

The estimated total output for South Gippsland economy is \$2,746 million.



It is estimated that there are 9,995 jobs located in South Gippsland.



## 2.1 Primary Industries

### 3.1.1. Agriculture

1. High rainfall and fertile soils make South Gippsland one of the most important food production areas in Australia.
2. It is one of the key dairy farming locations in Australia with approximately 10% of Australia's milk production. It can lay claim to being the dairy capital of Australia.
3. Dairy farming is the largest employer in South Gippsland, although this has declined over the last decade in total numbers due to improved efficiencies and increases in dairy herd sizes.
4. Beef farming has become a major industry worth well over \$100 million.
5. Although less recognised, South Gippsland also has a significant amount of sheep farming.
6. The Victorian Livestock Exchange operates one of the largest regional saleyards in their upgraded undercover facility at Koonwarra.
7. Horticultural food production has been a significant growth area. Notably this has seen the creation of an important snow pea industry. For part of the year much of Australia's snow pea production is sourced from the area.
8. Other areas of horticultural production include potatoes (particularly around Mirboo North), wine grapes, and organic and native food production. Horticulture is an area of strong growth potential.
9. A fishing fleet operates from Port Welshpool and Port Franklin.
10. There is growing interest in the development of poultry farms in South Gippsland.
11. Although smaller than other parts of Gippsland, South Gippsland has a significant area of timber production.
12. Farm gate sales link the Agricultural sector with the Tourism sector.



### 3.1.2. Mining

1. While a relatively small employer, Mining is a significant contributor to economic output. This is principally due to the servicing of the Bass Strait oil and gas platforms by Esso from its facility at Barry Beach.
2. South Gippsland is also home to an extractive industry, most notably sand around Nyora but also stone quarrying particularly from near Leongatha.



## 3.2 Secondary Industries

### 3.2.1 Manufacturing

1. In terms of output, Manufacturing is the largest industry in the Shire. This is closely linked to agricultural production and therefore provides major value adding to that sector.
2. There are three dairy facilities including one of the largest in the State, further emphasising the strength of the dairy industry.
3. Key food production businesses located in South Gippsland include:
  - Murray-Goulburn Cooperative's - Leongatha dairy factory
  - Burra Foods at Korumburra;
  - United Dairy Power at Poowong;
  - ViPlus Dairy in Toora;
  - GBP Exports, a major export abattoir at Poowong and
  - Select Produce, snow pea packing and distribution centre at Korumburra.
4. Because of these sectors South Gippsland also has an important engineering sector and agricultural supplies sector, which includes stockfeed and pasture management.



### 3.2.2 Construction

1. The construction sector has grown substantially in output (now the 4th highest) and employment. Much of this is related to domestic house construction which further adds economic value as a source of wealth through ownership and rental of dwellings.
2. This sector has the potential to grow further as South Gippsland's population expands.

### 3.2.3 Transport and warehousing

The transport industry is a significant enabling sector, vital for the movement of goods.

1. Due to its significant food production and other industries the Shire has an important Transport fleet.
2. Port Anthony, a private port is under development adjacent to the Esso facility at Barry Beach. This has substantial potential as a new employment and business node.
3. South Gippsland also has an aerodrome located at Leongatha which has seen a recent growth in businesses operating there. It has strong scope for further growth.
4. South Gippsland has the potential to leverage off important transport infrastructure developments that are likely to occur in the South and Eastern parts of Melbourne.



## 3.3 Service Industries

### 3.3.1 Retail

1. The retail sector is second only to agriculture in terms of employment provision, particularly when incorporated with Accommodation and food services. Being a rural shire, this ranges from major supermarkets in larger towns to smaller outlets in some smaller towns, the only business located there.
2. Retail provides additional benefits as it is the hub of town development and thus provides much of the town identity and is a focus of community activity, interaction and provision of services.
3. South Gippsland has significant retail “leakage” to major centres in Melbourne such as Chadstone and Fountain Gate and also to other regional locations in the Latrobe Valley and Bass Coast. Online trading is also taking an increasing share of trade.



### 3.3.2 Education and Health

1. The Education sector is particularly important and has been an area of significant Government investment. This has been most notable in Leongatha with the creation of the Leongatha Education Precinct.
2. The Health and social assistance sector is vital in its provision of community services but is also a major industry in its own right. It is the fourth largest employer in the Shire and likely to grow as the population ages.
3. High quality education and health services are critical to the attraction of new residents.



### 3.3.3 Tourism

1. One of the major service sectors is Tourism. South Gippsland has approximately one million visitors each year and this includes all people temporarily in the area such as those on business, visiting friends and family and holiday makers.



2. In statistical terms Tourism is not separately classified as an industry by the Australian Bureau of Statistics as it is an amalgam of components of many industries. Most notably this includes the Accommodation and food and Retail Trade sectors but in reality most sectors contribute to the sector in some way. Research undertaken for Council shows that tourism contributes over \$100 million to the local economy and supplies about 650 direct jobs.



