

ECONOMIC DEVELOPMENT **Strategy**

MOYNE SHIRE COUNCIL
2019 - 2029



sustainable
diverse
inspiring



sustainable diverse inspiring

We acknowledge the Traditional Owners of the land and pay our respects to their Elders, past, present and emerging, and the Elders from other communities who may reside in Moyne Shire.

SED Advisory prepared the Background Report, facilitated a consultation program and authored the Strategy. Council built on this by preparing the Action Plan.



Jobs,
Precincts
and Regions

This Strategy is for 10 years, to be reviewed every 5 years.
The Action Plan is for 5 years, to be reviewed annually.
Please visit www.moyne.vic.gov.au for any updated versions of the Strategy and Action Plan.

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Council vision

Moyne Shire will be a vibrant, liveable and prosperous community.

People are diverse, resilient and feel happy and safe.



economic vision

*Council will drive economic
initiatives designed to create:*


a sustainable, diverse,
inspiring local economy.

from the mayor

Moyne is a beautiful place of great opportunity. We are surrounded by a grand coastline and landscapes that offer a sense of freedom and a reminder to revel in life's simple pleasures.

We live beyond the crowds in communities of resourceful, friendly people. Our minds and hearts are energetic and invested in making sure we safeguard what is special here, while looking upward and outward to a thriving future. We are happy and proud to call this place home.

Rich history and strong people underpin how we live and work in Moyne. Ancient Aboriginal culture, including the world's oldest known aquaculture system dating back 6,500 years, combines with a colonial history steeped in fishing, farming and trade. This is the backstory of today's contemporary agricultural industry where, in some of the country's most stable farming conditions our region exports almost 30% of Australia's dairy products.



From Peterborough in the east of the shire, to the Craggs in the west, Moyne Shire is bordered by incredible rugged coastline and untouched beaches. This wild outlook to the Southern Ocean is the stage for pristine tourism offerings, as well as providing a beautiful backyard for residents.

Australia's first commercial wind farm, now almost 20 years old, is here in Moyne, signifying our prime location for renewable energy generation. These cutting edge projects have made Moyne become a clean energy centre of smart economy in Victoria. Now is a time where we understand more clearly than ever that the future of business is inextricably linked with environmental sustainability.

A growing tourism sector shares our beaches, trails, parks and villages with the world. Delicious food and vibrant events also draw people to our towns, driven by passionate business people and committed volunteers. Our distance from major cities can be a challenge, but it also provides space for creative thinking, making it possible to turn niche or unique ideas into reality.

As we work to realise our potential we must address other challenges including low population growth and a need to diversify across industry. We will work to better understand our region's jobs of the future. We will adapt and innovate to meet changing, global markets. We will continue collaborating

with partners and communities right across the region to advocate for what matters to us: safe, efficient roads for travelling and transporting goods; healthy, supported and empowered communities; improved telecommunications; sustainable, competitive businesses; and a protected, thriving natural environment from which it all stems.

To support these ambitions in a planned way, Council is implementing this Strategy. It's a roadmap to guide how we can realistically and effectively support local businesses and major industries. Your Council is committed to delivering the actions outlined in this plan. We seek your support and invite you to work with us in building a bright future together.

Cr Mick Wolfe



Overview

This Economic Development Strategy (the Strategy) provides a framework to guide Moyne Shire Council (MSC) to support development of our local economy. Like many regional areas, the broader economic environment in which Moyne operates is changing. This presents challenges and opportunities for our economy to grow, become more diverse and competitive, create employment and harness opportunities to enhance residents' standard of living.

Developing our 10 year vision for the period 2019 - 2029, the Strategy lays the groundwork for the continuing economic evolution of the Shire and the role Council will play in facilitating this development. While many growth factors are beyond the influence of Council, we can remove barriers and create local and regional conditions to make it easier for businesses to seize opportunities as they arise.

The background report to this Strategy: [Background Information, Opportunities and Constraints Analysis for Moyne Shire Economic Development Strategy \(2019\)](#) contains detailed research, consultation and analysis of the region. It is the evidence base for the Strategy and Action Plan. The background report provides an assessment of the Shire's current economic performance alongside constraints and opportunities for regional growth.

STRENGTHS OF MOYNE

With over 60% of our residents living outside our major townships, in towns and communities dotted along rugged coastline and vast pastoral landscapes, Moyne is most easily described as a rural shire.

The Shire supports a robust dairy industry, sheep and beef production and various crops including cereals and vegetables. Fishing and aquaculture, quarrying and a world class saleyard situated in Mortlake all contribute to the local food and fibre sector. This is further complemented by emerging high-quality niche producers including goats' milk soap, buffalo cheese and yogurt, abalone farming, free range eggs, micro-brewing and other artisanal agriculture.

Renewable energy projects worth an estimated \$7 billion are in various stages of planning and development across the Shire. This sector holds opportunities for Moyne to embrace a high-tech and increasingly vital industry (as renewable energy cost savings surpass those of fossil fuels) for long-term innovation and sustainability across the Shire.

Located close to the Twelve Apostles, midway between Melbourne and Adelaide, we offer untouched beaches, volcanic lakes and craters, arts, unique historical villages and a lively food and events scene. This makes Moyne a wonderful place to live and visit. An increasing amount of people are starting home-based businesses or enjoying the freedom to work remotely (with 30% of respondents in our community survey saying they work from home). Affordable housing, proximity to Warrnambool and friendly communities in rural and semi-rural towns present a variety of lifestyle options.

CHALLENGES

Although we perform well within our region, our economy has not grown at the same rate as state and national averages over the past decade.

Our main challenges include below-average rates of population growth, slow construction economy, dependence on the dairy sector to support regional growth, variable land values, a shortage of quality industrial and residential land stocks and skills shortages. With Warrnambool geographically centred within Moyne's boundaries, there is a high degree of integration in terms of jobs and services. Moyne must be careful, however, to avoid dependency on Warrnambool's service industries, such as child, health and aged care.

Adapting to climate and global market changes are two major external factors our businesses and industries must tackle with flexibility and innovation. Council is ready to support initiatives that diversify and digitise business operations, while reducing costs and impacts on the environment.

OPPORTUNITIES

You will see in the Action Plan the opportunities we have identified to improve the conditions for economic development in Moyne. These include, but are not limited to, diversifying and growing agriculture outputs, boosting our tourism sector with improved offerings for visitors, including awareness of the UNESCO World Heritage site Budj Bim, and securing long-term benefits from renewable energy projects and the industry more broadly.

With the release of this Strategy, now is a fantastic opportunity for MSC to adopt a more open, positive and enabling approach to business development within the Shire and attracting investment to the Shire.

COMMUNITY FINDINGS

Analysis of our community and tourism surveys shows we have highly engaged businesses and communities, which:

- feel very positive and hopeful about living and working in Moyne
- care about the future health of our people and environment
- want to protect Moyne's land and villages from over development
- would like Council to remove barriers to doing business
- would like Council to better communicate with them on a range of issues, including economic matters.

ECONOMIC DIRECTIONS

To holistically and strategically address these economic, community and social conditions, six priority areas have been identified.

People and place

Attracting investment

Major local industries

Role of Moyne Shire Council

Sustainability

Together as a region

INDUSTRY FINDINGS

Moyne's agriculture and manufacturing sectors are highly interdependent. They centre on dairy farming and large regional processors including Bega in Koroit and Saputo in Allansford. Agriculture must also be considered in the context of its allied or support services such as transport and farm, land and stock management businesses. Other major manufacturing is through Sun Pharma pharmaceutical factory in Port Fairy. These are our tradeable sectors because they attract external money, also called export income, into the region. This creates a two-tiered economy as these larger tradeable sectors support smaller sectors that are mostly focused on service-provision for our people. These include retail, construction, transport, education and health services.

The growth of tourism, specifically accommodation and food services, is also important in providing export income to our region. Construction has seen moderate growth, with the value of building approvals in both residential and non-residential sectors declining slightly over the past decade. This will be a key industry for population growth.

