



# Campaspe Economic Development and Tourism Strategy Action Plan

July 2024



## Acknowledgement of Country

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung and Yorta Yorta Peoples.

We respect and acknowledge their unique Aboriginal cultural heritage and pay our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this Country.

We acknowledge their living culture and their unique role in the life of this region.



This Economic Development and Tourism Strategy Action Plan was prepared by Urban Enterprise in collaboration with Campaspe Shire Council.

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This report has been graphically designed by Georgiana Babatsikos.

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## Acronyms

<b>C4EM</b>	Committee for Echuca Moama
<b>CCLLEN</b>	Campaspe Cohuna Local Learning and Employment Network
<b>CPE</b>	Campaspe Port Enterprise
<b>MRC</b>	Murray River Council
<b>MRT</b>	Murray River Tourism
<b>RDV</b>	Regional Development Victoria

# 1. Action Plan

## Overview

This Action Plan supports the delivery and implementation of the projects included in the Campaspe Economic Development and Tourism Strategy 2024-2029. It details the key actions, responsible stakeholders, resource requirements and indicative timeframes as follows:

- Short-term (0-2 years)
- Medium-term (2-4 years)
- Long-term (4 years+); and
- Ongoing

The Strategy will be delivered by Council from 2024-29, led by the *Economy and Business Department* and the *Tourism and Events Department*, to be implemented in partnership with relevant government, industry and community stakeholders. It is intended that Council may be required to lead, partner or advocate to deliver identified projects, which may include partnerships with government and/or private sector and community stakeholders.

**Table 1. Council Role**

Council Role	Description
Lead	The projects and initiatives for which Council has direct responsibility and accountability.
Partner	Those projects Council can support and help shape through partnerships with the community, other levels of government and industry.
Advocate	Relate to projects and initiatives where Council advocates and/or supports other stakeholders to take action.

To capitalise on resource availability, as well as offset any funding constraints, projects may be delivered in partnership with government and/or the private sector. In addition, funding contributions (either in full or part) may be required to deliver certain projects.

The projects listed below have been categorised based on priority status – *high/medium/low* – which has been determined through a combination of project benefits, industry/community need, achievability within timeframes and resourcing.

**Note: This action plan is the project delivery requirements and should be read in conjunction with the full Economic Development and Tourism Strategy report for project details.**

## Monitoring

Implementation of this Strategy will be monitored on an ongoing basis through the development of an **Action Plan Report Card**. This will be used to monitor progress and performance against actions on an annual basis, focusing on:

- Project status (completed, underway, not yet actioned);
- Impact on KPIs; and
- Future/ongoing annual actions to be delivered each year.

Monitoring will be undertaken internally and externally as follows:

- **Internal:** Through use of an internal database to track progress, delivery and communicate across all areas of Council and to industry.
- **External:** Through communicating the Action Plan Report Card to industry, community and government stakeholders via online and physical communication channels – allowing external stakeholders to access the report card, track project progress and identify future actions required.





# Theme 1: A Unique and Successful Visitor Destination

Create a unique and high-value visitor destination that leverages the Shire's competitive advantages and provides a high-quality experience for new and existing visitor markets.

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>Goal 1: Elevate Echuca as the Leading Regional Visitor Destination on the Murray River</b>						
<b>1.1: Port of Echuca Precinct Plan</b>	<ul style="list-style-type: none"> <li>Support the development of a Port of Echuca Precinct Plan that includes integrated design, concepts and opportunities for future projects in the Port area.</li> <li>This should consider activation opportunities for key attractions within the Port, in order to drive visitation and generate yield.</li> </ul>	Short	Partner	<ul style="list-style-type: none"> <li>CPE</li> </ul>	<ul style="list-style-type: none"> <li>Industry</li> <li>MRT</li> <li>Council</li> </ul>	Subject to additional budget
<b>1.2: Cross Border Collaboration</b>	<ul style="list-style-type: none"> <li>Develop a formal framework for cross border collaboration that results in Councils achieving positive results for the visitor economy on both sides of the river.</li> </ul>	Medium	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>MRC</li> </ul>	<ul style="list-style-type: none"> <li>MRT</li> </ul>	Existing
<b>1.3: Bridge to Bridge Tourism Focused Priorities</b>	<ul style="list-style-type: none"> <li>Support the establishment and delivery of the Bridge to Bridge Plan to enhance the Campaspe visitor economy.</li> </ul>	Medium	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>MRC</li> </ul>	<ul style="list-style-type: none"> <li>Small town development committees</li> <li>Local RV groups</li> </ul>	Existing

