

HORSHAM RURAL CITY ECONOMIC DEVELOPMENT STRATEGY 2017 - 2021

BACKGROUND DISCUSSION PAPER

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HORSHAM RURAL CITY COUNCIL

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ACRONYMS

ABARES – Australian Bureau of Agricultural and Resource Economics and Sciences

ABS – Australian Bureau of Statistics

ALOS – Average Length of Stay

ANZSIC – Australia New Zealand Standard Industry Classification

CAD – Central Activity District

CRMS – Customer Relationship Management System

EDS – Economic Development Strategy

FTE – Full Time Equivalent

GRP – Gross Regional Product

HRCC – Horsham Rural City Council

IVS – International Visitor Survey

LGA – Local Government Area

LPPF – Local Planning Policy Framework

MSS – Municipal Strategic Statement

NCE – Natimuk Community Energy

NEIS – New Enterprise Incentive Scheme

NVS – National Visitor Survey

PAO – Public Acquisition overlay

RDV – Regional Development Victoria

SEIFA – Socio Economic Index for Areas

SPPF – State Planning Policy Framework

TRA – Tourism Research Australia

TSA – Tourism Satellite Account

UDP – Urban Development Program

VIF – Victoria In Future

WDA – Wimmera Development Association

WIFT – Wimmera Intermodal Freight Terminal

WSMR – Wimmera Southern Mallee Region

GLOSSARY OF TERMS

Domestic day trip visitor - Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.

Domestic overnight visitor - People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.

International visitor - A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.

EXECUTIVE SUMMARY

PROJECT BACKGROUND

Horsham Rural City Council (HRCC) engaged Urban Enterprise to prepare an Economic Development Strategy (EDS) for 2017 to 2021.

The aim of the strategy is to strengthen, enhance and further diversify the existing economic, tourism and industrial base in the City through a strategic and collaborative approach, which leads to sustainable growth that improves the wealth and wellbeing of the community.

STRATEGIC CONTEXT

Based on a review of local and regional strategy and policy, the priority objectives for economic development in Horsham and the broader Wimmera Southern Mallee are focussed around supporting major industry such as Agriculture and Manufacturing, improving liveability, fostering growth opportunities in new and emerging industries that capitalise on the region's competitive advantages and attracting new business and residents.

A key strength of the region is the considerable agriculture production and the opportunity to leverage further from value-add production, advancements and development of farming technology, consolidation of land holdings and capitalising on water security as a result of the Wimmera-Mallee pipeline.

There is, however, an objective to further diversify the local economy to create greater resilience. Horsham's role as a regional City in the broader Wimmera sees it well-placed to accommodate growth in public service industries such as health and education, as well as industries that develop more organically through an increase in population and activity such as retail, food and accommodation, entertainment and recreation, construction and professional services.

Some of the key strategic economic development opportunities identified for Horsham Rural City include:

- Expand the investment in renewable energy sectors and small towns;
- Mineral sands mining and the significant economic impact that would be generated (expenditure, employment, wages and salaries, exports);
- Develop tourism product with a focus on food and wine, nature based, indigenous, sport and recreation, and arts and cultural tourism;
- Facilitate a critical mass of industrial activity in existing industrial precincts;
- Encourage the clustering of industry to promote synergy. For example, intensify health care, social assistance and medical services in proximity to the existing hospital precinct;
- Build on the Rural City's liveability through the promotion of social cohesion, and the sustainable development of public infrastructure and services;
- Attract and accommodate new residents in locations that provide access to infrastructure and services, and does not adversely affect productive agricultural land; and
- Continue to encourage the Central Activity District of Horsham as a vibrant hub that supports a mix of retail, office, food and beverage, entertainment, community and cultural activity.

State tourism strategies such as Victoria's Tourism 2020 Strategy and the Visitor Economy Strategy identify the need to improve destinations through investment in attractions, experiences and accommodation. This is particularly relevant for Horsham in terms of regional strengths in nature based tourism, food and wine, and arts and culture.

Other key strategies include growing events, improving marketing and branding, and more effective coordination and collaboration between regions.

Considerations and recommendations in this Discussion Paper align with strategic objectives and local and regional policy.

ECONOMIC PROFILE

Economic conditions in Victoria remain strong and the outlook is positive. The State economy grew by 3.3% in the 2015/16 financial year, which is higher when compared with the average over the past decade.

Victoria is well serviced and well positioned to accommodate growth, as the State contains high quality education institutions, a culturally diverse population, strong technological capability, a positive business environment, quality infrastructure and services, agriculturally productive land and significant natural assets.

Horsham Rural City's economy is largely driven by Agriculture; both dry land broadacre farming (grain and pulse production) and livestock grazing, Manufacturing; specifically cleaning, food, metal and transport products and equipment, Construction, as well as public sector industries including Health, Education and Public Administration and Safety. These industries are vital to the local economy in terms of employment, wages and salaries and local supply chain networks.

HRCC has an unemployment rate of approximately 4%, and has experienced total employment growth of 2% between 2006 and 2016. Industry sectors that experienced the highest growth in employment in that time are Health Care and Social Assistance (23%), Accommodation & Food Services (11%), Electricity, Gas, Rental & Hiring (8%) and Manufacturing (8%).

Industry sectors that experienced a decline in employment between 2006 and 2016 include Rental, Hiring & Real Estate Services (-14%), Agriculture (-13%), Financial & Insurance Services (-9%), Professional & Scientific Services and Retail (-5%). The reduction in professional services jobs is an area that needs active intervention. Knowledge industry sector jobs will be critical for the success of a regional city such as Horsham.

Due to Horsham's role as a major industry service centre for the Wimmera Southern Mallee region, job containment is significantly high at 92%, with a small proportion of the population travelling to Yarriambiack and Hindmarsh for employment.

The overarching objectives for economic development in Horsham Rural City are as follows:

- Strengthen engagement, relationships and communication with existing and new business.
- Attract, retain and support industry that align with the competitive strengths of Horsham Rural City.
- Improve the liveability for Horsham Rural City's residents through investment and development of community infrastructure and the provision of public services.
- Develop Horsham as a destination in its own right and grow the visitor economy through product development, event development and procurement, and marketing and promotion.

THE VISITOR ECONOMY

Horsham has a range of tourism strengths that could be further leveraged in order to increase domestic and international visitation, facilitating growth in the visitor economy.

Horsham's visitation has grown at a steady rate over the past five years, but is largely driven by daytrip visitation, most likely from the broader Wimmera region. The key driver of visitation is attributed to business, holiday/leisure and event visitors.

There is an opportunity to attract a greater proportion of domestic overnight holiday/leisure visitors through development of Horsham as a visitor destination. This could be achieved through a range of opportunities in outdoor and adventure, food and beverage, sport and recreation, arts and culture and nature-based activities.

The key opportunities for tourism development include:

- Tourism uses along the Wimmera River (e.g. food and beverage, conference/function centre, accommodation, public art installation, recreation infrastructure);
- Food and beverage (e.g. destination dining);
- Festivals and events (aligning with regional tourism strengths);
- Arts and culture (e.g. Horsham Town Hall and Regional Art Gallery events, Indigenous history/heritage interpretation);
- Natural assets (waterways, Mt Arapiles, Wartook Valley);
- Self-drive / stopover visitors;
- Destination branding.

