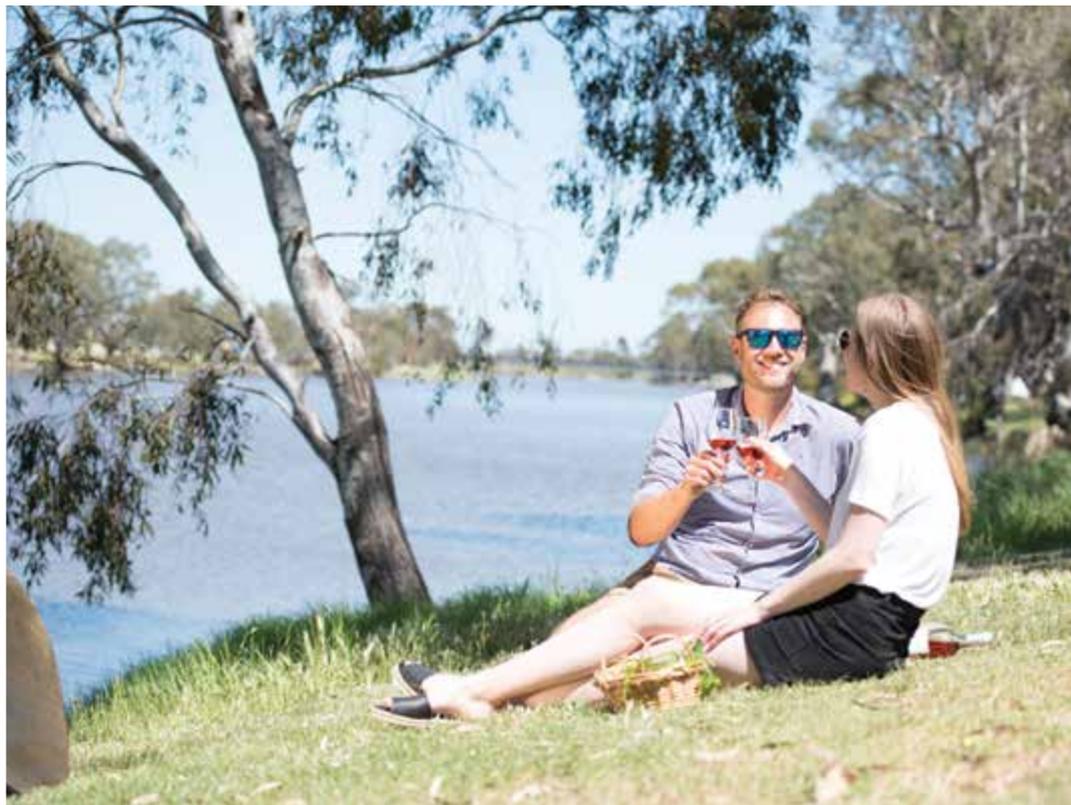


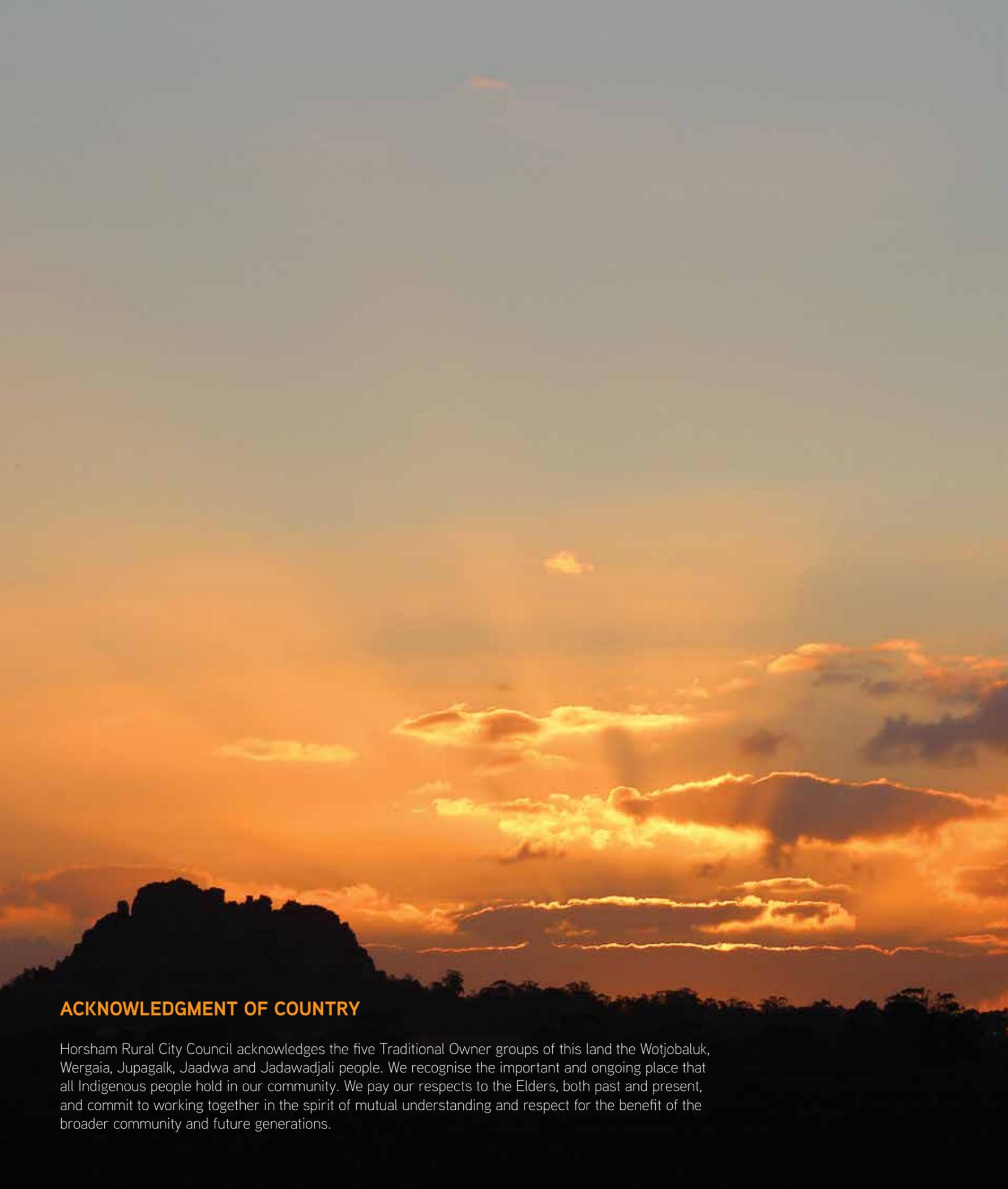
Destination Horsham

Investment Attraction Strategy & Implementation Plan

2022 onwards

**INVEST IN
HORSHAM**





ACKNOWLEDGMENT OF COUNTRY

Horsham Rural City Council acknowledges the five Traditional Owner groups of this land the Wotjobaluk, Wergaia, Jupagalk, Jaadwa and Jadawadjali people. We recognise the important and ongoing place that all Indigenous people hold in our community. We pay our respects to the Elders, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.

Contents

Vision	3
Strategic Framework	5
Stakeholder Engagement	7
Key Advantages for Horsham	11
Challenges for Horsham	13
Two Scenarios for Horsham	16
Investment Theme Snapshots	17
Investment Theme 1 – Agriculture	21
Investment Theme 2 – Renewable Energy & Sustainability	27
Investment Theme 3 – Commercial & Industrial Land Development Part 1: Commercial Land Development Part 2: Industrial Land Development	31 31 35
Investment Theme 4 – Tourism Part 1: Nature-based Tourism Part 2: Food & Wine Tourism Part 3: Cultural Tourism	43 45 47 51
Future Opportunities for Tourism	55
Implementation Plan	57

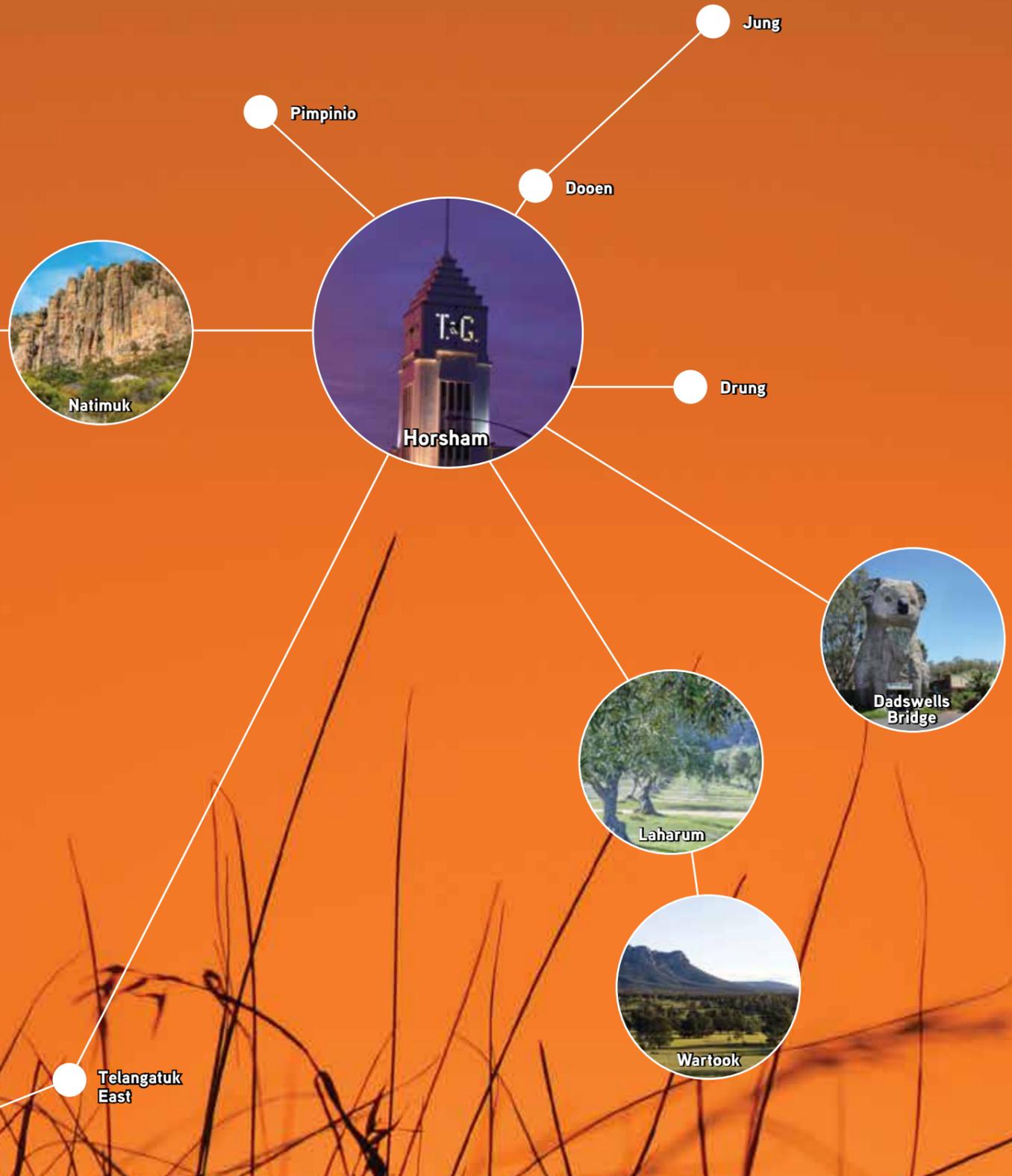
Lead by Michael Grogan and Marcus Piva, Planning Program La Trobe University in partnership with Horsham Rural City Council Investment Attraction and Growth Department, January 2022

Graphic Design: AR Graphic Design www.argraphicdesign.com.au

Images courtesy of: Horsham Rural City Council staff

Destination Horsham

The term 'destination' refers to a place for which someone or something is destined. It is both a landing place and a journey's end. Horsham, as a destination, is a place that people can call home and a location that offers experiences, products and services for the local community, visitors and businesses.



Population

Horsham has a current population of 20,018.

This is expected to grow by 3% by 2036.



Age Structure

- < 20 Years – 19%
- 20 – 39 Years – 22%
- 40 – 59 Years – 26%
- 60 – 79 Years – 21%
- > 80 Years – 6%



Household Composition

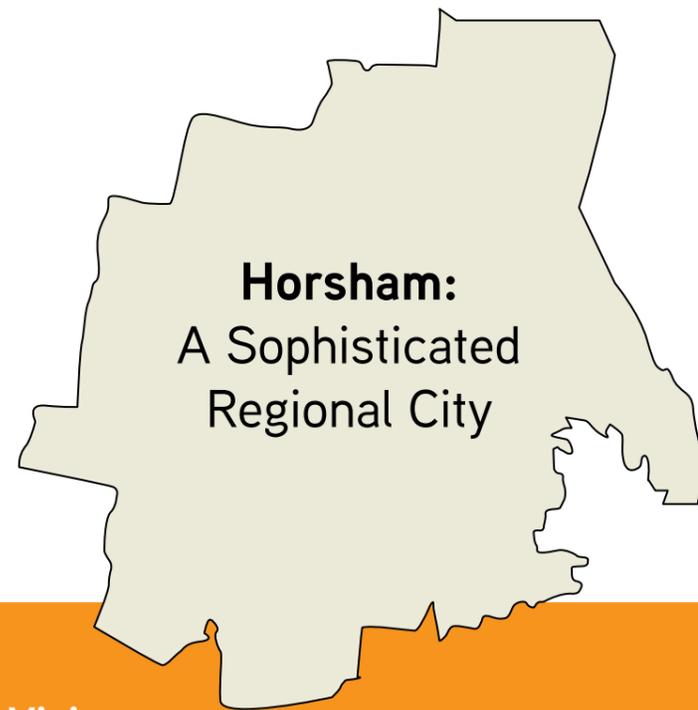
The most common household compositions are single person households (30%), couples without children (27%) & couples with children (25%).



Housing Affordability

\$339,000 – Median house price in Horsham Region between 2021 and 2022.

28.6% increase of median sales price between 2020 and 2022.

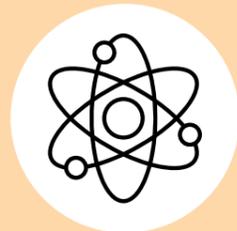


Scope and Aim of the document

This document's primary objective is to highlight the strengths of the Horsham region as an exciting regional area to live, work and invest. This document displays the value propositions of Horsham and aligns them with investment opportunities to fulfill the economic potential of the region. This will ensure Horsham can achieve our goal of becoming a sophisticated regional city. The value propositions will be represented within the four key investment themes of: agriculture, renewable energy, commercial and industrial land development, and tourism. The document also includes an implementation plan which outlines the proactive and effective actions that will be taken on the ground. This will assist with developing outcomes for the key priority areas in the region.

Our Vision

With investment in the right areas, the Horsham region has the potential to achieve the following goals and establish itself as one of the great regional cities in the country. As a sophisticated regional city, Horsham will possess the following traits:



Australia's largest and most dynamic sustainable energy region and skills centre

We will make efficient use of our large parcels of land and suitable weather conditions to become a key sustainable energy region for Australia. We will continue to offer educational pathways towards employment on solar and wind farms and become a skills centre for young adults.



A leading regional food and grain hub

We will thrive off our existing specialisation in agriculture and develop a closed regional food economy through food, wine and agritourism. This notion of self-sufficiency will ensure Horsham is a leading regional food hub in Victoria.



A zero net emissions council

We will achieve our zero net emissions goal as a council by 2050. This will provide resilience to the region and new economic opportunities.



An ecosystem for agricultural technology, education, innovation, and excellence

Currently a world leader for agricultural technology, innovation and education, we will continue our excellence in the industry and attract innovative students and farmers to the region.



A supportive and logical destination for processing and manufacturing

We will ensure investment into the processing and manufacturing industries to create a closed loop, circular economy with new infrastructure that assists economic diversification for the region.



An expansive, lucrative, and efficient export industry

We will make use of the Wimmera Intermodal Freight Terminal (WIFT) facility and continue to be an expansive, lucrative and efficient hub for exports. The region will take advantage of recent export trends and continue to upgrade transportation infrastructure, enabling an efficient export industry and help to deliver employment and diversification outcomes.



Strong recognisable brand within key markets and be renowned for its liveability and strong community values

We will continue to be an amazing place to live and become a year-round destination which is attractive for all demographics. People will recognise Horsham as a brand in key food, agriculture, wine and tourism markets and seek out products from the region.



A thriving and world renowned natural tourism destination which celebrates indigenous story telling

We will celebrate and share the voices of local Wotjobaluk, Wereguaia, Jupagulk, Jaadwa and Jadawadjali peoples through Indigenous story telling and unique cultural tourism experiences. The region will become a leader in showcasing Indigenous history and educating the public.



A vibrant and sustainable city centre which residents thrive in, and investors covet

We will transform our city centre into a vibrant hub for all people to live, work, visit and invest. The revitalised city centre will be a pedestrian focused, mixed use entertainment and retail precinct for Horsham and the wider Wimmera region, whilst establishing a strong sense of place for the region.



Diverse and affordable housing options which attract new residents

A growth management framework will deliver sensible, affordable, and diverse housing options to facilitate the relocation of students and professionals to the region. Planning policy which continues to predict, plan, and facilitate growth in the region enables Horsham to become a sophisticated regional city.

Vision within a strategic framework context

Horsham will be a compelling and sophisticated destination, with world renowned natural environments, attractions, education, and innovation. Horsham’s reputation as a great regional city will attract both visitors and investors.