3. Tourism provides a number of significant benefits to an area from an economic and social perspective. Economically it is a direct transference of money from other areas. When the visitor is from overseas this is the same from an economic perspective as exporting goods or services. Areas with high numbers of visitors also tend to have much higher levels of customer service.

4. Tourism is also a vital factor in attracting new residents as many people are first attracted to the area through visiting and often use a “try before you buy” approach. Many new tourism businesses are established by people relocating to the area. It is also one of the key methods of showcasing the Shire to the wider world.

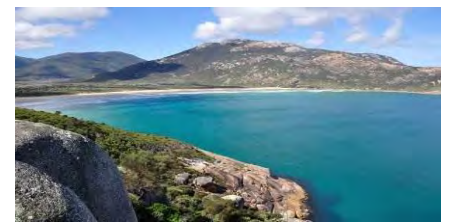


5. Tourism often makes viable businesses that may not otherwise be, thus retaining employment and activity in the area but by also providing services that enhance the liveability of all residents. This applies to entertainment venues, food establishments, farms, events and natural attractions.



6. Tourism in South Gippsland centres on nature based attractions, visiting family and friends and the holiday home market. Its greatest strength is Wilsons Promontory National Park. However, this has led to significant problems when the park has suffered recent floods and fires.

7. South Gippsland has limited non-natural attractions and high quality accommodation venues. A strong push is required to build the infrastructure for this sector. This includes Council's Corner Inlet Tourism Development Plan that seeks to add or rebuild a range of assets across Corner Inlet and its hinterland.
8. Heritage, Arts, Culture and Sports are also important areas that attract visitors to the region. There is significant scope to develop these areas further, particularly through touring routes and trails.



### 3.3.4 Key tourism assets for South Gippsland include:

1. Wilsons Promontory National Park.
2. Other natural attractions including Agnes Falls, Cape Liptrap Coastal Park.
3. Towns and Villages.
4. Coal Creek Community Park and Museum.
5. Port Welshpool Maritime Museum.
6. Foster Museum.
7. Historical Societies.
8. Visitor Information Centres.
9. Rail Trails.
10. Coastline, beaches and coastal townships such as Venus Bay and Sandy Point.
11. Port Welshpool Long Jetty and boating facilities.
12. Accommodation, wineries and food venues.
13. Stony Creek Racecourse.
14. Sporting facilities such as golf, swimming, football, cricket and netball.
15. Galleries, live theatre and music.
16. Events and markets.
17. Walking trails.
18. Grand Ridge Road.

Wilsons Promontory National Park attracts over 400,000 visitors a year.



### 3.3.5 Major Infrastructure and Investment Projects

There are a number of key infrastructure and investment projects currently underway or recently completed in South Gippsland Shire. These include:

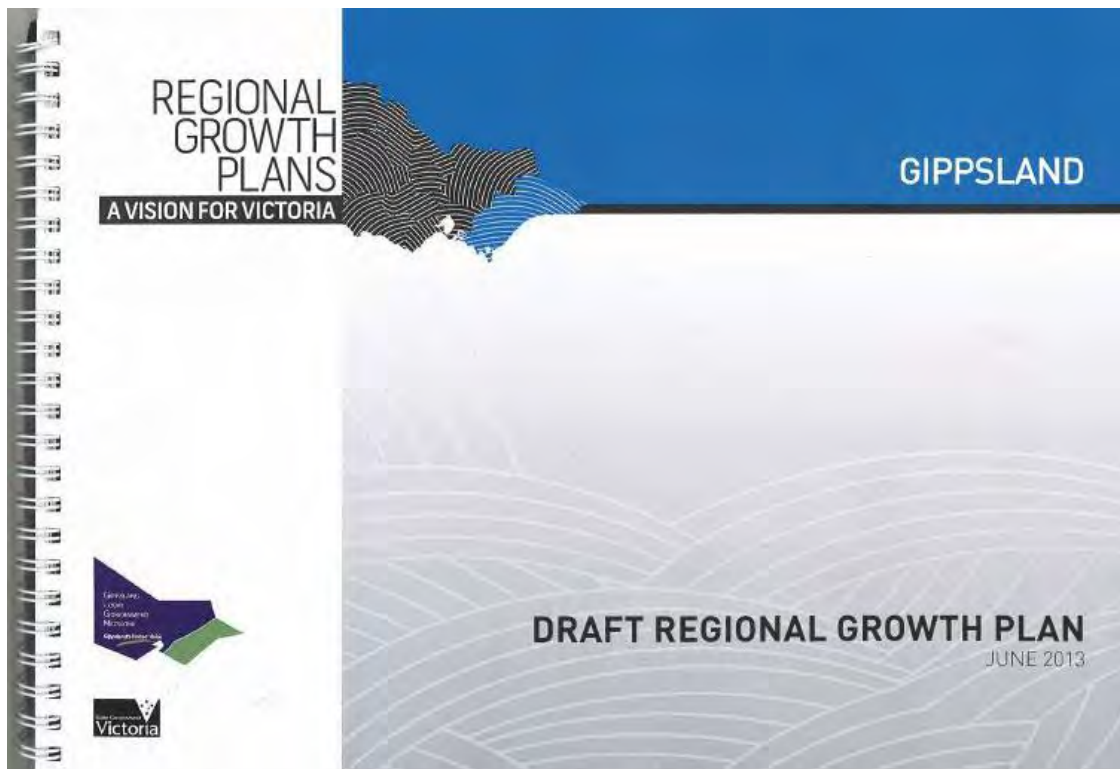
1. Major upgrades to Murray Goulburn's Leongatha and Burra Foods Korumburra dairy facilities and development of ViPlus Dairy at Toora.
2. Redevelopment of Leongatha Hospital.
3. Development of Port Anthony at Barry Point.
4. Development of the 'Kipper Tuna Turrum' Bass Strait gas field.
5. Creation of the Leongatha Education Precinct which includes a Specialist School, Primary School, Secondary School and TAFE and upgrades to Foster and Korumburra Secondary Colleges.
6. Corner Inlet Integrated Children's Hub located in Foster.
7. Upgraded internet and mobile phone services.
8. Connection to the National Broadband Network.
9. New aged care facilities such as Prom Country Aged Care in Foster and Carinya Lodge in Korumburra.
10. Connection of Natural Gas to Korumburra and Leongatha.
11. Connection of sewerage to Meeniyah and future connection of Nyora, Poowong, and Loch.
12. Wilsons Promontory National Park flood recovery and redevelopment.
13. New residential developments.
14. Extension of the Great Southern Rail Trail.
15. Upgrades to Leongatha Aerodrome.





### 3.3.6 Major Regional Projects

1. The Gippsland Regional Plan (GRP) is the long term strategic plan for the region. This strategy identifies, prioritises, communicates and advocates for key regional projects. One such project is the establishment of the North East Link to provide a direct link between Eastlink and the Hume corridor. This will facilitate greater freight access between Gippsland and the markets of eastern Australia.
2. The Pakenham Bypass and Eastlink has also reduced the travelling time from metropolitan Melbourne to 1.5 hours; and the future Koo Wee Rup bypass will improve access even further.



### 3. Issues and Trends

The last 20 years has seen major economic, social and environmental change. It is likely that the pace of this change will increase and many factors may be unforeseeable. However it is possible to identify many likely issues and to plan accordingly.

Some key issues include:

1. The world population will continue to grow and therefore so will the demand for food and other resources.
2. China and India will continue to grow economically and in their global influence.
3. The process of globalisation will continue, creating new opportunities for business but also making local economies more susceptible to these impacts.
4. Melbourne will grow significantly in population and will be closer to South Gippsland in both time (through new transport connections) and in proximity from expanding suburbs.
5. The Melbourne suburbs and Shires nearest to South Gippsland will continue to be among the highest growth areas of Victoria.
6. South Gippsland's population will increase substantially which will create new opportunities but also require significant provision of infrastructure.
7. The ageing population will present major challenges but will also provide new business opportunities.
8. The generational change of the employed population will lead to new ways of working.
9. The cost of energy is likely to rise and there is likely to be a strong focus on efficiency and alternate energy sources.
10. The drive to lower carbon emissions will require ongoing responses from business and government.
11. The development of ports at Hastings and Barry Beach will provide new economic opportunities.
12. The digital economy and connectivity will become even more important and impact a greater number of areas.
13. Innovation and new technology development will continue and create new industry sectors and businesses.
14. Increasing mobility and fluctuating currencies have led to a substantial increase in Australians holidaying overseas.
15. Domestic travel patterns will continue to change as people's forward planning reduces in time.
16. The tourism market in South Gippsland is highly seasonal leading to issues of business sustainability during low season and infrastructure and environmental management catering for peak season.
17. An increasing trend to nature based nature based tourism.



## 4. Economic Development Principles

The main goal of economic development is improving the economic well-being of the community. There is no single strategy, policy, or program for achieving this. As communities differ in their strengths and weaknesses, each has a unique set of challenges and opportunities.