CONSIDERATIONS FOR THE EDS

Considerations for the Horsham Rural City Economic Development Strategy have been summarised as follows:

- Business and Investment Attraction;
- Resident Attraction;
- Diversifying the Local Economy;
- Public Sector Industries;
- Support & Engage Existing Business;
- Role in Economic Development;
- Growing the Visitor Economy; and
- Major Projects.

1. BACKGROUND AND CONTEXT

1.1. INTRODUCTION

Horsham Rural City Council (HRCC) engaged Urban Enterprise to prepare an Economic Development Strategy (EDS) for 2017 to 2021.

The aim of the strategy is to strengthen, enhance and further diversify the existing economic, tourism and industrial base in the City through a strategic and collaborative approach, which leads to sustainable growth that improves the wealth and wellbeing of the community.

1.2. PROJECT METHODOLOGY

The following methodology was adopted for this strategy.

Strategic & Policy Context

A comprehensive review of existing literature pertaining to Horsham Rural City and the Wimmera Southern Mallee's economy, which includes existing objectives and strategies for promoting economic growth in the region.

Economic & Demographic Profile

An assessment of Horsham Rural City and Wimmera Southern Mallee's economy using indicators such as Gross Regional Product (GRP), output, regional exports and employment. An analysis of local industry will identify propulsive, emerging and growth sector's.

This stage also includes a profile of Horsham's demographics including historical & future population growth, age profile, level of disadvantage, housing, income and occupation.

Tourism & The Visitor Economy

Assessment of domestic and international visitation to the Council area including the identification of key visitor markets (travel groups, age profile, length of stay, activities undertaken and visitor origin).

This stage provides an overview of the local and regional tourism strengths and identifies certain gaps in tourism product and development.

Consultation

A thorough consultation process included a series of workshops, one-on-one meetings and online surveys to engage stakeholders.

Industry representatives, businesses, referral authorities, Council staff and Councillors, and the community were consulted as part of this project.

Proposed Strategy Framework

Based on the extensive background research and analysis, along with the comprehensive consultation process, a strategy framework is proposed by identifying overarching objectives for economic development in HRCC from 2017 to 2021.

Reporting

The HRCC EDS provides two key outputs:

- Background Discussion Paper and Strategy Framework; and
- Economic Development Strategy.

1.3. LOCATION CONTEXT

Horsham Rural City is located approximately 300 km west of Melbourne and 400 km east of Adelaide.

The township of Horsham is well serviced for road infrastructure as it sits at the juncture of three major highways: Western Highway, Wimmera Highway and Henty Highway.

The Council area is one of five that make up the Wimmera Southern Mallee region along with Hindmarsh, Yarriambiack, West Wimmera and Northern Grampians.

Figure 1 shows the Wimmera Southern Mallee region.




Figure 2 provides an overview of Horsham Rural City's location including proximity to key economic, natural and enabling infrastructure assets.

FIGURE 1 WIMMERA SOUTHERN MALLEE REGION



Source: Urban Enterprise 2017

Horsham Rural City Locational Context

-  Council Boundary
-  Major Highways
-  Wimmera River
-  Nature Based Assets
-  Lakes

Note: Map is indicative only



2. STRATEGIC & POLICY CONTEXT

2.1. INTRODUCTION

An assessment of state and local strategic documents has been undertaken to summarise existing research that may have implications for the economic development strategy.

This section provides a review of relevant background documents including existing council policy and strategic reports. This consists of key literature that will underpin the economic vision, objectives and proposed economic development framework for Horsham Rural City for 2017- 2021.

2.2. KEY FINDINGS

Based on a review of local and regional strategy and policy, the priority objectives for economic development in Horsham and the broader Wimmera Southern Mallee are focussed around supporting major industry such as Agriculture and Manufacturing, improving liveability, fostering growth opportunities in new and emerging industries that capitalise on the region's competitive advantages and attracting new business and residents.

A key strength of the region is the considerable agriculture production and the opportunity to leverage further from value-add production, advancements and development of farming technology, consolidation of land holdings and capitalising on water security as a resultant of the Wimmera-Mallee pipeline.

There is, however, an objective to further diversify the local economy to create greater resilience. Horsham's role as a regional City in the broader Wimmera sees it well-placed to accommodate growth in public service industries such as health, education and arts and culture, as well as industries that develop more organically through an increase in population and activity such as retail, food and accommodation, entertainment and recreation, construction and professional

services. Some of the key strategic economic development opportunities identified for Horsham Rural City include:

- Expand the investment in renewable energy sectors and small towns;
- Mineral sands mining and the significant economic impact that would be generated (expenditure, employment, wages and salaries, exports);
- Develop tourism product with a focus on food and wine, nature based, indigenous, and arts and cultural tourism;
- Facilitate a critical mass of industrial activity in existing industrial precincts;
- Encourage the clustering of industry to promote synergy. For example, intensify health care, social assistance and medical services in proximity to the existing hospital precinct;
- Build on the Rural City's liveability through the promotion of social cohesion, and the sustainable development of public infrastructure and services;
- Attract and accommodate new residents in locations that provide access to infrastructure and services, and does not adversely affect productive agricultural land; and
- Continue to encourage the Central Activity District of Horsham as a vibrant hub that supports a mix of retail, office, food and beverage, entertainment, community and cultural activity.

State tourism strategies identify the need to improve regional destinations through investment in attractions, experiences and accommodation. This is particularly relevant for Horsham in terms of regional strengths in nature based tourism, food and wine, and arts and culture.

Other key strategies for tourism industry growth include growing events, improving marketing and branding, and more effective coordination and collaboration between regions.

Considerations and recommendations in this Discussion Paper align with strategic objectives and local and regional policy.

2.3. STATE POLICY & STRATEGY

STATE PLANNING POLICY FRAMEWORK (SPPF)

Clause 11

The objective for Clause 11.15 in the SPPF is *'to encourage growth throughout the region and create a network of integrated and prosperous settlements.'*

Relevant strategies to achieve this objective include:

- Support the role of Horsham as the key population and employment centre for the region.
- Support the ongoing growth and development of Edenhope, Hopetoun, Nhill, St Arnaud, Stawell and Warracknabeal as the key service hubs within their sub-regional communities of interest.
- Support the regional role of Horsham Central Activities District in providing higher order commercial and retail services.
- Provide local and some sub-regional services in Dimboola, Kaniva and Murtoa.
- Provide an ongoing supply of infill and greenfield residential land, particularly in Horsham and district towns.
- Support investment in higher order services and facilities at Horsham that cater for a regional catchment.
- Support regeneration of Horsham North through better access, community infrastructure and housing.

Clause 17

Economic Development (Clause 17) of the State Planning Policy Framework states that planning is to *'provide for a strong and innovative economy, where all sectors of the economy are critical to economic prosperity.'* This is to be achieved through:

- Supporting and fostering economic growth and development by providing land; and
- Facilitating decisions, and resolving land use conflicts, so that each district may build on its strengths and achieve its economic potential.

