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Lifestyle & Opportunity



ROCHESTER, VICTORIA

Community Economic Development Plan 2018

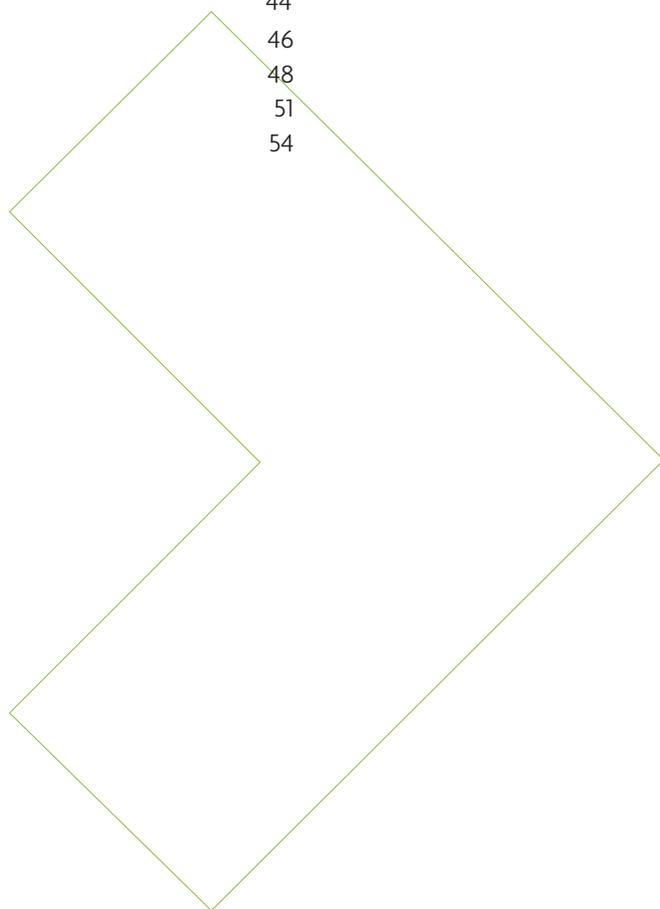
MAY 2018



The Rochester Community Economic Development Plan was funded by the Victoria Government.

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01 Introduction

Place Partners has been engaged by the Campaspe Shire Council to deliver a Community Economic Development Plan aimed at building the local economy of Rochester by first developing a shared vision for the town and then identifying and defining an action plan for its achievement.

Rochester is one of Campaspe Shire Council's priority townships focussing on development of the local economy and in building resilience of the entire region.

This document is the result of a collaborative process undertaken by Place Partners with Council and the local community. The process was designed to offer an opportunity to build on positive perceptions of Rochester, developing community and stakeholder visioning and a plan for community supported economic development.

The objectives for the CEDP are as follows:

- › Establish a vision that reflects Rochester's resilience and adaptive character
- › Establish a branding and marketing plan to support economic growth and investment in Rochester
- › Engage the community with ownership of the place brand
- › Develop clear targets to guide decision making and actions to support implementation of the vision
- › Identify quick wins – smaller, easier, more nimble projects that can happen immediately

Key stakeholders for this project include:

- › Regional Development Victoria – Victorian Government's lead agency in developing rural and regional Victoria provide support in working with Rochester community
- › Campaspe Shire Council - Council plays a leadership role in realising the Plan together with other strategic groups in town, the Rochester Business Network (RBN) and Community House
- › Town Centre businesses – all Town Centre businesses are likely to benefit from the CEDP and therefore have a financial interest in the project
- › Rochester residents – the predominant audience and users of Town Centre. The CEDP aims to engage the residents in order to help them take ownership of their town and its future.

Deliverables

Below is a list of deliverables for the CEDP:

- › Place branding directions for graphic designer brief / development of logo design
- › Quick Wins, Medium Term Action, and Long Term Actions across local economy, marketing, events and programming, Town Centre Improvements and planning
- › Delivery framework - identified partnerships and resources for actualising the plan
- › Assessment criteria based on objectives and engagement



Research Methodology

This project has used a qualitative and quantitative research approach with primary and secondary sources to provide a thorough understanding of the Rochester township, its retail offer, user experience and function within the wider geographical context.

Context research: desktop review and analysis

A desktop review of all relevant documents provided an understanding of the history and current uses of Rochester as well as the local characteristics of the surrounding area.

Community and Stakeholder Postcards

The postcards identified the community's values and aspirations for Rochester and their perception of the current experience. The postcards allowed engagement with a diverse group of people as well as introduced the project to the community.

On-site Engagement #1

1. Project meeting
2. Walking Workshop - high level audit with Project Review Group (PRG) considering opportunities and constraints for economic activation, existing infrastructure, accessibility, comfort, etc.
3. Community Visioning - a community session inviting business and community to hear what other regional towns are doing to put themselves on the map; aims to identify what Rochester can be proud of and how we can build an identity and economy around our unique point of difference.
4. Stakeholder Workshop - workshop with key stakeholders and government organisations identifying the challenges and opportunities for cross sector collaboration, grant funding and other resourcing for economic development initiatives in the area.
5. Community Action Planning - session aimed at seeding real ideas that will generate positive change in Rochester and give confidence to community members who want to try something new.
6. Street Stand - community ideas session in front of the local supermarket. The objective of the session is to capture locals and visitors for post card surveys, determine favourite and least favourite places and conduct informal interviews.

Community Survey

Online survey of the Rochester place brand, the three logo concepts and tag-lines for community feedback.

CEDP Presentation

Presentation to Council and community and a chance to feedback before finalisation of the Plan.

Document Structure

This CEDP consists of the following sections:

Part A - UNDERSTANDING ROCHESTER AND COMMUNITY

Provides a high level summary of the primary and secondary research undertaken to gain a thorough understanding of the place, its current strengths, challenges and opportunities.

Part B - CEDP STRATEGY AND DIRECTIONS

Presents a detailed analysis on the drivers that have influenced Rochester and builds on the research to describe the desired place character and brand that will guide the future identity and activities.

PART C - CEDP ACTIONS

Provides a list of actions to be undertaken over the next three years and beyond, along with detailed implementation planning for each.

*All statistical information is sourced from the Australian Bureau of Statistics unless specified otherwise.

02 Executive Summary

The Community Economic Development Plan (CEDP) is designed to be used by multiple stakeholders in order to ensure alignment regarding investment in Rochester as well as to maximise resource efficiencies.

The Plan provides an overview of brand development and emerging identity for new Rochester as well as strategic actions to build on that brand successfully. It synthesises community and stakeholder engagement findings, desktop research and site investigations to determine a vision that entire community can get behind.

The Rochester Plan Summary in the following page illustrates development from key drivers to key directions and vision.

The engagement with community was executed in two stages. First stage consisted of face to face engagement and postcard surveys. Second stage consisted of an online survey collecting feedback regarding generated statements about the community of Rochester, their priorities and preferred logo concept direction. The survey gave participants an opportunity to share how they would improve brand logo and add any other ideas they had for Rochester. Attached Community Survey Report and Engagement Report contain a full set of findings from the engagement.

The logo chosen by community then proceeded to refinement by graphic designers (EMDP). Below is the final logo and symbol making up the Rochester place brand.



This Plan is designed to be used as a guide for Council, State Government agencies, Town Centre businesses, regional businesses, community and cultural organisations looking to improve Rochester. It relies on a collaborative approach between stakeholders and a shared responsibility for the delivery of actions.

Building Rochester experience

Building the Rochester experience is about bringing more opportunities for people to create and trade; it is about local employment and economic activity generation. It is not always about formal business, but about the informal networks that build momentum, resilience and support for emerging businesses.

Branding and marketing

Branding and marketing is about building a clear identity and 'on brand' messages. Our goal is to attract new audiences to visit, move to and start businesses in Rochester. In addition positive messaging will build local confidence in a town we can all be proud of.

Events and programming

Events and programming in Rochester should reinforce the local economy by celebrating the town's natural and recreational assets and linking them with local people, talent and business. The actions are designed to increase visitation and economic activity by encouraging locals to work together for the maximum benefit of all.

Town Centre improvements

The purpose of Town Centre actions is to attract and retain people - from first impressions to easiness of navigating the town every day. These are tactical actions and improve the experience of both visitors and locals alike.

Long term planning recommendations

Actions Council will have to consider around planning, land use and transport that are outside of the scope and time-frame of this project but which directly support desired development of Rochester.

Plan Summary

KEY DRIVERS OF CHANGE

The things that we need to respond to.

Diverse but underutilised town assets

Desire to attract new people and businesses

Need to work in partnership

Resources to make real change

KEY DIRECTIONS

These strategic directions focus our energies around a set of common goals that help build our brand and unique points of difference.

LINK THE TOWN TO THE LAND

Reveal the surrounding land - promote local nature, open space & agriculture

A GREAT PLACE TO LIVE

Build on our unique assets to retain and attract people to live and prosper here

SEE THE OPPORTUNITY

Encourage and support new ideas, explore options by working together

SHARE THE SKILLS

Create more opportunities for revealing local expertise and craftsmanship

OUR VISION

Our shared understanding of what Rochester is and what we want it to be.

WE ARE ROCHESTER

Through partnerships and collective goodwill we will create the new Rochester experience.

OUR BRAND

Statement of our brand story, values and identity.

WE HAVE DRIVE

We work hard and we do what we do in the best way possible.

WE CARE ABOUT THE GREATER GOOD

Rochester is all about giving back, both in terms of social and environmental well-being.

WE ARE PRODUCTIVE

We are all about no frills productivity.

Action Plan Summary

QUICK WINS

What can be achieved in 3-6 months

- 1 **TIGER BIKES**
 - 2 **LIVING WELL IN ROCHESTER**
 - 3 **ROCHY ON THE WEB**
 - 4 **BUSINESS MAKEOVERS**
 - 5 **SILO ART PROJECT**
-

MEDIUM TERM ACTIONS

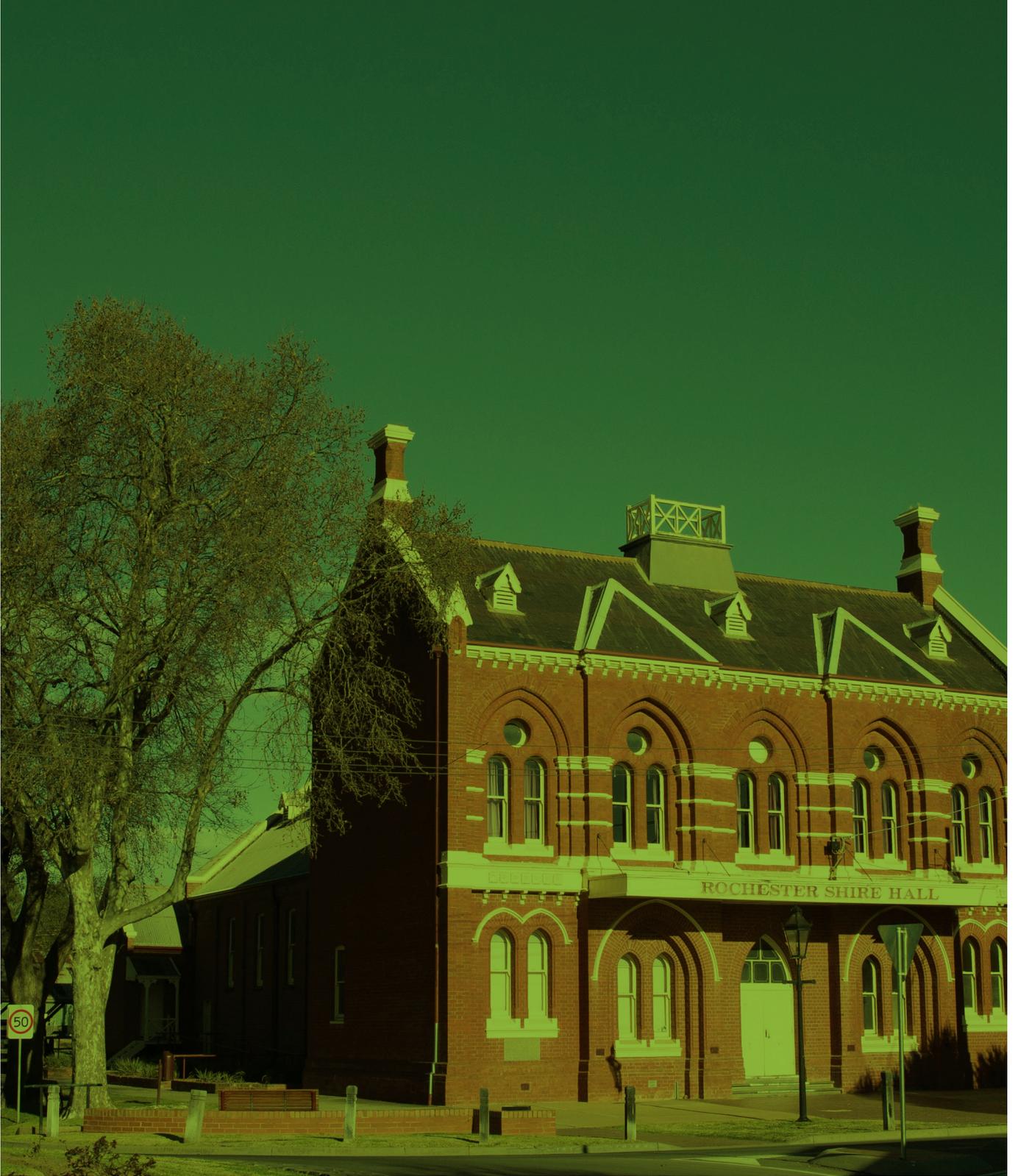
What can be achieved in under three years