In light of this South Gippsland Shire needs to recognise that:

1. Councils have responsibilities under the Local Government Act regarding economic development. These include:
  - to promote the social, economic and environmental viability and sustainability of the municipal district;
  - to improve the overall quality of life of people in the local community, and
  - to promote appropriate business and employment opportunities.
2. The private sector is the key driver of economic activity.
3. A significant amount of investment and employment generation comes from businesses already located in the area. Much of this will come from a number of high growth businesses. The approach of supporting this type of business growth is known as ‘Economic Gardening’.
4. In addition to Council there are of range of groups that also have key roles in economic development. These include, the Australian and Victorian Governments, neighbouring Councils, business and industry associations, trade unions, infrastructure and education providers, the community and businesses. Council must work cooperatively with these Groups for the best outcomes possible.
5. Duplication of services between agencies and groups should be minimised and the leverage of funding maximised.
6. There are a wide range of economic development “tools” and services available that can be used to assist.
7. Economic development goals must be balanced against other important objectives that at times may be in conflict. These include environmental, social and cultural values.
8. Different economic land uses may be in conflict and so their relative merits and weaknesses must be also be carefully balanced.
9. Council’s economic development function also has a key role in assisting during periods of economic downturn, emergencies and natural disasters where businesses are affected.
10. High quality infrastructure is vital for both the attraction of new businesses and for existing businesses to be able to compete. It can significantly reduce the cost of doing business as well as increasing sustainability.
11. Flexibility in the provision of economic development services is required in the face of ongoing and often rapid change in areas of society, technology, the environment and economy plus new government policies and programs.



## 5. Strategic Principles

Factoring in the nature of the South Gippsland Economy, trends, mechanisms and resources available, Council has a range of strategic economic development principles. Many of these principles will not be delivered by Council directly but it has a key role in assisting, enabling and advocating to achieve them.

The South Gippsland Shire Council Plan includes as one of its key objectives “A Strong Economy”. The Plan states:

“Council believes that a healthy, strong local economy will enhance the prosperity of the community. Council will work with stakeholders to increase economic growth and employment prospects. It will develop policies and pursue projects to improve the capacity of local residents and businesses to be part of this growth.”

Through this Strategy and in an environmentally, socially and financially responsible way Council seeks to achieve the following economic development principles:



### Key Principles

1. Continue to be a great place to live, work, invest and visit.
2. Maintain a strong, diverse and resilient economy.
3. Promote sustainability and retain South Gippsland’s clean green environment.
4. Maintain and build strong branding for South Gippsland, its sub-regions and towns.
5. Ensure that land use planning supports orderly and sustainable development.
6. Ensure a sufficient supply of suitably zoned land for commercial, industrial, agricultural, tourism and residential purposes and an efficient and integrated approvals and regulatory services.

### Business Development

1. Attract new business to the area to build the economy for the long term. In particular business developments that will act as a catalyst for further private and government investment.
2. Encourage new opportunities and projects that have the capacity to diversify the local economy but are compatible with existing uses.
3. Provide a positive climate to encourage business development.
4. Encourage economic and employment growth from retention and expansion of existing businesses by supporting and assisting business.





5. Encourage and support entrepreneurial activity and start-up businesses.
6. Stimulate creativity and innovation among businesses.
7. Support coordination and facilitation of projects of local significance.
8. Assist businesses and the community to prepare for and take advantage of the opportunities from the Digital Economy.

## **Industry Development**

1. Support the Agricultural industry and its essential supporting businesses and services.
2. Work in partnership with industry groups to support agriculture, food production and the diversification of agricultural activities.
3. Ensure South Gippsland is recognised as a centre of dairy excellence.
4. Ensure the area remains a centre of food production.
5. Ensure that Coal Seam Gas and other mining does not impact adversely on farming and our clean food image.
6. Gain additional Government and Community based organisations to operate from within the Shire.
7. Promote the development of existing and new industry clusters.

## **Tourism**

1. Actively market South Gippsland as a visitor/tourist destination and promote the benefits of tourism as a significant contributor to the economy.
2. Attract investment in new tourism infrastructure particularly conference centres, major accommodation venues or attractions capable of attracting year round visitation and that extend the length of visitor stays.
3. Increase the number of visitors and the yield per visitor.
4. Develop our strengths in Nature based, Historical and Cultural tourism products.
5. Develop new markets in International tourism, notably Asia and emerging sectors such as culinary tourism and farm gate sales.
6. Promote cycling and walking activities that leverage off the major investment in rail trails.
7. Build and strengthen the networks and structures of local and regional tourism groups and bodies.
8. Build the capacity of the sector to use new information technology and digital media.



## Retail Precincts and Towns

1. Achieve high functioning retail and commercial precincts and our towns and villages.
2. Retain and strengthen our network of Towns and Villages and in particular the commercial and industrial precincts.
3. Conduct an integrated approach to promoting commercial centres including strong business associations, streetscaping and promotional activities.



## Population and Employment

1. Make South Gippsland Shire a locality of choice for new residents.
2. Provide a range of employment opportunities, in particular high skill, high wage jobs for local residents and the broader region.
3. Manage sustainable population growth while maintaining the unique character of area.
4. Maintain an ongoing understanding of the demographic and economic profile of South Gippsland Shire, identifying gaps and developing appropriate responses.