This Destination Horsham document is an investment attraction and implementation plan that will aim to deliver the vision of Horsham becoming a sophisticated regional city. The plan is encouraged by the strategic objectives set out in the council strategies shown below. All of these objectives are underpinned by the key principles of community, liveability, sustainability, accessibility and

leadership as per the Horsham Rural City Council Plan 2021-2025. By achieving the themes of these strategies, Horsham will become a sophisticated regional city. Achieving what is set out in the Destination Horsham document as well as the goals and objectives of each strategy, Horsham will be able to achieve its vision and the city will benefit overall.

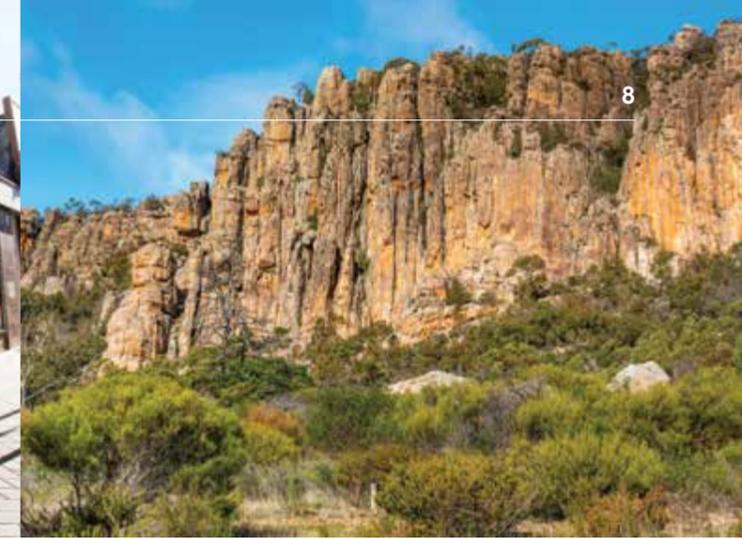


Horsham Rural City Council & Community Strategies	Strategic Themes
Council Plan (2021-2025)	Community Liveability Sustainability Accessibility Leadership
Economic Development Strategy (2017-2021)	Best Practice in Economic Development Primary Industries A Vibrant Central Activity District Public Sector Industry Destination Horsham Economic Infrastructure
Framework for Managing Growth (2013)	Settlement and Housing Infrastructure Natural Environment Economic Development and Employment Access and Movement Community Services and Facilities Sustainability
Zero Net Emissions Action Plan (2020)	Accountable Proactive Open Innovative Progressive
Urban Transport Plan (2020)	Streets for people Local Access Movement Public Transport (Inner Horsham) Parking Cycling Regional Links
Horsham South Emerging Options Plan (2020) *Consultation Phase	Growth Landscape/Heritage Community Employment

Horsham Rural City Council & Community Strategies	Strategic Themes
Open Space Strategy (2019)	Increase connectivity Redefine the Wimmera River Improve open space Enhance collaboration Invest and plan for our future Colour and green our region Recognise and celebrate culture
Social Infrastructure Framework (2020)	Flexible/Multi-purpose Infrastructure Accessible Contribute to Placemaking Community Hubs Perform as a Network Integrate Technology Financially Sustainable Delivered through Partnerships & Formal Agreements
City to River: Vision & Masterplan (2020)	Wimmera River Precinct Horsham’s Central Activities District Transport and Connectivity Sport and Recreation
Youth Strategy (2018)	Addressing service gaps Identifying opportunities for empowerment Identify and develop youth-friendly places Provide contemporary and future facing models
Early Years Plan (2019-2023)	Creating quality service and support Language, literacy, and learning Advocating for children and families
Age Friendly Communities Implementation Plan (2019-2023)	Transport Respect and Social Inclusion Housing Social Participation Outdoor Spaces and Buildings Civic Participation Community and Health Services Communications and Information



Bradbury Lane Mural, 2008.
Artist Nichola Clarke.



Stakeholder Engagement

This document has used stakeholder engagement from the local community, industry leaders and small business owners. The main document used for the local community consultation process is Horsham 2041: Community Vision. The local community consultation process was used to form the vision and set objectives within the Council Plan. Within this, economic development was identified as a key priority area and highlighted within the Horsham Rural City Council Health and Wellbeing Plan. Through discussing community consultation with key industry stakeholders, this Investment Attraction Strategy is underpinned by the community’s vision for Horsham.

Regional Migration

The broader social impacts of the COVID-19 pandemic has had a transformative effect on regional towns across the country. Migration from metropolitan areas to regional centres is at record levels, with Melbourne experiencing its largest net migration loss on record. There has been a net outflow of 17,200 residents in the year to September 2020, 25 times larger than the outflow observed the previous year.

There has also been a substantial increase in the number of young people (Ages 15-24) who have stayed within regional areas instead of moving to metropolitan areas (13% decrease in migration). This is a positive shift from a regional rejuvenation viewpoint as the loss of young people to metropolitan cities has caused historic challenges for regional workforces and industry. The driving factors for this shift revolve around the social and mental health impacts of living in a high-density urban environment during extended lockdowns. This includes a shift in personal values due to the pandemic, which is inciting people to make a tree change, coinciding with the rise of work from home opportunities.

Planning for Growth

There is significant demand for housing in Horsham due to an increased desire to relocate regionally from capital cities as a result of the COVID-19 pandemic and flexible working from home arrangements as well as the establishment of new industries within the region such as mining and renewable energy.

Strategic Planning is working on a series of land use strategies and plans to address housing demand, facilitate development, coordinate infrastructure and to provide certainty for the development industry about preferred housing outcomes. The implementation of these land use strategies and plans will see the introduction of new planning policy and direction in the Horsham Planning Scheme to enable and reinforce Council’s long-term vision for growth and development.

There is also proposed future strategic work to provide Council with strategic direction on a number of land use matters including the preferred future direction for small settlements and balancing greater tourism activity in Wartook with ongoing protection of agriculture viability and significant environmental and landscape values.

Living in Horsham

Horsham is the cultural and social capital of the Wimmera. It boasts a perfect urban rural balance with excellent employment opportunities and access to quality shopping, dining, entertainment, and recreation.

Horsham is an ideal place to raise a family, offering residents a safe, rewarding and tranquil lifestyle in a family-friendly environment with minimal commute times to work.

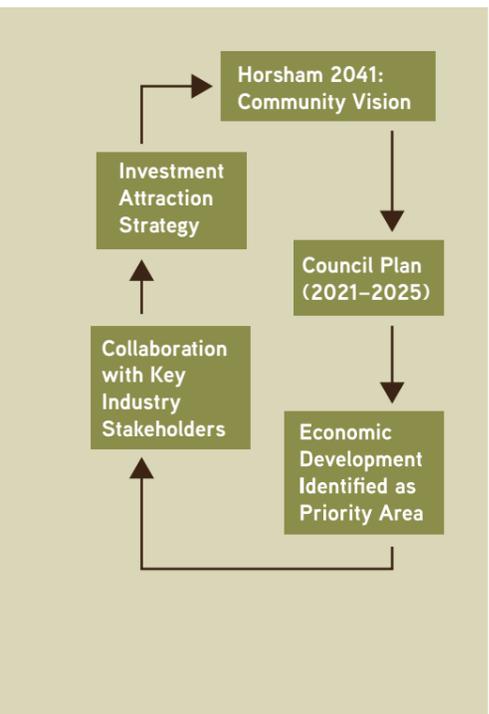
Current planning work is focusing on the development of land use throughout smaller settlements in the region, working towards providing affordable and diverse housing options which will be able to attract and house new residents. The liveability of Horsham will be further enhanced by place-based strategies. These will aim to create a high-quality urban environment for the long-term future where people feel safe, connected, and have a choice to where they live, work and play. This work ensures that Horsham continues to evolve as a liveable, resilient, and desirable place to be.

Blessed with the beautiful backdrop of the Grampians National Park, Horsham is a stunningly picturesque region with welcoming locals, a vibrant river and a relaxed lifestyle. The region possesses more than 40 parks and natural areas and has more than 50km of trails for cycling, walking or running including through the Little Desert National Park, Mount Arapiles and the Wartook Valley.

Working in Horsham

Horsham possesses a strong economy driven by key sectors including agriculture, education and training, construction, health care and social assistance.

Horsham has world class integration between industry and education. Longerenong College and Federation University showcase hands-on educational opportunities within the Wimmera region, emphasising the importance of working with local business and industry. This allows for the facilitation of skilled workers to enter the local workforce with ease.





Business Development & Engagement

Horsham Rural City Council takes a proactive, hands-on approach to support new and existing business in the region. The council works closely with the following stakeholders in order to provide the businesses with the best chance of success.

Wimmera Business Centre

The Wimmera Business Centre provides local business support and are dedicated in assisting, facilitating, and supporting new businesses and residents within the region.

The WBC accommodates a diverse range of businesses throughout its 18 spaces as well as 2 rooms for casual hire. These nurturing environments allow businesses to establish themselves with a financial buffer provided through reduced rental, subsidised utility costs and mentoring services.

Wimmera Development Association

Wimmera Development Association is the peak economic development organisation for the Wimmera Southern Mallee region – encompassing the Horsham Rural City municipality and Hindmarsh, Northern Grampians, West Wimmera and Yarriambiack shires.

Wimmera Development Association works with the community and governments to attract new investment, further develop existing business and promote the Wimmera’s sustainable development opportunities – both within and outside the region.

Wimmera Development Association is a vital link between industry and government and has a proven track record of advocating for and attracting new development to the region.

Live the Grampians Way and Shift Regional

Live the Grampians way and Shift Regional are state government campaigns which seek to assist in the marketing capabilities of destinations within the Grampians and Wimmera region. Businesses in the region can register their collaboration with the campaign and are provided with marketing support, toolkits, and will be paired with workers who are looking to move to the region. This campaign is also accessible at the individual level as people looking to live and work in the region can register and utilise the campaign as a re-location assistance program. The initiatives foundations are built on desirable regional characteristics such as reasonable property prices, access to education, healthcare, and congestion free roads as strong value proposition points for attracting new residents to regional areas.

Horsham Council’s Direct Support

Support businesses

Financial and market research support for start ups

Support business growth

Training and workshops

Retail programs (Fit for business)

Business development and enhancement opportunities

Maintain an up-to-date business database

Business newsletter

Business approvals program

Social media training

Representation at West Vic Businesses and WDA meetings

Provide tenancy at the Natimuk community centre

The role of regional cities and regional rejuvenation

Over the last 20 years, the role of regional cities has changed. Traditionally, they were a supportive framework of a single specialised industry which would be utilised to support the larger cities within the state. In more recent years, we have seen the emergence of a creative city planning approach, as well as the notion of regional rejuvenation at the forefront of the planning discussion. Regional cities are beginning to realise their point of difference, and this has led them to now look inwards and discover how they can diversify their economy and become a thriving place to live, work, visit and invest.

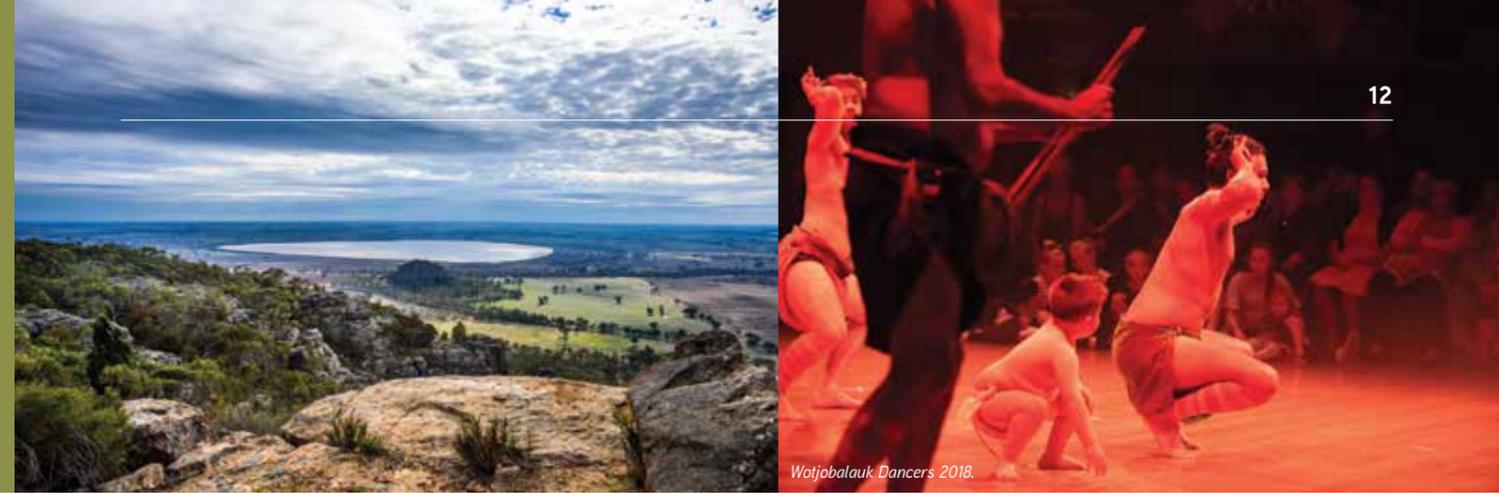


Investing in Horsham

Horsham is in prime position to diversify its local economy into new trending industries from its already established and specialised education and agriculture sectors. We have the necessary and suitable assets to diversify our economy into different sectors and industries. It is best practice economic development

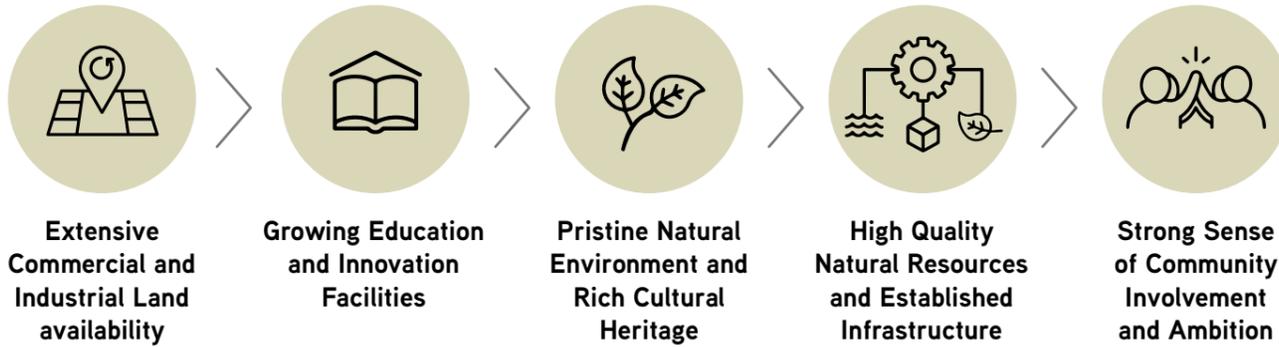
for regional cities with existing specialisation to diversify through a related pathway to grow incomes, better shock proof their established industries, and potentially create new industries.

Horsham is an investment ready region and is backed by these key drivers of economic performance.



Wotjobaluk Dancers 2018.

Competitive Advantages



Extensive Commercial and Industrial Land availability

Horsham has an extensive availability of commercial and industrial zoned vacant land which is waiting to be invested in by businesses. Various lot sizes are available at the WAL Hub at Doon, Enterprise Estate, between Golf Course and Plumpton roads in Horsham, and the Burnt Creek Industrial Estate. This blank slate of Industrial land will be supplemented by a future Commercial and Industrial Land Use Strategy that will review and refine these areas. The strategy will look for ways to diversify the local employment base and provide the opportunity for a variety of businesses to move their operations to Horsham, strengthening existing industries and assist with the emergence of a diversified economy.

Growing Education and Innovation Facilities

Horsham has a competitive advantage in agricultural education with the Agricultural College in Longerenong as well as the Horsham SmartFarm at the Grains Innovation Park. These institutions provide world-class research facilities which deliver regional, national, and international benefits in regional development and agricultural innovation. The Federation University Wimmera Campus located in Horsham provides opportunities through its TAFE programs in building and construction, electrotechnology, social sciences, horticulture, early childhood development, and nursing. These educational facilities provide a strong incentive for new businesses to invest in Horsham, as they can capitalise on the emergence of skilled individuals who have passed through these programs, as well as bolster the skills and knowledge of existing staff.

Pristine Natural Environment and Rich Cultural Heritage

The Horsham region boasts some of the world's most breathtaking natural environments. Some of these locations include the Arapiles-Tooan National Park, Wimmera River, Lake Toolondo, Lake Wartook, Grampians National Park and Little Desert National Park. Horsham is in a great position to capitalise on our natural environment by further developing our tourism amenities and marketing presence. Some of Horsham's significant natural environment sites also include the rich cultural heritage of the Wotjobaluk, Wergaia, Jupagalk, Jaadwa and Jardwadjali peoples, whose stories are expressed through a selection of cultural information sites.

High Quality Natural Resources and Established Infrastructure

Horsham and the broader Wimmera region has extensive soil types, most of which are well suited to irrigated pastures and agricultural production. Large breadths of land which is not suitable for cropping has been utilised for renewable energy production via wind and solar. Horsham is also the beneficiary of the Wimmera Mallee Pipeline. This is Australia's largest water infrastructure project worth \$688 Million. It delivers reliable water supply to farms, towns, and businesses across the Wimmera region. The region also houses significant natural mineral sand deposits, which accompanying mines will deliver large employment opportunities and revenue for the region.

Strong Sense of Community Involvement and Ambition

Horsham boasts a high level of liveability as a regional city. The Horsham community has an elevated level of influence on community and place-based projects with community engagement processes being at the centre of Council strategies, plans and developments.