- 6 **BUILD-A-BUSINESS PROGRAM**
 - 7 **LOCAL TRANSPORT PILOT**
 - 8 **MAKE THE NEWS**
 - 9 **FISH-WITH-A-LOCAL PROGRAM**
 - 10 **WEEKENDS IN ROCHESTER**
 - 11 **ROCHESTER NATURE TOURS**
 - 12 **WELCOME SIGNAGE**
 - 13 **COMMUNITY OPEN SPACES**
 - 14 **ARTS AND CULTURE PLAN**
-

LONG TERM ACTIONS

What will be achieved over the next 10 years

- 15 **INTUITIVE WAYFINDING**
- 16 **MORE TRAIN SERVICES**
- 17 **PEDESTRIAN AND CYCLING FOCUS**
- 18 **CARAVAN PARK MAKEOVER**
- 19 **AGED CARE DEVELOPMENT**



Part A

Understanding Rochester and the Community

A.1 Understanding Rochester

Rochester or 'Rochy' is located about 180 km north of Melbourne and 60 km northeast of Bendigo in the geographical centre of the Shire of Campaspe. The region is known for its agricultural productivity, history and stunning natural assets. It has a small residential population but a significant drive through opportunity - 6000 cars a day pass through the town.

Rochester is located in heart of the Shire of Campaspe in Northern Victoria. It sits in the lower reaches of the Campaspe River, at the junctions of Northern Highway (B75), Heathcote Road and Webb Road. It is home to about 3,113 people and 460 businesses.

The Campaspe River is part of the Murray Darling basin which drains one-seventh of the Australian land mass. This region makes up one of the most important agricultural areas in the country. The Campaspe River divides the Shire east and west. The east of the Shire falls under the Goulburn Murray Irrigation District (GMID) and is historically associated with the irrigation boom which saw many people migrate here to farm wheat following the gold-rush era. The west of Shire remains primarily used for dry-land grazing and cropping.

The area's main industry is its agricultural production which has been led by dairy and tomato farming on one side of the river and cattle and sheep on the other. Other local production includes growing grain for feed, seed farms and egg hatcheries. The recent closure of the Murray Goulburn dairy processing facility which has been operating since 1913, was identified as the major factor contributing to a changing economy locally.

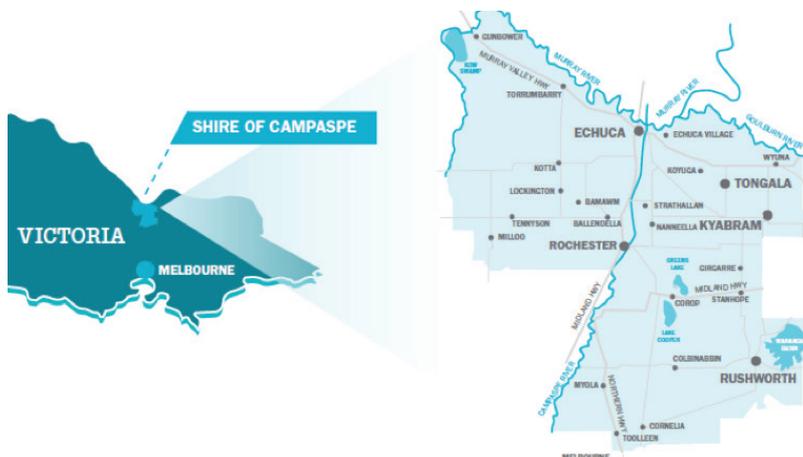
Due to its location on the Campaspe River and more generally within the region, Rochester is at a higher risk to negative impacts

associated with climate change, including increased risk and intensity of floods and declining precipitation. Being located in an agriculture-dependent region makes Rochester particularly vulnerable. Changes to the Campaspe Irrigation Scheme are seen as a community-led way forward.

The town benefits from large employers (though this now is changing) and receives seasonal boosts brought by several large events. The freight traffic on the Northern Highway and the 'grey nomads' bring additional boost to the town's economy year round. Rochester has its own railway station on the Deniliquin Line, which connects Echuca to Melbourne with daily service.

Approximately 6,000 cars pass through the town each day, mostly along the Northern Highway. The freight route provides access to markets, airport, and seaport and connects the Murray Valley in Victoria and southern New South Wales agricultural regions.

Rochester provides important recreational, education and health services for the region. Rochester Elmore District Health Service (REDHS) provides key community support services, including Drug and Alcohol Counselling. A men's shed is located at the Health Facility, this program is run by the Rochester Community House.



Rochester location within Victoria and Shire of Campaspe



Rochester suburb in patchwork of agricultural land

Postcode: 3561
 Population: 3,113
 Area: 86 square kilometres (8,634 hectares)
 LGA(s): Shire of Campaspe
 State electorate(s): Murray Plains

History

The original Aboriginal custodians occupied land along the Campaspe River just north of Rochester; they are the Pinpandoor tribe - a nomadic people that eventually relocated from the area. No record exists of any conflicts between European settlers and the tribe.

Rochester (originally known as Rowecheester) was named after Dr. John Pearson Rowe, who ran a hotel here before the township was gazetted in 1855. The town's centre has shifted from the east side of the Campaspe River to the west side, primarily due to construction of the railway and major roads in the west.

Agriculture (primarily wheat) slowly took over the gold rush of the 1850s-60s with the availability of water being key to development of rural lands for growing. The irrigation boom of late 1860s saw construction of a number of large irrigation channels that surrounded Rochester and serviced farms in the area for many years. Water storages were also built to support the demand.

During and after WWII the area experienced an influx of European immigrants; eventually becoming a factor in attracting more people from diverse backgrounds.

Following the war, Victoria experienced a manufacturing boom fuelled by an abundance of land and cheap energy. Today, the state produces over a quarter of Australia's manufacturing output, with machinery and equipment making up the most valuable activity, followed by food and beverage.

From the 1950s, rise of automobile manufacturing in Victoria has made car ownership possible to more people and began to transform both the urban and rural landscape of the state.

Following the Millennium drought (1996-2003) affecting Murray-Darling basin, Rochester suffered three major flood events in a row, with the event in January 2011 being the worst recorded in Rochester's history. Lake Eppalock, a reservoir spilling directly into Campaspe River, overflowed; the flood inundated 80% of the town.

Most recently, several WWII memorials were installed on the grounds of Rochester RSL and the REDHS (original War Memorial Hospital), preserving ANZAC heritage and legacy for the local community.

"Today the municipality reflects its Indigenous and non-Indigenous heritage and culture, with a rich tapestry of architecture, written and oral history and dreaming. The future of Campaspe needs to be built on these strong foundations and the values they represent of community and family."

Campaspe: Our Future 2015 "Strategy for the future of our community"

Timeline

- 1800's Pinpandoor tribe thrives just to the north of current location of Rochester on the river
- 1836 NSW Surveyor General Major Thomas Mitchell names the Campaspe River
- 1846 John Rowe moves to the area, takes on a pastoral run near a river
- 1852 Rowe builds an inn, the area around becomes known as Rowe's Camp
- 1855 Rochester is gazetted
- 1863 Town is reached by railroad from Bendigo and Melbourne, Town Centre moves west of river; post office opens
- 1874 Rochester AFL Club is founded
- 1890's Depression following a period of prosperity (gold rush, English investment)
- 1904 Sir Hubert Opperman (Oppy), champion cyclist, is born
- 1911 Rochester Hotel is built (now Shamrock Hotel)
- 1913 Dairy processing facility is built (former MG)
- 1928 "Oppy" wins 24-hours Bol D'Or race (Paris 1928)
- 1950 Devondale Murray Goulburn is formed by a group of dairy farmers; dairy co-op becomes largest in Australia
- 1952 Rochester and District War Memorial Hospital is established
- 1950-70s Rochester factory joins Murray Goulburn
- 1964 Lake Eppalock reservoir is built
- 1995 Campaspe Shire is formed from amalgamation of the city of Echuca, Shire of Deakin, Shire of Rochester, Shire of Waranga, Town of Kyabram and part of Shire of Rodney.
- 1999 Deregulation of Australian dairy sector sees decline in co-ops
- 2011 High intensity rainfall causes Lake Eppalock to flood catchment - the township was inundated by a 1 in 100 year flood, causing significant impact to the community
- 2018 Murray Goulburn announces it will close factories in Victoria and Tasmania; Saputo purchase of factory is currently under review by the Australian Competition and Consumer Commission and the Foreign Investment Review Board.

Rochester Town Centre

The Town is divided by the Campaspe River to west and east side and is connected by bridge via Bridge Road. Today the east side primarily consists of residential areas and open space (Rochester Recreation Reserve) along with several employers.

The Town Centre to the west of the river is bordered by Elizabeth St. to the north, Fraser St. to the south, Moore St./Northern Highway to the west and Campaspe St. to the east. It is essentially bordered by Campaspe River and reserve to the east and the railway to the west. The Rochester railway station is located adjacent to the Town Centre and currently offers a daily service to Melbourne/Bendigo on weekdays, and two services a day on weekends.

The Town Centre provides for local convenience shopping, retail and services, and has several cafés and pubs. There are two banks servicing the town; a police station and a post office. Rochester hosts several annual and bi-annual events which see visitors coming from around the region and across state lines. The Community House, the Shire Hall and the Market Reserve are the significant community destinations in the centre of the town.

Urban Design & Streetscapes

Rochester has wide streets and sidewalks in the centre, but is missing basic pedestrian infrastructure which connects it to key destinations and offer nearby. There are old trees including

picturesque rows of palms providing ample shade and many young trees along Moore St. There is ample on-street and off-street parking - mainly angle parking along Moore St., Gillies St. and Mackay St., as well as the two Council-owned parking lots.

Town Centre displays a collection of two-storey, beautiful early to late Victorian-era terraced pubs, other colonial style and post modern buildings with contiguous façades along main streets, and a mix of brick and weatherboard construction of mostly single story residential buildings. Silos adjacent to the railway, the Murray Goulburn and the water tower are perhaps the most monumental landmarks contributing to the rural/industrial aesthetic.