Clause 17 sets out objectives and strategies for commercial business, industry and tourism. In regard to **Tourism** (Clause 17.03-1) identifies the need to *'encourage tourism development to maximise the employment and long-term economic, social and cultural benefits of developing the State as a competitive domestic and international tourist destination'*.

This will be achieved through the following Strategies:

- Encourage the development of a range of well-designed and located tourist facilities, including integrated resorts, motel accommodation and smaller scale operations such as host farm, bed and breakfast and retail opportunities.
- Seek to ensure that tourism facilities have access to suitable transport and be compatible with and build upon the assets and qualities of surrounding urban or rural activities and cultural and natural attractions.

VICTORIA'S 2020 TOURISM STRATEGY

Victoria's 2020 Tourism Strategy provides a clear vision for how the tourism industry can increase its economic and social contributions to the State.

Relevant priorities for Horsham include:

Raise awareness of key regional destinations and experiences in interstate and intrastate markets.

- Introduce and expand the Regional Tourism Partnership Program. Initially this will bring together the Regional Marketing, Tourism Excellence, Digital Excellence and Regional Tourism Board Support programs.
- Meet current and future consumer demand of high yielding consumers for spa and wellbeing, food and wine, nature based and art and cultural experiences.

Build on Victoria's position as a leading event state

- Focus on enhancing the current Victorian events calendar through funding of strategic major events.

- Increase destination exposure through international event broadcasts and online.
- Work to attract and build events in regional Victoria.

Facilitate and support priority investment projects

- Increase yield by supporting major investment in priority regions.
- Support and identify changes to planning and other regulations across Local, State and Commonwealth Governments and remove unnecessary barriers to investment, and approval processes to reduce unnecessary costs and provide certainty.
- Release the *Victorian Trails Strategy* that will provide for the development of Victoria's cycling, walking and multi-use off-road trails to drive visitation and establish key directions for trails planning, development, management and marketing.
- Support investment in infrastructure to enhance existing strengths in food and wine and spa and wellbeing.

Support investments which enhance the State's nature based tourism products, such as completing high end walking experiences and associated accommodation development.

- Support the establishment of infrastructure (e.g. roads, transport, signage) to meet the needs of an increase in visitor numbers with a focus on markets with diverse language and cultural needs.
- Support the development of regional destination management plans to help realise identified investment priorities.

VICTORIAN VISITOR ECONOMY STRATEGY

The Visitor Economy Strategy's goal is to increase visitor spending by 2025 and identifies nine priorities to achieve this goal:

- More private sector investment
- Build on the potential of regional and rural Victoria
- Improved branding and marketing

- Maximising the benefits of events
- Improved experiences for visitors from Asia
- Better tourism infrastructure
- Improved access into and around Victoria
- Skilled and capable sector
- More effective coordination.

The visitor economy is particularly important to regional and rural Victoria, with 56% of Victoria's total tourism employment located in the regions.

Encouraging more intrastate and interstate travel to regional Victoria is a key growth opportunity. Victorians make up 81% of all overnight visitors to regional Victoria, while a further 16% are interstate visitors.

2.4. REGIONAL POLICY & STRATEGY

REGIONAL DEVELOPMENT FOCUS, REGIONAL DEVELOPMENT VICTORIA (RDV)

The Wimmera Southern Mallee region consists of five Council areas in western Victoria: Hindmarsh, Horsham, Northern Grampians, West Wimmera and Yarriambiack. The following information is sourced from RDV.

Economic Base

The Wimmera Southern Mallee has been historically supported by broadacre agriculture with many small, rural communities surrounding the regional centre of Horsham.

Expansion of high-value production, and potential for new enterprises arising from the Wimmera-Mallee Pipeline, are becoming increasingly important to the regional economy.

Opportunities

- Developing the minerals sands industry in the Murray Basin.

- Track record of collaboration and partnership to deliver major initiatives including the Wimmera-Mallee Pipeline, and a study into large-scale solar prospects for the region.
- Leveraging new investment from increased water security in the region as a result of the Wimmera-Mallee Pipeline.
- Expanding the investment in renewable energy sectors and small towns.
- Developing new nature-based and Indigenous tourism products in and around the Grampians National Park.

Challenges

- Horsham has experienced steady growth in recent years, but an overall ageing population, and population decrease within the region, has prompted investigation into new measures to stabilise and/or grow populations, particularly in smaller communities.
- The impact of climate change on agricultural production, water supply and security present challenges to regional communities and industries.
- The region recognises it can no longer rely almost exclusively on its agricultural economic base and is seeking to diversify industry, attract new investment and develop new industries through education, infrastructure and broadband connectivity.

WIMMERA DEVELOPMENT ASSOCIATION (WDA), STRATEGIC PLAN 2016 - 2020

The Wimmera Development Association is the region's peak body with the primary focus on facilitating sustainable development in the region. Specifically, WDA's core role is to 'promote, encourage and facilitate the Sustainable Development of the Wimmera through a range of economic, social and environmental opportunities.'

WDA's Strategic Plan outlines a set of objectives for development and include the following:

- Jobs and Industry Development;
- Infrastructure;
- Transport and Liveability;

- Destination; and
- Human Capital.

WIMMERA SOUTHERN MALLEE REGIONAL GROWTH PLAN (MAY 2014)

The Wimmera Southern Mallee Regional Growth Plan provides direction for regional land use and development and provides a planning framework for the rural city of Horsham.

The Plan recognises that the agriculture industry will continue to lead the regional economy, with broad acre cropping and grazing the most widespread land uses.

The region is nationally significant in respect of cereal, pulse and oilseed production. Niche agriculture includes horticulture, viticulture, piggeries and intensive poultry farms. Manufacturing is a key sector in terms of output and employment. On a regional level, the industry is dominated by food manufacturing including poultry and other meat processing.

External factors such as climate, global commodity prices and the exchange rate can pose threats to stable economic growth but also present opportunities such as increased global food demand.

The Wimmera Mallee Pipeline provides more reliable and higher quality water to many rural areas and allows increased water allocations to support economic development.

The tourism sector is a key component of the regional economy, and is primarily driven by visitation to natural assets, including national and state parks, waterways and lakes.

There are significant deposits of minerals in the region, including gold mining in Northern Grampians Shire and mineral sands in the western and northern parts of the region.

The Plan also recognises that Horsham is the major service centre for the Wimmera South Mallee Region and provides a wide range of services to the broader region and adjoining areas. The Plan anticipates that the major growth of the region will occur in Horsham and supporting development and investment that is consistent with

Horsham's status as a regional city and the largest town in Wimmera Southern Mallee is crucial.

The Plan identifies key challenges for growth that are relevant to Horsham, including:

- Providing suitable housing to attract new residents and accommodate the needs of the regions ageing population;
- Limited utility services in the region, such as natural gas, present potential constraints to growth;
- Improving telecommunication services to better connect services and attract business to the region;
- Connecting fragmented habitats to help restore environmental health and enhance landscapes is critical for underpinning the region's economic prosperity, including agriculture and tourism;
- Overcoming labour and skills shortages and the loss of youth from the region to support economic growth;
- Future climate change predictions suggest the region may experience an increased frequency of drought and that bushfires and high rainfall events may be more severe;
- Positioning the region for growth through developing agricultural knowledge and skills and diversification of agricultural products.