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>Goal 2: Foster Shire-Wide Visitor Dispersal</b>						
<b>1.4: Capitalise on the Mobile Traveller</b>	<ul style="list-style-type: none"> <li>Invest in improvements to attract caravan and camping visitors and provide an improved visitor experience.</li> <li>Conduct an audit of existing infrastructure and assets used by caravan and camping visitors, identifying capital projects that require investment.</li> <li>This should include RV friendly infrastructure, as well as signage and wayfinding, to encourage dispersal to smaller towns and generate yield across the region.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Local walking groups</li> <li>Local historians/historical groups</li> <li>Off-road cycling clubs</li> </ul>	Subject to additional budget
<b>1.5: Tracks and Trails Development</b>	<ul style="list-style-type: none"> <li>Identify connectivity gaps that could encourage dispersal using tracks and trails.</li> <li>Prioritise projects for development, including building on existing trails and investing in new trails.</li> <li>Develop business cases to attract funding for trail products that support visitation, encourage dispersal and strengthen the current product offering.</li> </ul>	Long	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Local walking groups</li> <li>Local historians/historical groups</li> <li>Off-road cycling clubs</li> </ul>	Subject to additional budget
<b>1.6: Connect the Region Through Arts</b>	<ul style="list-style-type: none"> <li>Further develop the arts trail and investigate the creation of other arts-based dispersal programs that can connect small rural townships with larger destinations.</li> <li>Align this with the Arts precinct masterplan that will act as a dispersal hub for arts experiences across the Shire.</li> </ul>	Medium	Partner	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Community working groups</li> <li>Traditional Owners</li> <li>MRC</li> </ul>	Existing
<b>1.7: Water-based Activation</b>	<ul style="list-style-type: none"> <li>Prepare an audit of current water infrastructure and access across the Shire.</li> <li>Investigate opportunities for improvements and investments around the waterways that encourage activation and utilisation.</li> </ul>	Long	Partner	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>CPE</li> <li>Murray Darling Basin Authority</li> </ul>	Existing

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>Goal 3: Establish a Strong Major Regional Events Calendar</b>						
<b>1.8: Major Event Attraction</b>	<ul style="list-style-type: none"> <li>Initiate a program to attract major events, in collaboration with neighbouring areas and industry.</li> <li>Develop an event attraction prospectus and an attraction process that targets suitable events to come to the region.</li> </ul> <p><i>This project could align with the Event Sponsorship Fund (refer to project 1.10) and Enhance Existing Events with Packaging and Satellite Events (refer to project 1.11).</i></p>	Ongoing	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Industry</li> <li>MRC</li> </ul>	Existing
<b>1.9: Ignite the Night-Time Economy</b>	<ul style="list-style-type: none"> <li>Develop a series of pilot night – time activations of various types that link to the event calendar.</li> <li>Measure the success of each event and use this to create an ongoing program of night-time activation.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Event organisers</li> <li>Industry</li> </ul>	Subject to additional budget
<b>1.10: Event Sponsorship Fund</b>	<ul style="list-style-type: none"> <li>Develop an event attraction fund to attract major events to the region.</li> <li>Develop a criterion of assessment that ultimately benefits the visitor economy Shire wide.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Subject to additional budget
<b>1.11: Enhance Existing Events with Packaging and Satellite Events</b>	<ul style="list-style-type: none"> <li>Engage with Industry to collate a selection of day experiences that can be provided to event organisers.</li> <li>Work closely with event organisers to encourage to creation of multi day experiences and satellite events to encourage dispersal.</li> </ul>	Ongoing	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>Event organisers</li> </ul>	<ul style="list-style-type: none"> <li>Event organisers</li> <li>Industry</li> </ul>	Existing
<b>1.12: Event Infrastructure Audit</b>	<ul style="list-style-type: none"> <li>Undertake an audit of current event infrastructure in the region to determine types of events that could be accommodated and supported by Council, as well as opportunities for infrastructure improvements and investments.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Existing