Key Findings in the Town Centre

- > There is a mix of service and specialty retailers
- > There are many passive recreation areas but these need improvement
- > The factory (Murray Goulburn) is situated over a large block in the northern part of the Town Centre
- > Significant thoroughfare, Northern Highway, runs adjacent to the Town Centre where it becomes Moore St. - the most attractive place to stop over, but away from other key destinations
- > The Town Centre is missing a connection to the river

Legend

	Council-owned land		Underutilised / land
	Crown land		Town Centre core



Rochester Town Centre



Council and Crown-owned land - mostly underutilised

Local Economy

The total workforce in Rochester in 2016 was 1,295 people. Currently the largest employer is the Rochester and Elmore District Health Services (REDHS) with 225 people employed and most of the workforce living in or around Rochester. Other significant employers are:

- > Nichol Trading (Rochester) - third generation fertiliser retailer and the largest in northern Victoria
- > Lely (Rochester) - international dairy farming-focussed machinery innovation and service business, recently taken over by 'Agco'

In 2017 Murray Goulburn Co-op announced that it will be closing its facilities in regional Victoria and in Tasmania. Rochester facility was completely decommissioned in January 2018, although trucks still run out of the facility. This has had a significant impact on the local economy with 112 employees transitioning to other employment locations.

However Australia Consolidated Milk (ACM), one of the fastest growing dairy companies which is fully Australian owned is building a new factory in Girgarre. Furthermore Fonterra is doubling the size of their operations in Stanhope. Both Stanhope and Girgarre are within a 30-minute drive of Rochester.

Key Economic Findings

- > There are over 200 agricultural businesses in Rochester
- > Overall there has been a positive trend in the number of businesses registered here since 2015 (Campaspe Shire Council)
- > A number of industrial blocks are for sale
- > Unemployment rate is around 5.3%
- > Median household income was \$945 in 2016
- > Median house price went up to \$280,000 from \$242,000 since 2016; compared to Echuca's median house price at \$322,500
- > 17% of Rochester residents live in rental accommodation and pay an average of \$263/week
- > The average time taken to sell a house in Rochester is 465 days

Social Enterprise

Campaspe Shire Council has engaged Social Enterprise Academy Australia in partnership with Rural Council Victoria to deliver "Understanding Social Enterprise" workshop in Rochester in November 2017. The workshop participants - the engagement team from Campaspe Shire Council - revealed an interest in engaging youth and utilising "non-traditional funding models to access capital" (Understanding Social Enterprise Program Report).

EMPLOYMENT INDUSTRY	0	1-4	5-19	20-199	% (2016)
Agriculture, Forestry and Fishing	153	49	15	0	48%
Manufacturing	4	6	0	0	4%
Construction	35	19	14	0	14%
Wholesale Trade	5	0	0	3	
Retail Trade	9	11	7	0	6%
Accommodation and Food Services	0	4	3	0	
Transport, Postal and Warehousing	17	7	3	0	
Financial and Insurance Services	14	3	0	0	
Rental, Hiring and Real Estate Services	23	0	0	0	5%
Professional, Scientific and Technical Services	4	5	0	0	
Administrative and Support Services	3	3	0	0	
Health Care and Social Assistance (ex. REDHS)	4	3	0	0	
Other Services	10	5	0	0	
Currently Unknown	10	0	0	0	
TOTAL:	291	142	45	3	

Employment numbers by industry

Rochester Town Map



Rochester local and visitor attractions and services

Legend

●	Open space - small civic park space	1	Rochester Hotel	11	Rochester Motel
●	Open space - parkland	2	Rochester Wine Tavern	12	Rochester Recreation Reserve
●	Open space - sport	3	Shamrock Hotel	13	Hospital (REDHS)
●	Recreation (swimming, lawn bowls, skate park)	4	Criterion Hotel	14	Random House
●	Schools	5	Caravan Park	15	Historical Society
●	Community (police, childcare, worship)	6	Oppy Memorial/Murals		
- - - - -	Town Centre	7	Market Reserve		
▬	Campaspe River	8	Community House		
▬	Major road	9	Murray Goulburn factory		
▬▬▬▬▬▬	Railway	10	War Memorial Pool/Silos		

Rochester Town Centre Centre Map



Rochester Town Centre

Legend

	Recreation area		Town Centre
	Cafés and restaurants		Railway
	Convenience/service (pharmacy, bakery, grocery etc.)		Rochester railway station
	Retail / specialty		Major road
	Accommodation		River walk
	Banks / ATMs		Fishing
	Industrial		Toilets
	Community facilities		

Businesses in the Town Centre

In the Town Centre businesses tend to be a mix of retail (grocery), hospitality and service with majority employing between 1 and 4 employees.

There are four hotels/pubs and three cafés in Rochester, one supermarket, poultry shop, fish shop, butcher shop, and a bakery. Several hotels are very spacious with venues for hire; some hotels have limited hours of operation, opening towards end of week and weekends. Rochester has bank branches within the retail area including the Bendigo Community Bank.

There is a good variety of specialty shops from second hand and boutique clothing stores to arts and crafts store, flower shop and a sports store. There is one discount store, a newsagent and two major hardware stores with one focussing on farm supply.

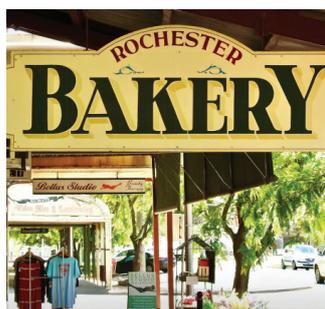
There is a number of vacant shops along almost every street in the Town Centre; some are in more derelict condition than others.

There appears to be a different level of investment in shop fronts, with some businesses providing a lot more interest inside than what can be observed from the street. At least seven cafés and pubs have outdoor seating either on the sidewalk or in the rear of the building. At least five businesses in Town Centre display products outside of the shop creating interest and invitation.

The table on right provides a snapshot of Town Centre's businesses.



Blooms and Threads



McKay St Bakery



IGA - where locals shop (source: Tamara Cadd photography)

BUSINESS	TYOLOGY	UNIQUE ATTRACTORS
Ray White	real state	shop front
Agco	agriculture	-
Majors Supa IGA	supermarket	mural
Mitre 10	hardware store	outdoor display
Bottlemart	bottle shop	-
Chemmart Pharmacy	pharmacy	-
F.P. Nevins Real estate	livestock and real estate	-
Rochester Fish Shop	fish store	bright store-front
Rochester Bakery	bakery, cafe	outdoor seating
Elsley's Quality Chickens	poultry shop	-
Central Park Cafe	fast food	outdoor seating, views
Kits Cafe	cafe	outdoor seating, art
Bellus Studios	beauty salon/ hairdresser	-
Cottam's Family Butcher	butcher	store-front, kid ride
Autos and Motorcycles Honda	motorcycle dealer	front of shop display
Rochester Variety Store	variety store	sidewalk display
Rochester News Agency	news service	-
Em's Hairdressing	hairdresser	-
Rochester SportsPower	sporting goods	-
Blooms and Threads	flowers, clothes	sidewalk display
Opportunity Shop	second hand goods	sidewalk display
Australia Post	post office	-
Prigg's Plumbing/Gas	hardware store	-
MG Farm and Hardware	hardware store	-
Fresh Laundry	laundromat	-
Quilting Patch	arts and crafts	prize winning quilts
Parsons	clothing	sidewalk display
Gypseastorm Hair Studio	hairdresser	-
Campaspe News		-

What's good?

Ward Bros are a significant employer outside of the Town Centre ; contributing significantly to community here and currently employ 60+ people in construction.

What's missing?

Community has identified a lack of fresh produce retailers in Town Centre as well as desire to "dress up" the town for special events.

Tourism and Hospitality

Limited visitor information is currently available for Rochester, however it is a common stop-over for people on the way to regional destinations like Echuca, the Murray River and Lockington.

Sydney Morning Herald recently featured Rochester in the series “6 reasons”. Below are the six reasons identified for visiting this town with additional summary of related attractions:

1. Showtime - Rochester's showgrounds on the banks of Campaspe River is the venue for the annual Great Northern Show. Besides the agricultural show, the town hosts a bi-annual art exhibition, mural festival and many sporting events.
2. Architecture - Heritage buildings and features, scenic walks.
3. Museum - Opperman Sports Museum houses the last bike of the champion cyclist, Sir Hubert Opperman, as well as a fitness bike he was using at the time of his death. There is a statue commemorating the local legend in Town Centre. Rochester Sports Museum features personal collection of John Forbes, Puma national sales agent for many years.
4. The River - the Campaspe River is the town's defining natural feature - “surrounded by river red gums, the river banks and billabongs are still dotted with the fire mounds of local Aboriginal people.” Locals come here to walk, jog, fish, kayak and occasionally to swim.
5. Wine - wine tours and lunch offered by Rochester Wine Bar and Tavern. Hotel's verandah is perfect for watching the sun set.
6. History - Rochester's own Historical Society as well as nearby Lockington and District Living Heritage Complex which has “one of Victoria's most beautiful gems of a museum”. In Rochester you can also find the Random House - historic homestead consisting of gardens and a house built in 1860's which sits over a 9 ha property next to the river.

Rochester has a choice of accommodation, short term stays and numerous cafés and restaurants (see Town Centre Businesses next page). To the east side of the Campaspe River, the Council maintains a caravan park, with the leasee of the business is moving to a new location near REDHS. There is a motel with a pool close to Town Centre that offers accommodation with a more of a family atmosphere. There were two Rochester properties listed on Airbnb at the time of this research.

Rochester has a taxi service/business which offers a regular service.



Shamrock Hotel



Oppy Statue in Town Centre



Kayaking on the Campaspe River



Random House



Water Tower and Treatment Works

Events in and around Rochester

There are several key events which attract regional visitors to Rochester, usually lasting one to two days. There are also a number of regional festivals that Rochester may benefit from with provision of quality accommodation. Generally the small community offers a great diversity of well-being/sporting and cultural activities, a monthly town market and an arts and crafts market.

Rochester's major events

- › **Fun Run** - November: takes place at Rochester Recreation Reserve and hosted by Rochester Football & Netball Club. 2017 event attracted 300 participants and is anticipated to grow. The run provides an opportunity to raise money for various causes.
- › **Annual Great Northern Show** - February: "classic agricultural show, where locals from the farms and towns of northern Victoria compete to see who has the best bale of hay, the best eggs, the fluffiest sponge and the district's largest pumpkin" (SMH).
- › **Mural Festival** - March: annual week long festival inviting artists to paint 12 murals, starting first week of March and featuring prize money and local engagement. Murals are displayed for 12 months.
- › **Rochester Bi-annual art show** - April: Also known as the Rochester Fine Arts Exhibition, hosts regional artists.

Local events/activation

The Rochester Town Market is held every fourth Saturday of the month at the Market Reserve and Town Hall. Stalls include mostly arts and crafts, locally made products and some fresh produce (more detail in the next page).

Many businesses also host workshops for locals and visitors (eg. Rochester Bakery, Quilting Patch)

Other local events are offered by Pony Club, Little Athletics, Swimming Club, Dance studios, Rochester Tigers Football and Netball Club, and others. The heart of the community is perhaps the Rochester Service Centre and Community House, which includes the Council's service centre, library, Market Reserve and the Oppy museum. Below are some events offered by the Community House:

- › Adult education services especially: IT; health and wellbeing
- › Yoga and pilates
- › Classes
- › Photography workshops



Annual Great Northern Show



REDHS-run health promotion programs at Café RED



Mobile #MisterBrooksCoffeeBar, favourite at local events (2017 Fun Run)



Rochester Community House yoga class

Rochester Town Market Stallholders

There is an average of 20-25 stall holders with a range of up to 286 different stalls participating in the markets over a year.

Twilight Market (poster on right) is the afternoon edition of the Town Market and does not have a regular schedule. It provides for a later afternoon attraction to Town Centre, with attractions for kids.

