

Appendix One

Swan Hill Region Economic Development Strategy 2017-2022 Implementation Plan

EXPAND ON THE REGIONS STRENGTHS

Focus Area: Enhancing Liveability

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Improve and enhance regional townships environment and facilities	Vibrant and resilient rural townships	Activate Bromley Road	X		Council, RDV, REBA, RIG	Develop
		Implement the shared Library Hub in Robinvale	X		Council, Robinvale Secondary School, RDV, RIG	Develop
		Investigate undertaking a Rural Township Placemaking Strategy (through Council's Community Plan process)		X	Council, Rural Community Groups	Develop
Support the development of art and cultural facilities and experiences throughout the municipality	Rejuvenating public space precinct	Incorporate public art infrastructure and/or elements into Council's maintenance and asset improvement program		X	Council, Regional Arts Victoria, RDV	Develop
Advocate for the development of shared paths and appropriate signage	New public infrastructure	Identify major event opportunities for the region and partner with relevant entities (Art Gallery, Performing Arts Centre) to deliver them	X		Council, SHI	Support
		Actively pursue funding for the Swan Hill to Lake Boga active trail (priority project identified in the Swan Hill Region Active Transport)		X	Council, RDV, Lake Boga Inc	Advocate

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
		Investigate and actively pursue funding for a path that will link the Big 4 Caravan Park to the Swan Hill Riverfront precinct	X		Council	Develop
		In partnership with Parks Victoria, support the development of active trail facilities throughout the Nyah-Vinifera Park		X	Council, Parks Victoria, Nyah Action Group	Support
		Increase the awareness and profile of the region's existing walking and bicycle trail networks via appropriate signage and promotional material	X		Council, SHI	Develop
		Update and or replace the region's tourism signage (brown and blue street signs)	X		Council, SHI	Develop
		Develop a Branding and Signage Guideline for the region (including Swan Hill Riverfront precinct)	X		Council	Develop
Attract and facilitate significant events		Review of Council's funding programs including the Major Event Support Scheme to maximise Council's contribution to economic outcomes	X		Council	Develop
Actively pursue opportunities that will enhance the regions recreational facilities and earmarked public space precincts	Delivery of new public space facilities	Develop the Active Play precinct at Riverside Park in Swan Hill	X		Council, RDV	Develop

Focus Area: Supporting business growth

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Facilitate programs and service to support growth in business skills and capacity	Vibrant and resilient small business community	Conduct at least 10 Small Business Victoria Workshops / Seminars each year	X	X	Council, SHI, Small Business Victoria	Develop
		Promote and facilitate the Help for Small Business program in the Swan Hill region (start up business mentoring program)	X	X	Council, Help-4-Small- Business, SHI	Support
		Engage in at least five Business Networking functions annually - E.g. Robinvale Business Mix	X	X	Council	Develop
		Undertake Business Visit program - 50 business per year	X	X	Council	Develop
		Continue supporting Skilled Migration Program through the Regional Certify Body Scheme	X	X	Council	Develop
Support the growth of Agriculture and Manufacturing sectors through appropriate advocacy and strategic planning	Favorable investment conditions	Investigate and liaise with Manufacturing sector to determine the need for a Manufacturing Advisory Committee	X		Council, SHI	Develop
		Inform and train businesses of new technology available to improve their productivity through newsletters, personalised emails and workshops	X		Council	Develop

DEVELOP NEW OPPORTUNITIES

Focus Area: Renewable energy and waste

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Explore viability of waste to energy and waste to compost	New bio waste infrastructure	Support and assist the development of a Waste to Energy facility		X	Council, Commercial Entity	Support
	New composting facility	Investigate the development of a regional composting facility focusing on agricultural 'seconds' produce	X		Council	Advocate
Advocate for grid enhancement capacity for the region	New infrastructure investment	Identify and document constraints in the region's electricity infrastructure grid capacity and advocate for augmentation		X	Council, RDV	Advocate
Investigate and explore renewable energy investment opportunities	New solar park facilities	Seek funding for the Swan Hill Region Community Garden Solar pilot program	X		Council	Advocate
		Implement identified solar farm projects including Blackwire Reserve and Bannerton	X	X	Council	Develop