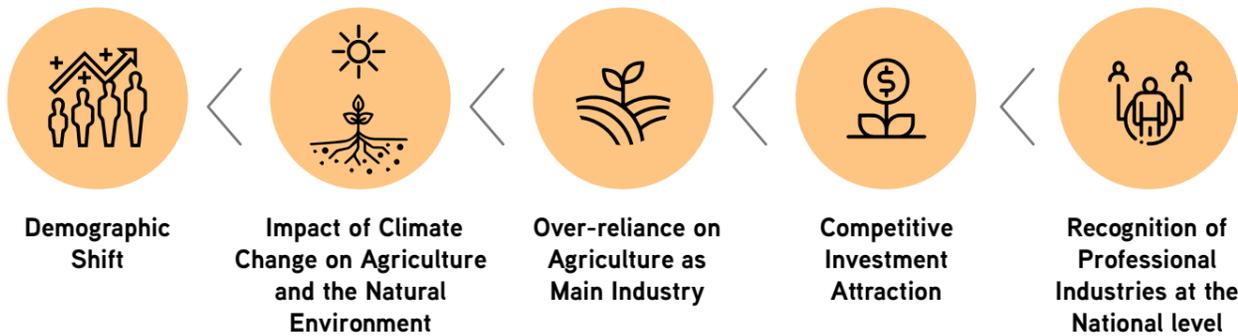


Challenges for Horsham

Although Horsham is primed for investment, our region is not without its challenges.



Challenges for Horsham



Demographic Shift

Despite Horsham having a minor yet steady population growth trend, the overall age demographic breakdown indicates a steady loss of young people. This is a product of urban migration, as well as a lack of overall attraction for new residents to move to Horsham to live and work and start families. The overall regional development strategies employed by council will play a significant role in mitigating this, as when partnered with future investment, the development of new industries and business opportunities can deliver an increased level of high paying employment opportunities to attract new residents.

Impact of Climate Change on Agriculture and the Natural Environment

The impacts of a changing climate have impacted agricultural communities worldwide. Horsham has experienced drastic impacts on water supply and security which present immense challenges to industry and the broader community. There are risks to threatened flora and fauna, including through fragmentation of habitats. Flexibility and resilience are important community characteristics to respond to environmental changes. Climate change can also impact on the natural environment and therefore eco-tourism industries.

Warmer and drier conditions and extreme weather events including drought, bushfire and floods amplify existing threats to flora and fauna. This presents additional threats to existing tourism infrastructure and damage to popular tourism sites. Horsham Rural City Council has prioritised sustainability outcomes in all of its regional development strategies, including the roll out renewables, waste mitigation and establishing the goal of reaching net zero emissions by 2050.

Over-reliance on Agriculture as Main Industry

The economic prosperity of the region is reliant on productivity and resilience of the agricultural industry, which is becoming increasingly difficult during times of drought. Diversifying the economy and strengthening the current agricultural sector through attracting new manufacturing and processing businesses to the region not only strengthens the economic stability in the region but allows for the creation of more employment prospects. Furthermore, future investment which can assist in the formation of new key industries such as tourism and renewable energies increases the likelihood of continuous economic growth in the region.

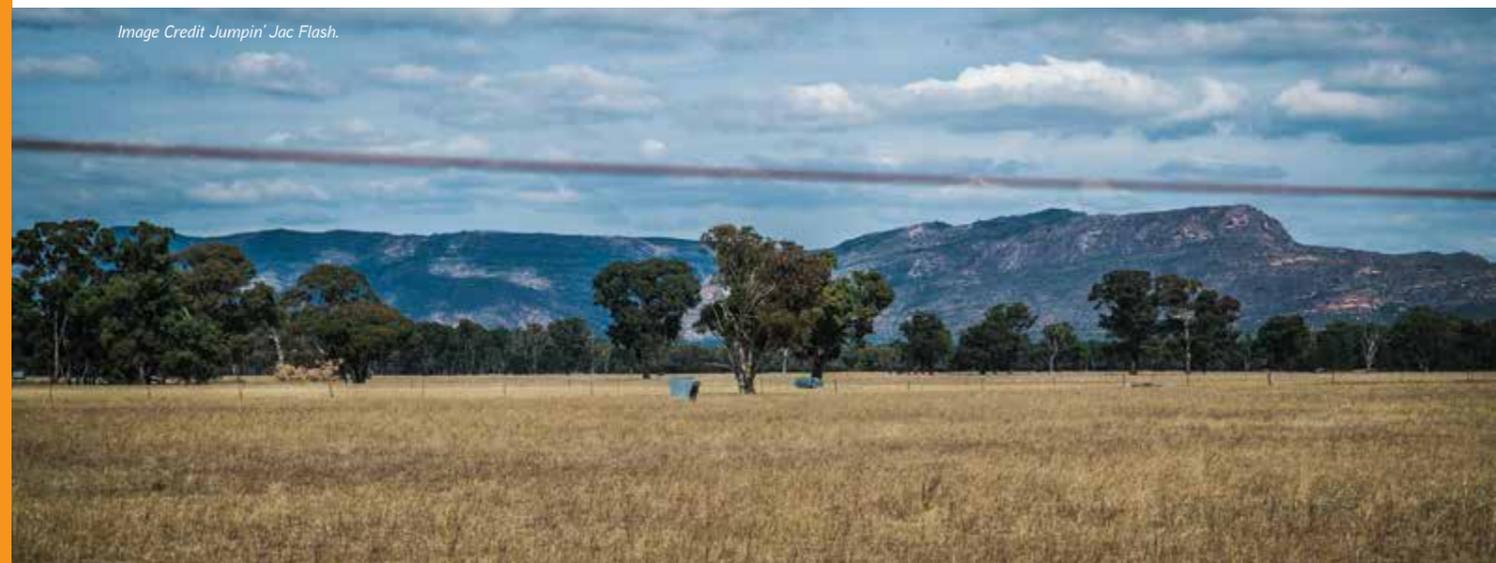
Competitive Investment Attraction

As Horsham is one of ten regional cities within Victoria the competitive nature of investment attraction can provide challenges. A remedy to this is to build upon Horsham's branding and awareness in order to convey the message of the region's value proposition, and stand out as a worthwhile region to invest in.

Recognition of Professional Industries at the National level

The Horsham region has a strong professional, scientific, and technical services sector. This includes leading, innovative technology hubs such as the Grains Innovation Park and the Grains Genebank. For every 1 dollar of output generated by the sector, 84 cents is spent on other sectors within the Horsham region. Horsham's professional services are well regarded locally; however it lacks recognition at a national level. There is an opportunity for the region to expand its branding and awareness to highlight the importance of the region's professional industries and set up professional partnerships both at the state and national level.

Image Credit Jumpin' Jac Flash.



Two Scenarios for Horsham

This documents vision is clear: Horsham can become a flourishing, sophisticated regional city within the next 25 years. If the Horsham region is unable to attract investment and implement our strategic vision, then the region will stagnate and not be able to represent itself at the national level.

If we do not gain investment (business as usual)

For businesses and industry:

- Renewable energy industry stagnates, missing the window of opportunity.
- Agriculture industry is unable to capitalise on local processing capabilities.
- Wimmera Business Centre and Grains Innovation Park is unable to reach its full potential.
- Tourism industry stagnates. A lack of investment inhibits the development of placemaking strategies which would otherwise develop nature-based tourism to become a reliable and effective market segment.

For the community:

- Opportunities to attract residents is decreased, with less jobs and amenities to offer.
- Horsham residents leave to other cities and regions with higher paying jobs and opportunities.
- City centre has less to offer its residents, decreasing the amenity of the city centre for its residents.

For the local government and broader region:

- Available funds to further develop the region are decreased.
- A cycle of economic and social decline becomes entrenched with a lack of population growth.

If we gain investment and implement the strategic visions

For businesses and industry:

- Economic diversification can occur.
- Renewable energies become ubiquitous with the region, leading Horsham to become Australia's largest and most dynamic sustainable energy region's and skills centre.
- The Agricultural industry can expand, benefitting from increased local processing.
- Increased export opportunities allow for Horsham to become a national leader in agricultural exports.
- The Wimmera Intermodal Freight Terminal and the Grains Innovation Park can achieve maximum efficiencies, adding to the strength of the region's agricultural industry now and into the future.
- Value-added opportunities are easily funded.
- City centre revitalisation projects incentivise new business to invest, expanding on a potential food and wine industry.
- Nature-based tourism becomes a strong and reliable market segment, creating new business opportunities.

For the community:

- Horsham becomes a sophisticated regional city with a strong brand and identity.
- Increase in the number of high paying jobs.
- Structure plans and local area plans are delivered.
- Increased economic prosperity attracts new residents.
- City centre vibrancy improves the quality of life for residents and adds to the reasons to live in Horsham.
- Community morale is boosted as residents can share in the economic prosperity and are proud of how the region presents itself to the world.

For the local government and broader region:

- A strong population increase with a larger tax base.
- A perpetual cycle of positive, sustainable development is enabled
- Improved current infrastructure and a high standard of amenities.



Investment Theme 1: Agriculture Snapshot

\$3.04B

In 2019/20, the estimated production in the Grampians region was \$3.04 billion, or 16% of Victoria's \$17.8 billion of agricultural production



Industry leaders in agricultural technology and innovation through the Grains Innovation Park and AgTIDE DATA farm



13%

Approximately 13% of the workforce in the Agricultural sector has an advanced diploma or diploma (The VIC state average is 9.8%)



The agriculture industry is well connected to markets via road and rail infrastructure and is serviced by the Wimmera Intermodal Freight Terminal



\$136m

\$136m in regional exports per annum, which accounts for 19% of total regional exports for the council area; and \$69m in local expenditure on intermediate goods and services, which indicates a strong local supply chain



8.2%

8.2% of the local workforce are employed within the agriculture industry.

Investment Theme 2: Renewable Energy & Sustainability Snapshot



Murra Warra Wind Farm 25km North of Horsham hosts a terminal station which is connected to the 220kV grid network and 116 wind turbines over 4,250 ha



85%

85% of the total LGA land is within the Farming Zone suitable for renewable energy developments



Horsham region produces between 6.3 and 7.0 metres per second wind speeds. This is slightly above the state average



Local education opportunities in Electrotechnology to support the development of wind and solar farms



Extensive parcels of land with favourable weather conditions and long periods of sunlight



Horsham region has the ability to produce 4.6 - 5.2kWh/m² per day. This is higher than the state average



Opportunities for Biomass energy production due to the large amount of industry waste generated by the agricultural sector

Investment Theme 3: Commercial & Industrial Land Development Snapshot

**182
hectares**

182 Hectares of available Council owned Industrial 1 zoned land with frontage to the Western Highway at Burnt Creek Estate



Approximately 70% of all land zoned industrial is currently vacant



The Wimmera Intermodal Freight Terminal is a major freight and logistics hub for the Wimmera-Southern Mallee region. The WIFT is currently undergoing major extension upgrades

**\$786.6
million**

The total regional export estimate for Horsham is \$786.6 million, with the agriculture sector leading this at \$203 million



Contemporary planning projects facilitating economic development within the Horsham City Centre

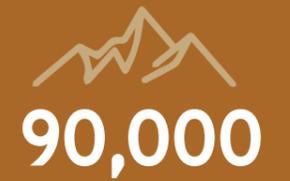
Investment Theme 4: Tourism Snapshot



The tourism industry in Horsham generates \$93.7m in economic output



Tourism supports 551 Full Time Equivalent jobs for the region



Mt Arapiles attracts approximately 90,000 visitors per annum



800,000

Horsham is located at the mid-point between Melbourne and Adelaide. Approximately 800,000 self-drive visitors travel between the two cities each year



671,000

671,000 Domestic Day Trip Visitors in 2019



Visitation to Horsham accounts for 57% of visitation to the Western Grampians tourism region



Investment Theme 1: Agriculture

The COVID-19 pandemic helped people, particularly young people, reflect on the importance of our agricultural sector and its role in Australia's food security. This is shown with the intake for university and diploma degrees in agriculture being at an all-time high across Victoria. The Horsham region is well positioned to take advantage of this trend as agriculture is a crucial industry for Horsham and is strongly supported by Agricultural education opportunities at both Federation University and Longerenong College.

Currently, the agricultural industry is exporting 75% of its economic output. This is largely raw materials which are exported to be processed. This presents an integral opportunity to foster investment to develop localised processing industries in order to boost the agricultural sector. Achieving this would enable the Horsham region to create a leading regional food and grain hub and ecosystem of technology, education, innovation, and excellence.

Vision

Horsham will be a leading regional food and grain hub and continue to be an ecosystem for agricultural technology, education, innovation, and excellence.

On the ground

Grains Innovation Park

The well-established **Grains Innovation Park** in Horsham has become an internationally renowned centre for breeding pulses and carries out pre-breeding research in grains. Research within the region underpins its success, with scope for further investment in commercial breeding facilities. The Grains Innovation Park has state-of-the-art science capabilities and infrastructure delivering innovations in crop genetics, agronomy, crop protection and biosecurity to improve global competitiveness and sustainability of the agricultural sector in Victoria. The park's facilities include laboratories, 15 glasshouses, two plastic igloos and an incident control centre for emergencies in the region.

The park has significant capability for further grains research, development, and extension, with current projects including:

- Lentil, field pea and kabuli chickpea breeding and pre-breeding
- Temperate crops
- Genetic resource collection (temperate cereals, pulses)
- Oilseed pre-breeding
- GM wheat and canola
- Plant pathology
- Nematology
- Climate change research
- Crop physiology
- Modelling
- Biosecurity
- Grain quality
- Farming systems
- Soil science

The Park also contains Australia's equivalent to Norway's Global Seed vault, named the **Australian Grains Genebank (AGG)**. The vault houses over 300 million seeds from more than 150 countries and plays a crucial role in supporting Australia's ability to conserve and harness biodiversity to support plant breeding for crop protection to changing climates.

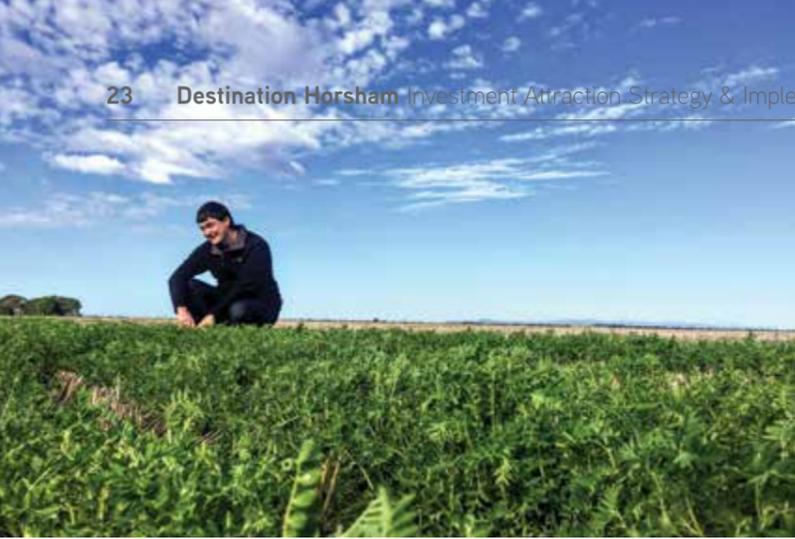
BASF Wheat and Oilseeds Breeding Centre

The BASF Wheat and Oilseeds Breeding Centre develops wheat and oilseed varieties with higher yields and assists with creating innovative practices to deliver productivity improvements, specifically for Australian agriculture. The facility is one of a global network of facilities located in key wheat and oilseed production areas.

Australian Plant Proteins

The local Australian Plant Proteins (APP) is an innovative organisation that processes, packages and distributes premium and sustainable plant-based powder proteins. The business produces and supplies protein isolate powders sourced exclusively from local Australian raw materials. As consumers continue to become more aware of their environmental impact from the foods they consume, APP has found a gap in the market to value-add from pulses to create a sustainable sourced protein product. The pulses farmed are a nitrogen fixing crop and help improve soil fertility, which in turn assists with water content and the capacity of the field and reduces the need for added fertilizers.





NuSeed

NuSeed is a Horsham based business which is advancing canola, carinata, sorghum, and sunflower cultivation by adding value beyond yield. This is a concept which challenges the current agricultural industry commodity and yield mindset, by introducing extensive value-add opportunities for crops. This includes protein processing, Omega-3 extraction, and low carbon fuel production from plants. NuSeed is bolstering the agricultural industry in Horsham by connecting local growers and industry partners to global end-use customers, and by adding shared value at each point in supplying new plant-based solutions.

Longerenong College

Established in 1889 by the Council of Agricultural Education, Longerenong College is a one of Australia’s leading tertiary institutions specialising in agriculture and land management. Longerenong provides students with hands-on learning opportunities lead by a team of expert staff who have had extensive industry experience. Students have the opportunity to live and work at the 1070-hectare Longerenong farm where they are able to learn and implement industry leading techniques. It is Longerenong’s aim to stay at the agricultural forefront, helping students to carve out dynamic futures, whilst maximizing profitability. This is reflected by the 95% graduate employment rate.

Longerenong secured \$2.5 million in funding for the AgTech Innovation, Development and Extension (AgTIDE) Demonstration of Agricultural Technology Applications (DATA) Farm. The Data farm provides the college with the latest agricultural technology enhancing the students learned experience in agronomic decision making, financial analysis and on farm decision making.

Currently, the campus offers dormitory accommodation for 107 students and a new facility opening in 2023 with rooms for 42 students. However, the college can only increase enrolments with investment into more housing opportunities. Further investment in the development of new student accommodation can greatly bolster skilled agriculture workers in Australia.