The Plan supports a greater diversification of housing choice and density, particularly around Horsham and district towns in locations close to retail amenity, transport networks and other community services and facilities.

Future directions relevant to Horsham's liveability include:

- Support development and investment that is consistent with Horsham's status as a regional city and the largest town in Wimmera Southern Mallee;
- Accommodate Horsham's residential growth through infill development and targeted greenfield development;
- Consolidate the regional significance of the Horsham Central Activities District by providing additional retail and office floorspace over the life of the plan;

- Provide a comprehensive growth plan for Horsham which integrates transport and land use planning;
- Build on the strengths of the region's communities of interest in planning for growth, development and services with each providing adequate housing, employment and service opportunities.

Relevant future directions for delivering regional growth include:

- Support and protect agriculture as the key rural land use and driver of the regional economy;
- Encourage diversification and value adding to agricultural production;
- Develop clusters of economic activity based on locational advantages and infrastructure;
- Encourage the provision of infrastructure to support diversification and transition of agricultural activities over time;
- Help diversify the local economy by generating energy locally from a range of renewable sources;
- Protect significant earth resources from incompatible land use and development;
- Encourage the development of the tourism sector by building on strengths around environment and heritage assets and agriculture;
- Enhance Halls Gap and the Grampians National Park as a tourism focal point for the region;
- Support commercial activity within the Wimmera Southern Mallee's towns and key settlements to encourage economic self-sufficiency and ensure access to services;
- Support the regional role of Horsham's Central Activities District to provide higher order commercial services to the region; and
- Support agriculture and protect its long-term growth from unsuitable urban development and land use change.

2.5. LOCAL POLICY & STRATEGY

MUNICIPAL STRATEGIC STATEMENT (CLAUSE 21)

Amendment C75 to the Horsham Planning Scheme seeks to replace the existing Municipal Strategic Statement (MSS) (Clauses 21 to 21.05) with a new MSS (Clauses 21 to 21.14).

Council conducted a review of the Horsham Planning Scheme in 2010 as required by Section 12B of the Planning and Environment Act 1987. The review made 310 recommendations for changes to the Planning Scheme.

Clause 21.03 (Council Plan)

The 2014-2018 Council Plan identifies a number of core values and guiding principles that relate to the use and development of land. The following objectives and strategies seek to provide direction for the use and development of land in achieving the outcomes sought by the Council Plan.

Objectives relevant to the Economic Development Strategy detailed in the Council Plan include:

- Develop Horsham and the municipality as a diverse, inclusive and vibrant community.
- Meet community and service needs through provision and maintenance of infrastructure.

Clause 21.05-2 (Horsham Framework for Managing Growth)

Over the next thirty years, Horsham will offer sustainable opportunities for growth and will develop as a distinctive regional city, renowned for its stunning natural landscapes, lifestyle and recreational attributes. Connecting Melbourne and Adelaide and a network of towns and communities in Victoria's western region, Horsham will utilise this position to provide a diverse range of business opportunities with a key focus on agricultural research and production.

Short to medium term urban growth opportunities for Horsham should be focused in the following areas:

- Town Centre (Horsham Central Activity District (CAD)),
- Existing Urban Area (Outside of CAD),
- Strategic Infill Sites,
- Regeneration and growth areas to the north and west of Horsham.

Objectives relevant to the Economic Development Strategy detailed in Clause 21.05-2 include:

- To maximise opportunities for growth within Horsham CAD and Horsham's urban area.
- To identify opportunities for sustainable future growth outside of the Horsham urban area.

Clause 21.05-3 (Horsham Central Activity District)

The Horsham Central Activities District will continue to develop as the regional centre serving the Wimmera, providing a range of shopping, entertainment, business, civic, recreational and cultural facilities and services to residents and visitors.

Objectives relevant to the Economic Development Strategy detailed in Clause 21.05-3 include:

- To reinforce Horsham CAD as the regional centre serving the Wimmera and Southern Mallee region.
- To maintain a compact and integrated CAD.
- To support the on-going growth and development of the retail and commercial sector in the Horsham CAD.
- To promote the on-going development of community and social infrastructure.

Clause 21.05-5 (Natimuk)

Objectives and strategies relevant to the Economic Development Strategy detailed in Clause 21.05-5 include:

- To promote residential development, at a range of lot sizes, to attract additional residents to the town.

- To encourage continued economic development in Natimuk.
 - Facilitate tourist related development associated with the Mount Arapiles-Tooon State Park in Natimuk.
 - Support home based businesses in Natimuk.

Clause 21.06-2 (Industry)

Objectives and strategies relevant to the Economic Development Strategy detailed in Clause 21.06-2 include:

- To facilitate the development of land for industrial purposes.
 - Encourage industrial development within the regional centre in established industrial zones serviced by infrastructure, including good road access.
 - Encourage light industrial activity north of Plumpton Road, ensuring an adequate buffer to the proposed Wimmera River South of residential area.
 - Encourage the restructuring of industrial development in areas where residential land use has been allowed to encroach.
 - Ensure sensitive land uses are not permitted to encroach on land identified for industrial development.
 - Facilitate the establishment of a cluster of industrial activities around the new saleyards located south east of the regional centre to ensure development occurs in a way which minimises potential impacts from inundation from the nearby Burnt Creek.
 - Review the Wimmera Industrial Land Capability Study.

Clause 21.06-3 (Wimmera Intermodal Freight Terminal Precinct)

Objectives relevant to the Economic Development Strategy detailed in Clause 21.06-3 include:

- Ensure the precinct comprises industry involved in the storage and transfer of primary produce and raw materials from farm-road-rail, for eventual transport to sea-ports and international markets beyond.
- To ensure the precinct is supported by a range of complimentary activities and businesses, including container park facilities, large volume container packing, bulk loading and warehousing facilities.

- To facilitate the establishment of industry that add-values to primary produce and raw materials through their manufacture, packaging and transportation.

Clause 21.06-4 (Agriculture)

Agriculture is projected to remain the key economic driver of the Wimmera Southern Mallee region. Protection of land and water resources and support for agricultural productivity improvements will enhance the region's economic base and meet growing export demands. Opportunities to build on the agricultural industry will be supported by encouraging a range of related activities such as value adding industry, new commodities, specialist services, research and education and improved transport connections to export markets.

Objectives and strategies relevant to the Economic Development Strategy detailed in Clause 21.06-4 include:

- To support research and innovation in agriculture.
 - Support the establishment of agricultural research and development centres.
 - Support the ongoing use and development of the Grains Innovation Park and Longerenong College.
- To support agriculture as an important element of the municipality's economic and employment base.
 - Support diversification of farming activities which support a sustainable agricultural economy.
 - Support agricultural value adding industries within the municipality.

Clause 21.06-5 (Intensive Agriculture)

The Wimmera Mallee Pipeline constitutes a significant investment in upgrading water supply to towns and rural areas and presents opportunities for intensive agriculture through improved water security. Horsham also has sufficient land and infrastructure to cater for related transport, logistics and industry functions associated with growth of intensive agricultural production.

Niche agricultural uses in the municipality include horticulture, viticulture, and intensive animal husbandry.

Objectives relevant to the Economic Development Strategy detailed in Clause 21.06-5 include:

- To develop a more diverse and productive intensive agriculture industry.