## Education

1. Achieve improved employment opportunities through the provision of labour force skilling and education programs.
2. Facilitate partnerships to provide vocational training opportunities to maintain and enhance the skills base of the workforce and fill identified gaps.

## Infrastructure

1. Achieve high speed and quality telecommunications through integrated and accessible systems and networks.
2. Achieve integrated transport systems to ensure they are reliable, affordable and convenient to enable the efficient movement of freight and people. This includes road, rail, air and sea.
3. Advocate for and facilitate the provision of all modern infrastructure required to support the development of business and industry, including water, telecommunications, and energy and waste systems including using innovative systems that meet community requirements.
4. Renew community infrastructure to improve quality of life for residents and attract new businesses.

## Supporting Principles

1. Support regional programs and projects that meet these objectives.
2. Plan and respond to emergencies affecting the above.
3. Develop performance measures and reporting systems to monitor the impact of economic and tourism development.
4. Purchasing locally will be supported where possible.

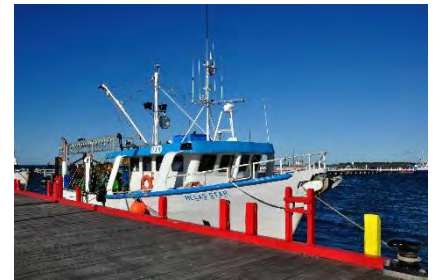


## 6. Investment and Infrastructure Priorities

Council has identified priority investment and infrastructure projects for which it is seeking to attract private and public funding. Council will strongly support development in key areas that include:

### 6.1 Food Processing

Council seeks to build on its strength by expansion of existing facilities or attraction of new food processing manufacturing. The combination of strong agricultural sector, proximity to Melbourne and critical infrastructure such as natural gas makes South Gippsland it an excellent location for this development.



### 6.2 Conference Centre and Accommodation Facilities

Council is seeking a venue or venues that have the capacity to attract conferences, hold larger indoor functions and cater for large groups requiring accommodation. This is a significant opportunity to enhance the tourism sector for South Gippsland.

### 6.3 Wilsons Promontory Nature Retreat

A special use zone is now in place to support the development of a Nature Retreat at Yanakie, near the entrance to Wilsons Promontory National Park. Private sector funding is required now to see construction of the facility which will have potential to attract significant international tourism.

### 6.4 Retail

Council is keen to expand the range of retail opportunities particularly in regard to supermarkets and general merchandise. Developments that have the capacity to retain spending in the area are highly sought.

### 6.5 Port Anthony Development

Port Anthony represents a major transport opportunity by having a local port available that would add value to other business in the area. The port has been completed and is ready for business.

### 6.6 Stony Creek Regional Equestrian Facility

Stony Creek racecourse has substantial scope to be further developed with a Regional Equestrian Facility. As well as providing a high quality sporting facility it will have the potential to host a range of regional events that will attract visitor

### 6.7 Leongatha Heavy Vehicle Alternate Route

The Heavy Vehicle Alternate Route will have major benefits to transport movements and allow for improvements to the function of the town centre. The project is now funded and Council will support its construction and the redevelopment of Bair Street.





## **6.8 Corner Inlet Tourism Development Project**

This is a major combined tourism proposal covering five related elements.

- Restoration of the Port Welshpool Long Jetty.
- Extension of the Great Southern Rail Trail.
- Dredging the Toora Channel for boating and recreational activities.
- Detailed design for a Marina Development at Port Welshpool.
- Development of the Agnes Falls Reserve.

This is a critical project for the development of the area and will have major flow on benefits. Extension of the Great Southern Rail Trail from Foster to Toora has been completed and the final section to Welshpool will be completed soon.

## **6.9 Korumburra Children's Services Hub**

Council is seeking funding to construct a Children Services Hub in Korumburra that will provide childcare, kindergarten and early childhood specialist services.

## **6.10 Broadband and Telecommunications**

Continuing improvement of its telecommunications and in particular high speed broadband and mobile services is critical for development of the area. Council seeks early connection to the National Broadband Network and removal of mobile blackspot areas.

## **6.11 Development of Leongatha Rail Yards**

Council seeks commercial development of the rail yards at Leongatha which will provide much needed additional retail space for the town and the potential for increased parking.

## **6.12 Coal Creek Infrastructure**

Coal Creek Community Park and Museum has seen strong visitation growth. Council is seeking further infrastructure development in the park to facilitate tourism education and economic opportunities. This could include a camp development which would increase further the visitor numbers and experience.

## **6.13 Advancing Country Towns**

Advancing Country Towns is a major project to support dairy communities in the Tarwin Valley district. It seeks investment in key projects that will build the local economy and promote innovation.