Farming zone land



Why Horsham is better suited for investment into Agriculture than other regions

Horsham is well primed for investment within the Agricultural industry. The region boasts a world leading and established agricultural education sector using innovative technologies to ensure competitiveness and sustainability of agriculture in Australia. Horsham has 772 individuals employed by the agricultural industry, accounting for 8.2% of total employment. This is significantly higher than the state average of 2.3%. Horsham also possesses farmland which is correctly zoned for production and has large buffers from neighbouring residential or industrial uses. Horsham also has favourable weather conditions and a suitable soil type for farming. As well as this, the region also has water available

for farming through the **Wimmera Mallee Pipeline**. This pipeline has ensured an extensive amount of water is available for farmers throughout the region and is available to prospering investors and new farmers.

Following the availability of natural attributes Horsham possesses, Horsham also has strong existing links and **access to markets**. Horsham is ideally located on the major route between Melbourne and Adelaide and therefore has easy access to both major cities. As well as this, the Henty Highway which connects Mildura to Hamilton and Portland also intersects with Horsham and the Wimmera Highway. The main route between Bendigo and Naracoorte in South Australia also passes through Horsham. This allows for Horsham to be able to export and sell products grown in Horsham to many different regions and cities in both South Australia and Victoria.

Key Attributes

- A well established reputation as a prime grain production region producing significant exports
- Established and strong agricultural education region
- Current rural buffer from residential and industrial areas
- Favourable weather conditions for growing
- Water availability
- Adoption of new technologies
- Suitable soils for agricultural production
- Ease of access to consumer markets by exporting through the WIFT Facility
- Strong agriculture workforce
- Major freight routes (Melbourne to Adelaide rail line and Western Highway)



Call to action

Horsham has an opportunity to continue its specialisation in the Agricultural industry as an innovative, educational hub but will not be able to achieve this without investment into:

- Value-add technologies
- Accommodation options for Longerenong College students to help the college reach its potential for intakes
- Processing and manufacturing industry
- A regional feed mill for the Wimmera

The Impact of the investment

Continued investment into the agricultural sector will have a significant impact on the local community and wider region. Agriculture is considered a key propulsive sector as it contains backwards linkages, exports, employment and value-adding opportunities. This means that investment into the Agricultural sector has a large impact on the overall region's economy. Having a specialised Agricultural industry allows Horsham to focus on value-adding products and creating new industries to assist with diversifying the region's economy.

Potential investors

Government Grants and funds for new value-add products

Financial Institutions

Carbon capture and emission reduction funds

Social impact investors for sustainable Agricultural practices

For every \$1m of increased output in the agriculture sector



5 more jobs will be created



\$245k of wages & salaries added to the overall economy



\$795k of total value-added to the overall economy – (\$240k within the supply chain)

Future opportunities

Through innovative farming practices, the Horsham region is well placed to not only increase agricultural productivity, but also benefit from any economic diversification offered through carbon capture and renewable energy production. There is an opportunity for Horsham to value-add and become a leader in economically viable and environmentally sustainable agricultural practices. Land use practices that combine the planting of perennial native vegetation such as Kangaroo Grass with renewable energy production can both maximise the productivity of natural capital and minimise environmental impacts.

Horsham's geographic positioning in the Wimmera deems it suitable for the location of the next regional feed mill. This would service a large array of the Wimmera's agricultural industry and could be supported heavily with backwards linkages locally.

There are extensive opportunities for legume varieties for use as pasta, meat alternatives and to approach major supermarket chains as production sites for their home brands. Plant Protein CRC could be the site for their proposed processing facility for existing producers of legume products such as San Remo, Barilla, Carman's and/or their subcontract manufacturers.

The agricultural industry in the Wimmera Southern Mallee region employs approximately 19% of the Aboriginal workforce. Future growth in this area can include considerations which incorporate traditional agricultural practices, opening the door for further Aboriginal employment opportunities. The development and promotion of Aboriginal specific career pathways in traditional agricultural management could further maximise the benefits for the industry.



Investment Theme 2: Renewable Energy & Sustainability

The Grampians Region is already a leader in renewable energy with major wind energy production zones and net renewable energy exports. With expansion of solar uptake and an increase in electrical storage, the region will meet most of its own electrical needs from renewables and can become an exporter of renewable energy. *Victoria's Climate Change Act 2017* has a goal of net zero greenhouse gas emissions by 2050, with interim targets for 2025 and 2030. This shows that the state has clear intentions to continue the trend of investing in renewable energy.

Renewable energy is a forward thinking and trending industry that can help Horsham achieve economic diversification in collaboration with its strong agriculture industry. An example of this is utilising unproductive land to install solar panels or wind turbines. The region is prime for investment into sustainable renewable energy and based off current key attributes, has the scope to achieve its vision.

On the ground

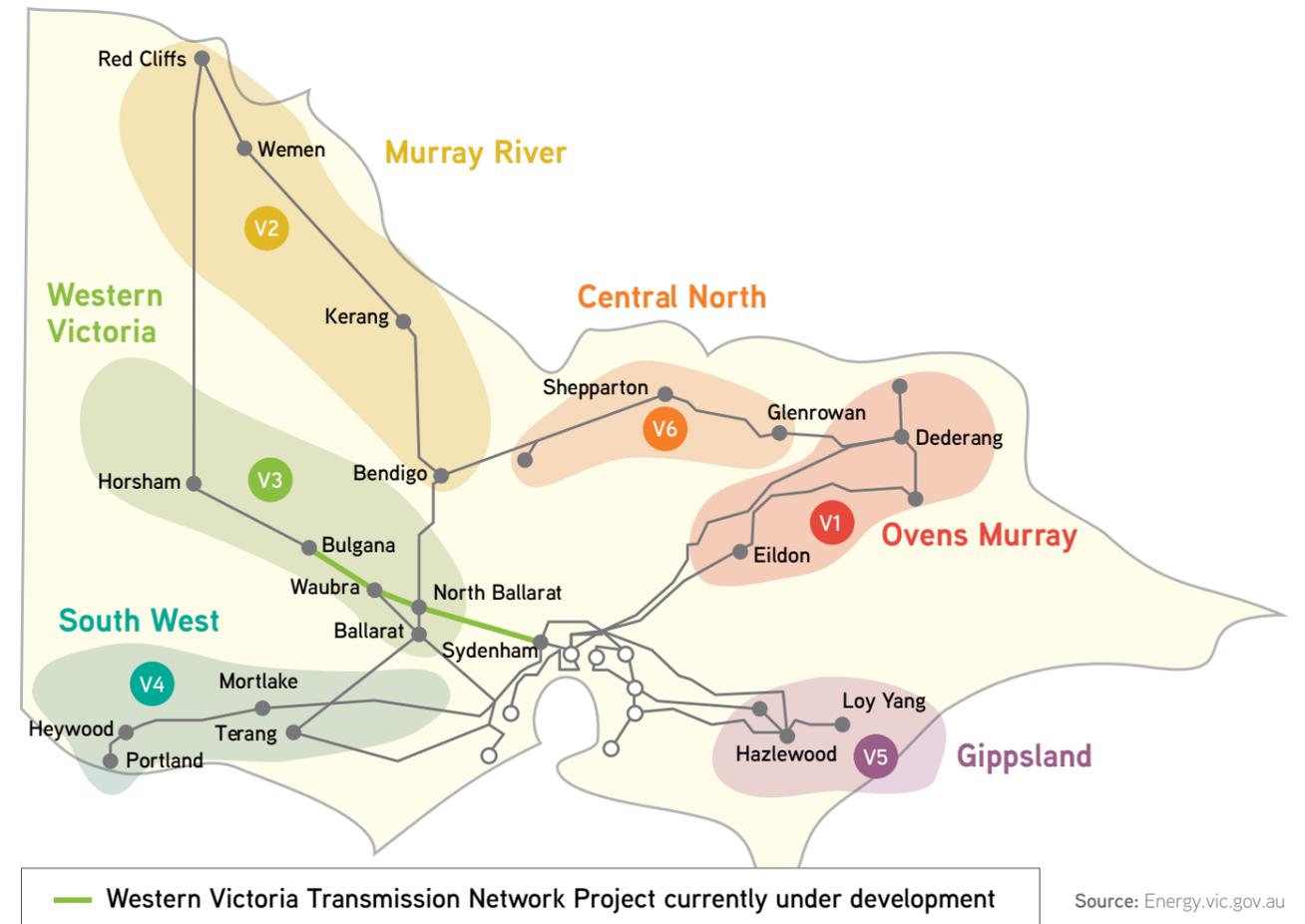
The **Murra Warra Wind Farm** 25km out of Horsham has created employment for over 100 subcontractors (35 of which were locally based) and 130 full-time workers. The project has already had an extensive impact on the regional economy, with over \$4.4 million being spent within the Horsham region from non-local workers. The project aims to employ 15 local people, which in turn will create 45 additional jobs in the region through the multiplier effect.

At the local level, Horsham is a community ready and willing to embrace renewable energy. Proof of this is the **Natimuk Community Energy** group (NCE). Natimuk Community Energy is a local organisation that aims to achieve self-sufficient energy production for the community by 2030. To achieve this, NCE is in the process of introducing an energy buy-back scheme dependent on solar energy production for the local Natimuk community.

As well as this, Horsham is a part of the **Grampians New Energy Taskforce** (GNET) which aims to address emissions at the community level, while providing suggestions into value-add sustainable products for the region.

Vision

To become Australia's largest and most dynamic sustainable energy region and skills centre with a zero net emissions council.



Why Horsham is better suited for investment into Renewable Energy than other regions

The Horsham region offers affordable land prices, favourable weather conditions and large buffer zones from neighbouring properties and residential developments. Having long windows of sunlight, the necessary amount of wind and only 73 rain days per year, Horsham is an ideal location for renewable energy production. Horsham also has an existing terminal station that connects to a 220kV grid network. This grid network will potentially be extended by the proposed **Western Victoria Transmission Network Project** that has the capability for Horsham to generate more power from renewable sources and provides

market connections for exporting. Allowing much more renewable energy to be produced and exported makes Horsham an ideal location for renewable energy production.

Horsham is also favourably situated within the Western Victorian Renewable Energy Zone. This is one of six Renewable Energy Zones which have been nominated by the State Government. The appointed Renewable Energy Zones will have potential access to a \$540 million fund which will be used to invest in network infrastructure and the establishment of a new coordinating body, VicGrid.

Following this, Horsham is also supported by a strong local construction sector that can assist with building the new infrastructure and facilities required for renewable energy projects. The local Federation University in Horsham offers both a Certificate II and III in Electrotechnology Electrician, allowing the opportunity for students to gain apprenticeships working on solar farms. This has the potential to bolster the local economy and offer job creation opportunities in both the short and long term.



Key Attributes

- Affordable Land

- Favourable weather patterns

- Available vacant land zoned appropriately

- Access to markets to export energy to nearby regions

- Access to the proposed Western Victoria Transmission Network Project

- Large buffers from other sensitive land uses

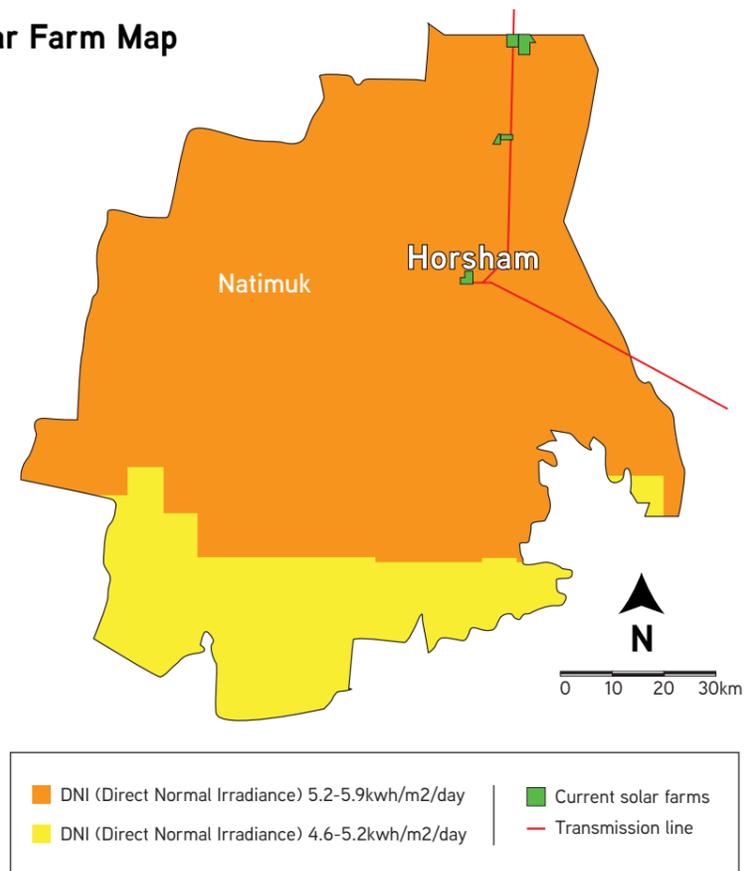
- Access to strong local construction sector that can assist with building new infrastructure and facilities for renewable energies

- Strong business development and engagement from council

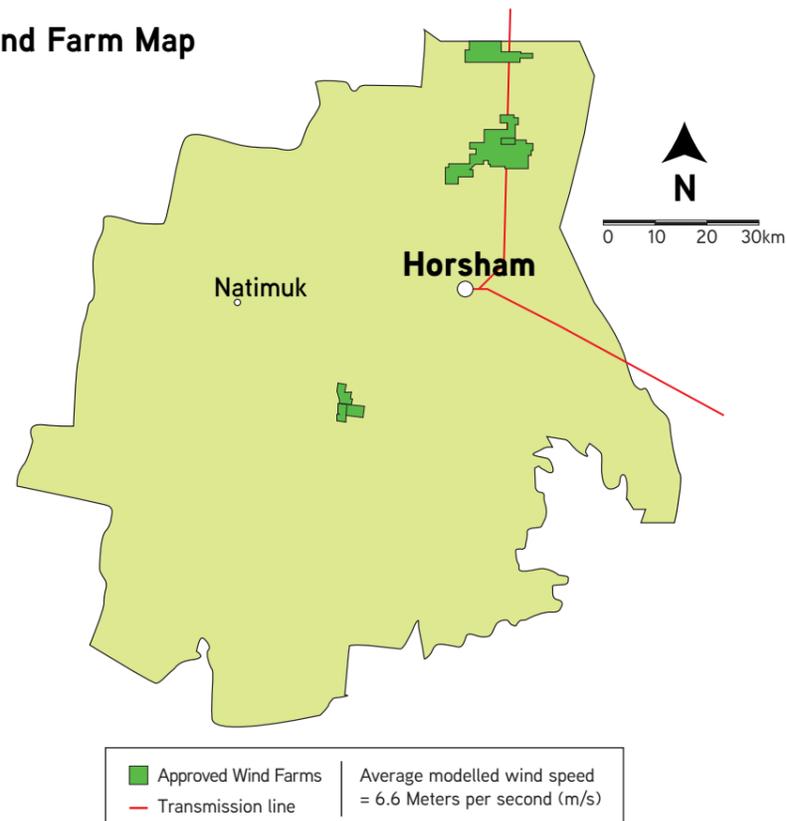
- Local University offering Certificates in Electrotechnology

- High level of organic matter (crops, manure) for potential biomass opportunities

Solar Farm Map



Wind Farm Map



Call to action

Horsham is well primed and ready to become a key area for sustainable and renewable energy production but will not be able to achieve this without investment into the following areas:

- Solar farm development
- Wind farm development
- Biomass technology
- Energy storage facilities

The Impact of investment

The scale of investment into renewable energies is of state significance and can help Victoria reach the net zero greenhouse gas emissions it has set out by 2050. Investment into solar and wind farms will also assist the local community and economy to shift towards a more sustainable economy and help diversify the already strong agriculture industry.

Future opportunities

Biomass Energy Sector

Solar & Wind farms to be integrated with agricultural land

Potential investors

Angel investors/social impact investors

Energy Project developers

Financial Institutions

Victorian Government – Future Industries Fund for New Energy Technologies



Investment Theme 3: Commercial and Industrial Land Development

1 – Commercial Land Development

Horsham’s city centre is bound to the north by Baillie Street, to the east by Urquhart Street, and to the west by Darlot Street. The Study Area also includes the main arrival corridor of O’Callaghans Parade from the river, and Horsham Plaza to the west of Darlot Street.

The city centre is a vibrant hub of retail, commercial, entertainment, hospitality, cultural and community activity. The city centre services a catchment far greater than the Council area, attracting people from across the Wimmera for a range of retail, entertainment, health and medical, and professional and financial services.

To align the city centre with the vision for Horsham as a sophisticated regional city, we want to create spaces in which residents enjoy spending time in, rather than just running errands. It is important for future growth in the city centre that we focus on developing engaging streetscapes which facilitate the movement of all forms of transportation. Inviting urban design elements which serve multiple purposes such as shade, seating and water sensitive landscaping

will improve the experience of pedestrians navigating the city centre. Incorporating the movement and place approach to transportation within the centre of Horsham will allow for the easy use of alternative transport methods such as cycling or public transport.

We want to create a city centre which exudes life and vibrancy. We wish for the greenery in the centre of the city to provide comfortable, engaging spaces. Our vision for the urban design elements in the future is to create a beautiful, sustainable place for those who shop, work, live and learn in Horsham

Vision

To become a vibrant and sustainable city centre which residents thrive in and investors covet.

“I had been working mostly in Melbourne, but I felt that there was more opportunity in the country.”

“The costs are considerably more in Melbourne, particularly rent. Business rentals in the country are a lot more affordable.”

“And the staff are more conscientious and more loyal. The customers are also loyal.”

Des Lardner, Horsham Organics. Pharmacist and long-time Wimmera business owner.



On the Ground

Horsham CAD Revitalisation & Streetscape Plan

This project will focus on our public spaces by identifying ways to improve our streets, footpaths, parks, laneways, plazas, pedestrian and bicycle amenities, and parking. The plan aims to identify key projects which are the result of extensive community engagement.