Clause 21.06-6 (Tourism)

Objectives and strategies relevant to the Economic Development Strategy detailed in Clause 21.06-6 include:

- To facilitate the development of the tourism sector.
 - Encourage the use and development of land for purposes that will encourage visitors to increase their length of stay within Horsham while protecting existing amenity.
 - Encourage tourist related development associated with Mt Arapiles-Tooan State Park to be located in the nearby township of Natimuk.
 - Encourage small scale environmentally sensitive tourist developments in the Wartook area adjacent to the Grampians National Park.
- To support the creation of the Grampians Peaks Trail and associated tourist development.
 - Support the implementation of the Grampians Peaks Trail Master Plan.
- To support the creation of the Grampians Way.
 - Support the implementation of the Grampians Way

Clause 21.06-8 (Mining and Extractive Industry)

Objectives and strategies relevant to the Economic Development Strategy detailed in Clause 21.06-8 include:

- To create prosperity through the continued growth of the mining sector.
 - Facilitate and encourage the development of mineral sand deposits and associated activity.
 - Ensure urban growth and rural residential is not directed to areas where it would limit the ability to exploit valued earth resources.

- Identify housing, transport, infrastructure, and support service needs associated with mining and extractive industry and plan to manage any impacts in advance of the commencement of mining.

Clause 21.11-3 (Horsham Rail Corridor)

Objectives and strategies relevant to the Economic Development Strategy detailed in Clause 21.11-3 include:

- To plan for the redevelopment of the Horsham Rail Corridor.
 - Prepare a master Plan for the redevelopment of the Horsham Rail Corridor.
 - Liaise with VicRoads and the Australian Rail Track Corporation on the potential for concurrent implementation of the rail and highway bypasses to reduce the costs of both. This liaison should proceed only upon finalisation of the route alignment for the Western Highway Bypass.
 - Investigate options for new development in the rail corridor in Horsham North, including adjacent industrial land, taking into account of the potential for staged development, inclusive of any future relocation of the Melbourne Adelaide Ralline.
 - Facilitate the relocation of industrial uses away from the rail corridor in Horsham North.
 - Facilitate improved transport connections (road, bicycle, pedestrian) across the rail corridor.
 - Facilitate the beautification of the Horsham Rail corridor.

Clause 21.11-4 (Horsham Airport)

Objectives and strategies relevant to the Economic Development Strategy detailed in Clause 21.11-4 include:

- To facilitate further development of the Horsham Aerodrome for airport uses.
 - Maintain the operation of the Horsham Aerodrome for aviation and related services.
 - Provide land in the Horsham Aerodrome for passenger air services and related activities.

- Prepare a Master Plan for the Horsham Aerodrome and implement its recommendations.
- Upgrade the east/west and north/south runways to a standard that facilitates their use by emergency services aircraft.
- Plan for the restructuring of the local road network resulting from the construction of the Horsham Highway bypass, and the extension of the runways.
- Protect future expansion opportunities by preventing residential development in the surrounding area.
- To facilitate further development of land adjacent the Horsham Aerodrome for air service related industries or businesses that will benefit from co-location with the airport's operations.
 - Provide land in the vicinity of the Horsham Airport that is suitable for development for aviation related business and industry.
 - Support the establishment of private and charter aircraft operators on land adjacent the Horsham Aerodrome.
 - Support the further development of flying training facilities at Horsham Airport.
 - Support further development of aviation related business and industries on land adjacent the Horsham Aerodrome.

LOCAL PLANNING POLICY FRAMEWORK (LPPF)

Clause 22

Clause 22 in the LPPF outlines specific policies relating to local planning issues. In regard to tourism there are specific clauses guiding development in the Wartook Tourist Area (Clause 22.05), Natimuk and Mt Arapiles Area Tourism Policy (Clause 22.06) and the Natimuk Township (Clause 22.07).

These policies are centred around regulating development of the areas to protect the character of the areas and ensure a continued tourism focus.

HRCC TOURISM MASTER PLAN 2020

The four main tourism precincts identified in the HRCC Tourism Master Plan are Horsham, Wartook Valley (Grampians), Natimuk and Mount Arapiles.

Major events identified in Horsham Rural City are the Horsham Fishing Competition, Wimmera Machinery Field Days, Country Music Festival, Nati Frinj and Arts Festival.

The key opportunities for tourism attraction projects identified in the Plan include:

- Support Horsham Town Hall and Regional Art Gallery;
- Establishment of the Grampians Way;
- Expansion of the Grampians Peak Trail;
- Development of the Wimmera River Precinct Plan;
- Investigate and develop a plan for Increased accommodation facilities in Natimuk and Horsham;
- Artist in residence program (detailed in the Arts and Cultural Plan); and
- Road infrastructure in the Wartook Valley.

3. ECONOMIC PROFILE

3.1. INTRODUCTION

This section provides an overview of the state economic outlook, as well as an assessment of Horsham's local economy measured by key indicators including economic output, Gross Regional Product (GRP), value-added, regional exports and employment.

An overview of HRCC's industry sectors in terms of economic output and employment will highlight key performing sectors, as well as identify those that are emerging, or potentially in decline.

Furthermore, this section will assess HRCC's demographics including population growth and age projections, skills and qualifications, and unemployment rate.

The economic assessment considers Horsham's position in the broader Wimmera Southern Mallee region, and indicators are benchmarked where applicable.

Much of the information in this section is provided by Remplan, Australian Bureau of Statistics (ABS), Victoria in Future (VIF) and Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES).

3.2. KEY FINDINGS & IMPLICATION FOR EDS

Economic conditions in Victoria remain strong and the outlook is positive. The State economy grew by 3.3% in the 2015/16 financial year, which is higher when compared with the average over the past decade.

Victoria is well serviced and well positioned to accommodate growth, as the State contains high quality education institutions, a culturally diverse population, strong technological capability, a positive business environment, quality infrastructure and services, agriculturally productive land and significant natural assets.

Horsham Rural City's economy is largely driven by Agriculture; both dry land broadacre farming (grain and pulse production) and livestock grazing, Manufacturing; specifically cleaning, food, metal and transport products and equipment, Construction, as well as public sector industries including Health, Education and Public Administration and Safety. These industries are vital to the local economy in terms of employment, wages and salaries and local supply chain networks.

HRCC has an unemployment rate of approximately 4%, and has experienced total employment growth of 2% between 2006 and 2016. Industry sectors that experienced the highest growth in employment in that time are Health Care and Social Assistance (23%), Accommodation & Food Services (11%), Electricity, Gas, Rental & Hiring (8%) and Manufacturing (8%).

Industry sectors that experienced a decline in employment between 2006 and 2016 include Rental, Hiring & Real Estate Services (-14%), Agriculture (-13%), Financial & Insurance Services (-9%), Professional & Scientific Services and Retail (-5%). The reduction in professional services jobs is an area that needs active intervention. Knowledge industry sector jobs will be critical for the success of a regional city such as Horsham.

Due to Horsham's role as a major industry service centre for the Wimmera Southern Mallee region, job containment is significantly high at 94%, with a small proportion of the population travelling to Yarriambiack and Hindmarsh for employment.