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>Goal 4: A Visitor Economy of Excellence</b>						
<b>1.13: Agritourism Development</b>	<ul style="list-style-type: none"> <li>Work with Industry to determine opportunities to support agritourism development.</li> <li>Facilitate access to training and education for agritourism concepts in the region, that empowers and inspires industry, as well as private investors.</li> </ul>	Ongoing	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Industry</li> <li>Agriculture Victoria</li> <li>MRT</li> </ul>	Existing
<b>1.14: Precinct Development and Activation</b>	<ul style="list-style-type: none"> <li>Identify opportunities to develop and activate key visitor precincts in the Shire.</li> <li>Develop investment ready precinct projects, through strategic planning, which could be delivered through external funding opportunities from Government.</li> </ul>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>MRC</li> <li>CPE</li> <li>Traditional Owners</li> </ul>	Existing
<b>1.15: Visitor Servicing Strategy</b>	<ul style="list-style-type: none"> <li>Develop a visitor servicing strategy that focuses on creating a holistic visitor servicing network which targets dispersal across the region.</li> <li>This strategy would include a high-level review of current services and opportunities for improvement.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>CPE</li> <li>MRT</li> </ul>	Subject to additional budget
<b>1.16: Foster a Cohesive and Collaborative Industry</b>	<ul style="list-style-type: none"> <li>Build an environment that supports and encourages industry engagement and partnerships through networking events, industry education programs, business drop-in sessions and information sharing channels.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> <li>MRC</li> </ul>	<ul style="list-style-type: none"> <li>Industry</li> <li>MRT</li> </ul>	Existing
<b>1.17: Establish a Tourism Business Concierge Service</b>	<ul style="list-style-type: none"> <li>Council to provide a dedicated, proactive approach to tourism business investment and create a fast-tracked pathway.</li> </ul> <p><i>This project could align with the Business Concierge Service (refer to project 4.3).</i></p>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Existing
<b>1.18: Focus on an Accessible and Inclusive Visitor Economy</b>	<ul style="list-style-type: none"> <li>A review of accessible and inclusive tourism products should be undertaken and mapped to identify clusters and areas for opportunity to develop.</li> <li>All new tourism businesses should be encouraged to consider accessibility and inclusion as part of their business plan and site development.</li> </ul>	Ongoing	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Industry</li> <li>MRT</li> </ul>	Existing



Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>1.19: Accommodation Audit and Investment Attraction</b>	<ul style="list-style-type: none"> <li>Undertake an audit of current accommodation in the region to determine gaps and opportunities.</li> <li>Develop an approach to engage with (and support) private investment.</li> <li>Accommodation investment will be included in a formal investment attraction prospectus.</li> </ul> <p><i>This project could align with the Major Infrastructure Advocacy Document and Prospectus (refer to project 4.1), Industry Attraction Incentive Program (refer to project 4.4) and Investment Attraction Brand Development (refer to project 4.7).</i></p>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Echuca Moama Accommodation Association</li> <li>MRT stakeholders</li> </ul>	Existing
<b>1.20: First Nations Cultural Product Development</b>	<ul style="list-style-type: none"> <li>Engage with traditional owners to identify issues and opportunities to develop First Nations products and experiences.</li> <li>Engage with DJSIR and Visit Victoria to align with the Victorian First Peoples Plan.</li> </ul>	Medium	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>Traditional Owners</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Government</li> </ul>	Existing
<b>Goal 5: To Establish a Recognised Brand and Destination Image</b>						
<b>1.21: Establish a Suite of Quality Marketing Materials</b>	<ul style="list-style-type: none"> <li>Invest in quality imagery and video content that can populate a library of tools that can be made available to Visit Victoria and industry to promote the region consistently.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Visit Victoria</li> <li>MRT</li> </ul>	Existing
<b>1.22: Dedicated Marketing Campaigns</b>	<ul style="list-style-type: none"> <li>Undertake dedicated destination marketing campaigns in partnership with key partners, that target identified markets, via well researched visitor profiles, product segments and geographical locations.</li> <li>Develop dedicated communications that talk directly to repeat visitors with suggestions for itineraries, events and special offers.</li> </ul>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Industry</li> <li>MRT</li> </ul>	Subject to additional budget