Urban Renewal Project

The recently funded urban renewal project will set out to ensure Horsham’s planning policy facilitates the development of urban renewal to encourage residential, commercial, mixed use and development. This will include market testing, rezoning, and setting clear visions and design guidelines be put in place to ensure Horsham maintains an attractive and functional place to live, work, visit and invest.

City to River Masterplan

This project has four key objectives. It aims to activate the current riverfront precinct, improve the amenity of the city centre, better integrate connectivity between the riverfront and the city centre and facilitate the development of improved sporting infrastructure.

Wimmera Riverfront Activation Project

This project intends to deliver on the riverfront activation objective set out in the City to River Masterplan. The concept plan includes a detailed vision for the future of the riverfront, including communal meeting places, water edge accessibility, riverfront hospitality opportunities and a water play park which has recently been granted funding.

“Foot traffic is a key driver in getting people into business doors”.

The city centre revitalisation is a key step towards facilitating pedestrian movement and producing an engaging streetscape for shoppers.

Earle’s clothing has been immensely involved with the local community over the years, from assisting in frequent fundraising campaigns to supporting the local football-netball club. Brian believes that the community of Horsham is well connected and reliable. Over the years he has had a consistent customer base of Horsham residents and reflects strong community values, such as choosing to support local businesses.

Brian Curran, owner of Earle’s clothing.

During the COVID-19 pandemic, David Panozzo expanded his business of May Park Apartments to include a street access window and small-scale outdoor dining area to allow for an espresso bar, Una Sosta, which can now trade directly onto the footpath. The incorporation of urban design elements including a small grass area and a shade structure has synergized well with the entrance to May Park which is situated across the road. The success of this small business is a strong example of community support, business innovation and the council’s engagement which have now resulted in a recognisable and successful destination.

David Panozzo, Owner of Una Sosta and May Park Apartments.



Why Horsham is better suited for investment in commercial development than other regions

The Horsham city centre is investment ready. With affordable and available commercial property for new businesses to lease, the region has an opportunity to transform and grow. Horsham's city centre is a key service centre for community and commercial activity which supports the region's other townships. The catchment area provides a strong platform for emerging businesses to establish themselves in Horsham's city centre. Horsham has the added benefit of being situated along the Wimmera River and can use the river to leverage its economic and social potential. With funding secured for the new Wimmera Riverfront nature and water play park and with plenty of projects planned, the city centre is well positioned to create a strong link between the city and river.

Key Attributes for Commercial Development

A primary commercial and service centre in the region

Affordable and available commercial property within the city centre

Opportunities for mixed use development supplemented by planning work to unlock land for development

City centre is located on the Wimmera River

Funding secured for new Wimmera Riverfront Nature & Water Play Park

Existing council masterplans with strong recommendations and strategies for improvement to the urban environment

Current development of key planning projects including the Horsham South Structure Plan & the Commercial and Industrial Land Use Strategy



Call to action

To become a vibrant, engaging, and sustainable city centre suitable for a sophisticated regional city, Horsham must receive investment in the following areas:

- Attracting hospitality businesses
- Accommodation options for both residents and visitors
- Urban Design elements for the Horsham city centre recommended in the Central Activity District Revitalisation and Streetscape Plan
- Wimmera Riverfront Activation Project

The Impact of Investment

Investment into revitalising the city centre will help Horsham become a sophisticated regional city with a strong brand identity, adding to the long list of reasons to live in Horsham. Revitalising the city centre will also incentivise new businesses to invest in the region and improve the quality of life for residents. These improvements include opportunities for mixed used development, which will create viable housing options in the city centre. Having a vibrant city centre in Horsham will also have positive impacts on attracting visitors for longer periods of time and can increase spending in the region. As the capital of the Wimmera, investment into Horsham's city centre can offer a greater return on dollars spent as its amenity attracts residents from all neighbouring towns.

Potential investors

COVID-19 Recovery Fund

Regional Development Victoria





2 – Industrial Land Development

The freight and logistics sector currently contributes \$21 billion to Victoria’s economy and employs approximately 260,000 Victorians. As well as this, freight volumes are predicted to increase from 360 million tonnes to nearly 900 million tonnes by 2051. More specifically, Victoria’s food and fibre exports to China, Hong Kong and Taiwan are forecast to increase by over 70%, and by 30% to both Southeast Asia and North Asia by 2026. Furthermore, forecast commodity movements at the Port of Melbourne suggest that dairy, wheat, cereal and other agricultural products will almost double by 2060. This provides Horsham with a significant opportunity to continue to grow the economy through exporting locally grown wheat and other agricultural products. However, this can only occur if a higher capacity and efficient freight and logistics network is invested in.

On the Ground

Wimmera Intermodal Freight Terminal Precinct

The Wimmera Intermodal Freight Terminal (WIFT) Precinct will be a major intermodal freight and logistics hub for the Wimmera-

Vision

Horsham will develop an expansive, lucrative, and efficient export industry.

Southern Mallee region. The Precinct will facilitate the agglomeration of freight related land uses around key freight handling facilities and ensure the continued efficient and effective transfer of goods in and out of the region. The WIFT Precinct will comprise of industry involved in the storage and transfer of primary produce, raw materials and mineral sands products from farm-road- rail, for eventual transport to sea-ports and international markets beyond. It will be supported by a range of complementary activities and businesses, including container park facilities, large volume container packing, bulk loading and warehousing facilities. The precinct will incorporate industry that adds value to primary produce, raw materials and mineral sands products through their manufacturing, packaging and transportation. It will contribute to the diversification of employment opportunities for Horsham and the wider Wimmera-Southern Mallee region.

Key Transport Infrastructure Projects

Horsham currently has some key transport infrastructure and planning projects that will enhance productivity and efficiencies of transport routes for heavy vehicles. Route alignment planning is taking place with the aim to take trucks traveling through Horsham on the Western Highway, Wimmera Highway and Henty Highway out of Horsham’s city centre. As well as this, one of Council’s key transport priorities is to deliver another traffic bridge across the Wimmera River. Council has committed \$100,000 in its 2020-2021 Budget for design work and the Commonwealth Government has also contributed \$100,000 for Council to work with the Department of Transport to determine if there is a location for an alternative truck route and bridge. These infrastructure projects will enhance the safety of residents and enable heavy freight vehicles to become more efficient.

Mineral Sand Mining Projects

The Wimmera region contain substantial amounts of fine-grained heavy sands, providing the opportunity for a potentially long-term supply of zircon and rare earth minerals. The Wimmera region hosts three of the world’s six largest heavy mineral sand projects.

The Avonbank Mineral Sands Project is a 30 year proposed mine.

It has Ore Reserves of some 300 Million tonnes. Avonbank will have significant economic & employment benefits for Horsham City & the Wimmera Southern Mallee region. There will be around 650 FTE jobs per annum (direct & indirect) that are created & supported as a result of the Avonbank mine. Avonbank is currently at an EES stage, and WIM has completed a Definitive Feasibility Study, a test pit and pilot plant. The test pit site has been successfully rehabilitated. Given that mineral sands mining has been occurring in the Horsham region for some time, the Avonbank mine will be able to employ local and skilled personal, as well as attract and strengthen the current industrial skills base for the region. The Avonbank Project will have a wet gravity processing plant within the WIFT Precinct, within an area set aside for mineral sands special use.

The Bungalally HMS Project is currently at an exploration and evaluation stage. The project site is located approximately 10km south of Horsham. The project area is nearby to existing infrastructure: roads, rail, gas, power, water, and several major ports. There is an estimated 205 million tonnes of resource, 2.7% of which is total heavy mineral (THM).

The Iluka Wimmera project is situated just north of Toolondo. The project expects to produce zircon, titanium and rare earth

Planminerals. The project is currently at pre-feasibility stage, yet if the project proceeds, a workforce of approximately 300-350 people will be required for the two year construction period. Approximately 280-350 people will be required during the 25 year operations phase. This is due to the onsite processing plans.

Horsham Regional Livestock exchange

The Horsham Regional Livestock Exchange has been operating at the Burnt Creek Industrial Estate since November 1999. It is an important part of the local economy and one of regional Victoria’s main livestock selling centres.

The Exchange is Victoria’s fourth-largest sheep and lamb market and is the major livestock selling centre in the Wimmera, attracting vendors from as far afield as the South Australian border and southern-New South Wales.

The Horsham Regional Livestock Exchange is accredited as part of the National Livestock Quality Assurance (NSQA) program. Horsham has committed to a quality approach in the provision of service for the marketing of livestock. All stakeholders of the Horsham Regional Livestock Exchange are committed to the implementation of operation and management practices in accordance with standards set by the NSQA program.



Why Horsham is better suited for investment into industrial land development than other regions

Horsham is ready for investment to develop the region's available commercial and industrial land. With 70% of industrial land in the region currently being vacant, Horsham has an opportunity to capitalise on this by attracting different industries to the region to diversify the local economy. Horsham has the added advantage of being able to attract and accommodate industries that have more intensive land uses due to buffer zones from nearby residential areas and other sensitive land uses. Developing the mining industry within Horsham will have immense economic impacts due to its high value adding potential. As well as this, Heavy Mineral Sands have extensive application and are in high demand in national and global markets. The Horsham region also has the added benefit of having three key sites ready for development. The adjoining freight terminal's extension will further increase the export capabilities of the region. These sites are shovel and investment ready sites that can provide a large benefit to the local economy through new employment and value-add opportunities.

Key attributes for Industrial Development

Established, experienced and responsive support sectors including education and agriculture

Shovel-ready available land for commercial and industrial development

Secure water resources

High levels of livability for the workforce, particularly compared to other mining regions

Experienced, stable, and low-cost workforce

Excellent transport linkages with an intermodal freight terminal at the heart of the region

Road and rail access to the ports of Portland, Geelong, Melbourne and Adelaide

Competitively priced, reliable, and accessible power and gas connections

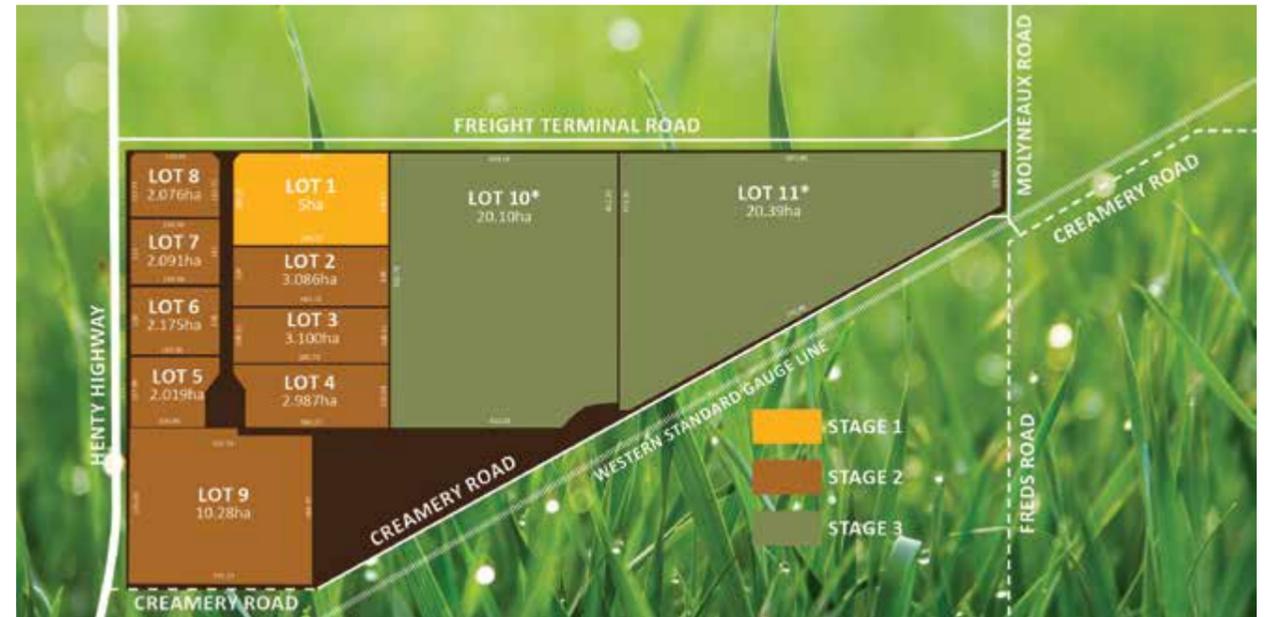
Large buffer from residential areas & sensitive land uses

Clearly identified sites ready for development

Intermodal Freight Terminal operating at maximum capacity with expected extension development occurring

Planning in progress for an alternative truck route to reduce load on main roads and increase efficiency

Current development of key planning projects including the Horsham South Structure Plan and the Commercial and Industrial Land Use Strategy



Available Industrial sites for investment

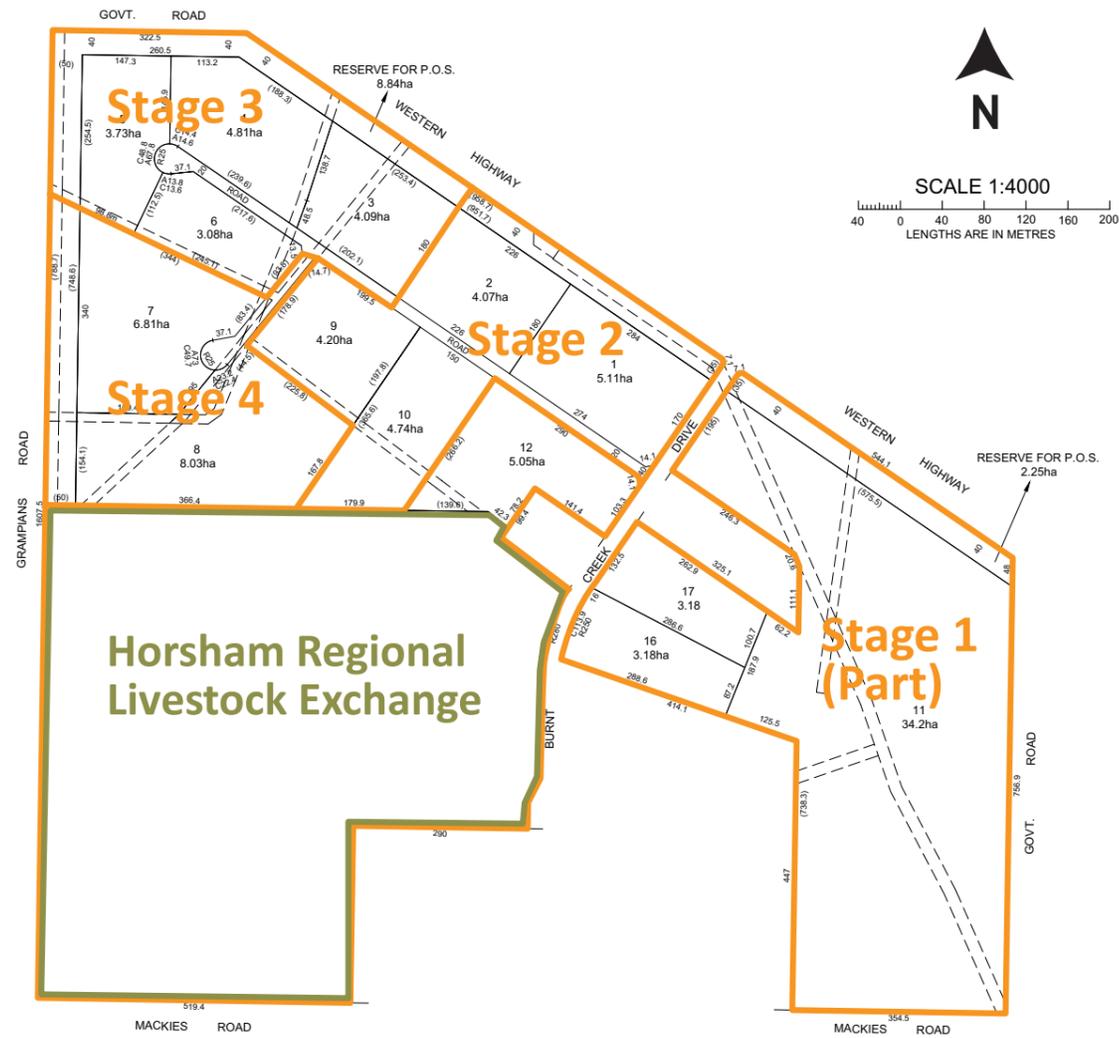
Horsham has identified three key industrial sites ready for development. These sites are outlined below:

Key attributes for Site 1:

Wimmera Agriculture and Logistics Hub (WAL Hub)