3.3. STATE ECONOMIC OUTLOOK

According to the Department for Economic Development, Jobs, transport and Resources, Victoria's economy grew by 3.3% in the 2015/16 financial year, which is higher when compared with the decade average.

Victoria is well serviced and well positioned to accommodate growth, as the State contains high quality education institutions, a culturally diverse population, strong technological capability, a positive business environment, quality infrastructure and services, agriculturally productive land and significant natural assets. These factors position Victoria favourably in terms of quality of life and doing business.

GROWTH AND PRODUCTIVITY

Increasing productivity and growth in employment are helping to expand Victoria's economy. The Victorian Budget Update forecasts Victoria's gross state product to grow above trend at 3% in 2016/17.

Most recently, business and housing investment, along with international education and tourism exports, supported by low interest rates and a weaker Australian dollar have driven growth. In 2015/16, Gross state product per capita increased 1.4%, a significant development, considering the period between 2012 and 2014 experienced negative per capita growth.

POPULATION

In recent years, population growth has been the driving force for the Victorian economy. Victoria has Australia's highest population growth and the nation's fastest-growing capital city; including international, intrastate and rural-urban migration.

EMPLOYMENT

The rate of unemployment has decreased in Victoria, falling 6.8% in mid-2014 to 6% in December 2016.

Over two-thirds of job growth in Victoria over the past 15 years (2000 to 2015) can be attributed to five key sectors:

- Health Care and Social Assistance;
- Professional, Scientific and Technical Services;
- Education and Training;
- Construction; and
- Retail Trade.

CHALLENGES

Whilst Victoria's economy has largely been driven by Manufacturing in terms of GRP, output, exports and employment, there is a heavier reliance on the services sector into the future in order to diversify the State economy.

Manufacturing remains a significant industry in Victoria, however, global competition, the increasing role of international supply chains and new technologies and processes continue to present challenges for the sector.

REGIONAL VICTORIA

Regional Victoria has a diverse economy with competitive strengths including strong growth in the public services sectors, high-quality food and fibre production, a highly skilled workforce and liveable regional cities and country communities.

In 2014, The regional Victorian economy was estimated to be worth \$66.9 billion and is responsible for approximately one third of Victoria's \$36 billion export trade.

3.4. LOCAL & REGIONAL INDUSTRY SECTORS

This section provides an analysis of the 19 ANZSIC industry sectors in HRCC and the Wimmera Southern Mallee Region (WSMR).

Economic indicators include GRP, output, employment and regional exports.

Information in this section is sourced from REMPLAN economy and is relevant for the year ending December 2016.

3.4.1. HORSHAM RURAL CITY

The information detailed in this sub section relates to industry sectors in Horsham Rural City.

ECONOMIC OUTPUT BY INDUSTRY SECTOR

In 2016, Horsham Rural City's Gross Regional Product (GRP) was \$1.2 billion and generated a total economic output in the order of \$2.3 billion.

Economic output is defined as the gross revenue generated by businesses and organisations in Horsham.

Table 1 provides a breakdown of annual economic output by industry sector. The industry sectors generating the greatest economic output in the Council area include Manufacturing (\$321m), Construction (\$282m) and Agriculture, Forestry & Fishing (\$180m). These sectors make up 35% of the total output.

Findings are summarised in Table 1.

TABLE 1 INDUSTRY SECTOR BY ECONOMIC OUTPUT

| INDUSTRY SECTOR | OUTPUT (\$M) | % |
|---|----------------|-------------|
| Manufacturing | \$321 | 14% |
| Construction | \$282 | 12% |
| Rental, Hiring & Real Estate Services | \$220 | 9% |
| Agriculture, Forestry & Fishing | \$180 | 8% |
| Health Care & Social Assistance | \$162 | 7% |
| Electricity, Gas, Water & Waste Services | \$138 | 6% |
| Wholesale Trade | \$136 | 6% |
| Retail Trade | \$127 | 6% |
| Financial & Insurance Services | \$118 | 5% |
| Public Administration & Safety | \$109 | 5% |
| Transport, Postal & Warehousing | \$95 | 4% |
| Accommodation & Food Services | \$80 | 4% |
| Professional, Scientific & Technical Services | \$74 | 3% |
| Education & Training | \$66 | 3% |
| Administrative & Support Services | \$64 | 3% |
| Other Services | \$58 | 3% |
| Information Media & Telecommunications | \$49 | 2% |
| Mining | \$31 | 1% |
| Arts & Recreation Services | \$17 | 1% |
| TOTAL | \$2,330 | 100% |

Source: Remplan 2017

EMPLOYMENT BY INDUSTRY SECTOR

The greatest employing industry sectors in Horsham Rural City are Health Care and Social Assistance (1,417 jobs), Retail Trade (1,162 jobs), Agriculture, Forestry & Fishing (735 jobs), Accommodation and Food Services (588 jobs) and Construction (578 jobs).

In terms of employment to output ratio, the most important sectors are Retail Trade, Health care and Social Assistance and Education and Training. For every million dollars of economic output generated in each sector, 9 jobs are supported in Retail Trade, 8 jobs are supported in Health Care and Social Assistance and Education and Training.

The industry sectors with the lowest employment to output ratio are Mining, Manufacturing, Electricity, Gas, Water and Waste Services and Financial and Insurance Services.

Findings are summarised in Table 2.

TABLE 2 EMPLOYMENT BY INDUSTRY SECTOR

| INDUSTRY SECTOR | JOBS | % | JOBS TO OUTPUT (\$M) |
|---|--------------|-------------|----------------------|
| Health Care & Social Assistance | 1,417 | 17% | 8.7 |
| Retail Trade | 1,162 | 14% | 9.1 |
| Agriculture, Forestry & Fishing | 735 | 9% | 4.1 |
| Accommodation & Food Services | 588 | 7% | 7.3 |
| Construction | 578 | 7% | 2.0 |
| Education & Training | 558 | 7% | 8.5 |
| Public Administration & Safety | 544 | 7% | 5.0 |
| Manufacturing | 449 | 5% | 1.4 |
| Other Services | 439 | 5% | 7.5 |
| Wholesale Trade | 368 | 4% | 2.7 |
| Transport, Postal & Warehousing | 332 | 4% | 3.5 |
| Professional, Scientific & Technical Services | 285 | 3% | 3.8 |
| Administrative & Support Services | 207 | 3% | 3.2 |
| Electricity, Gas, Water & Waste Services | 193 | 2% | 1.4 |
| Financial & Insurance Services | 192 | 2% | 1.6 |
| Information Media & Telecommunications | 102 | 1% | 2.1 |
| Arts & Recreation Services | 95 | 1% | 5.5 |
| Rental, Hiring & Real Estate Services | 78 | 1% | 0.4 |
| Mining | 35 | 0% | 1.1 |
| TOTAL | 8,419 | 100% | |

Source: Remplan 2017, Derived by Urban Enterprise 2017

REGIONAL EXPORTS BY INDUSTRY SECTOR

Regional exports refer to the goods and services produced by industry sectors in HRCC, which are sold to consumers, businesses, and governments based outside the region's boundaries.

Manufacturing, Agriculture, Forestry and Fishing and Electricity, Gas, Water and Waste Services export the highest value of goods and services.