The Christmas Rochester Community Market is the holiday edition of the market event and can draw people from outside of town to do their holiday shopping here.

TYPE OF STALL	NUMBER OF STALLS
Food (including fresh produce, baked goods, health food, coffee, etc)	64
Clothing and jewellery	51
Home goods (including furniture and furnishings, candles, etc)	38
Arts and crafts	32
<i>Not stated</i>	28
Kids (toys, pram liners, etc.)	25
Info and other stalls (solar energy, land care, services)	16
Miscellaneous (including gifts, cards, etc.)	11
Beauty (body products)	10
Plants and seeds	9
Dogs/pets products	2
Total	286



Rochester Town Market flyer and Facebook photos

Open Space and Recreation

Rochester has a variety of open space and recreational opportunities on offer. There are smaller urban parks with playgrounds and picnic tables/BBQs, large sporting fields, walks and fishing along the river, golf courses, and a skate-park. Full list of parks below:

- › Rochester Recreation Reserve (Sports Ground)
- › Rochester Racecourse Recreation Reserve (4Rs)
- › Campaspe Park River Reserve and River Trail
- › Apex Park/Playground
- › Market Reserve - outdoor market area and skate park
- › Lions Park - playground, BBQ and public toilets
- › Rotary Park - playground and public toilets
- › Rotunda Park - urban centre green space, civic event space
- › Heritage walk: along town's attractive old buildings / Historical Plaque Trail and Cemetery Walk

Local and Regional Attractions

The Campaspe Shire Council is now focussing on revitalisation efforts on strengthening its regional offer, particularly in tourism. Significant regional destinations and key attractions that pose competition or could connect to or benefit Rochester are listed below:

ECHUCA - *Drive time to Rochester: 25 min. Population 12,906 (2016).*
A historic town at the meeting of three rivers, four times the size of Rochester when combined with Moama and home to Australia's largest paddle steamer fleet at Port Echuca. Echuca was once Australia's largest inland port and today offers a 3 km walk along the Murray River.

KYABRAM - *Drive time to Rochester: 25 min. Population 7,532 (2016).*
The Kyabram Fauna Park is a popular destination. Town also hosts an annual rodeo and other popular events.

RUSHWORTH - *Drive time to Rochester: 50 min. Population 1,335 (2016).*
Once a gold-mining settlement with much of its original character preserved; home to Rushworths Bushland Reserve and Heathcote and Murchison trails.

BENDIGO - *Drive time to Rochester: 50 min. Population 95,587 (2017).*
Centre of gold rush between 1850 and 1900. Retains buildings and monuments from the "golden past". Today offers rich art, culture, dining, wine and shopping experience.

Other nearby attractions include Elmore (Field Days); Ayson's Reserve which offers free camping; squirrel gliding tours along Campaspe River, Lake Cooper(Corop) and Greens Lake.



Rochester Skate Park



Campaspe River Reserve



Echuca - port



Kyabram - nature



Rushworth - history

Policy Document Review

Place Partners has reviewed documents below in order to understand the positioning of Rochester and the Shire within Victoria and the type and depth of engagement that has already taken place. The review helps to identify challenges and priorities of the Council as well as help to tailor engagement and guide brand development for Rochester.

Shire-wide Plan

- › Campaspe Our Future
- › Council Plan 2017-2021
- › Campaspe Advocacy Priorities
- › Economic Development Strategy 2014-2019
- › Events Strategy
- › Asset Management Strategy
- › Places of Assembly
- › Tactical Approach to Toilets
- › Campaspe Open Space Strategy
- › Campaspe Settlement Strategy
- › Echuca Commercial Strategy
- › Northern Victoria Regional Transport Strategy
- › Campaspe Open Space Strategy 2014
- › Campaspe Walking & Cycling Strategy 2007
- › Playground Strategy 2007
- › Wayfinding Strategy & Style 2013

Rochester specific

- › Rochester District Plan 2009 - 2010
- › Rochester Implementation Plan
- › Rochester Fund Balance
- › Photos of Rochester
- › Community Development Recommendations (1980s)

Following is a summary of objectives and priorities identified which have guided the development of the CEDP.

Council Plan 2013-2017

The Plan includes five themes that will guide service delivery of the Plan, they are: **strong and engaged communities, resilient economy, healthy environment, balanced services and infrastructure and responsible management.**

The priorities of the Council overall are to strengthen community engagement and to support health and well-being. Major challenges identified in the plan are **obesity, mental health/drug addition and family violence.** Council also desires to demonstrate commitment to its smaller towns through support of community and tourism offer to make the area more attractive for drive through stop overs and short stay holidays.

Specific services were identified for Rochester; these include supporting tourism development, providing additional child care and supporting community based aged care.

The Community Vision for the Shire of Campaspe is...

'A vibrant place to live, grow and visit, with a thriving, diverse and healthy lifestyle.'

The vision is founded on three pillars:

1. Thriving: We have great opportunity, with prosperous businesses and happy communities.
2. Diverse: Our varied communities and environments make Campaspe a place for all kinds of people.
3. Healthy: We are active, connected and well and care for our natural urban and rural surroundings.

Economic Development Strategy 2014-2019 - Tourism

1. Diversification of tourism product
2. Increased diversification of tourism product and linkage with existing tourism attractions and activities
3. Utilisation of existing infrastructure and diversifying product offering around this infrastructure and providing a node of linkage with broader tourism product.
4. Provision of high-end tourism accommodation and services

Community Economic Data

Regional Development Victoria (RDV) has been supporting the Rochester 'Open for Business' Action Group. The RDV supported Council by undertaking a business audit, advocating for employment support services and assisting with the coordination of training opportunities for the community.

The work done by RDV supports development of the CEDP as well as effectively demonstrates a partnership between the agency, Council and the community.

Rochester Town Structure Plan

The structure plan below summarises key directions for future development by the Council. The three main focus areas are:

RESIDENTIAL

- › Rochester has a number of vacant lots in the eastern and western parts of Rochester within the existing urban form
- › A large parcel of vacant land zoned for low density residential east of Cohen Rd, additional capacity south-east along Pascoe St
- › Future growth is to be directed towards north-west corner of town

GROWTH CONSTRAINTS

- › Future development should avoid subdivision of agricultural land
- › Strictly controlled development along the river is recommended due to flooding
- › Expansion to outer west should be avoided due to sewerage plant location

INDUSTRIAL

- › Industrial precinct at northern gateway needs a stronger development control

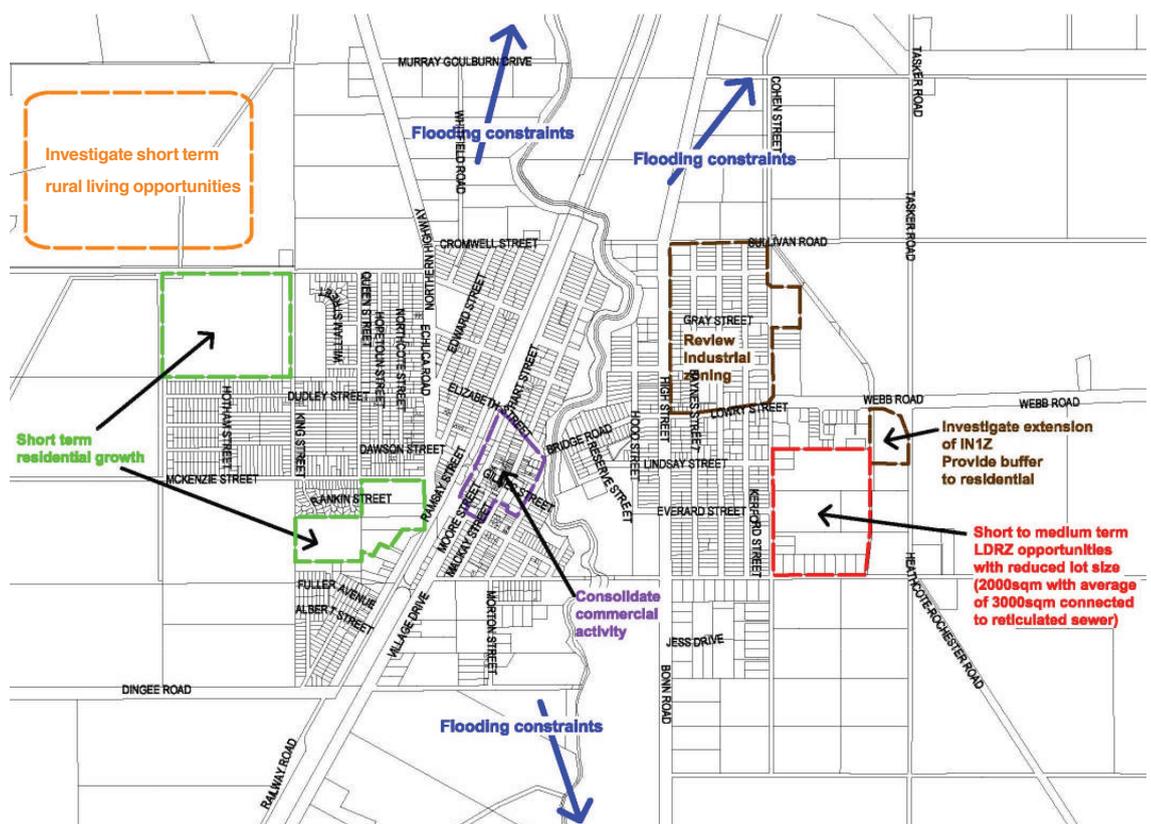
Rochester Flood Management Plan

In 2018 Campaspe Council passed a resolution to finalise 'Final Feasibility Report - Rochester Mitigation Strategy' which investigated wider implications of works recommended in the Rochester Flood Management Plan 2013.

Council will work with local State Emergency Services (SES) representatives and the community to deliver these outcomes in a timely manner.

Following recommendations were approved to move ahead:

- › Installation of flood height markers at strategic locations through Rochester;
- › Installation of floor height level markers on all township dwellings; and;
- › Establishing an evacuation plan which provides for flood-free havens and access routes to them, and locations for supplies of sandbags.



Rochester Structure Plan (2017, subject to change)

Rochester Community Engagement (Economic Development Strategy 2014-2019)

Words and themes used by residents and local stakeholders to describe current and desired vision for Rochester:

- › Friendly
- › Supportive
- › Affordable
- › Peaceful
- › Sporting infrastructure

Potential opportunities identified for Rochester (desktop analysis, consultation and engagement process) :

- › Increased provision of housing for ageing population (Rochester, Kyabram, Echuca Moama).
- › Increased diversification of tourism product and linkage with existing tourism attractions and activities

Rochester Strategic Community and District Plan (2013)

OBJECTIVES FOR ROCHESTER

1. Build on assets that promote healthy attractors for residents and visitors
2. Improve the visitor experience, showcase the town's shopping, dining and small business uniqueness
3. Activate the town to showcase creativity and promote innovative thinking
4. Develop pivotal locations that have capacity to accelerate change
5. Undertake targeted marketing to communicate our offer to residents and visitors
6. To improve the health and wellbeing of the community
7. Shire Senior Citizens Centres – Rochester and Echuca (Campaspe Shire Plan 2017-2021)

Local Environment and biodiversity

CAMPASPE RIVER

Identified open space opportunity from the Campaspe Open Space Strategy-2014:

“The Campaspe River Trail was frequently highlighted as a valued and significant trail for walking and also noted as an opportunity to continue to improve and extend.”

DOHERTY PINE NATURE CONSERVATION RESERVE (Parks Victoria)

The “Victorian Rare or Threatened Species” *Callitris glaucophylla* (White Cypress-pine) is considered depleted in Victoria. Doherty Pine Nature Conservation Reserve protects the pine over a 10ha area in north-west Rochester. Since early 2000s drought tolerant natives (grasses) have been returning to the reserve due to dryer conditions in the region at the time. Last monitoring was reported to take place on January 2003 (official website). More information is needed to understand significance of this site for conservation tourism.