Economic Development

strategy

Legacy

Moyne Shire characteristics

Research and consultation have identified the following characteristics in relation to Moyne Shire that are relevant to this Strategy:

- As noted, our agriculture and manufacturing sectors are highly interdependent. They centre around dairy farming and two major processors, Bega in Koroit and Saputo in Allansford. Other manufacturing is through the Sun Pharma pharmaceutical factory in Port Fairy. These are our tradeable sectors because they attract external money into the region.
- This creates a two-tiered economy as these larger tradeable sectors support smaller sectors that are mostly focused on service-provision for our people. Our smaller sectors include retail, construction and health services.
- The growth of tourism, specifically accommodation and food services, is also important in delivering export income to the region.
- Based on national and industry growth rates, our local economy should have grown more than it has between 2011 - 2016. Evidence in the background report implies that regional factors are inhibiting industry growth, hence our Action plan seeks to address opportunities to improve the competitiveness of the region, especially in agriculture.
- Our population growth rate has been 0.6% over the past 10 years and our forecast growth rate is 0.5% to 2031. Overall, these rates are low so we must invest thought and resources into addressing population rates.
- By 2031, the percentage of population of working age will decrease from 61% to 56%, with rises in groups under 9 years old and over 65 years old. This highlights the need for services such as child care, early education and aged care, as well as drawing attention to skills and workforce shortages over the foreseeable future. This is not an issue isolated to Moyne, and it will be best addressed on a regional level.
- Moyne and Warrnambool enjoy a symbiotic relationship. Around 2,330 of Moyne's residents work in Warrnambool, with a further 1,100 working in other shires. Geographically centred in the heart of Moyne Shire, Warrnambool City services much of the local population in terms of health, education and employment. This positions Moyne well as a rural and lifestyle option for people who are able to meet all their residential or business needs in a conveniently located, and growing, regional hub.



fast facts (2019)

16,887
residents (2018)

\$2.3 billion
output

\$913 million
gross regional product



Employment
6,380 FTE
(2018)



\$131,619
Economic value
added per employee¹



\$1.19 billion
Regional
Exports¹



65
Annual
events



2,200
Businesses
across the
shire



\$134m
Visitor economy²



330,00
visitors
per annum²



598,000
visitor
nights²



0.61%
average annual
population growth
rate last 10 years



400
Community and
cultural groups

manufacturing & agriculture

As a percentage of the local economy
manufacturing and agriculture comprise:

54% of employment

49% of economic value added

93% of exports

43% of total wages

75% of local expenditure



Major projects

- 5 operational wind farms generating enough power for 268,000 Victorian homes
- 5 approved wind farms pending construction
- Operational and approved wind farm value of \$2.7 billion
- Onshore extraction from offshore gas fields

¹ REMPLAN Economy profile 2018

² Tourism Research Australia

Local economic factors

Moyné Shire has numerous Strengths, Challenges, Risks and Opportunities and that are currently identifiable, or were identified during the formulation of this strategy. This section links these issues to the Economic Directions and highlights the multiple potential benefits of addressing the Shire's challenges by acting purposefully.

STRATEGY

STRENGTHS

- Pristine natural environment
- Stunning ocean and coastline
- Variety of housing and lifestyle options
- Strong, engaged communities

- Planning to protect natural assets while promoting sustainable development
- Variable land valuations across the Shire
- Land availability and activation
- Decline in working age demographic
- Reducing regulatory impediments
- Loss of services in communities without growth
- High cost of infrastructure maintenance and investment

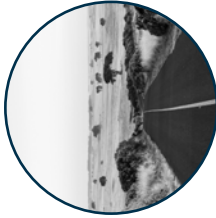
- Proximity to variety and quality of road, rail and sea port networks
- Road connections to markets and major regional population centres
- International tourism assets
- Renowned brand of Port Fairy and Shire-wide events calendar

- Land, soils, wind, weather and rainfall
- Internationally significant dairy industry
- Access to water and wastewater streams
- State-wide electricity distribution network runs through the Shire (500kv)
- Growing renewable energy investment
- Ocean and coastline
- Natural gas resources
- Tourism and the arts

People & Place



Attracting investment



Major local industry



CHALLENGES & RISKS

- Maintaining roads to fit-for-purpose standards
- Need to upgrade arterial road network for heavy vehicles
- There is no clear brand for Moyné Shire
- Balancing regulation with activation and investment
- Workforce and skills shortages and demographic gaps

- Efficient utilisation of ground water rights
- Lack of exposure to global markets
- Some wastewater systems at capacity
- Promoting and leveraging long-term industry benefits to the community
- Council capacity to deliver projects
- Agricultural land encroachment
- High levels of dairy industry concentration reduces economic resilience
- Utility infrastructure restricting industry growth capacity
- Unplanned industrial land availability
- Dependence on Federal and State Government policy

OPPORTUNITIES

- Protect and enhance natural assets and environment
 - Promote options for home-based businesses and e-workers
 - Leverage underutilised housing stock and increase residential land supply
 - Improve telecommunications, digital and data assets
- Reduce regulation and cost of doing business
 - Promote Moyné's geographic advantages
 - Build on underdeveloped tourism, including cultural tourism
 - Increase yield from people travelling through region
 - Develop energy competitive advantages for region
 - Support community to sustainably deliver events calendar

- Enhanced land management for intensive agriculture
- Embrace telecommunication and data technology
- Upgrade wastewater management utilising innovative technology
- Leverage service opportunities for major industries
- Collaboration between industry sectors to develop energy efficiency initiatives

STRATEGY



Role of Moyne Shire Council

STRENGTHS

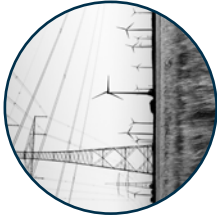
- Engaged communities and natural advantages
- MSC land and building assets
- Willingness and readiness of MSC to undertake this Strategy and Action Plan

CHALLENGES & RISKS

- Perception of being Port Fairy-centric
- Business groups and networks are overly dependent on Council and do not develop internal capability
- Activating formal business groups

OPPORTUNITIES

- Increase Council capacity to build leadership in economic development
- Reduce regulation and land use planning
- Promote the Shire as 'open for business' and welcome entrepreneurial, innovative approaches



Sustainability

- Environment groups and engaged community protecting wildlife and environment
- Mobilised community groups promoting climate action
- Regional interest in renewable energy industries
- Existing local uptake of energy efficiency and other innovative business models
- Community groups seeking to protect peaceful lifestyle of towns

- Changing climate conditions impact farming
- Climate conditions impact coastline assets
- Impact of wind farms on social and community wellbeing of surrounding townships
- Lack of innovation in farming
- Risk of inaction means Council may miss opportunities to demonstrate leadership

- Become known as a region of environmental excellence
- Attract millennials and others with shared values
- Increase competitive advantage
- Reduce operational costs
- Incentivise innovation through procurement systems



Together as a region

- Strong links to Warrnambool
- Existing relationships and co-projects across the region

- High usage and reliance of Warrnambool based services
- Ageing infrastructure
- Council capacity for regional leadership in economic development
- Lack of regional identity

- Increase service industries in Moyne
- Activate Council assets for economic activities
- Strengthen links to GSC councils to support regional economic development and shared services
- Advocate at a regional and state level to achieve shared goals

Development of the strategy

Council's previous Economic Development Strategy was in place from 2010-2016 and was a shared document with Warrnambool City Council. Many of its recommended actions have been partially or fully completed. This, combined with the release of fresh ABS data in 2016 and Warrnambool releasing a 2040 Strategy in 2018, has created an ideal opportunity for a new, individual strategy for Moyne.

This project has been supported by the Victorian State Government's Regional Jobs and Infrastructure Fund. SED Advisory prepared the Background Report, facilitated a consultation program and authored this Strategy. Council built on this by preparing the accompanying Action Plan.

Step 1: Background

- Research and analysis of available data and relevant regional strategies, policies and other papers
- Completion of a [Background Report](#).

Step 2: Engagement and consultation

This stage involved gathering input from:

- 92 business owners and community members who attended consultation sessions
- 44 phone or face-to-face interviews conducted with business and industry representatives
- 236 responses to a community survey and 103 responses to a tourism survey
- Findings of the consultation stage validated some previously held beliefs or findings around economic development in the Shire, and the values and aspirations of the people who live and work here. Importantly, it has also presented new information about the local economy and ideas on how we can achieve our goals.

Step 3: The Strategy and Action Plan

With evidence and findings from steps one and two, the Strategy was written with a framework of six economic directions to address Moyne's key economic conditions, for now and the future.

- This is a 10 year Strategy, to be reviewed every 5 years
- The Action Plan is a 5 year plan, to be reviewed annually
- To begin implementing the Strategy, some actions are set for Year One
- The Strategy and Action Plan will be managed by Council and governed by the CEO and an ongoing Project Control Group
- Specific actions and tasks will be the responsibility of relevant departments across the whole of Council.

Principles for applying the strategy

These principles inform how the Strategy will be applied. They act as rules to guide Council's decision making around economic development matters. When considering new economic initiatives in Moyne, Council should assess if they meet one or some of the following principles:

- Competitive advantages are fostered to support business development, innovation and market growth.
- Innovation and diversification, specifically of tourism and agriculture, is supported in ways that promote and safeguard the region as a world class destination and food and fibre region.

- Economic growth will not be detrimental to the Shire's natural or built assets; for example our rich agricultural land, coastlines, heritage characteristics of towns and community cohesion. Protecting existing assets is vital for long-term sustainable economic development.
- Business and community are key to supporting and promoting Moyne as a place to live, work, visit and invest and are valued partners in the implementation of the Strategy.
- The health and wellbeing of all community members and improved liveability of our towns through planning, advocacy and provision of appropriate services and facilities, remain high priorities.

Diversifying businesses can increase revenue and stability of income, build flexibility into business systems and help owners respond to new market opportunities. Dundonnell landowners Bill and Karen Blackmore have added wind turbines to their farming property.



sustainable
diverse
inspiring

Economic Directions

The Economic Directions formulated as part of the strategy respond to specific economic, community and social issues within the shire. This section outlines these issues that each of the Economic Directions seeks to address.