In 2016, the Manufacturing sector exported \$164m worth of goods and services, followed by Agriculture, Forestry and Fishing (\$136m) and Electricity, Gas, Water and Waste Services (\$84m).

Findings are summarised in Table 3.

TABLE 3 REGIONAL EXPORTS

| INDUSTRY SECTOR | \$M | PROPORTION |
|---|--------------|-------------|
| Manufacturing | \$164 | 23% |
| Agriculture, Forestry & Fishing | \$136 | 19% |
| Electricity, Gas, Water & Waste Services | \$84 | 12% |
| Construction | \$52 | 7% |
| Health Care & Social Assistance | \$48 | 7% |
| Wholesale Trade | \$33 | 5% |
| Mining | \$28 | 4% |
| Public Administration & Safety | \$27 | 4% |
| Retail Trade | \$26 | 4% |
| Accommodation & Food Services | \$22 | 3% |
| Transport, Postal & Warehousing | \$21 | 3% |
| Other Services | \$16 | 2% |
| Financial & Insurance Services | \$14 | 2% |
| Administrative & Support Services | \$13 | 2% |
| Information Media & Telecommunications | \$12 | 2% |
| Professional, Scientific & Technical Services | \$5 | 1% |
| Education & Training | \$3 | 0% |
| Rental, Hiring & Real Estate Services | \$2 | 0% |
| Arts & Recreation Services | \$1 | 0% |
| TOTAL | \$708 | 100% |

Source: Remplan 2017

KEY PROPULSIVE INDUSTRY

Table 4 provides a summary of the key propulsive industries in HRCC in terms of exports, employment, value-added and backward linkages.

Backward linkages refer to the industry sectors which spend the most on locally sourced intermediate goods and services per dollar of output. These industry sectors may not necessarily make the largest contributions to the Region's economy at

present however due to well-developed local supply chains these sectors have a significant capacity to deliver broad based economic benefits for the region.¹

The key propulsive industries in HRCC are Construction, Agriculture, Forestry & Fishing and Health Care & Social Assistance.

TABLE 4 PROPULSIVE INDUSTRY

| INDUSTRY SECTORS | BACKWARD LINKAGES | EXPORTS | EMPLOYMENT | VALUE-ADDED | TOTAL |
|---|-------------------|---------|------------|-------------|-------|
| Construction | ✓ | ✓ | ✓ | ✓ | 4 |
| Agriculture, Forestry & Fishing | ✓ | ✓ | ✓ | | 3 |
| Health Care & Social Assistance | | ✓ | ✓ | ✓ | 3 |
| Electricity, Gas, Water & Waste Services | ✓ | ✓ | | | 2 |
| Retail Trade | | | ✓ | ✓ | 2 |
| Manufacturing | | ✓ | | | 1 |
| Accommodation & Food Services | | | ✓ | | 1 |
| Transport, Postal & Warehousing | ✓ | | | | 1 |
| Arts & Recreation Services | ✓ | | | | 1 |
| Financial & Insurance Services | | | | ✓ | 1 |
| Rental, Hiring & Real Estate Services | | | | ✓ | 1 |
| Professional, Scientific & Technical Services | | | | | 0 |
| Wholesale Trade | | | | | 0 |
| Administrative & Support Services | | | | | 0 |
| Public Administration & Safety | | | | | 0 |
| Education & Training | | | | | 0 |
| Information Media & Telecommunications | | | | | 0 |
| Other Services | | | | | 0 |
| Mining | | | | | 0 |

Source: Remplan 2017

¹ Backward Linkages, Remplan Economy 2016

SUMMARY

Table 5 summarises key economic indicators for each industry sector in HRCC.

TABLE 5 SUMMARY OF INDUSTRY SECTORS

| INDUSTRY SECTOR | OUTPUT (\$M) | EMPLOYMENT (JOBS) | WAGES AND SALARIES (\$M) | LOCAL SALES (\$M) | REGIONAL EXPORTS (\$M) | LOCAL EXPENDITURE (\$M) | REGIONAL IMPORTS (\$M) | VALUE-ADDED (\$M) |
|---|------------------|-------------------|--------------------------|-------------------|------------------------|-------------------------|------------------------|-------------------|
| Manufacturing | \$321.4 | 449 | \$39.4 | \$100.2 | \$163.8 | \$78.1 | \$181.1 | \$62.3 |
| Construction | \$282.1 | 578 | \$46.2 | \$96.2 | \$52.4 | \$134.3 | \$59.5 | \$88.3 |
| Rental, Hiring & Real Estate Services | \$219.9 | 78 | \$6.2 | \$32.3 | \$2.1 | \$39.8 | \$20.3 | \$159.7 |
| Agriculture, Forestry & Fishing | \$180.0 | 735 | \$13.9 | \$32.8 | \$136.4 | \$69.1 | \$43.6 | \$67.3 |
| Health Care & Social Assistance | \$162.5 | 1,417 | \$98.1 | \$2.1 | \$47.5 | \$26.7 | \$19.0 | \$116.8 |
| Electricity, Gas, Water & Waste Services | \$138.4 | 193 | \$21.2 | \$36.3 | \$83.6 | \$44.6 | \$15.9 | \$77.8 |
| Wholesale Trade | \$135.8 | 368 | \$40.3 | \$50.9 | \$33.3 | \$40.8 | \$29.7 | \$65.4 |
| Retail Trade | \$127.2 | 1,162 | \$50.0 | \$18.9 | \$26.1 | \$30.0 | \$19.2 | \$78.0 |
| Financial & Insurance Services | \$117.5 | 192 | \$26.3 | \$66.3 | \$14.2 | \$22.4 | \$16.2 | \$78.9 |
| Public Administration & Safety | \$109.1 | 544 | \$53.0 | \$11.1 | \$27.3 | \$26.8 | \$18.7 | \$63.6 |
| Transport, Postal & Warehousing | \$95.0 | 332 | \$21.8 | \$47.6 | \$20.8 | \$32.6 | \$18.8 | \$43.5 |
| Accommodation & Food Services | \$80.4 | 588 | \$21.8 | \$11.9 | \$22.0 | \$17.8 | \$28.5 | \$34.1 |
| Professional, Scientific & Technical Services | \$74.5 | 285 | \$24.1 | \$60.0 | \$5.3 | \$23.1 | \$16.8 | \$34.6 |
| Education & Training | \$65.6 | 558 | \$43.7 | \$1.6 | \$3.1 | \$9.7 | \$6.0 | \$49.9 |
| Administrative & Support Services | \$64.2 | 207 | \$30.8 | \$45.0 | \$12.9 | \$17.9 | \$12.2 | \$34.1 |
| Other Services | \$58.5 | 439 | \$20.6 | \$17.3 | \$15.9 | \$16.9 | \$11.8 | \$29.8 |
| Information Media & Telecommunications | \$49.1 | 102 | \$8.3 | \$22.5 | \$11.6 | \$11.2 | \$16.4 | \$21.4 |
| Mining | \$31.4 | 35 | \$3.9 | \$1.6 | \$28.5 | \$9.2 | \$10.5 | \$11.7 |
| Arts & Recreation Services | \$17.2 | 95 | \$3.9 | \$3.2 | \$1.0 | \$6.8 | \$4.2 | \$6.2 |
| TOTAL | \$2,329.8 | 8,357 | \$573.5 | \$657.8 | \$707.8 | \$657.8 | \$548.4 | \$1,123.4 |

Source: Remplan 2017

3.4.2. WIMMERA SOUTHERN MALLEE REGION (WSMR)

The information detailed in this sub section relates to industry sectors in the Wimmera Southern Mallee Region, which includes the Local Government Areas of Horsham Rural City, Hindmarsh, Northern Grampians, West Wimmera and Yarriambiack.