## **6.14 Poowong, Loch and Nyora Sewerage Scheme**

The provision of reticulated sewerage to the towns of Poowong, Loch and Nyora is a prerequisite to the release of suitable areas of residential land for urban growth. Council seeks the speedy construction of a sewerage scheme for these towns.



### **6.15 Return of Rail**

Council seeks the return of rail services to Leongatha for passenger and freight purposes. The reintroduction of rail to South Gippsland offers the opportunity to improve transport connections, reduce congestion, ease population pressures on Melbourne and provide new freight opportunities. Council will seek the development of an integrated freight strategy that will complement other transport strategies.

### **6.16 Draft Turtons Creek Strategic Plan**

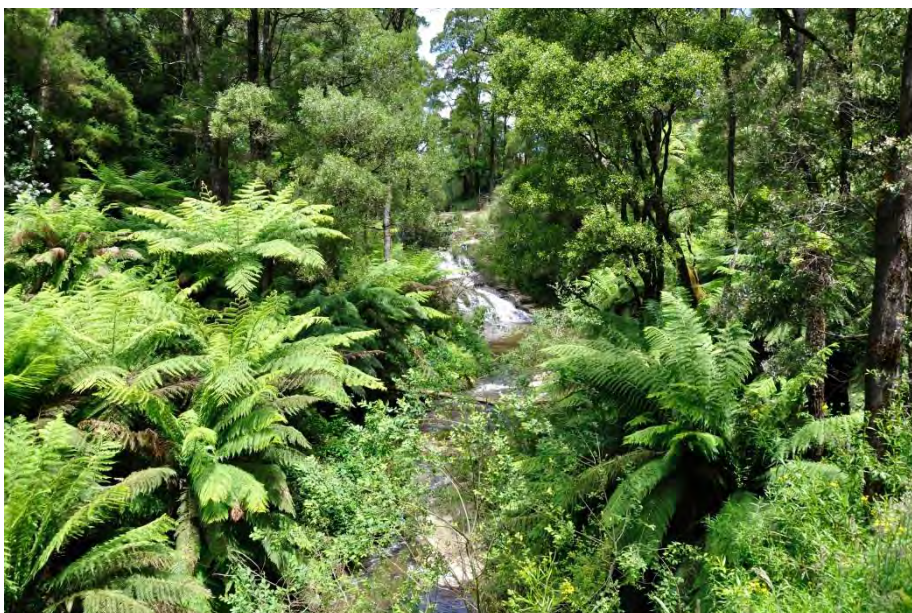
Turtons Creek is a spectacular natural asset. Council is supportive of efforts through the Draft Turtons Creek Strategic Plan to enhance the area for conservation, community and tourism purposes.

### **6.17 Mainstreet Development**

Council seeks to enhance the Mainstreets of larger towns through urban design projects that will improve their economic viability, visual amenity and promote them as tourism destinations. In particular Council seeks to leverage off the work being undertaken through the creation off the Leongatha Heavy Vehicle Alternate Route, the Korumburra Town Centre Framework Plan and the development of the Foster mainstreet.

### **6.18 Southern Gippsland Food Cluster**

As a key centre for food production, Council seeks to develop and promote a Southern Gippsland Food Cluster. This would build the area as a key location for food through our agricultural, manufacturing and retail elements in conjunction with neighbouring Councils and other agencies. This would quantify the size of the cluster and opportunities for enhancement. The cluster would include existing projects such as the Southern Gippsland Food Map.



## 7. Strategy Delivery

Council will pursue its economic development objectives through its elected representatives, staff, linkages with other agencies and groups plus the provision of programs and appropriate financial resourcing.

Most directly, Council supports economic development through the provision of an Economic Development and Tourism Team and two accredited Visitor Information Centres and an Information Centre at Leongatha provided by the Citizens Advice Bureau. However, in some capacity all areas of Council support the “Strong Economy” objective. Most notably via the Strategic Planning, Statutory Planning, Community Strengthening, Coal Creek and Engineering teams.



Councillors and the Executive Leadership Team provide the direction, resourcing and high level advocacy to achieve this objective.

Council also provides a range of funding to other groups that directly and indirectly assists economic development. This includes community grants, sponsorships and grant facilitation.

Council also works in partnership with other Gippsland Councils under the Gippsland Local Government Network (GLGN) to achieve regional objectives. A Leadership Group oversees the ongoing implementation of the Gippsland Regional Plan.

In terms of the delivery of this strategy, and mindful of resources available, Council will focus its efforts in three Strategic Directions:

|                         |  |
|-------------------------|--|
| <b>Strategic Goal 1</b> | <b>Business Attraction and Development</b> |
| <b>Strategic Goal 2</b> | <b>Supportive Business Environment</b>     |
| <b>Strategic Goal 3</b> | <b>Promotion, Marketing and Networks</b>   |



# Strategic Goal 1. - Business Development and Attraction

## Overview

This Strategic Direction seeks to attract new business investment, build industry sectors and retain and grow existing businesses.