1

People and place

The people of Moyne bring capability through their skills, capital, endeavour and character. They do so in many forms - as residents, visitors, employees, leaders or investors.

Increasing the region's population will increase the Shire's capital and provide the basis from which future economic outcomes are delivered. Projecting and planning for this will assist in infrastructure and services planning.


Safeguarding the unique qualities of townships is important to our residents. This includes the natural and built environment, culture and community spirit. The details in these characteristics set Moyne apart from other places.

Sustainable working age population

- Working age population is critical as it determines if there are enough people to support employment and skills demand. It's also a pointer towards future needs for aged and child care.
- With low unemployment (2.3%) and a decline in the working age population as a percentage of total population (currently 61.1% reducing to 56% in 2031), it's likely that Moyne will experience acute skills and staffing shortages, alongside increased demand for child and aged care services. These are regional trends faced by each of the Great South Coast municipalities.
- Shortages can be managed through importing labour into the region, combined with suitable planning to accommodate people. There may also be local solutions to workforce issues.

Uniqueness of the Shire's communities

- People and population are key for economic development. Current population increases are focused around Cudjee, Koroit, Mortlake and Port Fairy, but elsewhere in the Shire populations are declining.
- The challenge is to ensure services and facilities stay intact, that local shops are operating and community groups are empowered to deliver arts, sports and other activities.
- To encourage people to move to Moyne, there is a need to inform and target people about the work, education, housing and lifestyle opportunities for all family members.
- While population attraction is best addressed on a regional level, we can nevertheless build on each community's unique advantages to showcase our towns' individual characteristics.
- Appropriate town planning and zoning is important to support this.



Moyne Shire is committed to ensuring our towns are vibrant and well serviced places to live and visit. This includes maintaining streetscapes, retail areas, parks and tracks, like the Port Fairy-Koroit-Warrnambool rail trail.

2

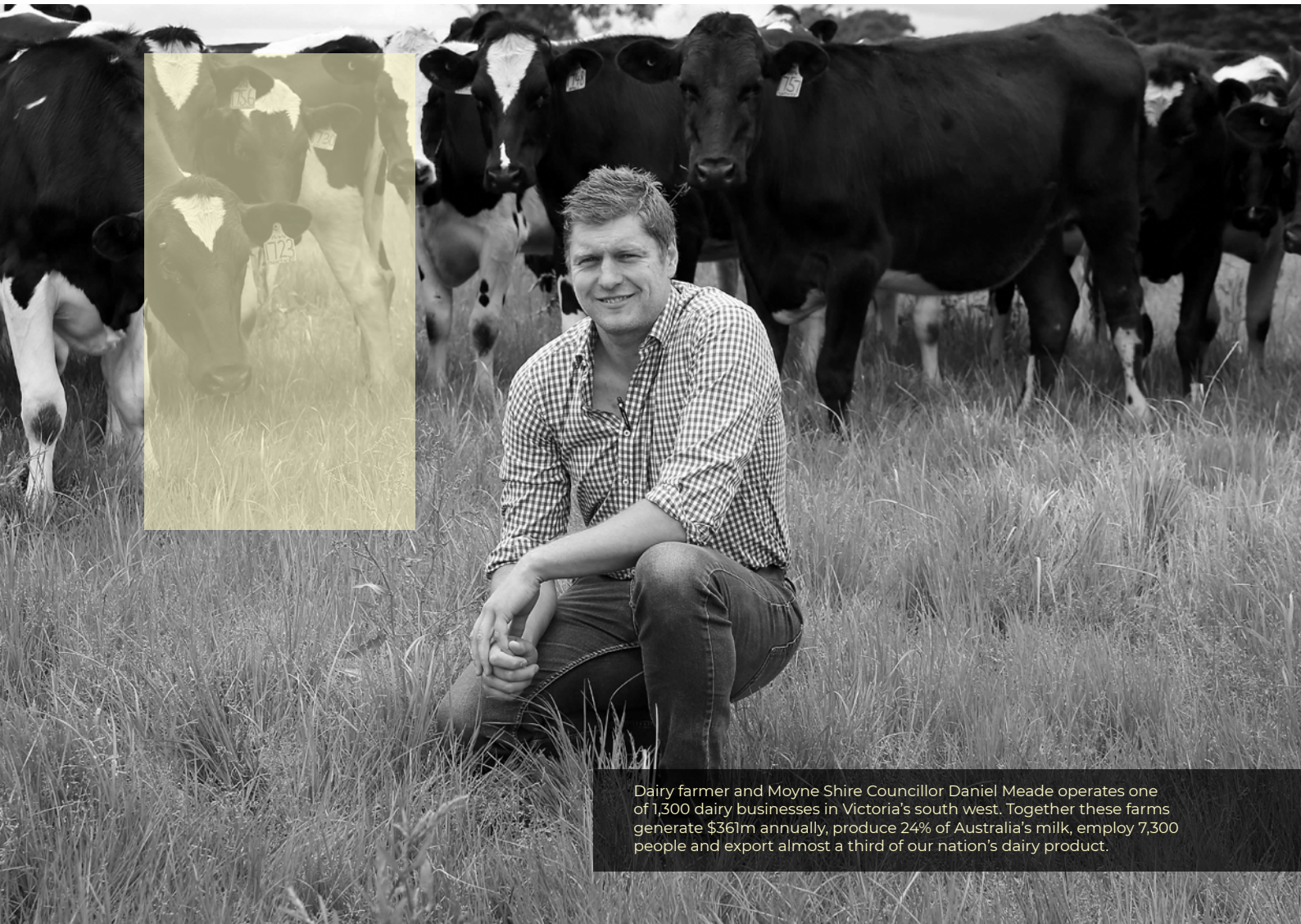
Attracting investment

Investment of capital is critical to grow Moyne's economic assets. Attracting investment across multiple sectors creates a more diverse economy which in turn increases economic resilience and employment opportunities.

We will create an environment whereby Moyne is more competitive and attractive for investment. Our focus here is two-fold; to attract external investors and enable continued investment by those businesses which are already working on or with local land, buildings, commercial enterprises, people and technologies.

Moyne can leverage major regional industries by:

- Building on, utilising and showcasing existing assets, products and services of the Shire.
- Removing impediments to investment through effective land use planning and provision of industrial land.
- Encouraging an open for business culture and concierge-type model within Council.
- Supporting business confidence to seek new opportunities such as:
 - Value adding services as farms become larger
 - Facilitating and encouraging population movement to towns to support larger farms, industry, energy and other new business.
- Advocating to address infrastructure gaps including wastewater, power, housing, telecommunications and transport.



Dairy farmer and Moyne Shire Councillor Daniel Meade operates one of 1,300 dairy businesses in Victoria's south west. Together these farms generate \$361m annually, produce 24% of Australia's milk, employ 7,300 people and export almost a third of our nation's dairy product.

3

Major local industries

Moyne's economy is home to major industries. The area provides competitive advantages for key industries such as agriculture, manufacturing, energy production and tourism.

Global industries exporting outside the LGA create economic value and support the remainder of the local economy.

This economic direction links the Shire's competitive advantages to potential sector growth. It seeks to identify economic platforms that leverage our existing tourism and energy assets to create the environment for current and future industrial sector development.

Further, it seeks growth opportunities through increasing the competitiveness of existing industries.

Strong agriculture and manufacturing sectors

- They directly employ 54% of the workforce and are responsible for 48% of economic value added and 93% of regional exports.
- These sectors create value to other sectors of the economy through employment and direct use of their value chains.
- The growth of these sectors, therefore, leads to growth in the broader economy.

Strong potential for other sectors

- Opportunities are emerging for tourism and renewable energy to generate greater economic benefit.
- In addition to these, opportunities exist to create and grow other sectors that benefit from being in the Shire, notably in health, aged and child care in our larger towns.
- Long-term planning and linking of water assets can underpin future growth opportunities in higher value agricultural production.

Tourism assets

- Food, natural landscapes and wildlife, Indigenous sites, arts and events are key tourism assets for our region.
- Our location is central to six significant destinations: the Twelve Apostles, the Bay of Islands, Cape Otway, Budj Bim, Tower Hill and The Grampians.
- Koroit, Macarthur and Port Fairy are very closely located near two key 'hero product' Indigenous sites, Budj Bim and Tower Hill.
- Port Fairy and Macarthur have the existing infrastructure to support the necessary product experience for Budj Bim's likely target market.

Strategic benefits for energy production which can be developed:

- Proximity to Portland, which uses 25% of Victoria's electricity.
- Access to natural resources for wind, hydro, wave and gas energy.
- Proximity to the grid connection.
- Access to the Port of Portland and logistic networks.
- Research, development and education capability of Deakin University and SWTAFE in Warrnambool.



4

Role of Moyne Shire Council

Writing this Strategy is a key project identified in our Council Plan 2017 – 2021.

Council will provide leadership for long-term and long-lasting positive influence on economic development and the local economic development systems.

Council priorities will focus on allocation of resources that assist in delivering business and industry growth.