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>1.23: Partnerships with Other Tourism Bodies</b>	<ul style="list-style-type: none"> <li>Establish strong partnerships with other regional bodies that benefit the region such as Visit Victoria, Bendigo Tourism, Heathcote Wine Growers Association, Murray Regional Tourism.</li> </ul>	Short	Partner	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>MRT</li> <li>Visit Victoria</li> </ul>	Existing
<b>1.24: Consistent Campaspe Area/Region Tourism Brand</b>	<ul style="list-style-type: none"> <li>Conduct a brand audit to review the existing brands in market and work to develop consistent, cross-border branding to be used for marketing the region to visitors.</li> <li>Collaboratively review all current tourism brands in market for the Campaspe area/region.</li> <li>Determine the tourism brand that will be used for the Campaspe area/region.</li> <li>Develop a tourism brand strategy and collaborative marketing plan to deliver strong and consistent messaging.</li> </ul> <p><i>This project could align with the Population and Workforce Attraction Brand Development (refer to project 3.4) and Investment Attraction Brand Development (refer to project 4.7).</i></p>	Medium	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>MRC</li> <li>Industry</li> <li>MRT</li> </ul>		Subject to additional budget



## Theme 2: A Productive and High-Value Primary Industry

Maximise the economic value of primary production and food processing, including supporting sectors, to grow its economic contribution to the Shire.

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>Goal 6: Campaspe Shire is a Leader in Food Production and Processing</b>						
<b>2.1: Advanced Manufacturing Research</b>	<ul style="list-style-type: none"> <li>Collaborate with the manufacturing/food processing sector, as well as higher education institutes, to identify research and development opportunities to support the growth of advanced manufacturing.</li> <li>Enable the sector to incorporate innovation and technology in food processing, through ongoing engagement and facilitation, to increase productivity, diversify manufacturing and grow the value of the sector.</li> </ul>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> <li>Local Manufacturers</li> </ul>	<ul style="list-style-type: none"> <li>C4EM</li> <li>Higher Education</li> </ul>	Existing
<b>2.2: Rural Industry Strategic Plan</b>	<ul style="list-style-type: none"> <li>Develop and deliver a Rural Industry Strategic Plan for Campaspe Shire.</li> <li>Identify the broader and localised issues facing the industry, as well as opportunities to generate growth.</li> </ul>	Long	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture Victoria</li> </ul>	Subject to additional budget
<b>2.3: Domestic and International Trade Partnerships</b>	<ul style="list-style-type: none"> <li>Identify opportunities to engage with domestic and international trade partners to attract investment in food production and processing and facilitate increased trade.</li> <li>Council should collaborate with State and Federal bodies, as well as increase activities in trade relations to represent the Shire's food industry.</li> </ul>	Ongoing	Partner	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Austrade</li> <li>Invest Victoria</li> </ul>	Existing
<b>2.4: Agricultural Research, Training and Education Hub</b>	<ul style="list-style-type: none"> <li>Explore the establishment of a Training and Education Hub for the agricultural sector, which promotes research, education and training pathways that is aligned to industry.</li> <li>This investigation should consider the location, role of key stakeholders, management model and costs of operating a facility.</li> </ul>	Medium	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>Bendigo TAFE</li> </ul>	<ul style="list-style-type: none"> <li>CCLLEN</li> </ul>	Existing



Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>Goal 7: Leading the Response to Climate Change</b>						
<b>2.5: Agricultural Resilience Program</b>	<ul style="list-style-type: none"> <li>Identify and employ approaches to valuing, regenerating and enhancing Campaspe's natural capital;</li> <li>Provide ongoing and targeted support to farmers to build long-term resilience against external environmental threats.</li> <li>This support should range from education and training for optimal land use practices, inputs to overcome biosecurity hazards, as well as advocate for water security.</li> </ul>	Ongoing	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture Victoria</li> <li>Agbiz Assist</li> </ul>	Existing
<b>2.6: Resource Recovery Program</b>	<ul style="list-style-type: none"> <li>Investigate opportunities, in collaboration with industry and Government, to recover and re-use food waste generated by the food production and processing industry.</li> </ul>	Short	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>Local producers and manufacturers</li> </ul>	<ul style="list-style-type: none"> <li>Circular Economy Victoria</li> <li>Circular Central Victoria</li> </ul>	Existing
<b>Goal 8: Providing Value-Add to the Economy</b>						
<b>2.7: Investigate Import Substitution Opportunities</b>	<ul style="list-style-type: none"> <li>Explore opportunities with manufacturing and agricultural sectors for import replacement to produce goods locally.</li> <li>Identify key businesses and/or producers to attract locally to meet gaps in local supply chains.</li> </ul>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Local producers and manufacturers</li> </ul>	Existing
<b>2.8: Agribusiness Brand</b>	<ul style="list-style-type: none"> <li>Investigate the potential to establish an agribusiness brand for local produce, which will build brand awareness for producers in the region.</li> <li>Market the brand to promote and expand the market appeal of local produce.</li> </ul>	Long	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture Victoria</li> <li>Industry</li> </ul>	Subject to additional budget
<b>2.9: Food Production Export Opportunities</b>	<ul style="list-style-type: none"> <li>Identify and promote existing and new opportunities, in collaboration with industry and Government, to enhance the exports of locally produced goods.</li> <li>Opportunities should focus on attracting suitable export businesses (i.e. transport and logistics) as well as advocating for transport upgrades.</li> </ul>	Ongoing	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>Local Producers</li> </ul>	<ul style="list-style-type: none"> <li>C4EM</li> </ul>	Existing