Focus Area: Value Adding

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Advocate for and actively pursue new businesses that are upstream processors for our local produce	Value Added Infrastructure	Investigate opportunities to utilise the region's agricultural 'seconds' product		X	Council, RDV	Advocate
		Develop and promote specific case studies that highlight small scale on site value adding activities		X	Council, SHI	Develop
		Support the development of significant value add processing facilities including hay processing plant, grain milling and the abattoirs expansion	X	X	Council, RDV	Advocate

Focus Area: Attracting and encouraging new business

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Strategically explore ways of identifying and attracting new business and investment opportunities	Favorable investment conditions	Undertake a business and industry sector gap analysis		X	Council	Develop
		Promote Council's Investment and Business Expansion Investment Attraction Strategy	X	X	Council	Develop

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Facilitate the development of identified commercial opportunities within the Swan Hill Riverfront Precinct	New public infrastructure / commercial investment	Implement key initiatives identified in the Swan Hill Riverfront Commercial Development Strategy (including short term accommodation)		X	Council, RDV, Private Investors	Develop
Target relocation or establishment of appropriate Government office/ agencies / higher education facilities and/or attract superannuation investment opportunities	Increase investment opportunities	Develop promotional lobby material targeting the relocation of Government Agencies to the region	X		Council	Develop
Enhance Swan Hill regions image as a preferred location to live, work and invest	New tourism product / experiences	Develop an attraction and communication campaign to encourage investment, lifestyle and development opportunities for the Swan Hill region		X	Council, SHI	Develop
		Complete a New Resident Guide and update annually as required	X	X	Council	Develop

Focus Area: Improving tourism product and experiences

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
In partnership, develop a destination development plan to identify market gaps and future product and infrastructure investment requirements	New tourism product / experiences	Develop a Swan Hill Region Tourism Destination Development Plan (enable market gap and future developments to be identified)		X	Council, SHI, MRT	Develop
Assist Swan Hill municipality to develop and promote itself as a tourist destination	Increase visitor numbers	Develop agri-tourism products and experiences - aim to develop min two new products per year	X	X	Council, SHI, Robinvale Improvement Group	Develop
		Develop a Visiting Friends and Relatives campaign for the Swan Hill region		X	Council, SHI	Develop
		Implement and promote an online interactive walking and touring guide for the region - Discover More	X	X	Council, SHI, Community groups	Develop
		Build partnerships and cluster products with neighbouring Councils	X		Council, Surrounding Councils, MRT	Develop
		Investigate and advocate for connecting the Swan Hill's CBD to the Riverfront precinct (Pedestrian crossing near crn McCrae and Curlewis Streets -Swan Hill Riverfront Masterplan)	X		Council, Victrack, Graincorp, Lower Murray Water, State Government	Develop

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Actively pursue activities that will develop and support creative and informative spaces in the Swan Hill region including art / cultural and tourism assets (VIC)	New tourism product / experiences	Support the expansion or relocation Swan Hill Regional Art Gallery		X	Council, RDV	Develop
		Investigate the location and management of the Robinvale and Swan Hill Region Information Visitor Centres	X	X	Council	Develop
		Assist implementing key initiatives derived from the Murray River Interpretive Centre Feasibility Study		X	Council	Develop

TAKE UP THE CHALLENGE

Focus Area: Transport and logistics

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Advocate for infrastructure and services that improve the region's freight and logistics supply chains	Major economic infrastructure	Support the development of intermodal freight hub facilities along the Murray Basin Rail line (Manangatang / Ultima Railway line)		X	Council, RDV	Support
		Continue to lobby for funding for improvements to the roads and rail network through Local Roads to Market and Bridge Renewal Programme		X	Council, State and Federal Government	Advocate