## Strategies

### 1.1 Strategic Business Investment

- Develop and implement a Strategic Business Investment Program that markets to and attracts businesses able to act as catalysts for further investment. This will flow from the Investment and Infrastructure Priorities in Section 7. In particular, new food processing, retail development and tourism attraction, conference centres and accommodation.
- Support the attraction of Film and Television projects through participation in the Film Gippsland Project.

### 1.2 Business Retention and Expansion

- Continue and refine the Business Retention and Expansion Program. This involves supporting the growth of existing local businesses through a visitation program, identification of business issues and facilitating expansion proposals.
- Recognise local business excellence by supporting the Gippsland Business Awards.

### 1.3 Industry Development Program

- Prepare an industry development program in conjunction with Government agencies and industry bodies that determines the best ways to support and grow key industry sectors such as Agriculture, Food Processing, Tourism and emerging industries.





## Strategic Goal 2. – Supportive Business Environment

### Overview

This direction seeks to enhance and enable the environment for doing business through the provision of infrastructure, skills and efficient regulatory services.



### Strategies

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|--|
| <b>2.1 Infrastructure</b>  |
| <ul style="list-style-type: none"><li>• Conduct an Infrastructure Advocacy Program on Council's Priority Projects such as the Leongatha Heavy Vehicle Alternate Route and Corner Inlet Tourism Development Project.</li><li>• Update and report on Priority Projects for advocacy annually.</li><li>• Promote Town Centre development through Council's annual capital works program.</li><li>• Implement the Gippsland Broadband Engagement Strategy.</li><li>• Support lobbying efforts on key infrastructure issues such as public transport and freight.</li><li>• Support the introduction of cost effective energy systems to assist the development of smaller towns.</li></ul> |
| <b>2.2 Regulatory and Business Services</b>  |
| <ul style="list-style-type: none"><li>• Continue to support strategic directions provided by regional and State policy documents such as the Gippsland Regional Plan and Destination Gippsland Strategic Marketing Plan.</li><li>• Develop a program to make doing business easier by providing an integrated response to enquiries.</li><li>• Provide easily understood information on regulatory requirements.</li><li>• Implement the Leongatha Industrial Land Supply Project.</li><li>• Conduct Strategic Planning projects to assist business and town centre development.</li><li>• Review the Business Attraction and Investment Policy.</li></ul>                             |
| <b>2.3 Skills Development</b>  |
| <ul style="list-style-type: none"><li>• Conduct business workshops and seminars in conjunction with local training providers.</li><li>• Support higher educational attainment and vocational skills in partnership with Education providers.</li><li>• Support the implementation of the Gippsland Tertiary Education Plan.</li><li>• Support the Development of the South Gippsland Trade Training Centre.</li><li>• Support industry bodies seeking to improve the skills of their workforce.</li><li>• Monitor and report on job vacancies.</li></ul>   |
| <b>2.4 Emergency Response</b>  |
| <ul style="list-style-type: none"><li>• Prepare an Integrated Business Emergency Response Plan in conjunction with Council's Emergency Management Coordinator and other agencies. This will incorporate Council's Tourism Response and Recovery Plan and Employment Response Plan.</li></ul>   |

## Strategic Goal 2. – Supportive Business Environment (continued)

### 2.5 Grant Funding Support

- Support well prepared funding applications from agencies and businesses to other levels of government and philanthropic trusts that will achieve economic objectives. Prepare clear guidelines for projects that will be supported by Council.

### 2.6 Information and Data Provision

- Prepare and distribute quarterly business and tourism newsletters.
- Monitor, update and report on Census, population forecasts and economic data to allow informed decision making by businesses, investors and the community.
- Conduct a project to identify a consistent methodology for the collection and analysis of Tourism industry economic output statistics. This will allow monitoring of the sector in a consistent manner with other sectors.

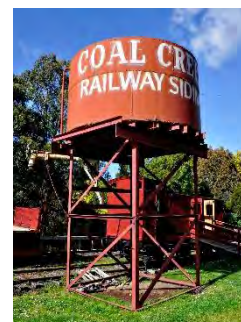


## Strategic Goal 3 – Promotion, Marketing and Networks

### Overview

This direction seeks to promote the Shire to visitors, new businesses, investors and potential residents and to work cooperatively with other groups seeking to do the same. It also seeks to support networks that will assist achieving Council's economic development outcomes.