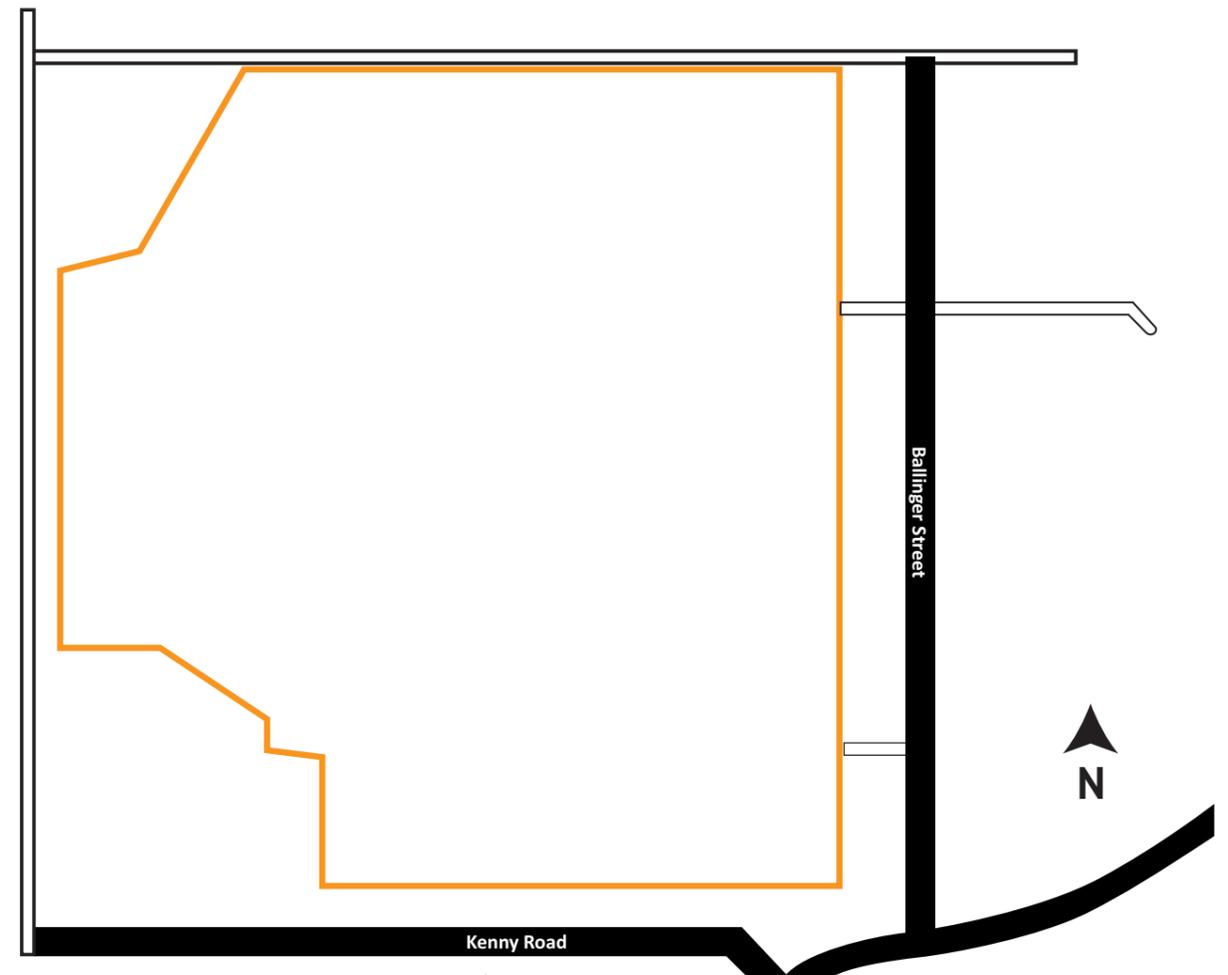


Location	Henty Highway, Dooen
Size	Approximately 390 hectares of developable land. The Wimmera Intermodal Freight Terminal facility sits on 3.6ha of this site. Council owns approximately 21% of the undeveloped land. Council's recent Burgin Drive subdivision has made the following serviced lots available: <ul style="list-style-type: none"> • Eight lots ranging between 2 to 5ha • One 10ha lot • Two 20ha lots
Zone	Special Use Zone – Schedule 9 (Wimmera Intermodal Freight Terminal Precinct) <ul style="list-style-type: none"> • The zone ensures the future uses support and align with the WIFT facility • WIFT Precinct development plan provides certainty for development within the precinct if proposals are in accordance with the Development Plan
Infrastructure	<p>Electricity – The precinct is serviced by electricity, however extension work will be required to support new development</p> <p>Drainage – Stormwater Storage has been established on the site and provides a maximum of 42,200m³ storm water storage</p> <ul style="list-style-type: none"> – Developments with an impermeable area greater than 50% of their site may require on-site detention to supplement the external drainage system <p>Water – An existing water supply main runs adjacent to the property</p> <ul style="list-style-type: none"> – This supply is non-potable, rural water supply. <p>Sewerage – No sewerage infrastructure is available, a septic system may be needed</p> <p>Gas – Gas is available at a domestic scale 8km away near the foundry on Dooen Road</p> <p>Fencing – Chain fencing on three sides is supplied with the purchase</p> <p>Crossovers – Standard crossover supplied with the purchase of the land</p> <p>Internet – High speed 5G internet is available at the WIFT</p>



Key attributes for **Site 2:** Burnt Creek Industrial Estate

Location	Burnt Creek Drive, Bungalally
Size	182.4 hectares of developable Council owned land
Zone	Industrial 1
Infrastructure	<p>Electricity – Three phase power is available adjacent to the site boundary to the Western Highway</p> <p>Drainage – A limited capacity drainage system adjoins the lots. – There may be a requirement for on-site detention depending on the extent of development of impermeable surfacing on the lots</p> <p>Water – A future water supply main will run adjacent to Burnt Creek Drive – This supply is non-potable</p> <p>Sewerage – The site is not serviced by sewerage infrastructure, a septic system would need to be considered</p> <p>Gas – Existing gas infrastructure is available adjacent to the site boundary</p>



Key attributes for **Site 3:** Enterprise Estate

Location	Plumpton Road, Horsham
Size	49.66 hectares
Zone	Industrial 1
Infrastructure	<p>Site is located 2.5km south-west of Central Horsham</p> <p>Electricity – Three phase power is available adjacent to the site boundary</p> <p>Drainage – The site has a basic drainage infrastructure network, commensurate with its historic development</p> <p>Water – Water services are available at the site boundary</p> <p>Sewerage – Sewerage infrastructure is available in proximity and extension may be possible to support</p> <p>Gas – Gas is not currently available on site but is located close-by and may be able to be connected to the site if required</p> <p>Internet – High speed internet is available at the site</p>



The Impact of investment

Securing investment into commercial and industrial land development will assist Horsham with increasing our export market and provide future opportunities for value-adding industries. Investment will enable an increase in the number of high paying jobs as well as enable existing businesses to experiment with value-add options.



Call to action

The Horsham region has an opportunity to become a manufacturing and logistics hub but will not be able to achieve this without investment in the following areas:

- Expansion of the Wimmera Intermodal Freight Terminal which includes the construction of 2 x 200m pad extensions to increase the capacity of the WIFT hardstand area, extensions of rail and road capacity on-site, weighbridge, security upgrades, lighting, internal roads, and drainage
- Manufacturing industries
- Solar and Wind Farms
- Canola Crush Plant
- Heavy Industrial uses
- Vehicle and Logistics service centre
- Mineral Sands Mining



Investment Theme 4: Tourism

Horsham and the region contain some of the most breathtaking natural environment formations in the world. The associated nature-based tourism is a key driver in the current tourism industry. Despite this, Horsham is underrepresented in the tourism market due to an underwhelming marketing presence and value-added opportunities not being capitalised on. The tourism industry in Horsham generates \$93.7m in economic output and supports 551 (FTE) jobs. For comparison purposes, the tourism industry in Mildura Rural City generates an economic output of \$259m and \$66m in Moyne Shire. There is more than enough value in the Horsham region to drive the tourism market to a competitive level.

Wimmera Southern Mallee Visitor Profile

	Number of Visitors		Average Visitor Spend	
	2017	2018	2019	2020
Domestic Daytripper	828,000	671,000	\$116	\$114
Domestic Intrastate Overnight	521,000	462,000	\$293	\$388
Domestic Interstate Overnight	233,000	NA*	\$537	NA*
International Overnight	52,000	13,000	\$324	\$291

* Due to low sample size some figures are not available for publication.
Source: Tourism Research Australia, 2021.



Grampians Tourism

Grampians Tourism was established in 2009 and is the peak industry body for tourism in the Grampians region. It encompasses and is directly supported by Horsham Rural City, Ararat Rural City, Northern Grampians Shire and the Southern Grampians Shire.

Their primary purpose is to deliver a coordinated approach to marketing, product development, infrastructure investment and industry development for the region.

Recommendations from the inquiry into the COVID-19 pandemic's impact on tourism.

As a result of the unprecedented COVID-19 pandemic, the Australian government issued an inquiry into the impacts which the pandemic had on the tourism sector. Of the 22 recommendations put forward to assist in the industry's recovery, seven recommendations best align with the current trajectory of Horsham's tourism industry and its future development. The implementation of these recommendations at a national, state and local level will coincide with this document's proposed actions, bolstering the growth of the sector.

1. That the Victorian Government consider options for support that could be provided to businesses affected by the COVID-19 pandemic and who have been ineligible for support under the Business Support Fund, including sole traders.

2. Outdoor activation continuation.

3. That the Victorian Government works with the tourism industry to identify ongoing infrastructure needs that can be addressed by an expansion of the Regional Tourism Infrastructure Fund.

4. Regional and Melbourne Travel Voucher Schemes (adopt a more nuanced approach to targeting the schemes towards specific needs of each tourism region).

5. That Visit Victoria undertake consultation with Regional Tourism Boards and local government to develop individual support packages, including funding and future marketing campaigns, specific to each tourism region's strengths and needs.

6. That the Victorian Government advocates for the Commonwealth Government to implement a second Tourism Aviation Network Support Program that includes Melbourne and regional Victorian airports.

7. That the Victorian Government provide adequate financial and strategic support to Regional Tourism Boards to ensure that Destination Management Plans are in place in each region and that they reflect regional needs in terms of recovery and rebuilding in the wake of the COVID-19 pandemic.

Horsham has a significant opportunity to capitalise on the region's existing beautiful natural environment and high visitation to the Grampians. This theme will be presented in three market segments. The three segments can work in unison to establish a strong overall tourism industry. The market segments are as follows:

- 1. Nature-based Tourism**
- 2. Food & Wine Tourism**
- 3. Cultural Tourism**



1 – Nature-based Tourism

The Grampians region is and will continue to be a major draw card for domestic, interstate, and international visitors. The Victorian Government *Visitor Economy Strategy (2016-2020)* sets a goal of increasing visitor spending to \$36.5 billion by 2025, with a strong focus on regional Victoria. Capitalising on the recent COVID-19 border restrictions and lockdowns, the Horsham region has an opportunity to attract domestic visitors for adventure experiences. The region boasts some amazing rock climbing, cycling and hiking routes and has scope to continue these if funding is provided. Coinciding with the COVID-19 inquiry recommendations, there is a strong opportunity to propel the tourism market in Horsham immediately with assistance from the various recommendations.

On the Ground

Grampians Peak Trail

The newly completed Grampians Peak Trail is a 160km, 13-day hiking experience through the Grampians National Park (Gariwerd) that offers further attraction to visitors and the local community to capitalise on. The new trail accommodates day, overnight and experienced bush walkers as well as school groups and provides visitors with a truly unique nature-based experience.

Meringa Springs

Meringa Springs is a luxury lodge-style accommodation that overlooks the Wartook Valley in the Horsham Region and is the perfect gateway to the Grampians National Park. The Springs offers Terrace Spa Villa's looking out towards the

Grampians and offers a restaurant with a mix of Australian and International cuisines. Meringa Springs also offers nature tours, horseback riding, abseiling, mountain biking and helicopter trips. This is a powerful asset in the Wartook Valley and a flagship example of the value-add model.

Wartook Valley

Wartook Valley is a picturesque region within the Horsham that offers high-end accommodation, beautiful scenery, fishing adventures and cycling options. The region possesses waterfalls, native wildflowers and wildlife.

Wimmera River

The Wimmera River is an integral attraction for visitors and locals. The river is situated to the South of Horsham's city centre, and provides residents with scenic views, walking amenities and attracts wildlife to the heart of the city. As much as being a symbol of the region, the Wimmera River is the backbone of the tourism market value proposition as it can add to any visitor's experience whether it be water sports, fishing or bird watching.

The Arapiles Big Sky Bicycle Trail

This bicycle trail offers visitors a 35km ride through Natimuk to Mount Arapiles (Dyurrite). The trail follows a loop which explores the highlights of the local landscape including large red gum forests and salt lakes which accommodate a variety of birdlife.

Natimuk Rock Climbing

To the West of Horsham is the picturesque township of Natimuk and the world-famous rock-

Vision

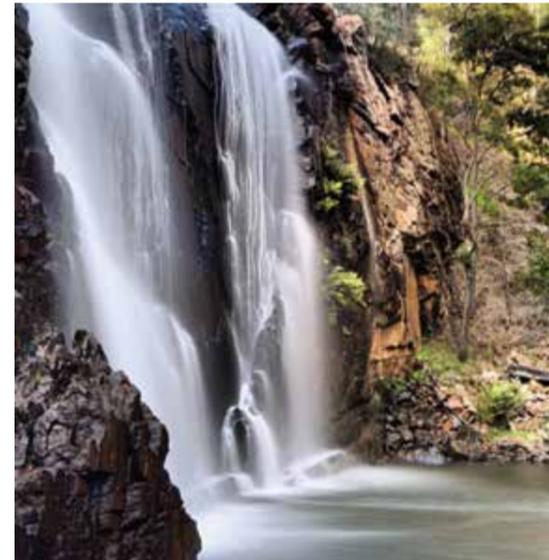
A thriving and world-renowned natural tourism destination which celebrates Indigenous story telling.

climbing mecca of Mount Arapiles. Despite a few climbing routes closing due to cultural heritage protection, Mount Arapiles still boasts world class climbing routes. Natimuk has become a base for adventurers heading to the mountain and those inspired to explore their creative side within the towns many eccentric events.

Why Horsham is better suited for investment into nature-based tourism than other regions

Horsham has significant assets both within the region and nearby to leverage off. This includes **Budj Bim World Heritage** area, the **Grampians National Park, Mount Arapiles**, and **Little Desert National Park**. These areas attract hundreds of thousands of visitors each year and put Horsham in a strong position to further develop tourist amenities to grow the sector.

Currently, the accommodation amenities are largely one dimensional with the caravan parks making up a substantial proportion of viable accommodation for nature-based tourism. Although the caravan parks are still an important asset for the sector, there is a strong potential for the development of higher quality villa style accommodation. This is also strongly backed by the Wartook Valley Strategy which outlines the cohabitation of high-end accommodation and the natural environment and has nominated sites in which future development of B&B style accommodation would be suited.



Key Attributes

Significant natural assets and National Parks within the region

Extensive caravan park and camping accommodation infrastructure

Existing popular hiking trails within the broader Grampians Region to attract visitors

Existing adventure cycle trails through the region

Ideally located on the major route between Melbourne and Adelaide



Call to action

Horsham is blessed with having strong nature-based pillars for tourism to thrive. However, the region is currently underperforming and needs investment in the following areas to help the region fulfil its tourism potential.

- Eco-tourism and sustainable development experiences
- High-end accommodation, particularly at Mount Zero and Mount Arapiles
- Nature-based tourism operators
- An Indigenous Cultural tourism centre to leverage off nearby Brambuk
- Wimmera River precinct development
- Night time star gazing tourism
- Grampians ring road for cycling
- Horsham to Mt Zero recreational cycling loop
- Wartook to Zumsteins recreational trail
- Wimmera River Discovery Trail linking Horsham to Lake Hindmarsh via the Little Desert National Park and Dimboola

The Impact of investment

By developing attractions and activities across the region, both the tourist and the local community benefit. By ensuring an authentic nature-based experience, visitors can leave Horsham as ambassadors for the region and assist by bringing more people to the region. If investment does occur, nature-based tourism will become a strong and reliable market segment for Horsham, creating new business and employment opportunities for the local community.

Potential investors

Regional Development Victoria's Regional Tourism Investment Fund (RTIF) aims to increase visitation to regional Victoria, boost regional tourism investment and drive new jobs in the regional tourism sector.

Investment Fast-Track Fund Victoria aims to provide funding for Victorian projects that will drive regional and rural recovery and economic diversification.

Regional Jobs Fund Victoria aims to provide businesses and organisations with funding to develop and retain jobs in regional Victoria.

2 – Food and Wine Tourism

Horsham as a regional city encompasses some of the Wimmera's most fertile soils and growing conditions. This is the foundation for the large-scale grains, pulses, and canola production. There is an absence of small-scale permaculture establishments which could be used to further develop the region's sustainability efforts whilst improving the region's access to locally grown nutritious vegetables. Fostering investment to facilitate the development of an even more diverse agricultural industry can enable the emergence of a thriving local food and wine industry in the region. This is integral to support value-adding initiatives within the tourism industry, allowing for a more holistic experience of the region. We believe that Horsham can become one of Victoria's premier food destinations, with a breathtaking natural environment to match.

This is coinciding with a change in domestic tourism behaviour, with visitors seeking an intimate experience through local food story telling. Although overall tourism expenditure was down during the COVID-19 pandemic, intrastate domestic tourism developed a bubble economy during periods of eased restrictions. Limited international and interstate travel options have assisted in attracting new visitors to the region. There is also an unprecedented shift in people moving from metropolitan areas for a regional tree change. This results in a higher number of affluent and cultivated residents who will assist in the gentrification of the food and wine sector.

Horsham is home to a range of produce – olives grown at Laharum and Mount Zero produce associated products, lentils and chickpeas, wheat and grains, honey, as well as meat such as beef, lamb, duck, and turkey. Wineries in the Lower Norton district have cellar doors selling their fine quality shiraz, cabernet sauvignon and sauvignon blanc wines. Much of the local produce is available direct from the farm-gate and at cafés and retail outlets in Horsham.

Vision

Horsham to be a leading regional food hub.



On the Ground

Horsham Agricultural Show / 150km Feast (Food and Wine Festival)

With its wide-open spaces, small nooks and laneways, the historical precinct known as Maydale Reserve is nestled in the heart of Horsham on the banks of the Wimmera River and is the setting for the 150km Feast. The event hosts 150 patrons and boasts some of the best food and wine in the region. This is an event designed to showcase producers, celebrate good food and wine, and bring people together in the Wimmera region.