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
		Improve the region's air freight capabilities by supporting surrounding municipalities future airport developments (focusing on agriculture)		X	Council, Regional Councils	Support
Advocate and actively pursue opportunities to improve public transport services to and within the Swan Hill region	Improved public transport accessibility	Continue advocate for increased passenger services on the Swan Hill to Bendigo V/Line network	X	X	Council, V/Line	Advocate
		Investigate the feasibility of increasing community public transport service options to regional townships (from Swan Hill)		X	Council, community groups	Develop
		Support and advocate funding for initiatives identified by the Mallee Local Transport Group that will improve the region's transport network (Baseline Transport Report and proposed Transport Options Paper)		X	Mallee Local Transport Group, State Government, Council	Advocate
Advocate for private and government investment in the Swan Hill Aerodrome precinct	Rejuvenating Aerodrome precinct	Implement initiatives from the Swan Hill Aerodrome Business Case - International Flying School - Improve key infrastructure facilities on site		X	Council, RDV	Develop
Advocate for the development of improved cross border connections and infrastructure		In partnership with Murray River Council, Vicroads progress the Swan Hill Bridge		X	Council, Murray River Council, Vicroads,	Advocate

Focus Area: Industry development

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Advocate for the alignment of local education, training and services providers with the needs of businesses, industry and the community	Education attainment and employment	Support the implementation and development of the Swan Hill Region's Connect U program (connecting local service and education providers to employment opportunities)	X		MMLLEN, Council, SHI, RDV	Develop
		Support Aboriginal and Torres Strait Islanders to attend IBA (Indigenous Business Australia) training		X	Council, SuniTAFE, Swan Hill Aboriginal Community Partnership Strategy Advisory Group	Support
		Support a bi annual Education/ Employment Summit that engages key industry stakeholders examine innovative methods and practices to retain local youth through the provision of local employment opportunities	X	X	MMLLEN, Council	Support
Advocate and partner with local services to further enhance the regions health and education services	Improved health and education precinct	Advocate to expand courses available at the SuniTAFE and Deakin University facility		X	MMLLEN, Council, SuniTAFE, Secondary Schools, FLO	Advocate
		Partner with Swan Hill District Health / Robinvale District Health Services to advocate improved health facilities for the Swan Hill region		X	Council, SHDH, RDHS	Support
Encourage regional collaboration to generate new market opportunities for specific industry sectors	New commercial opportunities	Develop and promote investment prospectus / opportunities for specific industries		X	Council	Develop

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
		Establish cluster working groups ('pulse workshops') to target ongoing regional issues and or opportunities (Industry / business SWOT analysis - annually)	X	X	Council, Agri Business Committee, SHI, REBA	Develop
		Advocate for a Cross-Border Commissioner	X	X	Council, Murray River Council	Advocate

Focus Area: Housing development

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
Advocate for improved housing accessibility	Improve housing accessibility	Develop a Swan Hill Rural City Council 'infill Land Development' policy to encourage subdivision / housing development		X	Council	Develop
		Market and promote housing investment opportunities for the region (South West development masterplan)	X	X	Council	Develop
		Continue stage developments for new residential allotments at Tower Hill Estate in Swan Hill to meet current demand	X	X	Council	Develop
		Facilitate the construction of the Robinvale Levee Bank that will enable favourable zoning conditions for residential land developments		X	Council, RDV, DELWEP	Develop

Strategic Initiative	Primary Outcome	Tactics	Implementation		Key Partners	Council Role
			1-2 years	3-5 years		
		Advocate the rezoning of identified public zone areas (Crown Land) for residential development purposes		X	Council, State Government	Advocate
Actively advocate and pursue developments within the Aged Care /Child Care / Retirement sectors meeting current and future demands	New or and rejuvenated Aged Care / Child Care precincts	Advocate for the supply of adequate aged care and child care infrastructure and required services		X	Council, commercial operators	Advocate
Activity pursue appropriate investment in short term accommodation developments	New commercial opportunities	Pursue opportunities earmarked in the Swan Hill Riverfront Commercial Development Strategy	X	X	Council, SHI, RDV	Develop
		Pursue opportunities for short term accommodation developments		X	Council	Advocate
		Develop specific case studies to demonstrate the process and procedures with on farm housing accommodation developments		X	Council	Develop

Abbreviations

RDV - Regional Development Victoria

SHI - Swan Hill Incorporated

REBA - Robinvale Euston Business Association

RIG - Robinvale Improvement Group

Murray Mallee Local Learning & Employment Network

MRT - Murray Regional Tourism

DELWEP – Department Environment, Land, Water and Planning

FLO – Flexible Learning Options

SHDH – Swan Hill District Health

RDH – Robinvale District Health