What are our strengths?

Rochester is an inviting town with a friendly and involved community and great natural/open space resources. The town has facilities for children including daycare, kindergarten, two primary schools and a secondary school. There are number of events taking place here, large and small, which attract people from the surrounding area. Unique attractions such as the Oppy Museum, as well as cultural events like the markets diversify how the town looks and feels compared to other nearby destinations.

Location

Rochester is located on the Northern Highway, between Bendigo to the south west, Echuca to the north and Shepparton to the east, regional centres. Nearby Murray River brings in visitors from Victoria and across state lines. Many popular destinations are within 30 minute drive.



Sporting Pride

Rochester offers a diverse sporting infrastructure and is very supportive of its many clubs, teams and initiatives.

It is home to the Rochester Tigers Football & Netball Club, as well as the birthplace of legendary Sir Hubert Opperman, aka Oppy - one of Australia's most famous athletes that put Rochester on the world stage. Today his legacy is kept alive with the statue in Town Centre and a museum dedicated to him.



Hubert Opperman training for 1928 Bol d'Or 24-hour

John Forbes' famed "Memorabilia" collection is located is today's Rochester Sports Museum. Forbes was Puma's national sales manager for many years.

Community

The town has a real "true to itself" character and a drive to remain authentic. There is a spirit of entrepreneurship and a doer attitude among the local residents. The town has many successful entrepreneurs as well as people with a diverse set of skills to offer. Number of community groups in town, business-led community involvement and participation in events signals that people here are genuinely interested in supporting each other.

Agriculture and Food

The Shire is in the centre of one of the richest and most diverse agricultural regions in Australia. There is an opportunity to create a boutique food experience destination by diversifying local food production and distribution. The aim is to build 'edutourism' to appeal to metropolitan tourists looking for an authentic country experience. There is an uptake in local food movement with some producers selling at the market, but more fresh produce and diversity of produce is desired by both residents and visitors.

The River and Open Space

Campaspe River is the defining feature of the town even if it does not feel integrated with the Town Centre; water treatment tower further draws attention from Town Centre to the river. Paths along the river are well used by locals for recreation and have the potential to create an exceptional recreation experience in a beautiful natural habitat.

Heritage Architecture

The legacy of the irrigation boom is reflected in Rochester's historic late Victorian-era hotels, including the iconic Shamrock Hotel - "one of most spectacular examples of what a country hotel should look like" (ABC Rod Quinn).



Local camel milk company with metropolitan reach (Camilk)

What are our challenges?

SOCIAL

There are many perceptions about the general decline of the town, and the strain businesses are feeling especially after the closure of the Murray Goulburn factory, which affects confidence of people living here overall. The community is perhaps socially divided in relationship to Council, and what the right direction is for the town as a whole.

There is strong perception of a poor police presence. Drugs and alcohol contribute to destabilisation of social life here to some extent, for example with parents prohibiting their children to attend the skate-park because of types of people that may sometimes loiter there.

ENVIRONMENTAL

There are many vacant blocks in and around the Town Centre that make the town look empty.

Furthermore Rochester is flood prone, with much of the land in town hard to develop due to planning constraints. The floods, phasing out of irrigation channels and the general 'turning away' from the river during industrial development limited the relationship of locals to the Campaspe River.

Limited public transport and an identity as a 'stop-over' town position Rochester at a disadvantage compared to other regional destinations with richer/more developed offer in tourism and better connections. Major events that draw people to town are few and far between to warrant an increase in train services which could draw more people to come here.

ECONOMIC

Many locals commute outside of town for work. Town Centre is losing this business. Not much is known of local recreational opportunities to people outside of town.

Rochester needs to prepare for an evolving employment market. A change of skills required will impact upon the focus of education and training.

CULTURAL

The 'community spirit' may at times feel fragmented with many groups not communicating with each other/combining efforts for a common cause. Generally there tend to be groups that are more active, with membership of older demographic.

Furthermore there is a lack of a unified story that could guide Rochester as a community into the future. Many older people are still psychologically affected by the local government amalgamation of 1995.



Inundated Rochester during January 2011 flood



Changes in local and regional dairy industry - strain on small scale farmers



Underutilised and vacant land



Poor train service

A.2 The Community

Rochester is the third largest township by population in the Shire, with 3,113 people calling it home in 2016. The community can be characterised by an increasing older population and decreasing younger population, with a supportive and tight-knit culture.

Rochester residential community consists of mostly families who spend their spare time in and around Rochester, participating in sports clubs, attending local events and enjoying local and regional recreation. About half of the people employed in Rochester are in the agricultural industry, others work nearby. Rochester community prides itself on authenticity and hard work.

Quick Facts

- › 86% Australian born; then English, Scottish and Irish
- › Of the families in Rochester, 831 are couples with no children, 133 are single-parent families, and 169 are families with kids under 15 years old
- › 48% labour force participation
- › 28% of population volunteered in 2016
- › Nearly twice as many females with higher qualifications than males
- › 6% of residents in Rochester do not own a car

Evolving demography

- › Growing overall (economic and population)

- › Work in variety of industries
- › Low profile of local Indigenous community
- › Lower education levels compared to rest of regional Victoria
- › Lower income levels compared to regional Victoria
- › Unemployment rate has increased from 5.3% in 2016 to 6.1% in 2017
- › Aging population
- › Shrinking younger population
(Council Plan 2017-2021, ABS 2016)

Principal concerns

Changing employment opportunities, drug and alcohol abuse and lack of education and training for adults present the top challenges for the community overall. Compared to the rest of the Shire, Rochester has a decreasing percentage of young people, with many leaving the town for jobs in nearby Echuca. Lack of housing development that would attract families here is another concern voiced by community, although new residential supply is in the pipeline.

POPULATION SUMMARY

	ROCHESTER 2011	ROCHESTER 2016	ECHUCA 2016	CAMPASPE SHIRE COUNCIL 2016
Population	3,136	3,113	14,043	37,061
Median Age	47	51	43	45
Male	49%	49%	48%	49%
Female	51%	51%	52%	51%
Aged 4 and under	4%	5%	6%	6%
Aged 14 years and under	13%	10%	12%	12%
Aged 65 years and over	25%	29%	22%	23%
Unemployment (*percentages not rounded)	3.8%	5.3%	5%	4.9%
Average people per household	2.3	2.3	2.4	2.4
Weekly average household income earning \$1,750 per week or more	\$876	\$945	\$1,139	\$1,081
		6%		5%

Core audiences

Knowing who our core audiences are will help to create a place that could function well for everyone. The local community will have their own needs and aspirations for Rochester; if those aspirations are met then the town will also attract other groups, like regional locals and employees, as well as visitors. Below is a list of our audiences in order of importance:

1. Rochester locals – this audience lives and works around Rochester
2. Businesses – this audience owns and runs a business in town
3. Locally employed – this audience works at businesses, organisations, or government in Rochester
4. Regional locals – this audience lives in towns just outside Rochester and seek services or attractions not found in their areas of residence
5. Visitors – this audience are those passing through on their way to other destinations in the region or who visit Rochester during specific events that take place here

Key Local Stakeholders

- > Rochester Business Network - provide networking opportunities, group promotions, and discounts
- > Rochester Community House - funded by Department of Health & Human Services and supported by Campaspe Shire Council - it provides access to personal development for community
- > Murray River Tourism – is a Board uniting and co-ordinating Murray region's tourism industry
- > Echuca Moama Tourism - Echuca Moama and District Tourism Development Association Incorporated is a non-profit tourism organisation for the region with over 350 members
- > Regional Development Victoria - Victorian Government's lead agency in developing rural and regional Victoria - provides better infrastructure; strengthens economic and social base of communities; creates jobs and supports local project development
- > REDHS - delivers a diverse range of Health and Wellbeing services to the community including acute, residential and community based aged care, and primary care
- > Bendigo Community Bank (Lockmore Financial Services Ltd.)- offers crowd funding platform and community grants, helps to support and create projects across the region

Potential community partners: Rochester's primary and secondary schools, C4R - (Committee for Rochester), CRRC (Campaspe River Reserve Committee), RCPG (Rochester District Planning Group), Lion's Club, Rotary Club, Rochester Fun Run and others



Rochester Lawn Bowl Club (Source: Tamara Cadd photography)

Community Engagement (Place Partners)

Place Partners conducted a survey via 2 sets of postcards for the local community and businesses. A total of 524 responses were received, including 187 of postcard 1 (green which focused on branding colours) and 337 of postcard 2 (blue which focused on branding through suggested words). The purpose of the surveys was to identify the community's values and aspirations, as well as overall perceptions for the future of Rochester. For full report, see Engagement Report attached.

Key Findings

- > Tigers yellow, heirloom tomato and earth are the top three colours selected by participants
- > Relaxed, local and historic are the top three words to describe future Rochester
- > Community theme was dominant in people's responses about what makes Rochy great

Key quotes from postcards

"What I love about Rochy is the small town community - including involvement and enthusiasm. People know one another and are always willing to put their hands up to help. The town has great services and volunteers."

"Community - when the chips are down, the community is there..."

"Wish there was a colour that represented hopeful. How can we get more kids in the schools? Staff are so committed. Keep the faith. There's a lot of good folk who have worked hard to get it to 2018."

"A little bit of history - Rochester is a good place to live. I was born here, my mother and grandmother and my 5 children"

"Rochy deserves a fair go. Lots of history - dad was born here in 1923 - I've just returned to make it my home."

A.3 Key drivers and place influencers

Rochester has a rich history and is situated in a productive agricultural region with a growing economy and population. The town can benefit from working together, leveraging its location and affordability, and taking opportunity to utilise local knowledge and expertise.



Vacant building on northern entrance to town - opportunity for an iconic pit stop

Diverse but underutilised town assets

Affordable houses, vacant land and business premises, exceptional education and health resources, beautiful natural surroundings and a diverse range of recreational facilities...

Rochester, while a small town, has the assets of a much larger one and the inbuilt opportunity to grow without significant capital investment in new infrastructure.

We have an abundance of open space, vacant buildings and natural resources.



Great Northern Agriculture Show, prize-winning cows

Retaining and attracting visitors, residents and businesses

Rochester's location, affordability and the disposition of the community make it a desirable place to live. Sharing the story of our great town and its assets is key to retaining our population and attracting new residents.

An increase in population will ensure that our recreation, education and health services continue to attract investment while supporting and building businesses and new opportunities.

The town wants to attract more people to stop as they drive through, people visiting for a weekend away from the city, families as well as retirees.

We have capacity to grow our population and build new audiences that will support our business community.



Creating the story for the New Rochy

Local leadership and community cohesion

This strong town is being pressured by outside forces, be they economic or environmental – the local government amalgamation of 1995, the floods, changes in the dairy industry, water management and the closing of the Murray Goulburn factory...

Right now is the time to come together to align around a shared story and vision for Rochester. By identifying the common values of the community, it will be possible to work collaboratively and in partnership to support the ongoing sustainability and growth of Rochester.

There is a need to unite and connect the many community groups and individuals contributing to life in Rochester to build a culture of local leadership and shared responsibility.



Annual Mural Festival

Resources to make real change

People who have lived, worked, and raised families here for generations are dedicated to this town and to its future.

They do this because they remember their roots, where they have come from, what they have survived and cherished – glory and pride that still seeps through the town's competitive nature and its backbone of hard-working people. Others that have moved here are equally dedicated, desiring to see real progress in their new hometown.

There are many successful businesses, entrepreneurial people and individuals with skills valued by the wider region.

We have many talented business people and others with different skills that could be engaged, as well as state resources to tap into.



Part B

Community Economic Development Plan Strategy and Directions

B.1 Plan Overview

This Community Economic Development Plan provides the strategic framework for future community and economic development activities delivered through partnerships between the Campaspe Shire Council, government and community organisations, business and local residents.