Mt Zero

Mt Zero is a family-owned farm based in the Wimmera who practice biodynamic farming techniques with the internationally renowned Demeter certification. They have over 6000 Spanish Manzanilla and Gordal olive trees lining the base of the Grampians northern summit (Mt Zero). The olive grove is also completely self-sustaining with off grid wind and solar generators. Mt Zero pride themselves of a passion for quality ingredients and representing the talent and ability of producers in the Wimmera region.

Mount Stapylton Wines

Mount Stapylton Vineyard lies on the western slopes of the Grampians on the foothills of the Mount Stapylton range. This terroir is beautifully suited to Shiraz at an elevation of more than 170 metres above sea level. Soils consist of a top layer of loam over orange clay with veins of buckshot gravel below. Mount Stapylton Wines carry over their love for the craft and region into their products, with the story of the region and its strengths as a producing hub reflected through the quality of their wine and its branding.

Barangaroo Boutique Wines

Barangaroo Vineyard is located in the ridges of Lower Norton in southwest Horsham. The venue is blended with the surrounding landscape and offers a unique destination for hosting events. Barangaroo Wines is reflective of Horsham's character as their experiences offered highlight the relaxed, peaceful and scenic characteristics of the Wimmera.

Norton Estate

Norton Estate Wines is situated at Lower Norton, halfway between the Grampians and Mount Arapiles. The estate is a 10-minute drive southwest of Horsham at the northwest

corner of the Grampians Wine Region. The undulating hills of Lower Norton contrast with the otherwise flat Wimmera Plains to the north-west, providing a picturesque location to celebrate or relax.

Bonnie & Clyde Pizzeria

Operating for just over 10 years, Bonnie & Clyde Pizzeria owned by Dan and his wife Emily is a local and modern hospitality business. The couple moved premises and worked very hard through COVID to solidify a position for the business moving forward by transitioning to takeaway value-add products such as wholefood salads and craft beers. They were appreciative and thankful of the local Horsham community who provided support to the business throughout the difficult COVID period. The pizzeria also uses local produce including olives from **Mt Zero**, olive oil from **Toscana**, pulled pork from a local butcher and duck from **Luv-a-Duck** in Nhill. The craft beers offered at Bonnie & Clyde's Pizzeria are locally sourced and brewed **Rightbank Brewing Society**. The nano brewery uses locally sourced barley from the Wimmera region and shows the capabilities of value-adding products in the region.

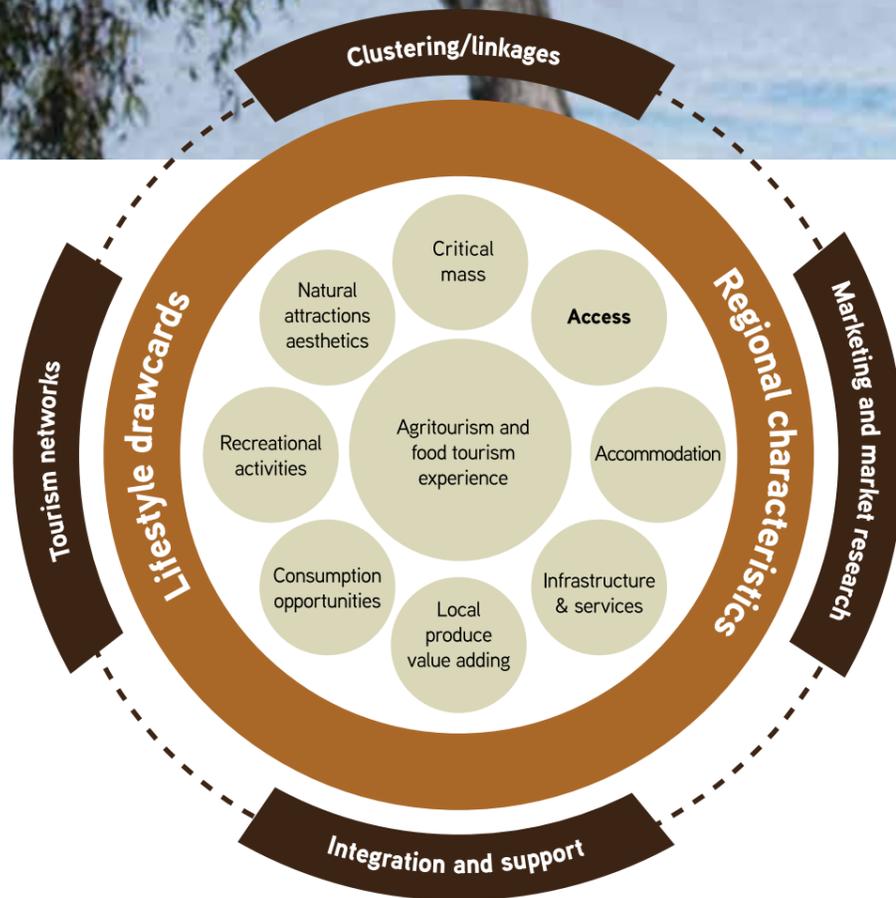


Figure 1: A framework for describing key features of agritourism and food tourism

Ecker, S., Clarke, R., Cartwright, S., Kancans, R., Please, P. and Binks, B., 2010. Drivers of regional agritourism and food tourism in Australia.

Why Horsham is better suited for investment in food and wine than other regions

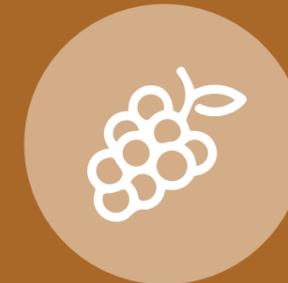
Horsham is open for business and can accommodate new businesses who are ready to pioneer the food, wine, and tourism industry of Horsham's tomorrow. The introduction of a creative, engaging food and wine industry can add immense value to the city and related industries. To become the sophisticated regional city we aspire to be, facilitating the development

of these artisan industries is necessary to complete the tourism package. The food and wine sector can also be utilised to reflect the value of the region and its people, and to share their stories with visitors and potential new residents.

Horsham already boasts fertile growing soils with favourable weather conditions and annual rainfall. This is currently being capitalised on by broad acre cropping farms in the region, but there is scope for the development of small-scale horticulture and viticulture. As

Horsham is already host to a thriving agricultural industry, the development of new food and wine ventures have the added bonus of being supported by an extensive network of agricultural based businesses.

Horsham's natural environment tourism has the market poised to be built upon by a value-adding food and wine sector. There is immense potential to market the region's produce to these visitors to build upon the sense of identity of the region.



Call to action

Horsham is ready to become a pioneer in the food, wine and tourism industry but cannot achieve this without investment in the following areas:

- High-end accommodation
- Food tourism ambassadors
- Hospitality Venues
- Small-Scale Agricultural Farms
- Farm-Gate Tourism Events (Markets)
- Agritourism operators
- Native Bush Food Industry

The Impact of investment

The development of a viable food and wine sector supports the creation of jobs within the region. The region's central position within the Wimmera, the emergence of growers and the steady stream of nature-based tourists have Horsham primed to establish a comprehensive gastronomic region. Investing in the food and wine sector of Horsham unlocks immense potential in other sectors. This is because further developing the food and wine sector allows for value-added opportunities to eventuate in both the agricultural and tourism industries. We can already see the success of backwards linkages occurring with growers in the wheat belt selling barley and flour direct to the food industry. An established food and wine sector can bolster almost all sectors of the tourism industry, opening the door for value-adding experiences which allow visitors to experience the region through an added dimension: taste.

Key Attributes

Proactive Council who will assist in the development of new business

High availability of commercial property in the city centre

Thriving agricultural sector

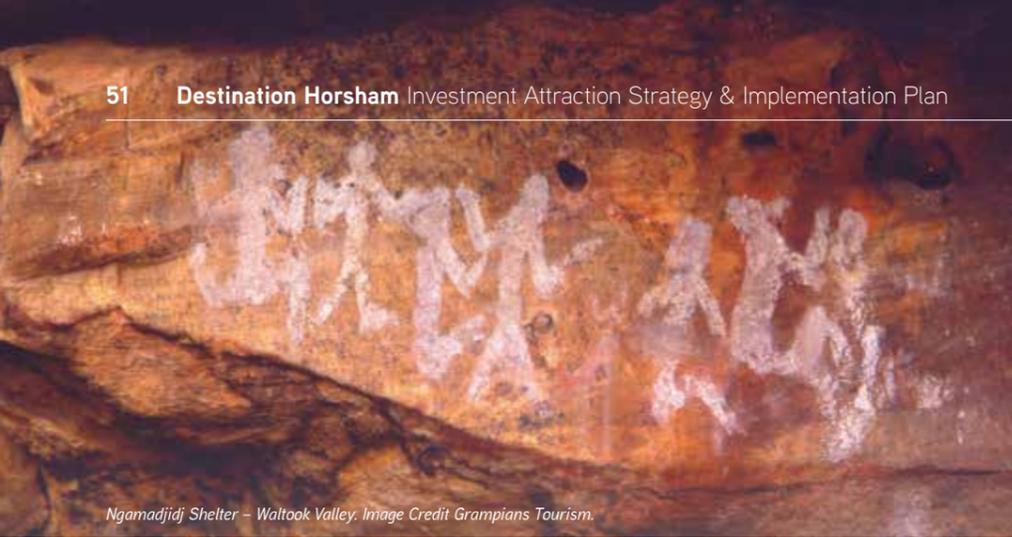
Fertile soils with strong agricultural infrastructure and business support

Potential investors

COVIDsafe Outdoor Dining

Private sector

New hospitality businesses



Ngamadjidj Shelter – Waltook Valley. Image Credit Grampians Tourism.



Thomas Brown Botanical Gardens 2010. Artist Kevin Gilders.



Framing the Wimmera – Toolondo 2014. Artists Greg Pritchard and Dónal Molloy-Drum.

3 – Cultural Tourism

The key market segment of visitors to the Horsham region is changing. Tourists to the region are now more educated, have higher incomes and are more socially and culturally active and aware. As the market segment of visitors has changed, so must the tourism products being offered. This has brought with it the need to diversify the tourism product towards new, innovative and authentic cultural tourism experiences that differ from the day-to-day lives of the visitors. From this, the Horsham region has a specific competitive advantage due to the region’s strong Indigenous roots from the Wotjobaluk, Werguia, Jupagulk, Jadawa and Jadawadjali peoples. This leads the region to be able to offer authentic Indigenous cultural experiences.

On the Ground

Gulgurn Manja (pronounced Gulkurn Many) meaning **hands of young people**, is a rock shelter at the northern tip of Gariwerd. From here the small groups of Jardwadjali would have been ideally positioned to see the fires of other groups on the plains to the north. They also used the local finegrained sandstone to make stone tools. Marks where stone has been broken from the walls can still be seen in this shelter. The paintings at Gulgurn Manja include bars, emu tracks and handprints. Handprints such as these are only found in northern Gariwerd, and many here were done by children, hence the Aboriginal name for the site. These paintings were part of a **unique local art style** which was used to tell stories and pass on the law of the people.

Nurrabiel, Jos Lane Mural 2021. Artist Stacey Rees.



Cirque De Silo ACT Natimuk's Nati Frinj Festival 2005 Artists: Y Space, Transience, Image: Melissa Powell.

Vision

A thriving tourism destination that celebrates Indigenous story telling, history and natural beauty of the region.

Natimuk Frinj Festival

Natimuk is home to an eclectic mix of farmers, retirees, rock climbers and artists. The Natimuk Frinj Festival is a biennale event which includes a range of festivities from Snail Racing to Aerial Silo Shows, theatre works to Silent Disco Walking Tours. The Nati Frinj is a chance to celebrate and express the creative energy of Natimuk and the invited artists.

Ngamadjidj shelter

Ngamadjidj (pronounced NG as in sing, DJ as in jaw) shelter is on the western edge of the ranges near a secluded waterhole. Remains of campfires and stone tools used by the Jardwadjali have been found here, which suggests it was a favoured camping place. The paintings at this site are unusual because only white clay was used.

Billimina Shelter Rock art site

Billiminia Shelter in the Wartook Valley is an impressive rock overhang where Jardwadjali peoples camped and caught kangaroos, bandicoots, possums and bettongs, whilst also collecting emu eggs and freshwater mussels.

Public Art and Heritage Trail

The public art and heritage trail through the Horsham city centre displays a mix of vibrant contemporary and historical art. The trail takes you through sites such as the Tim Jones Scar Tree sculpture near the City Gardens Estate, Angi Polglaze’s Totem Pole, the Wimmera Burnt Creek Meeting Place in Roberts Place, Gallery Alley, Post Office Bell and a dazzling artistic mural in Bradbury Lane and Jos Lane just to name a few and which are all located in the Horsham city centre.

Silo Art Trail & Horsham’s Rail Corridor Project

The silo art trail is Australia’s largest outdoor gallery that links many rural towns and helps provide an insight into the true spirit of the Wimmera Mallee. The trail celebrates the region’s people through a series of murals painted onto grain silos. Horsham is currently completing the Rail Corridor project which will enable Horsham to showcase our own silo art and become a destination on the trail. Horsham Rural City Council and Barengi Gadjin Land Council will collaborate to create a large-scale mural on the silo and mill on the corner of Wawunna Road and Hazel Street. This project has been successfully funded through Creative Victoria and is expected to be finished by the end of 2022.

Horsham Town Hall

The Horsham Town Hall complex provides world-class performance, visual arts and conferencing facilities and allows our community to enjoy the highest quality international, national and locally produced events. The recently redeveloped facilities provide the community with a high quality event space to not only experience various arts and culture shows but to use as a conference, seminar, and expo space. The original Town Hall building is also on the Victorian State Heritage Register for its historic and architectural significance.



Art Is... Festival 2016. Artists Erth, Rebecca Russel/Ken Evans.

Why Horsham is better suited for investment into cultural tourism than other regions

The Horsham region has a strong Indigenous history and is home to over 40 important cultural heritage sites. Visitor data shows a rise of interest in cultural tourism and the region has an opportunity to supply this demand through showcasing the Indigenous history of the area. Pre-established world-renowned cultural tourism experiences at the nearby Budj Bim National Park, Tower Hill Wildlife Reserve and the Grampians have put Indigenous story telling to the forefront of their tourism value proposition and is supported by the Brambuk cultural centre in Halls Gap. Horsham has an opportunity to leverage off these world renowned areas and establish itself as the key regional city that supports cultural tourism and experiences. Investment into cultural tourism initiatives within Horsham will see an immediate impact in adding to overall tourism attraction.

Key Attributes

85% of culturally significant rock art in Victoria is within the Grampians region

More than 40 important cultural heritage sites at Dyrurrite (Mount Arapiles)

Horsham Town Hall which showcases culturally significant events.

Access to existing camping and hotel accommodation near key sites

World renowned natural environment that enables opportunity for cultural tourism experiences, particularly Dyrurrite (Mount Arapiles)



Call to action

Horsham can become a thriving cultural tourism destination that celebrates Indigenous storytelling and history but will not achieve this unless investment into the following areas is secured.

- Nature-based tourism operators
- Cultural tourism centre potentially located on the Wimmera River
- Tourism TAFE courses
- Indigenous tour guides
- Tourism campaign/ Visit Horsham overhaul
- Native Bush Food Industry
- Outdoor venues capable of hosting large events



The Impact of investment

Horsham holds high values surrounding the support and celebration of the traditional owners of the land. This includes the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples. Cultural tourism is experiencing an upward trend in interest nationally, and it is important that Horsham establishes itself in this space with the current momentum of the market segment. Investment into cultural tourism will also assist the progression of other tourism segments such as nature-based, food and wine tourism. Investment in this area will enable Horsham to facilitate indigenous story telling. Developing the cultural tourism market segment will promote the development of Indigenous employment opportunities.

Potential investors

Regional Development Victoria – Regional Tourism Investment Fund

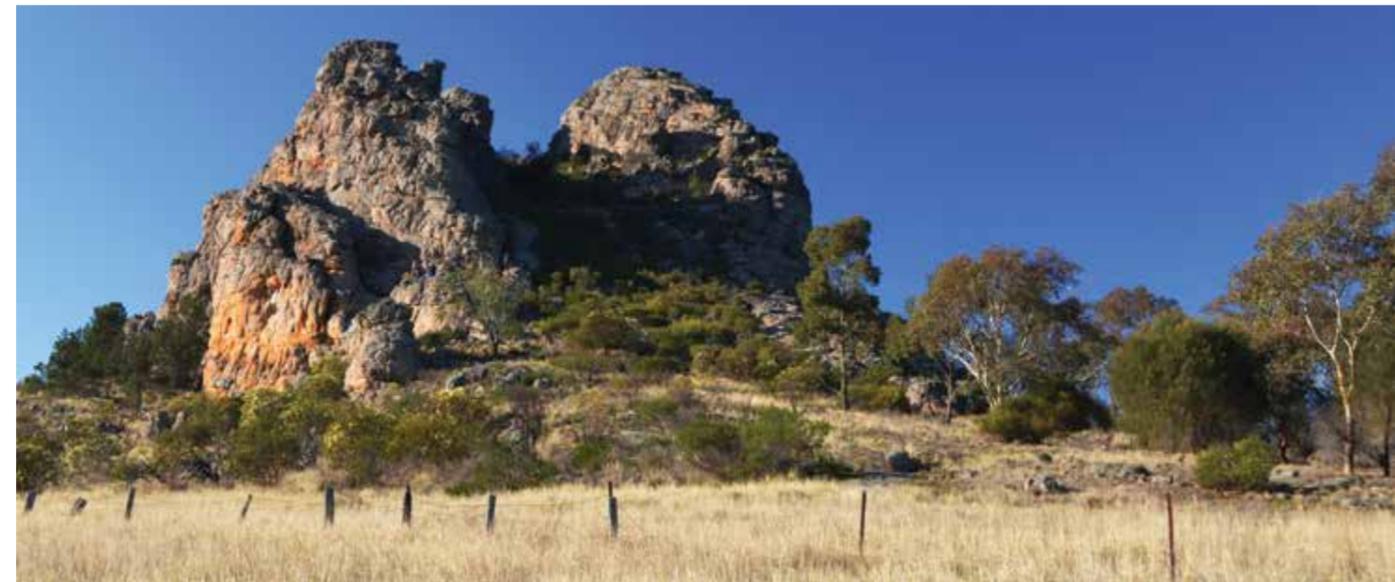
Creative Victoria (State Government)

Private Sector

Commonwealth Government



Shadow Play ACT Nati Frinj Y Space 2009.