### Strategies



|  |
|--|
| <b>3.1 Collaboration and Branding</b>  |
| <ul style="list-style-type: none"><li>• In collaboration with tourism and business bodies, explore the potential for the development of an integrated tourism and business development body as a collaborative structure and process for strategic and economic and business development.</li><li>• Rejuvenate the holistic and integrated approach to branding and promotion of the Shire and its unique local districts in collaboration with tourism and business bodies for tourism, resident attraction and business development.</li><li>• Develop an integrated and coordinated approach to mainstreet development.</li></ul> |
| <b>3.2 Visitor Information</b>   |
| <ul style="list-style-type: none"><li>• Provide Visitor Information Services. Actively promote visitor attractions, accommodation and retail establishments within South Gippsland and more widely in the Gippsland region.</li></ul>  |
| <b>3.3 Visitor Marketing</b>   |
| <ul style="list-style-type: none"><li>• Conduct Visitor Marketing Program in conjunction with Prom Country Regional Tourism (PCRT) and Destination Gippsland Ltd (DGL).</li><li>• Support existing local and regional branding.</li><li>• Encourage media opportunities, that promote the Shire such as television and magazines.</li><li>• Promote South Gippsland through the presence at appropriate trade shows.</li><li>• Support accessible tourism projects.</li><li>• Promote key events that attract visitors to the Shire.</li><li>• Develop nature based, heritage, arts, culture and sporting tourism product.</li></ul> |
| <b>3.4 New Resident Attraction</b>   |
| <ul style="list-style-type: none"><li>• Participate in the Victorian Government's Regional Victoria campaigns.</li><li>• Participate in Regional Victoria Living Expo.</li><li>• Conduct and review town marketing programs through "Live work and Invest" materials.</li></ul>  |
| <b>3.5 Business Networks</b>   |
| <ul style="list-style-type: none"><li>• Support Business Networks, Chambers of Commerce and Progress Associations.</li><li>• Work in partnership with key groups and agencies for the best economic outcomes.</li></ul>  |

## 8. Action Plan 2014-15

### Overview

Under this Strategy a new set of deliverables will be prepared for each year of the Strategy. This will then assist with the process of developing the Annual Council Plan and the Department's Business Plan.



### The following outlines the anticipated deliverables for 2014-15:

#### Strategic Goal 1. - Business Development and Attraction

| Action  | Implementation  |
|---|---|
| Conduct Local Businesses Visitation Program.        | 50 businesses visited annually to maintain contact and as part of the 'Economic Gardening' approach. Report on outcomes of the Program. |
| Develop and undertake Strategic Investment Program. | Program developed and 20 new business consultations annually. Report on outcomes of program.  |
| Implement Business Investment and Attraction Policy | Report on outcomes of Business Attraction and Investment Policy.  |

#### Strategic Goal 2. – Supportive Business Environment

| Action  | Implementation   |
|---|--|
| Implement Corner Inlet Tourism Development Project.   | Ongoing lobbying reported in quarterly Council performance report.                     |
| South East Australian Transport Strategy (SEATS) advocacy.  | Maintain membership and attend meetings to maintain advocacy for South Gippsland.      |
| Advocacy for funding of Leongatha Heavy Vehicle Alternate Route.  | Report advocacy activities and outcomes quarterly                                      |
| Continue advocacy and assistance for the rollout of the National Broadband Network roll out.                          | Advocacy activities and outcomes reported in the quarterly Council performance report. |
| Develop a Digital Economy Strategy in conjunction with other Gippsland Councils.                                      | Strategy with actions developed by June 2015.  |
| Develop Integrated Business Emergency Response Plan.  | Plan completed by June 2015.   |
| Implement Resilient Communities Program to build business skills and assist businesses prepare for natural disasters. | Deliver Stage one of program by May 2015. (subject to Victorian Government funding)    |
| Conduct Victorian Small Business Festival events  | Events conducted in August 2014 and outcomes reported.                                 |
| Develop Manufacturer's Network  | Source funding and establish network by June 2015.                                     |



### Strategic Goal 3. – Promotion Marketing and Networks

| Action   | Implementation  |
|--|---|
| Participate in Regional Victoria Living Expo.  | Successful Participation in Regional Living Expo April 2015.              |
| Conduct Business Workshop Program in conjunction with education providers.   | Program completed by June 2015.   |
| Prepare Integrated Marketing Strategy for Great Southern Rail Trail.   | Develop Strategy by October 2014 and commence implementation of outcomes. |
| Prepare a 'Live, Work & Invest' brochure for Small Towns & district to promote the area to business investors and new residents.                   | Brochure published by April 2015.   |
| Market South Gippsland at the annual Victorian Caravan and Camping Show.   | Participate in the event March 2015.                                      |
| Assist Prom Country Regional Tourism with Tourism marketing material including Official Visitors Guide, Touring Map and Shopping and Dining Guide. | Material released by June 2015  |
| Develop a suite of touring maps to promote ANZAC, Indigenous, Social culture, and industrial heritage.   | Developed by Coal Creek and completed by June 2015.                       |

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*South Gippsland  
 Shire Council*