## Theme 3: A Liveable and ‘Job-Ready’ Community

Develop high-amenity and liveable communities that promote the attraction (and retention) of residents and workers to the Shire, supporting local economic and social activity.

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>Goal 9: A Desirable Destination to Live and Work</b>						
<b>3.1: Settlement and Structure Planning</b>	<ul style="list-style-type: none"> <li>Confirm the objectives and requirements of a Settlement Strategy, as well as individual structure plans, to promote current and future liveability in the Shire.</li> <li>Support the funding and preparation of the strategy, in collaboration with key government and industry stakeholders.</li> <li>Implement and deliver the recommendations of the strategy.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Subject to additional budget
<b>3.2: Community Grants Program</b>	<ul style="list-style-type: none"> <li>Continue the funding of the Community Grants Program, allowing for local organisations and groups to deliver initiatives and programs to benefit communities.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Community Groups and Local Associations</li> </ul>	Subject to additional budget
<b>3.3: Population Attraction Plan</b>	<ul style="list-style-type: none"> <li>Prepare a population attraction plan that focuses on attracting working-aged residents to the Shire.</li> <li>Identify target markets to attract and advocate for re-location via incentives and advocacy.</li> <li>Support and promote the plan with relevant marketing tools and promotional campaigns.</li> </ul>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Subject to additional budget

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>3.4: Population and Workforce Attraction Brand Development</b>	<ul style="list-style-type: none"> <li>Develop a consistent brand that promotes the Shire as a desirable destination to 'live' and 'work'.</li> <li>Create brand assets (including physical, online and socials) that market the brand and outline opportunities for workers and residents, as well as highlight the competitive advantages of the Shire.</li> </ul> <p><i>This project could align with the Consistent Campaspe Area/Region Tourism Brand (refer to project 1.24) and Investment Attraction Brand Development (refer to project 4.7).</i></p>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Subject to additional budget
<b>3.5: Healthcare and Social Assistance Engagement</b>	<ul style="list-style-type: none"> <li>Ongoing collaboration with the health networks across the Shire to identify areas for Council support, including workforce attraction, funding advocacy, planning approvals, etc.</li> </ul>	Ongoing	Support	<ul style="list-style-type: none"> <li>Echuca Regional Health</li> <li>Kyabram District Health Service</li> <li>Rochester and Elmore District Health Service</li> <li>Goulburn Valley Health</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	Existing
<b>3.6: Transport Infrastructure Improvements</b>	<ul style="list-style-type: none"> <li>Identify and prioritise the improvements required, including existing constraints as well as benefits to be realised for residents, workers and businesses.</li> <li>Advocate and communicate the improvements needed – including new routes and more reliable scheduling across various modes of transport.</li> </ul>	Medium	Support	<ul style="list-style-type: none"> <li>Victorian Government</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	Existing
<b>Goal 10: A Skilled and Engaged Workforce</b>						
<b>3.7: Campaspe Community Connector Program</b>	<ul style="list-style-type: none"> <li>Provide the internal resources to assist potential jobseekers (and families) relocate to Campaspe. This may include assistance with housing, partner/spouse employment, schooling, networking etc.</li> <li>Collaborate with relevant partner stakeholders to identify potential jobseekers requiring assistance from the program.</li> </ul>	Ongoing	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Industry</li> <li>CCLLEN</li> <li>C4EM</li> <li>Business Networks</li> </ul>	Subject to additional budget



Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>3.8: Key Worker Short-Term Housing Program</b>	<ul style="list-style-type: none"> <li>Investigate opportunities to re-purpose existing accommodation (i.e. caravan parks) and/or develop short-term or mobile housing on private land, crown land or on suitable Council-owned assets.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Subject to additional budget
<b>3.9: Youth Retention and Career Pathways Program</b>	<ul style="list-style-type: none"> <li>Partner with Murray River Shire, as well as education and learning institutes and employment providers, to support career and employment pathways for school leavers.</li> <li>This program should increase understanding and awareness of available training and education options in the region to promote youth retention (and meet industry workforce needs).</li> </ul>	Ongoing	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>Murray River Shire</li> </ul>	<ul style="list-style-type: none"> <li>Secondary Schools</li> <li>Bendigo TAFE</li> <li>CCLLEN</li> </ul>	Existing
<b>3.10: Migrant Worker Attraction</b>	<ul style="list-style-type: none"> <li>Collaborate with industry and government to support the attraction skilled and unskilled migrant workers to address workforce shortages and meet industry needs.</li> <li>Provide assistance to industry to access migrant workers through relevant programs (e.g. DAMA).</li> </ul>	Ongoing	Partner	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Government</li> <li>Federal Government</li> <li>C4EM</li> <li>Business Networks</li> </ul>	Existing
<b>3.11: Campaspe Skills and Workforce Audit</b>	<ul style="list-style-type: none"> <li>In collaboration with Bendigo TAFE, undertake an audit of workforce and skills in the Shire to identify employment and skills gaps.</li> <li>Use findings to ensure relevant skills and courses are provided to meet workforce and industry needs, as well as connect employers with skilled workers.</li> </ul>	Short	Partner	<ul style="list-style-type: none"> <li>Council</li> <li>Bendigo TAFE</li> </ul>	<ul style="list-style-type: none"> <li>Industry</li> <li>CCLLEN</li> </ul>	Existing
<b>3.12: Regional University Study Hub</b>	<ul style="list-style-type: none"> <li>Support a funding application for the Regional University Study Hubs program to establish a study hub in the Shire with relevant infrastructure and support services.</li> <li>Council to identify preferred location for the hub and prepare the application in collaboration with industry and the community.</li> </ul>	Medium	Support	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Federal Government</li> <li>Community Groups and Local Associations</li> <li>Business Networks</li> </ul>	Existing



## Theme 4: A Dynamic, Engaged and Diverse Business Community

Generate economic and employment outcomes through the growth and development of existing businesses, as well as attracting emerging and future industries.

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>Goal 11: Establish the Shire as a Destination of Choice for Investment</b>						
<b>4.1: Major Infrastructure Advocacy Document and Prospectus</b>	<ul style="list-style-type: none"> <li>Identify and prioritise major infrastructure projects for the Shire that require funding contributions, including transport, community, digital and development infrastructure.</li> <li>The list of projects should be prioritised based on funding amounts, economic benefits, community needs and timing.</li> <li>Promote the prospectus, in collaboration with regional bodies, to reach government and private audiences and support funding advocacy.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>MRC</li> <li>RDV Loddon Campaspe</li> </ul>	Existing
<b>4.2: Campaspe Industrial Land Strategy</b>	<ul style="list-style-type: none"> <li>Deliver an Industrial Land Strategy that includes a supply and demand assessment of Industrial Land across the Shire.</li> <li>Examine existing constraints as well as opportunities to ensure there is sufficiently suitable land in the Shire to facilitate future industry investment.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Subject to additional budget
<b>4.3: Business Concierge Services</b>	<ul style="list-style-type: none"> <li>Enhance the concierge service within Council to support business attraction and operations in the Shire.</li> <li>Ensure that this service provides a single point of contact within Council for businesses and supports business investment, growth and expansion.</li> </ul> <p><i>This project could align with Establish a Tourism Business Concierge Service (refer to project 1.17).</i></p>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Existing