It capitalises on the existing positive identity and assets of the Rochester Town Centre and community to define an aligned vision and clear directions for the town.

Who will use the Plan?

The Plan is designed to be used by multiple stakeholders in order to ensure alignment regarding investment in Rochester as well as to maximise resource efficiencies. The Plan will be used as a guide for community and cultural organisations, local businesses, State Government agencies, Council, looking to improve Rochester. It relies on a collaborative and partnership approach between stakeholders and shared responsibility for the delivery.

Key Stakeholders:

- › Campaspe Shire Council
- › Regional Development Victoria
- › Department of Education and Training Victoria
- › Transport for Victoria
- › Vic Roads
- › North Central CMA
- › Campaspe PCP
- › Regional Arts Victoria
- › Coliban Water
- › Department of Environment, Land, Water and Planning
- › Campaspe Cohuna Local Learning and Employment Network
- › Echuca Moama Tourism
- › Murray River Tourism Board

COMMUNITY ECONOMIC DEVELOPMENT PLAN OBJECTIVES:

- › Deliver a 'place brand' that reflects the community vision for the future of Rochester and can be used for internal and external marketing.
- › Define our shared vision for economic development in Rochester; What industries? Where? How?
- › Identify actions that will help us achieve that vision; business attraction and growth, Town Centre design, marketing, upskilling etc.
- › Identify the 'low cost/quick win' actions that Council, business and the community can work together to achieve.

What area does the Plan cover?

The focus of the Plan is the Rochester Town Centre. However, the relationship between the surrounding agricultural communities with the town is also an important consideration.

Who is the target market?

A strong local economy and opportunities for socialisation in the Town Centre are critical to attracting investment and more people to Rochester.

As many current residents choose to drive to nearby towns for some shopping and leisure, accommodating the locals' needs as a priority ensures that there will be regular, repeat customers in Town Centre and builds critical mass required to sustain viability of the current and future businesses here.

Similarly, because the main attractor for people is other people, passerbys will be more likely to stop here when on their way somewhere else, and regional visitors will be more likely to stay when visiting Rochester for an event or to use recreational infrastructure.

As the local economy develops over time, opportunities to widen the target market groups can be explored to include wider Campaspe region as well as visitors from Melbourne, other states and overseas.

Based on the above rationale local residents and businesses are defined as the primary audience - as providers of services and products that form the foundation for attracting secondary audiences.

B.2 Our Vision

KEY DRIVERS OF CHANGE

The things that we need to respond to.

KEY DIRECTIONS

These strategic directions focus our energies around a set of common goals that help build our brand and unique points of difference.



OUR VISION

Our shared understanding of what Rochester is and what we want it to be.

WE ARE ROCHESTER

Through partnerships and collective goodwill we will create the new Rochester experience.

OUR BRAND

Statement of our brand story, values and identity.

WE HAVE DRIVE

We work hard and we do what we do in the best way possible.

WE CARE ABOUT THE GREATER GOOD

Rochester is all about giving back, both in terms of social and environmental well-being.

WE ARE PRODUCTIVE

We are all about no frills productivity.

B.3 Key Directions

The Key Directions provide the strategic framework for decision making and investment priority. They act as guidelines as well as the criteria for prioritising actions - the more directions an action responds to, the higher is its priority.



A GREAT PLACE TO LIVE

Rochester will build on our unique and enviable assets to retain and attract people to live and thrive in the area.

This Direction focusses on making this place better for current residents as well as attracting people to move and prosper here; specifically attracting families and older people whilst making the town more welcoming to visitors.

Objective:

- › Retain and attract diverse residential population
- › Maximise opportunities within the current set of assets
- › Attention to people with limited abilities (elderly and children)

Themes:

- › Great schools, recreation, healthcare and community services
- › Personal and neighbourhood safety



LINK TO TOWN AND LAND

Rochester will reveal the produce of the surrounding areas, promote local nature, agriculture and tourism.

This Direction focusses on strengthening Rochester's assets - physical, social and cultural. It will celebrate what makes this place what it is - agricultural production, and what makes it unique - open space and culture; and reach out to both locals and visitors.

Objective:

- › Explore potential of local farmers introducing food trails and farm stays, etc.
- › Connect town, businesses and aspiring entrepreneurs to local producers (i.e. locally grown tomatoes for market and cafés, locally made quilts for beddings in hotels, etc)
- › Connect people to nature and surroundings

Themes:

- › Branding and marketing
- › Productive and recreational assets



SEE THE OPPORTUNITY

Rochester will encourage and support new ideas, explore options by working together.

This Direction focusses on providing job growth and diversity; welcoming new industries and employers here as well as training locals to start businesses.

Objective:

- › Leverage unique assets (water, land, affordability, etc.) to attract new business
- › Retain and attract diverse businesses and industry
- › More jobs and opportunities for young people

Themes:

- › Social enterprise
- › Next generation of agriculture jobs
- › Tourism around local food production, crafts, etc.



SHARE THE SKILLS

Rochester will create more opportunities for revealing local expertise and craftsmanship through local training programs and tourism-focused 'edutainment'

This Direction focusses on strengthening the ability of the community and their current capacity to increase offer as a whole - making it easy for people to connect and share resources and skills and making those more accessible to visitors.

Objective:

- › Create a tourism base around edutainment
- › Train locals and support new business development
- › Celebrate local skills and expertise

Themes:

- › Local productive landscapes (fishing, agriculture, crafts etc.)
- › Education and edutainment

B.4 Our Brand

A place brand is not only about what the place is today but what it wants to be in the future. In order to reflect and include local assets and people in the brand, a clear understanding of the current perception of Rochester is critical.

How are we perceived today?

Places are known of, and perceived differently, at different scales. The following aims to capture perceptions of Rochester from different perspectives.

National View

At the national level, Rochester is relatively unknown. The little information available for the Australian community focusses on the wider region. Tripadvisor recommends no activities in Rochester.

Regional Perception

At the regional/state level, the knowledge and perception of Rochester is also limited. The recent closure of the Murray Golburn factory has led the news. Rochester does not have a cohesive range of marketing collateral either printed or digital, a portion of it currently appears to be outdated and inconsistent in terms of both content and appearance.

Local Perspective

The locals have a strong emotional connection to their home and feel proud of their collective resilience, unique history, sense of community and family-oriented lifestyle.

Our future place brand

Rochester's place brand is captured by the words 'Drive, Productivity and Greater Good'. These words capture the town's 'essence' or 'personality' to reflect the best of what the town has been, what it is today and its potential for the future.

The place brand is the basis for all marketing activities and as such is the very foundation of this Strategy.

WE HAVE DRIVE

We work hard and we do what we do in the best way. We pride ourselves on our competitive spirit and sporting success, resilience and strength in community.

One of the first impressions of the people in Rochester is that they are genuine, friendly and driven. Rochester can build on its true to itself character, sporting glory and heritage, as well as the spirit of entrepreneurship to emerge as the country backbone/heart of Campaspe Shire. It is one of the smallest towns to participate in the GVFL (Goulburn Valley Football League) but one of the most competitive ones; it produced great talent through the years and keeps attracting people here who value the salt of the earth people that have built this community.



2017 Agriculture Show

WE ARE PRODUCTIVE

We are all about no frills productivity. We are proud of our agricultural livelihoods, spirit of entrepreneurship and creative expression through functional art.

Art in Rochester is not made for art's sake, but carries function and pragmatism inherent to the community – whether it is pottery, quilts, baking, welding or word-smithing. They value quality and substance, and show a real dedication to their town and community evident through the many activities offered to by both businesses, different organisations and groups. They love their town, their history and are proud to be in Rochester, generation after generation.

OUR PLACE LOGO

The logo represents Rochester's brand essence and the key messages that the brand aims to deliver.

WE CARE ABOUT THE GREATER GOOD

Rochester is all about giving back, both in terms of social and environmental wellbeing. People here care for each other and for the land.

There is a balance to the offer in Rochester which is unique, even if underutilised. The town has many volunteers and groups – the community genuinely cares for one another. There is a real culture of extending a hand, especially evident in how community came together after the historic flood. Farmers to extent act as local stewards of the land. The regional health services in Rochester provide support to those in need; including people afflicted by drugs and alcohol. There is a drive to integrate school facilities and expand childcare facilities. Rochester is in an excellent position, with a growing older population and great offer, to provide quality elderly care and lifestyle which is integrated within the greater community.





Part C

Community Economic Development Plan Recommendations and Actions

C.1 Overview

This Action Plan captures activities that can be delivered over a three year implementation period. Each action has been selected based on their potential contribution to the vision for the future of Rochester identified by the community.

Actions include the collaborative delivery of local employment, marketing and branding, events and programming, Town Centre improvements and long term actions for Rochester. Dozens of ideas were received during the project and engagement process. Each selected action has been assessed against the Action Assessment Criteria. Short, medium and long term recommendations are defined with a preference for those actions that can be delivered using existing resources and proposed partnerships.

Quick Wins

The Quick Wins are those determined to be achieved with ease, lower costs and faster time frames. The value of these actions is in their ability to be achieved quickly in order to generate positive change on the ground as soon as possible and demonstrate the Council's commitment to revitalisation of Rochester. It is envisaged that once the Strategy is endorsed the Quick Wins will be delivered within 6 months.

Medium Term Actions

These actions are those determined as priorities for the next three years. They provide a strong foundation for building support in the wider community, illustrating Council's commitment and investment in real change.

The value of these actions is their ability to catalyse business and community involvement, build capacity and trust in Council-community partnership.

Long Term Actions

Generally, actions that Council, often in partnership with State Government agencies, that are outside of the scope and time-frame of this project but which directly support the desired development of Rochester.

ACTIVITY ASSESSMENT CRITERIA		
MEETS CEDP OBJECTIVES?		
	1. Does it help Link the Town to the Land by revealing the produce and people of the surrounding areas, promoting agriculture and nature?	✓
	2. Does it make Rochester a Great Place to Live and Visit, building on unique assets to retain and attract people to live and prosper here?	✓
	3. Does it open Rochester up to Opportunity, encouraging and supporting new ideas, and exploring options by working together?	✓
	4. Does it Share the Skills, training locals, supporting tourism around edutainment, attracting small businesses opportunity and labour (i.e. farm workers)?	✓
SUPPORTED BY COMMUNITY?		
	5. Was the action supported by the community? (Please note not all ideas were offered for voting by the community, like ideas that were generated on the postcards or that consultant team have identified post workshops)	✓
ACHIEVABLE?		
	6. Is the action achievable with the resources available within the 3-year period of the CEDP?	✓

C.2 Delivery framework

Delivering the Action Plan requires a structured framework to ensure actions are implemented effectively utilising appropriate resources, timing and partnerships.

The delivery framework sets the overall management structure for the Action Plan from governance to measuring impact and keeping both Council and community committed and aligned.

Governance

In order to achieve the vision for Rochester it is proposed that a Leadership Group be established to guide the delivery of the Action Plan, with chairing of the committee managed by the community.

Once the Council has tested the actions with the community, local leaders will be identified to take responsibility for each action.

It is imperative that a diverse range of locals are represented within the Leadership Group, and that leaders work together across different actions to build flow-on effect for the whole of Plan. New members should be welcomed to keep the group fresh.

The Action Plan Leadership Group will establish a regular calendar of meetings; in addition the group will provide bi-annual updates to Council and wider community to report on progress and ask for help or support as needed.

Measuring Success

1. Create / adopt baseline criteria

To assess whether a project has been successful or not, measurements are required to ensure that the objectives are being met. Data can reveal relative change in Rochester, and specific locations over time, and can help inform future decision making based on the success/uptake of each project. The following baseline criteria should be developed and implemented to measure success of each project:

- › Create a place that first of all is good for the locals (people are here 365 days a year)
- › Create an invitation to stop here or come here for visitors
- › Attract people to move here – increased number of people moving here to live and/or work
- › Make Rochester's brand come alive
- › Support local business activities and extensions to hours of trade, through complimentary programming

- › Enhance walkable connections between destinations to get more people walking into and through Town Centre

2. Set project specific objectives

These objectives should be deliverables that can be measured after the specific project is completed and include both tangible (quantifiable) and intangible (qualitative) benefits.