Council can support the economic development of the Shire in many forms, including by:

- Leveraging Council assets to create economic value.
- Pro-actively planning to support programs and strengthen the community to better manage impacts of adverse economic events, from technological change, industry structural change and seasonal and climatic impact.
- Driving and advocating economic development initiatives across the Shire and region.
- Acting to ensure the economic vision for Moyne is widely understood and supported.
- Establishing a strong business and commercial culture, identifying opportunities to increase Moyne's competitiveness.
- Supporting the development of innovation and entrepreneurship, including through its own actions and investment.
- Ensuring business groups and networks do not depend on Council resources and are able to develop their own capabilities.

5

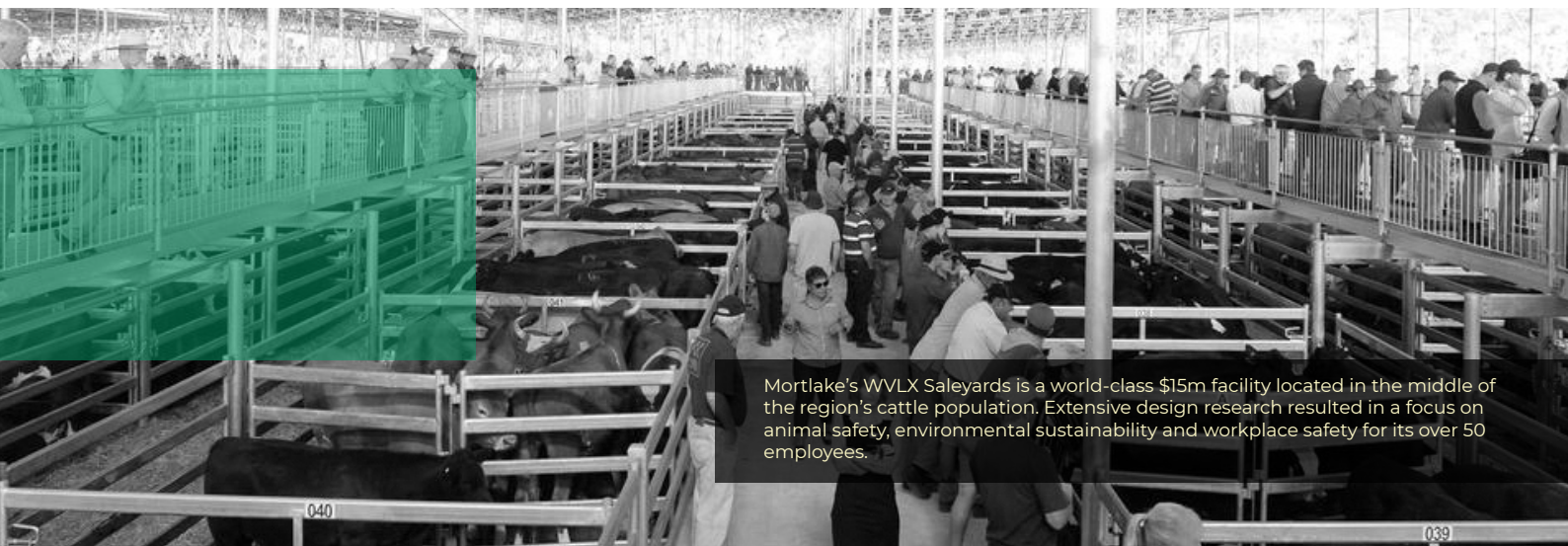
Sustainability

Our economic and environmental future relies on business and industry embracing innovative ways of entering new and global markets.

Applying creative thinking and observing global trends will help Council, business and industry operate more effectively and respond to change or crises with increased resilience.

Focusing on the future

- For almost 20 years, Moyne has been home to multi-billion dollar wind energy projects that demonstrate how technology is evolving to drive electricity prices and emissions down.
- Around Australia, increasing numbers of farmers are adopting smart ag systems to improve or streamline operations, reduce costs and increase productivity.
- Small businesses are adapting too, with online or digital solutions helping to create and market products in new ways, for new customers.
- Moyne business leaders are investigating ways to decrease costs and emissions and increase energy security for some our Shire's biggest employers.
- A desire to be more innovative, and protection of our local environment ranked as high priorities in our community survey.
- Sustainable business is both an action and an outcome, it should be embedded in the way we work to create long-lasting economic success.



Mortlake's WVXLX Saleyards is a world-class \$15m facility located in the middle of the region's cattle population. Extensive design research resulted in a focus on animal safety, environmental sustainability and workplace safety for its over 50 employees.

6

Together as a region

Working together as a region is critical to the success of Moyne's economic performance. We are stronger together.

Moyne is surrounded by a range of assets, across the Great South Coast region and into the Grampians, which can help to grow our economy. By grasping the economic levers for regional opportunities, we can experience greater value, jobs and population.

We understand that the best economic outcomes involve cooperation and collaboration with our neighbours.

We do not function in isolation from our region

- Moyne has a key role to play in supporting the Great South Coast Group's priorities including tourism, highway duplication, digital education, workforce shortages and the Regional Cultural Strategy.
- Our region possesses internationally recognised and significant industries that are part of national and global supply chains.

Key industries on our boundaries are nationally and internationally significant

- Large regional presence of dairy, beef and aquaculture sectors.
- World renowned tourism destination of the Great Ocean Road.
- Our region is a net contributor to Victoria's energy supply.

People move between our regional boundaries

- More than 40% of Moyne residents work outside the Shire.
- 65% of people who work in Moyne live outside the Shire.
- Visitors move through neighbouring municipalities to our Shire; however, for most visitors Moyne is their destination.
- The region is experiencing, and will continue to experience, skills and workforce shortages.

Infrastructure

- Some of Moyne's network of townships depends on Warrnambool and regional institutions for some health and education services, water, roads, transport and other key infrastructure.
- Opportunities exist for municipalities to use common infrastructures and shared service models.



Basalt Wines in Killarney is a small vineyard of award-winning Reising, Pinot Noir and Tempranillo. This former potato farm has adopted a minimal intervention approach to their wine making.

sustainable **diverse** inspiring



Moyne Shire manages seven caravan parks offering a wide range of visitor experiences in stunning coastal and village locations. Tourism here is a \$134m sector employing an estimated 400 people across accommodation, food, retail and other hospitality roles.

Economic Development

action

n p l a n

Action Plan

This Action Plan is for the 5-year period from 2019-2024. It will be reviewed annually to ensure we accurately track our progress, while providing flexibility to address emerging challenges and new opportunities. Please visit www.moyne.vic.gov.au for any updated versions.

This plan has been developed with a whole-of-council approach in mind. Actions will be achieved in collaboration with key local and regional partners, in business, community and government.

This project has been supported by the Victorian State Government's Regional Jobs and Infrastructure Fund. SED Advisory prepared the [background report](#), facilitated a consultation program and, importantly, authored this Strategy. Council built on this by preparing the accompanying Action Plan.

Actions are collated under six key economic directions:

1. People and place
2. Attracting investment
3. Major local industries
4. Role of Moyne Shire Council
5. Sustainability
6. Together as a region

Actions have been allocated the following priorities

High Year 1	To commence and/or completed in 2019-20
High	Undertaken in 2-3 years
Medium	Undertaken in 3-4 years
Low	Undertaken in 4-5 years

Year 1 actions have been prioritised based on their intended impact or benefit, combined with Council's capacity to achieve the tasks involved.

Council has also developed a detailed operational plan to manage and track these actions.

Actions in this plan align with the following state, regional and local plans and policies.

- Budj Bim Master Plan
- East Beach Master Plan
- Great Ocean Road Country; Our Plan
- Great South Coast Creative Industry Strategy
- Great South Coast Food/Fibre Strategy/Action Plan
- Great South Coast Regional Growth Plan
- Great South Coast Regional Partnership
- Moyne Shire Council Emissions Reduction Policy
- Moyne Shire Council Plan
- Moyne Shire Planning Scheme
- Port Fairy Coastal and Structure Plan
- Port of Port Fairy Master Plan
- Regional Jobs and Infrastructure Fund
- Great South Coast Regional Partnerships Priorities and Outcomes
- Shipwreck Coast Master Plan
- Strategic Master Plan for the Great Ocean Road Region Visitor Economy
- Victorian Renewable Energy Target
- Victorian Skills Commissioner, Regional Skills Demand Profile for the Great South Coast
- WestVic Dairy Strategic Plan

This plan features a few regular acronyms:

GORRT Great Ocean Road Regional Tourism

GSC Great South Coast

LGA Local Government Area



Economic Direction 1: People and place

Low population growth in our region will create skills and workforce gaps as our working age population decreases over the next decade. Attracting people to specific industries will ensure the sustainability of those industries and our small communities. Thriving local economies stem from strong communities of happy, healthy, empowered people. Council understands the importance of maintaining the character, services and vibrancy of our towns to ensure they are enjoyable places to live, as well as being successful contributors to a shared local economy.