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>4.4: Industry Attraction Incentive Program</b>	<ul style="list-style-type: none"> <li>Identify incentives for Council to encourage business investment, including financial and planning support.</li> <li>Prepare an incentive package to complement the prospectus document to be provided via communication channels.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Existing
<b>4.5: Support Mining Investment Opportunities</b>	<ul style="list-style-type: none"> <li>Provide ongoing support to facilitate gold exploration and mining potential in Campaspe Shire.</li> <li>This could include engagement with relevant industry and government stakeholders, planning support for mining companies and undertaking community engagement.</li> </ul>	Ongoing	Support	<ul style="list-style-type: none"> <li>Victorian Government</li> </ul>	Council	Existing
<b>Goal 12: Develop an Innovative and Diverse Business Base</b>						
<b>4.6: Campaspe Shire Investment Prospectus</b>	<ul style="list-style-type: none"> <li>Develop a Shire-wide investment prospectus that identifies diverse and emerging industries suited to the region.</li> <li>Identify competitive advantages for the Shire, investment opportunities by location, as well as incentives for investment.</li> <li>Promote the prospectus through marketing and communication channels.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Subject to additional budget
<b>4.7: Investment Attraction Brand Development</b>	<ul style="list-style-type: none"> <li>Develop a consistent investment attraction brand that promotes the Shire as a desirable destination for businesses.</li> <li>Create brand assets (including physical, online and socials) that markets the brand and outlines opportunities for businesses and competitive advantages of investing in the Shire.</li> </ul> <p><i>This project could align with the Consistent Campaspe Area/Region Tourism Brand (refer to project 1.24) and Population and Workforce Attraction Brand Development (refer to project 3.4).</i></p>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Subject to additional budget



Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>4.8: Business Incubator Program</b>	<ul style="list-style-type: none"> <li>Investigate the feasibility of establishing a Business Incubator Program in Echuca to meet the needs of small businesses.</li> <li>Identify existing Council or private facilities that could be re-purposed to provide dedicated office or co-working spaces.</li> <li>Collaborate with business networks to develop a program of training and development activities to support businesses.</li> </ul>	Long	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>C4EM</li> <li>Business Networks</li> </ul>	Existing
<b>4.9: Circular Economy Initiatives</b>	<ul style="list-style-type: none"> <li>Support delivery of the Loddon Mallee Circular Central Victoria project by identifying opportunities to improve circular flows and sustainability of food production, construction and manufacturing (food processing).</li> <li>Identify and promote available tools and resources to help develop the circular economy within the Shire.</li> <li>Focus on educating and training businesses and residents to improve sustainability practices, including reduce waste, re-use resources and reduce environmental impact.</li> </ul>	Medium	Partner	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Circular Economy Victoria</li> <li>Circular Central Victoria</li> </ul>	Existing

Project	Action/s	Timeframe	Council Role	Primary Stakeholder/s	Secondary Stakeholder/s	Indicative Resource Requirements
<b>Goal 13: Create a Supported, Collaborative and Self-Reliant Business Community</b>						
<b>4.10: Business Development and Training Program</b>	<ul style="list-style-type: none"> <li>Collaborate with business networks across the Shire to support the business community through an ongoing calendar of workshops, networking events, mentoring and training (focusing on development opportunities to build capacity and support business growth).</li> <li>Promote the program through Council communication channels (physical and online).</li> </ul>	Ongoing	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>C4EM</li> <li>Business Networks</li> <li>Aus Industry</li> </ul>	Existing
<b>4.11: Customer Relationship Management Database</b>	<ul style="list-style-type: none"> <li>Establish or subscribe to a CRM database for Council to improve engagement with the business base and monitor business performance.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>		Subject to additional budget
<b>4.12: Emergency Management Program</b>	<ul style="list-style-type: none"> <li>Examine and adopt best practice emergency management to support business' resilience to extreme weather events. This could include the development and promotion of online tools, as well as providing administrative, funding and business support.</li> </ul>	Short	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Management Victoria</li> </ul>	Existing
<b>4.13: Social and Indigenous Enterprise Support</b>	<ul style="list-style-type: none"> <li>Encourage the growth and development of social enterprises and Indigenous businesses in the Shire to support community outcomes.</li> <li>Utilise dedicated office spaces and/or training facilities to foster business set-up and operation.</li> <li>Ensure Council procurement policies continue to support local businesses.</li> </ul>	Medium	Lead	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Community Groups and Local Associations</li> <li>Traditional Owners</li> </ul>	Existing