Set up data collection package:

- › Pre-project data collection - data in the form of photography, surveys of residents, visitors and businesses or pedestrian counts should be collected prior to the project delivery
- › Post-project data collection - the same data collected prior to the project should be collected soon after the project is complete and then every 6 months consistently after that
- › The criteria used for researching and measuring the success should consider physical and environmental elements as well as social and cultural factors. Examples below:
 - › economic spend
 - › average linger time in public spaces by locals/visitors
 - › retail vacancy rates
 - › number of public events and attendance
 - › number of new businesses
 - › evidence of personal expression

3. Analysis and review

At the completion of each action it should be reviewed against the Action Plan objectives to identify what worked well or not, what should be changed or whether the activity should be repeated. Actions that do not meet with success either in process or delivery should be passed on in the future and another action attempted.

C.3 Building the Rochester experience



Building the Rochester experience is about bringing more opportunities for people to create and trade. It is about local employment and economic activity generation. It is not always about formal business, but about the informal networks that build momentum, resilience and support for emerging businesses.

The proposed actions meet all of the CEDP objectives, with focus on objectives with highlighted symbols.



For example: Focus on 'Be Open to Opportunity' Direction.

Other ideas for the future:

In addition to the recommended short-list the below ideas were suggested by the community. Each have merit and align with the Plan's objectives, for future consideration.

- › Artisans in Residence - partner with local hotels to attract creatives, makers and innovators to enjoy a free week long stay in exchange for an artwork, talk, a recipe, etc.

#1 BUILD-A-BUSINESS PROGRAM

A program that helps people from across multiple industries and interests to develop their skills and learn how to operate a business.

Partnerships with existing skills providers (business mentors within the community, programs provided by NEIS, etc.) will help people be able to trial businesses (like a free stall at the market). Particular focus should be on growing, building and producing local.

Objective:

To help the entrepreneurial and those interested in starting a small business through support and mentoring.

Step by Step:

- › Host Small Business and Victoria Business Workshops
- › Links to information via Council and Rochester Community Websites
- › Market stall/vacant shop program (discount rates for start-ups)
- › Mentoring programs for Rochester businesses

Partners:

Astrid O'Farrell CSC (lead), Campaspe Shire Council and Regional Development Victoria

Budget/Resources:

- › Council staff



Enterprises can be encouraged by Council discount rates or free stalls for new stall holders of social enterprises. Other programs can include internships with local business leaders, craftspeople, etc. Social enterprises and businesses should also be considered against at least five out of the six CEDP objectives.



#2 LOCAL TRANSPORT PILOT

Local transport service working to provide alternatives to private car use to help people to get around and providing services for weekend tours.

Using existing vehicles owned by Rotary Club and others and working in partnerships with Department of Transport (DOT) to pilot regular services and look for opportunities to increase revenue and build a self sustaining business.

Objective:

To reduce private car use and build economic opportunities around transport.

Step by Step:

- > Identify existing transport assets (eg. minibus) and talk to them regarding the project
- > Obtain funding from DOT (Department of Transport) for a pilot
- > Online booking tool, trained drivers
- > Develop marketing collateral to share with accommodation businesses and tourism

Partners:

TBC (lead), DOT, Rotary Club (Graeme Nelson), Lion's Club, Council

Budget/Resources:

- > \$1,000-\$5,000



Rotary Community Bus was purchased from funds donated by Rotary Club of Balwyn and local sponsorships. It has a capacity of 25 including driver and is available for short term and long term bookings but is generally unused. Considering services like Uber, on-demand ride service could be a small town alternative and opportunity to provide extra income for people that work unusual hours or want to earn more after work or on weekends.



#3 TIGER BIKES

The Tiger Bikes program is a bike share opportunity as well as an opportunity to enhance and increase bike ridership across the area.

The 'Oppy' history, generally flat landscape of the town, and proximity to schools and recreation means that biking in Rochester is a good option. Locals would donate bikes to fix up, paint yellow and lend to locals and visitors to get around.

Objective:

To build on the Oppy narrative and to create a cycle-friendly town which also helps the health and well-being of the community.

Step by Step:

- > Get locals to donate old bikes and paint bikes "Tiger Yellow"
- > Identify docking stations and hire/share borrowing process
- > Work with schools and businesses to increase riding to and from (eg. ride to school/work program)
- > Install bike art throughout the Town Centre
- > Release "Make the News" story

Partners:

Cate Ward (lead), Majors IGA, Rochester Wine Bar, Caltex and REDHS

Budget/Resources:

- > \$2,500



Provide free or rental bikes that are distinctly "Rochy", and racks or docking station around town that can add visual interest and will be noticed by people driving by. Key locations for docking stations (private or Council managed) are illustrated above Direction 2 in "Long Term Planning".

C.4 Branding and marketing actions



The purpose of the Branding and Marketing actions is to build a clear identity and ‘on brand’ messages. Our goal is to attract new audiences to visit, move to and start businesses in Rochester. In addition positive messaging will build local confidence in a town we can all be proud of.

The proposed actions meet all of the CEDP objectives, with focus on objectives with highlighted symbols.



For example: Focus on ‘Be open to opportunity’ Direction.

Other ideas for the future:

In addition to the recommended short-list the below ideas were suggested by community. Each have merit and align with the Plan’s objectives, for future consideration.

- > Style tips for improving the look and feel of accommodation/hospitality
- > Heritage promotion
- > Sports promotion



“We need to realise the value of working together.”
-local resident

QUICK WIN OUR FUTURE TOGETHER

A lapel pin and or/bumper sticker showing support for wider community.

Work with RBN and Councils’ Communications team to design and distribute a lapel pin with finalised brand logo and tagline “Our future together” to show support for a unified Rochester.

#1 MAKE THE NEWS

Quarterly media releases like ‘Rochester: Australia’s most affordable town - 10 homes under \$200,000’ or ‘Tiger Bikes Hit the Streets in Rochester’ to put Rochy on the map.

Prepare a media release with a variety of topics to be released quarterly. First one could be images of some of the town’s most affordable cottages with information about location, schools, services and great tradespeople.

Objective:

To quickly share good news stories with media agencies with the possibility of publishing stories about Rochester and attracting new visitors.

Step by Step:

- > Prepare media release and package; great images and fun copy
- > Set up Google alert to track any media published
- > Distribute media release and follow up with calls to check that it was received and whether any further information is needed

Partners:

Mick Baker Rochester Wine Tavern (lead), Campaspe Shire Communications Unit

Budget/Resources:

- > Council communications team



“Make the News” will allow a consistent generation of good news stories to come out of Rochester which will help get it on the radar. People will be more likely to stop here driving through if they have been exposed to Rochester before even momentarily.



#2 LIVING WELL IN ROCHESTER

A brochure listed on the RBN website highlighting recreation facilities and programs in Rochester for locals, regional residents and visitors. The brochure is more of a treasure map that's easy and fun to read.

Dedicated to illustrating the best recreational facilities and programs in town with clear contact information and costing, distributed across all schools and businesses both in Rochester and in surrounding areas.

Objective:

Increase knowledge and use of existing facilities in the area in order to increase health and well-being in the community and attracting new residents.

Step by Step:

- > Gather information about key assets and programs
- > Prepare brochure / amend existing brochure to align with new Brand
- > Organise printing and distribution

Partners:

RBN (Megan Keating - lead), Rochester Motel, Community House

Budget/Resources:

- > \$300 (printing)



Design brochures so that they can be used for digital publication and print. Digital brochure can have links, video and have a wider distribution. Make sure that branding is consistent throughout all marketing material.



#3 ROCHY ON THE WEB

Perception of a town is heavily influenced by what's available on the internet. It is also the primary way to find out what is available for those who want to move to the area and those who want to visit.

This action aims to improve visibility of Rochester on the internet, by getting businesses to post on Tripadvisor and join Facebook, build a photo-bank. Rochester website would bring all the effort and provide a central portal for everybody.

Objective:

Increase online visibility of Town Centre assets and programs and connect locals and visitors to information, news, calendar, etc.

Step by Step:

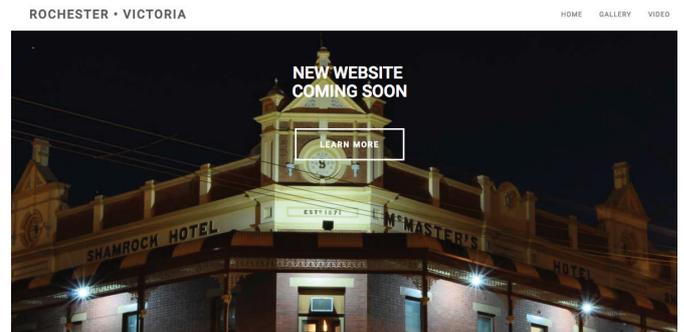
- > Website to go live (first iteration)
- > Get businesses to join Facebook/post on Tripadvisor / review their online presence
- > Build a community photo bank with royalty free images that can be used by all
- > Use hashtags and run competitions

Partners:

Community House (lead website), RBN

Budget/Resources:

- > Community House staff and businesses



First impressions of a website are critical to user and will determine whether they will stay or leave the site - 40% to 60% of visitors will leave the site without going any further than the homepage (Seamless National Benchmark Report). Quicklinks should be in prominent position, as well as contact information. Site search and employee information should be easy to find. All web media should be connected visually through homepage - this is the central portal for community and visitor engagement.

C.5 Events and programming actions



Events and programming in Rochester should reinforce the local economy by celebrating the town's natural and recreational assets and linking them with local people, talent and business. The actions are designed to increase visitation and increase economic activity through encouraging locals to work together for the maximum benefit of all.

The proposed actions meet all of the CEDP objectives, with focus on objectives with highlighted symbols.



For example: Focus on 'Be open to opportunity' Direction.

Other ideas for the future:

- > Movies at Shire Hall
- > Expand Rochester Market to include fresh produce as well as locally made food products
- > Local festivals (tomato/music/folk/water/wine/writers)
- > Homemade river raft race event for old and young
- > Historical/heritage guided tours/trails
- > Walking school bus
- > Vintage clothing market

#1 'FISH WITH A LOCAL' PROGRAM

Connecting avid anglers with locals who know the best secret spots and know all the local fish tales.

An informal program to attract visitors to come and visit Campaspe River guided by an enthusiastic local; connecting these visitors with local businesses by offering breakfast and lunch specials with idea to cook your catch.

Objective:

Highlight offer of Campaspe River and increase day tourism.

Step by Step:

- > Create a Facebook page to connect to local/avid fishermen
- > Seek grant for a fishing platform (Fisheries Grant)
- > Partner with business to offer specials including meals, take away picnic baskets/eskies, kits for cooking on a public BBQ, transport)
- > Paid social media boosting to encourage people from outside the area to join
- > Media release to fishing magazines and lifestyle section of newspaper through "Make the News" program.

Partners:

Campaspe Shire, Local Fish Shops, Rochester Anglers Club, DELWP and NCCMA (to be engaged)

Budget/Resources:

- > Council resource/employee
- > \$200 budget for marketing content and social media campaign



Fish with a Local is a program for local men and boys, though not limited to males or visitors. It provides a healthy outdoor activity for men, supports locally based diet, and can support conservation and environmental stewardship.



#2 WEEKENDS IN ROCHESTER

Creating a program of weekend accommodation specials with curated activities to encourage visitors to come and spend a couple of nights.

5-10 weekends with a variety of themes - wine and food, markets and crafts, fishing and the great outdoors, farm stays, cycling, footy boot camp, etc. - including things to do for the whole family.