Outcomes

- Population and employment growth more widely dispersed across the Shire's towns
- Improved regional human and social capital, with access to locally relevant education and career pathways
- Increase workforce participation above 62%
- Growth in building approvals and new business entries.

Objective	Action	Priority	Implementation
Create the conditions for and actively support population and skills attraction	Develop branding for Moyne Shire that encapsulates the strengths of our people and our place, to attract population	HIGH YEAR 1	<ul style="list-style-type: none"> • Design print and digital materials to promote Moyne as an attractive place to live, work, visit and invest in
	Support initiatives that provide incentives for population migration to the Shire and the region	HIGH YEAR 1	<ul style="list-style-type: none"> • Support the Designated Area Migration Agreement (DAMA) initiative being rolled out across the Great South Coast • When suitable, roll out a Great South Coast (GSC) Economic Migration Program in Moyne • Investigate local solutions to workforce gaps by exploring possibilities for people in semi-retirement, seasonal, casual or other employment
	Proactively seek to open up more residential land across towns equipped with support services	HIGH YEAR 1	<ul style="list-style-type: none"> • Identify and promote sustainable release of residential lots to market across the Shire to meet current and future long-term residential demand • Meet with major landowners to understand their intention and/or readiness to develop or sell land • Collaborate with the Victorian Planning Authority (VPA) and GSC on residential projects
Support and enhance the Shire's network of towns and communities	Complete the Shire's Community Vision and Community Plan, ensuring clear directions for key towns throughout the Shire	HIGH YEAR 1	<ul style="list-style-type: none"> • Prepare a Community Vision and Community Plan • Continue implementation of the Rural Housing and Settlement Strategy
	Advocate to VicRoads to divert heavy vehicles away from the main street of Koroit to enhance safety, comfort and village characteristics for locals and tourists alike	HIGH YEAR 1	<ul style="list-style-type: none"> • Work with VicRoads and industry to divert heavy vehicles from the main street where possible
	Address water, sewerage and wastewater needs to service towns and accommodate residential and commercial growth	High	<ul style="list-style-type: none"> • Advocate to Wannon Water for provision of sewerage facilities in Cudgee, Kirkstall, Mailors Flat, Macarthur, Panmure and other identified locations • Work with Wannon Water's Integrated Water Management Team to explore options for localised treatment plants at appropriate sites • Adopt the Domestic Wastewater Management Plan • Advocate to Wannon Water to upgrade the taste quality of Port Fairy drinking water
	Address stormwater needs to accommodate residential and commercial growth in our towns	High	<ul style="list-style-type: none"> • Implement the Koroit Stormwater Strategy

Objective	Action	Priority	Implementation
	Update structure and/or precinct plans for major townships	Medium	<ul style="list-style-type: none"> Complete the Koroit Structure Plan, Cudjee Structure Plan and Port Fairy Coastal and Structure Plan and undertake other plans as required
	Advocate for the provision and growth of services within the Shire to enhance liveability, support forecast future population demand and create employment opportunities	Medium	<ul style="list-style-type: none"> Encourage development of aged care and early childhood centres Support the development and implementation of Moyne Health Services and the Masterplan for Terang and Mortlake Health Services Advocate for the re-establishment of health services in Hawkesdale Advocate for improved public transport network for Moyne Shire
	Help community groups deliver place-making projects designed to invigorate local spaces	Medium	<ul style="list-style-type: none"> Provide assistance or funding to community groups to develop and deliver place-based ideas that utilise spaces or connect people to places in new ways, attract visitors, generate interest and/or showcase local talent in the area
Better understand and advocate for jobs of the future.	Participate in, and support research on employment gaps and jobs of the future in Moyne and the GSC	High	<ul style="list-style-type: none"> Support the recommendations of the Victorian Skills Commissioner's 2018 Regional Skills Demand Profile for our region Participate in and promote relevant new research
	Foster a learning community through continued support for workplace skills and knowledge development	Medium	<ul style="list-style-type: none"> Advocate for courses that assist in professionalising or meeting the future needs of agriculture and other industry at South West TAFE, Deakin University and other education providers Continue to support the Future Leaders and Beyond the Bell programs Actively support workforce initiatives in the Great South Coast Food and Fibre Strategy
	Council adopts a leadership role in promoting local government as a career path	Low	<ul style="list-style-type: none"> Deliver a campaign about jobs and career pathways in local government, highlighting high-demand fields Improve Council's trainee and apprenticeship program by including work experience or other industry placements
Lead research into regional accommodation issues.	Review housing and other accommodation stock in relation to how seasonal and major projects and online accommodation booking channels (like Airbnb) potentially impact future demand for short and long-term rentals	Medium	<ul style="list-style-type: none"> Seek VPA and GSC support for a regional review of housing and accommodation stock and future demand



Since 1977, Earth and Water Technologies has delivered civil works projects across western Victoria with a keenness for trialling and adopting new technology, including GPS for precision and efficiency.

place
people

Economic Direction 2: Attracting Investment

Moyne is open for business. By making it easier for people to invest and grow local businesses we can help create a vibrant culture of economic development. We seek to energise a sustainable local economy to participate and compete more effectively on national and international levels.

Outcomes

- Reduced regulation and lower costs of doing business
- Increased economic and construction activity
- Increase working age population above 62%
- Increase in new business entries
- Increased workforce participation
- Increased economic diversity and resilience.

Objective	Action	Priority	Implementation
Create a culture where investment is proactively welcomed.	Create investment collateral to attract private and public capital into the region	HIGH YEAR 1	<ul style="list-style-type: none"> • Develop and promote whole-of-Shire investment prospectus material • Develop and promote agriculture investment prospectus material, including opportunities identified in the GSC Food and Fibre Strategy • Develop a toolkit for prospective buyers of businesses or those establishing businesses in our smaller towns to demonstrate how Council facilitates economic development
	Promote existing business and commercial opportunities in Moyne Shire	HIGH YEAR 1	<ul style="list-style-type: none"> • Develop a web page and/or campaign to promote businesses and homes for sale, and feature jobs, in Moyne Shire • Engage with real estate agents to understand local market trends
	Investigate alternative forms of finance models for new or innovative business ideas and to support community infrastructure projects that enhance liveability and population attraction	High	<ul style="list-style-type: none"> • Establish a fund to provide grants for small to medium businesses and start-ups in Moyne • Investigate financial models such as social capital bonds and public-private partnerships
Utilise land use planning, zoning and regulations to encourage investment.	Review and refine current planning practices and regulations with a specific aim of reducing the time and costs associated with land use planning and development	High	<ul style="list-style-type: none"> • Review and refine planning processes to more efficiently address business or industry needs • Improve regulatory approval processes by completing the state government's Better Approvals Project • Provide input into state-led planning improvement processes to streamline permit requirements for agriculture, business and industry
	Manage residential encroachment on existing agricultural land	High	<ul style="list-style-type: none"> • Complete implementation of the Rural Housing and Settlement Strategy
Complete a Shire-wide industrial land review.	Ensure sufficient and appropriate industrial land supply	High	<ul style="list-style-type: none"> • Meet with major landowners to understand their intention and/or readiness to develop or sell land appropriate for industrial use • Complete the review of opportunities to develop industrial land in and around Koroit, Mortlake and Port Fairy • Investigate opportunities for the development of green energy industrial precincts



open for business

Mac's Hotel has been an important part of the Mortlake community since 1859. New owners Jodie and Richard Beeck lovingly restored the pub, increased their local supplier base and reopened the original accommodation.

Economic Direction 3: Major Local Industries

This section explores our three key industries of agriculture, tourism and renewable energy. These three sectors, and their related industries, employ the majority of our people, attract the highest levels of capital investment and present big opportunities for Council to positively influence economic growth.

Outcomes

- Sustained economic growth in average income across the Shire
- Increase direct and downstream employment opportunities
- Growth in capital investment and infrastructure development
- Enhanced water-based assets
- Growth in visitation rates and spend.

Agriculture

Agricultural land in Moyne benefits from good soils, high rainfall, access to groundwater and an established freight network. Moyne has an internationally significant dairy industry underpinning a diverse food and fibre economy. The sector is challenged to operate in an adaptive environment subject to global market pressures and a changing climate.