Future opportunities for Tourism

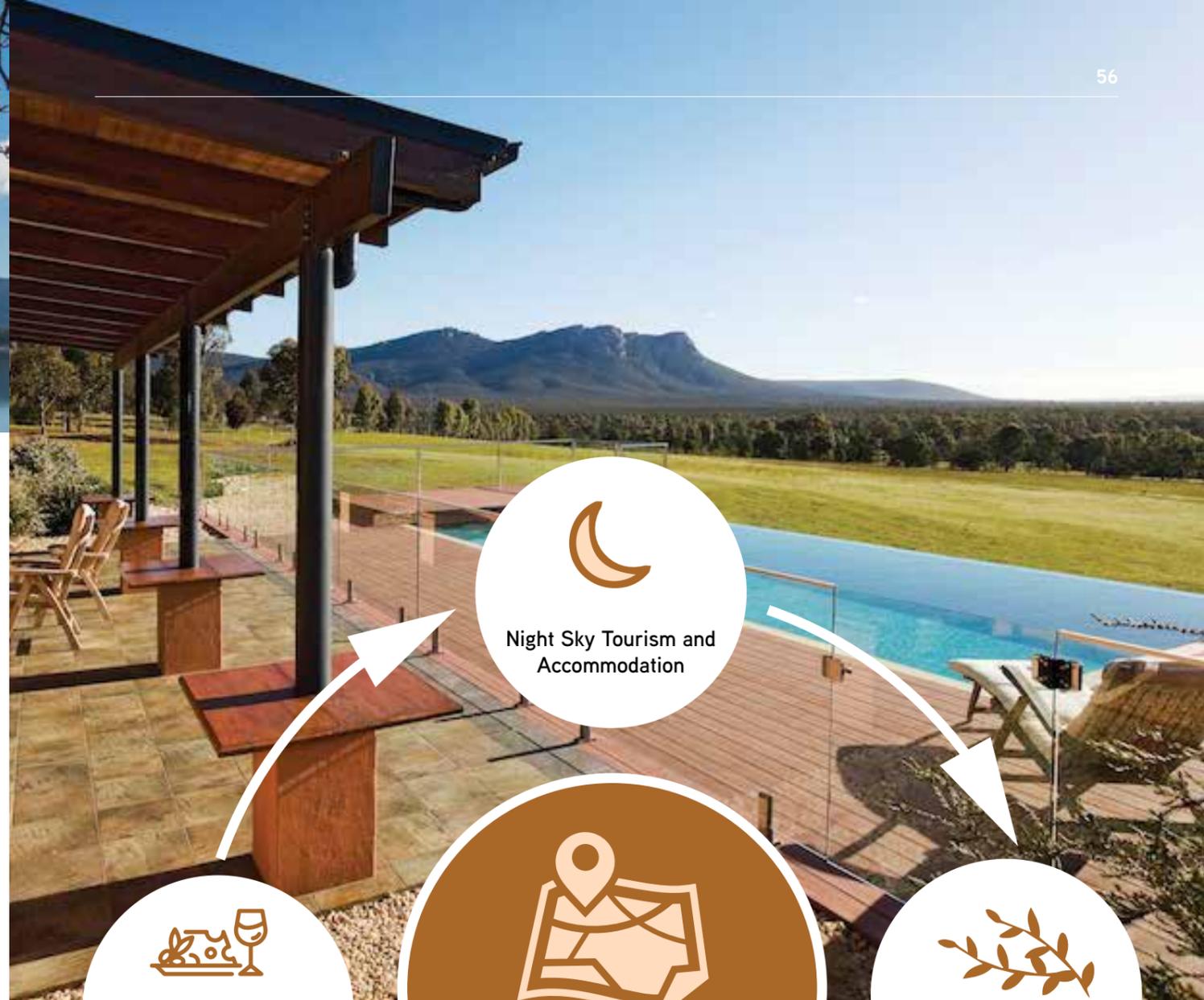
1. Ecotourism accommodation under the stars
2. Native Bush food industry
3. Local Food and Accommodation Packages utilising Backwards Linkages
4. Established Food and Wine Scene within city centre creating a night-time economy

Horsham also has an opportunity to establish **Night Sky Tourism and accommodation packages** for visitors. Night sky tourism is a niche opportunity that can potentially offer visitors a truly unique experience and create employment opportunities.

The Native Bush Food industry is currently worth roughly \$50m and is forecasted to grow to a \$250m a year industry. Horsham has an opportunity to leverage the Indigenous cultural heritage of the area and the Brambuk cultural centre in Halls Gap and become a Victorian leader in the space.

There is significant potential for Horsham to create **strong links between the local food and wine industry and the accommodation sector**. Value-added packages which highlight a region's identity is a strong theme amongst successful regional tourism campaigns. With the Wartook Valley Strategy looking to facilitate the development of further accommodation opportunities in the valley (which is already a prolific growing region for olives) there is a promising future in this sector.

Carols by Candlelight 2018.



Implementation Plan

The Implementation Plan for the Investment Attraction Strategy has evolved from the direction and actions as identified through Council's Community Vision. The Community Vision informed the Council Plan 2021 -2025 and its associated Action Plan.

Council's Investment Attraction and Growth Department teams are responsible to deliver the Plan against set goals, timeframe, resources and budget. The annual review of the Plan ensure it stays relevant to the people of this region and continually changing environments.

The actions within the plan are driven by community and stakeholder engagement, the vital key to Horsham identifying as a destination and sophisticated regional city.

Investment Attraction Team

Open the pathway to key developers, estate agents and other stakeholders of interest to share Council's ambition and willingness to explore the potential that already exists in Horsham while also sharing the future strategies and narrative that inform and shape future developments.

Council Priorities & Initiatives	Action	Key Investment Theme	Goal measured by	Timeframe
1.3.6	Implement landscaping recommendations from Horsham North Local Area Plan for the Horsham Rail Corridor Project	Commercial Land Development Tourism	Ensure amenities and landscaping to support the Silo Project are delivered	2 Years
2.10	Support the Wimmera Development Association to facilitate improved telecommunications, housing and workforce outcomes	All	Government fund provided to improved telecommunication Industry not reporting lack of housing availability for new employees to the region	Ongoing
	Undertake regular meetings between the Wimmera Development Association and Investment Attraction Department to inform and discuss economic development opportunities	All	10 forums held per year	Ongoing
2.8.1	Support the Development of Mt Zero Resort	Commercial Land Development Tourism	Planning permit issued	2 Years
	Prepare and implement the recommendations from the Aerodrome Masterplan	Industrial Land Development Tourism	Aerodrome Masterplan developed	2 Years

Council Priorities & Initiatives	Action	Key Investment Theme	Goal measured by	Timeframe
3.1.2	Seek investment for opportunities highlighted in the Wartook Valley Strategy.	Tourism	3 new tourism products developed	3 Years
3.2.2	Implement the infrastructure works required for the next stage of development at the WAL Hub and both Burnt Creek and Enterprise Industrial Estates to ensure sites are market ready	Industrial Land Development	Next stage developed for each of the industrial areas and ready for sale	2 Years
	Investigate with stakeholders on the potential for Burnt Creek to become a green industrial area through vegetation offsets and carbon sequestration.	Industrial Land Development Sustainability	Investigation outcomes reported to Council	5+ Years
	Investigate opportunities for industries at the WAL Hub	Industrial Land Development	One industrial lot sold annually	5+ Years
3.5	Advocate for mining in our region to meet world's best practice	Industrial Land Development	Website updated and investment prospectus developed	Ongoing
3.5	WIM Resource Avonbank Mineral Sands Mine	Industrial Land Development (Mining, Investment & Job)	MOU developed between Council and WIM Resource	2 Years
3.5.1	Assist Statutory Planning Team with submission of the EES for the Avonbank mining project to ensure that the licence reflects world best practice	Industrial Land Development	Submission Lodged	2 Years
3.6	Widely promote the advantages of establishing solar and wind farms in the Horsham region	Renewable Energy	Website updated and investment prospectus developed	Ongoing
	Council support and advocate for renewable energy projects of all scales	Renewable Energy	Begin discussions with smaller townships for community scale solar	1 to 2 Years
	Provide specific marketing information adaptable to Council's Website to encourage and support renewable energy developments	Renewable Energy	Website updated and investment prospectus developed	1 to 2 Years
4.1	Advocate for the use of rail as a mode for transport of materials to the Port	Agriculture Industrial Land Development	Increased container use on rail	5+ Years

Business Development & Tourism Team

Engage with the business community and commercial/industrial investors to understand their needs, keep them connected with Council and deliver the support required in navigating connections to the regulatory process.

Council Priorities & Initiatives	Action	Key Investment Theme	Goal measured by	Timeframe
2.1.2	Design, promote, participate and support municipal activities and events as scheduled including NAIDOC, Volunteers, International Womens Day & Seniors Week	Tourism	Events reported on in the Investment Attraction and Growth monthly Council Report	Ongoing
2.6.1	Promote recreational activities in our natural environment to increase destination tourism and visitation	Tourism	Activities reported on in the Investment Attraction and Growth monthly Council Report	Ongoing
2.7.1	Identify and seek out commercial opportunities to activate the riverfront	Commercial Land Development Tourism	Commercial opportunities reported on in the Investment Attraction and Growth monthly Council Report	Ongoing
2.8.1	Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region	Tourism	Tourism opportunities reported on in the Investment Attraction and Growth monthly Council Report	Ongoing
3.1.3	Develop and implement the Natimuk Social and Economic Plan	Renewable Energy, Commercial development & Tourism	Plan Developed & Progress report to Council	2 Years
3.2.1	Work with local business leaders throughout the municipality to develop business confidence and growth	All	2 business forums held annually	Ongoing
	Host seasonal workshop sessions with Grampians Tourism and Wimmera Mallee Tourism to organise and update our businesses and tourism operators about relevant information for the region	Tourism	2 industry workshops have been hosted	Ongoing
	Ensure constant communication through e-mails and business newsletters with tourism operators and local businesses regarding what is happening in the region	All	A minimum of 10 business newsletters distributed annually 4 business forums are held annually	Ongoing
3.3.1	Source opportunities and develop partnerships with technology industry bodies to enhance connectivity	All	A yearly submission to the Regional Connectivity Program (if available)	Yearly
	Update and audit the Council Website Business Page	All	The annual audit identified no outdated information	Yearly

Council Priorities & Initiatives	Action	Key Investment Theme	Goal measured by	Timeframe
3.4	Purchase equipment to support outdoor economic activity in public areas	Tourism	Have outdoor cinema equipment purchased	2 Years
3.4	Local marketing and communications to promote outdoor economic and fitness activity	Tourism	Ensure a weekly free fitness class for community is created and that the community receives free health and wellbeing classes weekly for 12 months	2 Years
3.4	Enhance the ambience of outdoor areas including laneways	Tourism	Engage artists to activate laneways	2 Years
3.4	Provision, maintenance, or upgrade of outdoor spaces and parklet facilities	Tourism	Increased foot traffic and further activation to support outdoor dining	2 Years
3.4.2	Work with local business to activate the Horsham city centre	Commercial Land Development Tourism	Investment Attraction and Growth monthly Council Report	Ongoing
	Encourage homebased and start-up businesses to expand through the Wimmera Business Centre	All	Having two start-up businesses per year gain support through the WBC.	Ongoing
	Attract businesses to lease vacant shops in the Horsham city centre through the Wimmera Business Centre	Commercial Land Development	Vacant shops reduced from 24 shops to 20 in the first year and maintained at or below 18 shops for the succeeding years	Ongoing
	Develop a dynamic and up-to-date business database system to ensure information is correct, up-to-date and cross references the most recent ABR data	All	Data base developed and used	Monthly
	Promote Agritourism opportunities to industry by developing an information kit that outlines <ul style="list-style-type: none"> • Supply chain partnerships • How to transition to regenerative practices • Local markets • Case studies of value-adding practices in the region 	Agriculture Tourism	Completed information kit	2 Years
	Advocate for value-add opportunities with existing and future farmers through innovative practices such as regenerative agriculture, planting native perennial vegetation and implementing renewable energy sources on farms	Agriculture Renewable Energy Tourism	Attend the Horsham Field Days to host conversations with farmers.	Ongoing
	To promote Live the Grampians Way to local businesses and engage with people who show an interest in moving to the region	All	Ensure every person who contacts Live the Grampians Way has received a welcome/information sheet and follow up phone call	Ongoing

Strategic & Statutory Planning Team

Enable the sustainable growth and liveability of Horsham. This is achieved through early engagement with developers to share expectations and build shared vision. The aim is to articulate the required development outcomes and success measures that guide decision making on how Horsham is improving the quality of urban

development. The Team’s role is to communicate existing guide-rails and policies that apply for now, while also sharing insight into the positive impact that longer term strategic planning policy and reviews will have on the future of Horsham.

The Statutory Planning Team case manage the technicalities

of the planning and regulatory requirements related to the development and planning approvals process. The team aim to ensure early engagement clear expectations to ensure the Council’s vision for quality developments in Horsham is understood upfront and opportunities are explored to bring outcomes for all.

Council Priorities & Initiatives	Action	Key Investment Theme	Goal measured by	Timeframe
1.3.5 & 1.3.6	Develop and implement the Horsham North Local Area Plan	All	Horsham North Local Area Plan adopted by Council	1 Year
			Progress report on implementation plan	
	Develop a style guide to ensure consistency in street furniture, lighting, understorey plants, signage and parking.	Commercial Land Development	Style Guide endorsed by EMT	1 Year
	Improve the public realm, wayfinding and promotional signage of Horsham’s main entrance to capture trade.	Tourism	Wayfinding signs installed and match Council style guide	2 Years
1.5.2	Deliver on the Horsham Silo Project with Barengi Gadjin Land Council to promote, celebrate and share first nation stories of significance	Commercial Land Development	Silo Art Complete	1 Year
		Tourism		
1.5.3	Identify and recognise areas and places of cultural and historical significance that maintain connection to places, land and culture and engage early.	Tourism	Report Presented to Council	2 Years
			Cultural Heritage Overlay completed	
1.6.4	Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce a ‘sense of place’ and celebrate Horsham’s character and distinctiveness	Tourism	Horsham Planning Scheme amended	2 Years



Council Priorities & Initiatives	Action	Key Investment Theme	Goal measured by	Timeframe
1.6.5	Prepare a Conservation Management Plan for the Horsham Botanical Gardens	Tourism	Management plan endorsed by Council	3 Years
	Prepare a Conservation Management Plan for the Horsham Cinema	Tourism	Management plan endorsed by Council	4 Years
1.6.6	Prepare heritage controls and complete amendment to the HRCC Planning Scheme	All	Heritage controls complete and incorporated into the Planning Scheme	2 Years
2.10.2	Develop and implement a Housing Affordability and Diversity Strategy	All	Strategy developed and implemented through a planning scheme amendment	2 to 3 Years
2.10.3	Prepare and implement the Horsham South Structure Plan (Stage 2)	All	Plan adopted by Council	2 Years
3.1.1	Prepare and implement a Commercial & Industrial Land Use and Supply Strategy	All	Plan developed & Strategy adopted by Council	2 to 4 Years
	Prepare and implement a Rural Land Use and Small Settlements Strategy to plan for small towns and settlements and to ensure productive agricultural land is protected	All	Rural land use and small settlements Strategy developed	3 to 4 Years
3.1.2	Peer review and implement the recommendations from the Wartook Valley Strategy	All	Peer review completed	3 Years
	Complete a Planning Scheme Review as a vehicle for specifying desired outcomes across the municipality.	All	Undertake the necessary planning amendments from the recommendations Planning Scheme Review Completed and suggested changes implemented	2 Years

Major Projects

These major projects have been identified in the Council Plan (2022-2027). These projects will be further investigated and made investment ready by the Investment Attraction and Growth Department and other sectors within council, pending external funding opportunities.

Project Name	Key Investment Theme	Project Cost (State Government and Council)
City to River	Tourism	\$30.1 Million
CAD Revitalisation*	Commercial Land Development Tourism	\$2 Million
Wimmera Riverfront Activation*	Commercial Land Development Tourism	\$3.6 Million
Horsham Nature Water Play Park*	Tourism	\$2.45 Million (Council commitment \$350,000)
Urban Renewal Project (Planning Phase)*	Commercial Land Development	\$120,000
Outdoor Activation Project	Tourism	\$575,000
Wimmera River Discovery Trail (Stage 2)	Tourism	\$2.95 Million
WAL Hub, Enterprise Estate & Burnt Creek Estate	Industrial Land Development	\$5.8 Million
Wimmera Intermodal Freight Terminal Upgrade	Industrial Land Development	\$11.3 Million
Alternative Truck Route	Commercial & Industrial Land Development	\$250,000 (Council commitment \$100,000)
Upgrades to key freight routes	Industrial Land Development Agriculture	\$2.2 Million
Horsham Rail Corridor Project	Commercial Land Development Tourism	\$2.1 Million
Aerodrome Master Plan Works	Industrial Land Development Tourism	\$2.4 Million

*Projects part of City to River



Concentric Entrance Sculpture, Dimboola Road 2012 Artist Laura Woodward.

Horsham Rural City Council

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