Objective:

To put Rochester on the map for visiting and highlight the wide range of activities and amenities available in the town.

Step by Step:

- > Connect with Echuca Moama Tourism to work with local businesses (accommodation providers) to create a committee
- > Build a calendar of weekends and events
- > Create marketing campaign / link to existing

Partners:

RBN

Budget/Resources:

- > Accommodation and tourist related businesses
- > \$1,000 marketing budget



#3 ROCHESTER NATURE TOURS

Work with local nature and land care groups to reveal the hidden treasures of Rochester's amazing landscape, flora and fauna.

Rochester Nature Tours would promote 'behind the scenes' tours of local landscape; a river walk with the local fauna or a night tour with the Squirrel Gliders.

Objective:

Highlight the living history of the town and attract visitors and tourists from across the region.

Step by Step:

- > Identify assets and volunteer tour guides, including special tours and programs
- > Start small event with 1-2 activities
- > Market the event

Partners:

Strathallen Family Landcare

Budget/Resources:

- > \$1,000 marketing budget

Great escapes: Victoria's best weekends away



The Church House, Fish Creek. Photo: Rhiannon Slatter

SHARE From city staycations to a plethora of chic country and coastal retreats, Victorians looking for a short break are spoilt for choice.



Digital and physical marketing to city based audiences will be essential to attracting people for weekend getaways. Rochester is close enough and connected enough and provides an authentic rural experience that could be supported by updating its tourism offer and enhancing hospitality experience.



Nature tours can become the beginning of eco-tourism in Rochester; they can start over partnerships with Landcare, schools and tourism providers; but also involve local residents in clean-ups and plantings. Recent research shows that more and more people choose small town tourism over; local flora and fauna can be celebrated with public art and educational programs.

C.6 Town Centre improvement actions



The purpose of Town Centre actions is to attract and retain people, from first impressions to easiness of navigating the town. These are tactical actions that improve the experience of both visitors and locals alike.

The proposed actions meet all of the CEDP objectives, with focus on objectives with highlighted symbols.



For example: Focus on 'Be open to opportunity' Direction.

Other ideas for the future:

- › Police station reveal - through landscaping and lighting enhance physical appearance of the station, making it look safer

#1 WELCOME!

Make an impression on people traveling into town by clearly and quickly sharing key local destinations and where to stop to find them.

A simple, large physical sign inviting passerbys to stop and spend some time in Rochester. The sign is to have a unique design displaying the brand, a simple map and key attractions in Town Centre for visitors viewable from the road. Then comprehensive wayfinding strategy. Two signs are to be placed at key decision points for the drivers in the southern and northern vehicular entrances, or other appropriate locations.

Objective:

To provide directional signage and information for visitors as to what they can do in Rochester - get more people to stop and spend time here.

Step by Step:

- › Engage Vic Roads and develop a sub group to look at the signage to support the town in its strategic objectives
- › Come up with a short-list of key destinations
- › Design large simple sign (corflute) as low cost option

Partners:

Campaspe Shire Council (lead), RBN

Budget/Resources:

- › \$5,000



The old sign at entry to Gympie directed to its "Business Centre". Place Partners had suggested to change this to a more friendly "Town Centre" above. For people traveling through this created a clear invitation. As Rochester's Town Centre intersects main thoroughfare and the main attractions are off the highway - a beautiful and engaging sign could just as clearly direct people off the main path, where they can conveniently stop and refresh.



#2 BUSINESS MAKEOVERS

Improving the pedestrian and shopper experience in town by cleaning up and activating existing and empty shop fronts with a program of makeovers.

Incentives like “Campaspe Business Awards” and prizes for best decorated shop fronts or businesses. List on Tripadvisor, social media, donate time or resources, train locals and youth, or provide discounts in conjunction with other programs and initiatives.

Objective:

Reward businesses and create pride and ownership of Town Centre to attract other businesses and customers.

Step by Step:

- > Council to ensure a consistent marketing approach across the township
- > Organise community/business working bee to help clean and ‘spice up’ existing shop fronts
- > Create a calendar of activation (seasonal, four a year minimum)
- > Celebrate new businesses opening up

Partners:

RBN (lead), Caltex, Campaspe Shire Council

Budget/Resources:

- > \$500 for end of year prize for most improved business



Shop front activation can take many forms and contribute to increased traffic and commercial activity, as well as may negate vandalism. Essentially “loved” shop fronts show locals and visitors that businesses care for the community and are of this place. Kids looking in can be inspired to owning a shop as a “way of life”. Working bee can further extend talent and skill with businesses supporting each other by working together.

Place Partners | www.placepartners.com.au



#3 COMMUNITY OPEN SPACES

To coincide with the Market Reserve and Moore St improvements, the focus of this project is to review the opportunities for Rochester’s Rotary and Rotunda Parks. These open spaces are located centrally in Rochester and offer reasons to stay longer for potential visitors and local shoppers.

Objective:

To create an integrated green space strategy which links the four centrally located parks and encourage travellers and locals to stop by and stay a while.

Step by Step:

- > Consultation with the community stakeholders on the best uses of the Rotary and Rotunda parks
- > Engage Council on sustainable alternatives
- > Develop a green space strategy to incorporate all four green spaces
- > Develop staged concept plans for the development of Rotary and Rotunda parks

Partners:

Market Reserve and Moore St Project committees, parent groups, local Kindergartens and childcare facilities, Campaspe Shire Council

Budget/Resources:

- > \$8,000



Having an integrated strategy can ensure that the best people places continue to attract human activity and generate community life. The point of strategy is to come up with a kit of solutions and events that could work in each space. Pop-up music at the Rotunda park could activate the space during high activity times for Town Centre; using the Old Bull Pen at market reserve as a nostalgic/ photography destination can help generate more activity during market days, etc.



#4 ARTS & CULTURE PLAN

Create a collaborative approach to activating and leveraging arts and cultural activity in Rochester to maximise the return on investment. Bring together the Mural Festival, Rochi-balds, Silo art project, bike art and amazing craftspeople to create a unified plan for arts and culture in Rochester.

Objective:

To build on existing activities and unique opportunities to use art and culture as a tourism attractor and a point of difference for the town.

Step by Step:

- › Council to put in an application to Arts Victoria for an Arts and Culture dedicated agent to work with local community / train to manage related programming for Rochester
- › Advocate for prompt sale and reactivation of Random House
- › Ensure Artist Brief for Silo project is informed by new brand
- › Collaboratively write an Arts and Culture Plan that will bring together various initiatives and projects and build local support both in terms of providing resources, service and attendance

Partners:

Campaspe Shire Council (lead), Creative Victoria, Opperman Museum committee, and the Lions Club

Budget/Resources:

- › TBC



Culture, art and craft has potential to set Rochester apart, to start conversations that normally would not happen, provide opportunities for socialisation and creative expression for those normally without access to it, activate underutilised spaces and most importantly help to recover from periods of manmade or natural shocks.



#5 SILO ART

A landmark artwork; the Silo Art Project will deliver a unique and substantive painting on the side of the silos in the centre of town.

The artist will be asked to deliver a nature theme around local 'flora and fauna' that will make the Rocky silos stand out from other figurative paintings on silos. By reinterpreting the industrial history of the town as a canvas for contemporary art

Objective:

Create a new icon for Rochester that locals will be proud of and people come to see as part of a larger Silo Art trail.

Step by Step:

- › Write artist brief with a short-list of fauna and flora
- › Work with artist to develop concepts
- › Present three concepts to community for a vote
- › Install mural
- › Release Make-the-News story

Partners:

Cate Ward (lead), RBN

Budget/Resources:

- › Community funded



The Silo mural painted by a renown artist and as part of a larger trail developing in this region will attract people to stop in Rochester and can be the main invitation to explore other murals in town. The art can reveal what is special about Rochester. It should be evoke positivity and light-heartedness to contrast the presence of the defunct factory.



Humanistic abstracted approach, artist - Nanook.



Abstract approach.



Amok Island Silo Art - Banksia bakxteri 6 Stages.

C.7 Long term recommendations

Council will have to consider longer term actions around planning, land use and transport that are outside of the scope and time-frame of this project.

Recommendations were prioritised based on the CEDP's objectives. The plan below provides a high level summary of the recommendations for the town to consider in future master-planning.

Other ideas for the future:

- > Linking Rochester to Echuca via the river and paths
- > Purchase / transfer of Random House - provide either hospitality/care or cultural services to revitalise the tourism/ health industries

Legend

	Retail core		Key car decision points
	Key open spaces/walk		Pedestrian desired path
	One stop parking		Linking pedestrian paths
	Key projects to consider		





#1 INTUITIVE WAYFINDING



Legend

||||| Gillies St - Neighbourhood Heart

||||| Moore St - The Grand Avenue

↔ Desired paths to river from the Heart

Moore St and Gillies St are developed with two distinct character styles, Moore St being the grand thoroughfare, and Gillies St inviting for an intimate Town Centre experience with additional pedestrian infrastructure for longer stays.

The wayfinding roll-out plan should reinforce connection to river from the main thoroughfares. Cate Ward and Lisa Evans will lead the staging and development of project/updating plan.



#2 MORE TRAIN SERVICES

Providing extra services is currently part of Council's Advocacy Plan and remains a high priority.

The demand could be built through opening up the opportunity to more places of Rochester as an affordable and well-connected place. A marketing campaign can be designed to communicate this to people living in Bendigo, Echuca or even Melbourne and currently commuting. In parallel marketing could take place to push Rochester as a top place to start a home businesses.



#3 PEDESTRIAN AND CYCLING FOCUS

Rochester has a compact business core focussed along three streets - Moore St, Gillies St and Mackay St. Moore St/Northern Highway, is a freight route connecting Bendigo and Echuca, and receives the most traffic and noise. It is the primary face of Rochester and needs to convey opportunities for stopping here for an hour or a lifetime. Particularly focus should be placed on pedestrian and cycling experience, including:

- > Engagement with cycling clubs/groups in the area
- > Connection between Town Centre and river
- > Speed reduction on Moore St from 60 to 40km/h
- > Kerb construction along desired paths / disability access
- > Activation of open spaces



#4 CARAVAN PARK MAKEOVER

Council currently maintains the caravan park on the east side of the Campaspe river. Retaining this location and making it more attractive to a variety of audiences will help to attract big events here. Building a foot bridge to Town Centre over the river will further connect potential economic activity that is physically and psychologically isolated. It needs to be a safe and interesting place to stay for younger travellers and families.

With conclusion of the current lease in 2018, Council will investigate all alternatives that support this CEDP.



#5 AGED CARE DEVELOPMENT

REDHS have successfully been awarded funding to undertake a feasibility study on the potential growth of Aged Care services in Rochester.

Health Care and Social Assistance is one of highest fastest growing industries in the Shire. Rochester will take the opportunity to leverage support from government, its location and infrastructure to focus on improving liveability and increasing attraction for residential aged care development.

C.8 Tracking progress

It is recommended that Council keeps tracks of all actions, taking record of updates in one document as per template below. This will help to a) measure progress, b) create flow from project to project c) identify any potential interdependencies between actions so that Council may be more proactive in providing support where necessary (eg. bridging the gap between assets and resources, etc).

Quick Wins

#	Action	Description	Budget/ Resources	Community/Council Lead
QUICK WINS				
1	Tiger Bikes			
2	Living Well in Rochester			
3	Rochy on the Web			
4	Business Makeovers			
5	Silo Art Project			
MEDIUM TERM ACTIONS				
6	Build-a-business Program			
7	Local Transport Pilot			
8	Make the News			
9	Fish-with-a-Local Program			
10	Weekends in Rochester			
11	Rochester Nature Tours			
12	Welcome Signage			
13	Community Playground			
14	Arts and Culture Plan			
LONG TERM ACTIONS				
15	Intuitive Wayfinding			
16	More Train Services			
17	Pedestrian and Cycling Focus			
18	Caravan Park Makeover			
19	Aged Care Development			