Objective	Action	Priority	Implementation
Support the dairy sector and its value chain to improve competitiveness	Advocate for sector wide improvements	HIGH YEAR 1	<ul style="list-style-type: none"> • Support funding of recommendations in the Barwon South West Regional Supply Chain Study • Support the upgrade of the Warrnambool wastewater treatment plant to allow the continued growth of the dairy processing capability of the region • Pursue upgrades from Single Wire Earth Return (SWER) power lines to 3-phase power • Support recommendations of the Victoria Dairy Industries Skills review, specifically those relating to the region's industry and supply chain needs
	Facilitate development of dairy processors	High	<ul style="list-style-type: none"> • Initiate the introduction of Special Use Zones (SUZ) to support industry to expand • Protect opportunities for the expansion of the Bega processing plant and allied activities in Koroit • Investigate planning controls to define the buffer area for the Koroit Bega processing plant in the Moyne Planning Scheme • Collaborate with EPA and Wannon Water to facilitate the wastewater management requirements and demands for on and off site treatment of wastewater • Assist dairy processing plants to prepare masterplans for site developments and plant upgrades to address industrial, market and legislative requirements • Support value adding to dairy processing plants including manufacturing, transport and associated trades growth, in and adjacent to Koroit and Allansford
	Reduce cost and regulation barriers of doing dairy business	High	<ul style="list-style-type: none"> • Work across GSC to improve transport permitting requirements for heavy vehicles by establishing consistent processes and advocate for the gazetting of the regional dairy roads network
Support the expansion and development of fisheries and aquaculture, harnessing Moyne's coastal attributes.	Explore potential to expand aquaculture in the coastal and estuarine zones of the Shire	High	<ul style="list-style-type: none"> • Support infrastructure investment in the Port of Port Fairy and recreational fishing assets of the Shire to support growth of ocean and riverine fishing • Investigate how to capitalise and grow returns from seasonal tuna fishing • Value add to the local catch by encouraging industrial processing of fish caught locally • Support infrastructure and access to ocean water to support aquaculture
Further develop the region's water assets and water trading systems	In conjunction with Southern Rural Water and Wannon Water, develop water assets and distribution to encourage investment in new food and fibre production and intensive agriculture	Medium	<ul style="list-style-type: none"> • Work with Wannon Water to seek upgrade to the Warrnambool wastewater treatment plant that enables water to be recycled and used for food production • Support GSC Food & Fibre pillar in advocating to Southern Rural Water to free up trading of water entitlements in order to improve productive capacity of agriculture in the Shire • Identify potential sites for future growth of intensive agriculture across the Shire and incorporate into planning schemes

Objective	Action	Priority	Implementation
Support the implementation of the GSC Food and Fibre Action Plan	Advocate to State and Federal Governments to achieve the goals of the Food and Fibre Action plan, by funding opportunities specific to Moyne Shire	Medium	<ul style="list-style-type: none"> Pursue identified farming opportunities in Moyne Promote the locational advantages of Mortlake as an agricultural processing and transport node for south west Victoria Actively engage in and sponsor agricultural awards in the region Through land use planning, facilitate development of allied agricultural businesses and trades
	Undertake a detailed agricultural business survey	Low	<ul style="list-style-type: none"> Complete survey to develop a Moyne agricultural enterprise database and to foster links within and between sectors
	Support boutique food production building on local strengths	Low	<ul style="list-style-type: none"> Liaise with Agriculture Victoria to develop guidelines to assist people in preparing evidence-based farm management plans
Facilitate the sustainable protection and development of significant stone resources in the Shire	Ensure value adding to local industry and agriculture by providing sustainable access to and protecting known quarry resources	Medium	<ul style="list-style-type: none"> Use land use planning to protect, manage and promote existing quarries and known resources Provide access to stone resources for infrastructure, agriculture and industrial processing of stone product
	Work with State Government to identify and protect stone resources	Low	<ul style="list-style-type: none"> Participate in relevant regional and state-wide quarry resource planning reviews
Support sustainable forestry in Moyne	Provide for sustainable forestry practices for existing blue gum and pine plantations in the Shire's north, as well as new plantations	Low	<ul style="list-style-type: none"> Participate in strategic planning with the Greater Green Triangle, including opportunities for forestry on marginal agricultural land

local industry



The Warner family of Caravan Eggs supplies free range eggs direct to over 40 cafes, bakers and stores across Victoria. Their 4,500 chooks lay in innovative solar-automated mobile homes equipped with onboard water tanks.

Tourism

Invite the world to experience Moyne Shire and all it has to offer. Stunning natural spaces, food, Indigenous and post-colonial history, contemporary culture and friendly communities; these unique assets can be better leveraged to promote the Shire as a destination for families and others seeking a high quality visitor experience. Actions in this section are aligned with the Strategic Master Plan for the Great Ocean Road Region Visitor Economy 2015 - 2025. Specifically to increase: visitor yield, dispersal and satisfaction; investment in development; maintenance of infrastructure, and product and visitor services.

Objective	Action	Priority	Implementation
Increase visitor yield through new tourism initiatives and products	Build on an environment where events prosper and support the visitor economy	HIGH YEAR 1	<ul style="list-style-type: none"> Facilitate planning and professional development opportunities to enable sustainable event support, new event attraction and development Continue to identify opportunities for a balanced and sustainable event calendar considering seasonal, geographic and community capacities Leverage iconic events and awards that contribute to Moyne's image with destination marketing around those core events
	Increase visitor expenditure by developing new or existing products	High	<ul style="list-style-type: none"> Identify experiences and attract new business opportunities including itinerant business; options for visitation into shoulder and off-peak periods; supporting development of the proposed arts and historical precinct of Settlers Run in Mortlake and agribusiness or farm-gate products Facilitate new tour package products including heritage, food and wine, Indigenous, nature-based and walking tours and charters
	Support development of Indigenous tourism operators and products	Medium	<ul style="list-style-type: none"> Support the GOR Indigenous tourism strategy (Great Ocean Road Country; Our Plan) and Budj Bim Master Plan Pursue, with ParksVic, development of Tower Hill as a major tourism, environment and community asset, including improving access, signage, circulation and lookouts
	Build the diversity of accommodation options to meet visitor demand	Medium	<ul style="list-style-type: none"> Encourage sustainable development of accommodation near key visitor sites in Moyne Review the role and relationship of temporary accommodation in the local economy, including free camping and event camping where appropriate
	Activate our beaches, port and foreshores to enhance the visitor experience	Low	<ul style="list-style-type: none"> Support the implementation of the Shipwreck Coast Master Plan, Great Ocean Road Action Plan, Port of Port Fairy and East Beach Master Plans and other site specific master plans for coastal destinations
Enhance the visitor experience through infrastructure development	Invest in place-making, streetscape and visitor amenity improvements	High	<ul style="list-style-type: none"> Plan and provide for adequate visitor amenity at key visitor sites, including lighting, signage, public toilets, seating and bicycle racks Encourage suitable arts-based events, itinerant traders and pop-up activities to activate key locations Promote towns and sites suitable for day stays for RVs and caravans Develop new cycling and walking trails and routes to promote cycling culture as identified by community groups, and through regional trails planning and Council's Open Space Strategy
	Encourage access and diversity of travel options to and within Moyne	Medium	<ul style="list-style-type: none"> Provide adequate temporary berths at the Port of Port Fairy to promote pleasure cruising overnight stays in Moyne Actively support scenic flights and day trips from Moyne airports
	Encourage visitor geographic dispersal and length of stay	Medium	<ul style="list-style-type: none"> Develop and implement a tourism signage strategy including gateway, directional, interpretive and way finding signage to guide visitors around the Shire, influence longer stays and create more meaningful experiences Develop self-drive and walking tour experiences that move visitors around Moyne and the region Leverage and promote Mortlake's location as a stopover town

Objective	Action	Priority	Implementation
Inspire, motivate and attract visitation	Plan and deliver responsive visitor services approaches	HIGH YEAR 1	<ul style="list-style-type: none"> Continue to review and deliver visitor services that attract visitation and influence increased length of stay including through information centres, pop ups, ambassador and mobile services, kiosks and touchscreen technology
	Develop print and digital materials including promotional campaigns to identified market segments	High	<ul style="list-style-type: none"> Develop and deliver a digital tourism marketing strategy to guide consistent use of social media and other digital assets Leverage local character by sharing engaging, genuine local stories to improve how visitors connect with the region Develop print and digital materials including guides, itineraries and packages to promote touring routes, particularly west and north of the Great Ocean Road
	Capitalise on regional brand strengths and hero products	Medium	<ul style="list-style-type: none"> Continue the relationship with GORRT to attract visitation to and from hero products such as the Twelve Apostles and Budj Bim. Continue to work with GORRT on tourism brand and style guides for use by all Moyne businesses, events and community groups. Promote proximity to northern and western attractions, including regional small towns, Budj Bim, the Grampians and South Australian coastal and wine regions
Facilitate industry planning and decision making	Identify and support governance models to improve industry relationships	HIGH YEAR 1	<ul style="list-style-type: none"> Identify gaps in current tourism, business and community associations, to build connections and advocate in the best interests of our tourism community and region
	Establish, maintain and communicate tourism trends and research to positively influence and inform Moyne's tourism sector	Medium	<ul style="list-style-type: none"> Provide relevant research and data to local businesses to inform and develop the local tourism sector Undertake local collaborative research projects
	Improve industry and business skills and engagement opportunities	Medium	<ul style="list-style-type: none"> Plan and deliver an annual program of industry skills training and professional development opportunities Continue to provide business-to-business product familiarisation events



Budj Bim Cultural Landscape is of exceptional significance to the Gunditjmara people, who created aquaculture systems to farm eels about 6,600 years ago. The UNESCO World Heritage site offers experiences of a living indigenous culture, history and landscape unlike anywhere in the world.

Renewable energy

Moyne leads the way as Victoria's wind energy hub. Significant investment by global companies in renewable wind energy assisted by state investment via Victoria's Renewable Energy Target continues to see large scale projects being constructed, permitted and scoped across the Shire. Emerging benefits and challenges require Council's oversight in an emerging and changing power industry. Harnessing new technologies, managing cumulative impacts and deriving local jobs and investment as a result of targeted renewable energy development provides unique economic opportunities for Moyne and the region as a whole.

Objective	Action	Priority	Implementation
Leverage Moyne Shire's position as a centre of renewable energy production	Continue to lobby State Government to implement recommendations 8.2.1 to 8.2.7 from the 2017 Annual Report of the National Wind Farm Commissioner	HIGH YEAR 1	Advocate for the implementation of the Commissioner's recommendations, with consideration to: <ul style="list-style-type: none"> The cumulative impacts of wind farms in Moyne, including the degree of community support and proximity to townships Creating a process for approving prospecting, similar to that which exists for mining exploration Introducing an approval system that verifies evidence of community engagement with land owners and affected neighbours in project scoping Providing a review system of approved and nearby permits when a project has commenced, to minimise the compounding effects on residents of noise, shadow flicker and visual amenity Reviewing the use of planning scheme tools including zones and overlays to signal where it is appropriate to build and operate wind farms
	Increase information provision and communication about wind and other projects in the Shire	HIGH YEAR 1	<ul style="list-style-type: none"> Council's Community Engagement Committees continue to be effective conduits for accurate and timely information flow between the community, Council, proponents and other stakeholders about wind farm projects Improve communication, information and updates about the status of renewable energy projects in Moyne, and the broader sector, to ensure our communities are sufficiently informed Develop communications to provide pathways for job seekers and businesses to engage with renewable energy developers and contractors
	Maximise local employment and business opportunities in renewable energy projects	High	<ul style="list-style-type: none"> Increase local business engagement in wind farm construction phases and equip them to prepare for the peak-and-trough nature of wind farm construction
	Capitalise on wind farm projects while they are in-region	High	<ul style="list-style-type: none"> Advocate for secure power price reduction from wind farm operators for local residents and industry Advocate for continued funding from developers for infrastructure and other benefits for Moyne's communities and industries Where possible, harness the expertise and/or resources of visiting specialists for the benefit of local business, community and education providers
	Focus on long-term planning opportunities for the renewable energy industry, including potential use of wave, solar and hydrogen	Medium	<ul style="list-style-type: none"> Work with other GSC councils to explore hydrogen energy solutions Investigate accessing the Victorian Hydrogen Investment Program
	Share and build knowledge of wind farm issues and opportunities with other LGA's	Medium	<ul style="list-style-type: none"> Actively support a regional LGA round table within the region to share knowledge on wind farms Presentation of papers/attendance at LGA and industry forums, conferences and meetings
	Research the region's energy consumption relative to the amount of energy generated	Low	<ul style="list-style-type: none"> Support the research and demonstration of innovative renewable energy solutions

Cross-sector initiatives

In an increasingly diverse, mobile and innovative global economy opportunities exist for businesses to blend or combine ideas across industries. Finding new markets for existing products requires adaptive, flexible approaches but it results in business growth and renewed confidence that comes with trying something new.

Objective	Action	Priority	Implementation
Support cross-sector business ideas and initiatives	Develop agritourism and other opportunities for local producers to directly connect with customers	High	<ul style="list-style-type: none"> Assist local food and fibre businesses to deliver unique visitor experiences, for example farm-gate tours and tastings Hold an inaugural annual event to connect food producers with operators to increase use of local ingredients and food products in Moyne tourism, health and other services
	Support ways for the arts to collaborate with local industries and communities for economic and social wellbeing	Medium	<ul style="list-style-type: none"> Leverage the skills of the local arts community to deliver new works beyond the arts and events sectors and into agriculture, manufacturing, health and other industries Support the implementation of the Great South Coast Creative Industries Strategy
	Support all businesses to maximise access and customer experience for people with disabilities	Medium	<ul style="list-style-type: none"> Support tourism and other businesses to improve physical access, communications and customer service to meet the needs of customers with all abilities, and actively promote these businesses
	Develop wind-farm tourism products to showcase innovative renewable energy products	Low	<ul style="list-style-type: none"> In collaboration with wind farm operators, create a wind farm trail and other activities
Be informed about existing and emerging regional energy opportunities	Investigate the growing role of gas as both a lower emissions replacement for coal and as providing reliability to support growth in renewables	Medium	<ul style="list-style-type: none"> Monitor discussions on the potential lifting of the State Government's moratorium on conventional gas exploration If the moratorium is lifted on conventional gas, advocate for royalties for host landholders



Tilt Renewables started construction of the \$560m Dundonnell Wind Farm in 2018. They predict the two-year building period will directly employ 200 full time roles, with 1,500 indirect jobs and 10 ongoing jobs during its 25 year operation.

Economic Direction 4: Role of Moyne Shire Council

Council will take a key role in leading economic development initiatives across the Shire and support regional economic development initiatives. Council will act to ensure the economic vision for Moyne is widely understood and supported.

Core activities for Council include establishing a strong business and commercial culture, identifying opportunities to increase Moyne's competitiveness and supporting the development of innovation and entrepreneurship.

Outcomes

- Increase in economic diversity across the Shire
- Increased collaboration with local businesses and industry
- More responsive and efficient economic development systems
- More effective and efficient investment outcomes
- Improved economic culture.

Objective	Action	Priority	Implementation
Within our organisation and across the Shire proactively develop a culture of economic development	Promote Moyne as open for business	HIGH YEAR 1	<ul style="list-style-type: none"> • Develop branding for Moyne Shire that encapsulates the strengths of our people and place, and business opportunities • Develop a communications plan to open dialogue with businesses and provide regular social media, print media and other communications focused on business-related information • Update the Council website to promote Moyne as open for business, including providing information about procurement opportunities and current commercial property or businesses for sale • Deliver a minimum of five events to showcase local business, encourage networking and provide training opportunities
	Establish collaborative economic development business and industry forums across Council	HIGH YEAR 1	<ul style="list-style-type: none"> • Develop an Economic Development and Business Facilitation working group
	Implement and track the progress of this Strategy	HIGH YEAR 1	<ul style="list-style-type: none"> • Deliver internal workshops on economic development
	Incentivise innovative business practice in Moyne by updating Council's procurement policy	HIGH YEAR 1	<ul style="list-style-type: none"> • Strengthen clause in the Procurement Policy to encourage innovative business practice
	Continue to build and resource the role of economic development	HIGH YEAR 1	<ul style="list-style-type: none"> • Fund an ongoing full-time role at Council and provide budget to implement this Action Plan and continue to promote economic development as a priority area for Council
	Support ideas and new approaches to business and economic development projects	High	<ul style="list-style-type: none"> • Streamline Council processes to make it easier for people with a business enquiry to access the information and support they need • Support business groups and networks to develop the necessary capabilities to operate independently of Council • Start a home-based business network
	Develop a campaign to inform the community about the value of shopping local and supporting local industry and businesses	Medium	<ul style="list-style-type: none"> • Develop a 'support local' campaign

Objective	Action	Priority	Implementation
Ensure Council strategically and efficiently plans and delivers projects and services to maximise economic yield	Grow Council's entrepreneurial capability	HIGH YEAR 1	<p>Investigate ways for Council to directly engage in and grow business development, including:</p> <ul style="list-style-type: none"> Increasing cabins for short- and longer-term stays at Moyne Shire caravan parks, including Mortlake and Koroit Leveraging other Council businesses including caravan parks, Port of Port Fairy and Mount Shadwell Quarry Child and aged care Development of residential land Intensive agriculture and farm-to-plate initiatives Exploring the possibility of a dynamic, multi-use business and community hub in the Railway Place Goods Shed, Port Fairy Identifying collaborative and alternative models for community project funding via a Community Chest Feasibility Study Directing investment into renewable energy or energy storage assets to secure low-cost power for Council and communities Creating an asset map of vacant or underutilised Council buildings and spaces to identify potential entrepreneurial uses for these spaces
	Adopt a project prioritisation model and process, consistent with State Government Investment Standards, to guide how Council selects, prioritises and invests in projects that have economic benefit to the Shire	High	<ul style="list-style-type: none"> Adopt a project prioritisation model and continuous improvement to improve Council's management of economic opportunities and projects
Encourage capital investment in our town centres	Foster investment in streetscapes to support emerging retail trends that focus on development of town centres as hubs for gathering, shopping, eating and other experiences	High	<ul style="list-style-type: none"> Keep abreast of emerging retail trends Investigate creating a Façade Improvement Fund Continue to invest in street-scape infrastructure to create vibrant shopping and dining precincts Apply for State and Federal funding to provide safe, secure retail precincts



Major projects trigger indirect jobs and services across the shire including quarrying, road construction, transport, accommodation, security and catering.

Economic Direction 5: Sustainability

Sustainability is about making sure our economy is thriving. As local businesses face periods of significant change and global uncertainty, exploring and implementing sustainable practices can allow business and industry to diversify, minimise costs and reduce environmental impacts. We are committed to becoming a leader in sustainable business and industry practice and will develop a culture of best practice.

Outcomes

- Businesses are better able to cope with market and environmental changes
- Moyne Shire and the Great South Coast are increasingly known as responsible, innovative areas of clean, dynamic business activity
- Reduced operating costs for businesses and Council.

Objective	Action	Priority	Implementation
Demonstrate leadership by supporting and delivering initiatives that encourage innovation and assist businesses to be more economically and environmentally sustainable	Provide energy efficiency information, advice and support to Moyne Shire's residents, businesses and industry	HIGH YEAR 1	<ul style="list-style-type: none"> • Appoint a Moyne Energy Efficiency Officer to promote and raise awareness of sustainability, energy conservation and efficiency throughout Moyne Shire • Promote and celebrate stories of local business sustainability
	Partner with the Port Fairy Smart Energy Precinct to investigate opportunities for renewable energy sources for major local employers and community	High	<ul style="list-style-type: none"> • Support Port Fairy Smart Energy Precinct in looking at ways to reduce business costs and increase energy security for major local employers
	Encourage innovation and diversity in farming practices	Medium	<ul style="list-style-type: none"> • Investigate mapping of future agricultural commodities suitable for growing in Moyne, based on projected land capability studies and climate conditions • Engage with innovative agricultural practice by participating in the Global Table program, the Food and Fibre Council's Innovation Day and Southern Grampians Shire's Digital Innovation Smart Agriculture programs
	Offer Environmental Upgrade Finance to local businesses seeking to upgrade their energy systems	Medium	<ul style="list-style-type: none"> • Partner with Sustainable Fund Australia to roll out the Environmental Upgrade Finance program
	Build on emerging sustainability initiatives across Moyne events	Medium	<ul style="list-style-type: none"> • Implement Council's Sustainable Events Program • Investigate other programs or incentives to encourage sustainable events practices
	Support necessary coastal works to protect environmental, lifestyle and tourism assets	Medium	<ul style="list-style-type: none"> • Continue to implement the East Beach Masterplan, Port Fairy Coastal and Structure Plan and Port Fairy Climate Change Adaptation Plan • Continue coastal erosion monitoring work in Peterborough and Port Fairy
	Investigate how Council can become a more sustainable business operation	Medium	<ul style="list-style-type: none"> • Explore adoption of solar energy on Council buildings and electric vehicles for fleet replacements • Investigate low-emissions, cost-effective ways of fulfilling Council operations
	Investigate ways to promote sustainable building practice in Moyne	Medium	<ul style="list-style-type: none"> • Work with developers, designers and builders to encourage best practice in sustainable design and construction for new buildings and housing estates



sustainability

Sustainable business practice involves reducing environmental impact. At Tower Hill, it's also about ensuring steady numbers of visitors in ways that support jobs, training and development with Worn Gundidj, the social enterprise that manages the reserve.

Economic direction 6: Together as a region

Moyne is part of Great South Coast (GSC) Functional Economic Region (FER) and we have strong relationships with GSC municipalities. Most of our economic challenges and opportunities exist on a regional level and are therefore best addressed together. Business operators, customers and residents are better supported when we adopt cross-border approaches to service delivery.

Outcomes

- Improved leadership, collaboration and advocacy
- Growth in tourism visitation and expenditure above benchmarks
- Increased effectiveness and efficiency of investment
- Regional projects providing opportunities for local industry
- Growth and diversity in economy, increasing resilience.



together
as a region

Objective	Action	Priority	Implementation
Work collaboratively with regional institutions and facilities to build the economic potential of the Shire and region	Continue representation and influence at a regional level	HIGH YEAR 1	<ul style="list-style-type: none"> CEO and Mayor contribute to GSC Board, GSC Regional Partnerships, GSC Regional CEOs and GORRT to advocate to build economic potential of Moyne Shire and the region Pursue activities and works with ParksVic to better leverage the economic potential of local natural assets Advocate for Deakin University and SWTAFE. Active participation in activities that promote their existence and continued success in the region Develop support services for regional facilities such as Mortlake saleyards, Port of Portland and train and transport services Communicate about GSC activities, to keep residents and businesses aware of our role and successes on a regional level
	Pursue development of the Princes Highway western corridor between Colac and Port Fairy to improve transport of/for regional industries of dairy, timber, tourism and broader business	HIGH YEAR 1	<ul style="list-style-type: none"> Seek government funding for highway upgrades in key areas affecting business and liveability in Moyne
	Continue to work with Great Ocean Road Regional Tourism (GORRT) to integrate tourism product and leverage visitor movements throughout Moyne Shire	High	<ul style="list-style-type: none"> Develop collaborative regional and sub-regional tourism initiatives and campaigns to increase and influence visitor patterns
	Investigate shared service opportunities that leverage new technologies and provide regional scale and consistency	Medium	<ul style="list-style-type: none"> Work with GSC on implementing shared waste, IT and other services
	Support the creation of regional investment prospectus material	Medium	<ul style="list-style-type: none"> Begin discussion with GSC to develop prospectus material highlighting significant investment and growth opportunities across GSC industries
	Investigate viability of a concierge-type role that seeks to attract and facilitate local and inbound investment, including facilitating investment through planning and regulatory frameworks	Medium	<ul style="list-style-type: none"> Explore regional funding opportunities for this idea
	Advocate for an integrated procurement program for all GSC municipalities	HIGH YEAR 1	<ul style="list-style-type: none"> Begin a regional discussion for implementation of a universal regional procurement model, including a simplified regional register of preferred suppliers
	Continue support of regional entrepreneurial programs and hubs	HIGH YEAR 1	<ul style="list-style-type: none"> Continue involvement in the Ideas Place program Actively support the establishment of an entrepreneurial hub for start-ups and scale ups in our region
	Where possible, build consistency of regional planning schemes across Local Government Areas (LGA)	Low	<ul style="list-style-type: none"> Collaborate on relevant LGA planning policies

Measurement and implementation

The link from strategy to action can be assessed and implemented using the benchmarks below. Implementation can be accessed in a reliable and consistent manner and align to the outcomes sought from this Strategy. Annual reporting should be undertaken and continue to build on the evidence base for the Strategy. The benchmarks are our current indicators, from which we aim to improve and measure the success of our actions.

(tourism)	Metric	Source	Benchmark Dec 2018
	Implementation dashboard completed and monitored	Economic Development Strategy Implementation and Action Plan	
	Tourism expenditure	Tourism Research Australia - Local Government Area Profiles	> \$134 million pa > AAGR 5%
	Tourism visitation	Tourism Research Australia - Local Government Area Profiles	> 330,000 Visitors > 598,000 Nights > AAGR 5%

(population)	Metric	Source	Benchmark Dec 2018
	Population growth	3235.0 Regional Population by Age and Sex, Australia Australian Bureau of Statistics	> 0.61%, with target 1.2%
	Estimated resident population	3235.0 Regional Population by Age and Sex, Australia Australian Bureau of Statistics	> 16,887
	Working age percentage (15-64 years)	3235.0 Regional Population by Age and Sex, Australia Australian Bureau of Statistics	> 61.1%
	Participation rate	Workforce - unemployment - Small Area Labour Markets - June quarter 2018 Smoothed Unemployment Rate (%)/ABS, Cat. 3235.0, Estimated Resident Population by Age, by Local Government Area, Persons - 30 June 2017	> 57.6%

(planning)

Metric

Source

Benchmark
Dec 2018

New business approvals

8165.0 Counts of Australian Businesses, including Entries and Exits Australian Bureau of Statistics

9% growth on previous year
Less than 8% exit rate on previous year

Building approvals (residential, non-residential)

87310DO009_201809 Building Approvals, Australia, Sep 2018 Australian Bureau of Statistics

>2% AAGR in number of approval and 4.5% in value (which reflects 2% growth rate above CPI)

Metric

Source

Benchmark
Dec 2018

(employment)

Employment creation

Workforce - unemployment - Small Area Labour Markets June quarter 2018 Workforce numbers

> 9,668 people
> Population growth rate, with target rate 1.5%

Percentage of people leaving the shire for employment

2016 Census of Population and Housing, TableBuilder, 'Place of Work' and 'Place of Usual Residence' data Australian Bureau of Statistics

< 20.4% (3,341/16,794)

Income per person and number of people working

6524.055.002 - Estimates of Personal Income for Small Areas (Mean, Local Government Area, 2016) Australian Bureau of Statistics

> \$48,930 with target AAGR > 3.5% (which represents 1% above CPI)

Economic diversity /Resilience

Workforce - unemployment - Small Area Labour Markets June quarter 2018 Workforce numbers

< 54% workforce in Agriculture and Manufacturing



sustainable
diverse
inspiring

Photo credit: David Harris

For over a century Moyne Shire has staged vibrant community festivals, including the internationally renowned Port Fairy Folk Festival. Every year, local volunteers deliver about 65 traditional and contemporary events across our towns, celebrating the arts, environment, food and culture for a huge range of audiences.

MOYNE
SHIRE



Economic Development Strategy
2019 - 2029