ECONOMIC OUTPUT BY INDUSTRY SECTOR

In 2016, the Wimmera Southern Mallee Region's Gross Regional Product (GRP) was \$2.8 billion and generated a total economic output in the order of \$5.4 billion.

Economic output is defined as the gross revenue generated by businesses and organisations in Horsham.

Table 6 provides a breakdown of annual economic output by industry sector. The industry sectors generating the greatest economic output in the WSMR include Manufacturing (\$874m), Agriculture, Forestry & Fishing (\$866m) and Construction (\$475m). These sectors make up 41% of the total output.

Findings are summarised in Table 6.

TABLE 6 ECONOMIC OUTPUT BY INDUSTRY SECTOR - WSMR

| INDUSTRY SECTOR | OUTPUT (\$M) | % |
|---|----------------|-------------|
| Manufacturing | \$874 | 16% |
| Agriculture, Forestry & Fishing | \$866 | 16% |
| Rental, Hiring & Real Estate Services | \$503 | 9% |
| Construction | \$475 | 9% |
| Health Care & Social Assistance | \$367 | 7% |
| Mining | \$258 | 5% |
| Retail Trade | \$247 | 5% |
| Wholesale Trade | \$244 | 5% |
| Public Administration & Safety | \$231 | 4% |
| Transport, Postal & Warehousing | \$228 | 4% |
| Financial & Insurance Services | \$200 | 4% |
| Accommodation & Food Services | \$173 | 3% |
| Electricity, Gas, Water & Waste Services | \$159 | 3% |
| Education & Training | \$155 | 3% |
| Professional, Scientific & Technical Services | \$132 | 2% |
| Other Services | \$102 | 2% |
| Administrative & Support Services | \$93 | 2% |
| Information Media & Telecommunications | \$65 | 1% |
| Arts & Recreation Services | \$37 | 1% |
| TOTAL | \$5,409 | 100% |

Source: Remplan 2017

EMPLOYMENT BY INDUSTRY

The highest employing industry sectors in the WSMR are Agriculture, Forestry & Fishing (3,590 jobs), Health Care and Social Assistance (3,202 jobs), Retail Trade (2,253 jobs), Education & Training (1,356 jobs) and Manufacturing (1,327 jobs).

In terms of employment to output ratio, the most important sectors are Retail Trade, Health care and Social Assistance and Education and Training. For every million dollars of economic output generated in the WSMR in each of these sectors; 9 jobs are supported in Retail Trade, Health Care and Social Assistance and Education and Training.

The industry sectors with the lowest employment to output ratio are Rental, Hiring & Real Estate Services, Mining, Manufacturing, Electricity, Gas, Water and Waste Services and Financial and Insurance Services.

Findings are summarised in Table 7.

TABLE 7 EMPLOYMENT BY INDUSTRY - WSMR

| INDUSTRY SECTOR | JOBS | % | JOBS TO OUTPUT RATIO |
|---|---------------|-------------|----------------------|
| Agriculture, Forestry & Fishing | 3,590 | 19% | 4.1 |
| Health Care & Social Assistance | 3,202 | 17% | 8.7 |
| Retail Trade | 2,253 | 12% | 9.1 |
| Education & Training | 1,356 | 7% | 8.7 |
| Manufacturing | 1,327 | 7% | 1.5 |
| Accommodation & Food Services | 1,172 | 6% | 6.8 |
| Public Administration & Safety | 1,141 | 6% | 4.9 |
| Construction | 986 | 5% | 2.1 |
| Transport, Postal & Warehousing | 791 | 4% | 3.5 |
| Other Services | 749 | 4% | 7.4 |
| Wholesale Trade | 662 | 3% | 2.7 |
| Professional, Scientific & Technical Services | 504 | 3% | 3.8 |
| Administrative & Support Services | 354 | 2% | 3.8 |
| Mining | 321 | 2% | 1.2 |
| Financial & Insurance Services | 315 | 2% | 1.6 |
| Electricity, Gas, Water & Waste Services | 252 | 1% | 1.6 |
| Arts & Recreation Services | 214 | 1% | 5.8 |
| Information Media & Telecommunications | 145 | 1% | 2.2 |
| Rental, Hiring & Real Estate Services | 116 | 1% | 0.2 |
| TOTAL | 19,450 | 100% | |

Source: Remplan 2017

REGIONAL EXPORTS BY INDUSTRY SECTOR

Agriculture, Forestry & Fishing, Manufacturing, and Mining export the highest value of goods and services in the WSMR.

In 2016, the Agriculture, Forestry and Fishing sector exported \$671m worth of goods and services, followed by Manufacturing (\$442m) and Mining (\$238m).

Findings are summarised in Table 8.

TABLE 8 REGIONAL EXPORTS BY INDUSTRY SECTOR – WSMR

| INDUSTRY SECTOR | \$M | % |
|---|----------------|-------------|
| Agriculture, Forestry & Fishing | \$671 | 36% |
| Manufacturing | \$442 | 24% |
| Mining | \$238 | 13% |
| Health Care & Social Assistance | \$87 | 5% |
| Electricity, Gas, Water & Waste Services | \$71 | 4% |
| Wholesale Trade | \$60 | 3% |
| Accommodation & Food Services | \$56 | 3% |
| Public Administration & Safety | \$46 | 3% |
| Construction | \$41 | 2% |
| Transport, Postal & Warehousing | \$39 | 2% |
| Financial & Insurance Services | \$24 | 1% |
| Education & Training | \$17 | 1% |
| Administrative & Support Services | \$12 | 1% |
| Information Media & Telecommunications | \$11 | 1% |
| Retail Trade | \$10 | 1% |
| Professional, Scientific & Technical Services | \$9 | 1% |
| Other Services | \$9 | 1% |
| Rental, Hiring & Real Estate Services | \$5 | 0% |
| Arts & Recreation Services | \$2 | 0% |
| TOTAL | \$1,848 | 100% |

Source: Remplan 2017

3.5. EMPLOYMENT

Table 9 shows the change in employment for industry sectors in HRCC between 2006 and 2016. Total employment in HRCC grew by 2% between 2006 and 2016.

The industry sectors that experienced the most significant employment growth were Health Care & Social Assistance (+23%), Accommodation & Food Services (+11%) and Manufacturing (+8%).

Industry sectors that experienced a decline in employment between 2006 and 2016 were Rental, Hiring & Real Estate Services (-14%), Agriculture, Forestry & Fishing (-13%) and Financial & Insurance Services (-9%) and Professional, Scientific and Technical Services (-7%). The loss of professional services jobs is an area that the EDS should actively address.

TABLE 9 CHANGE IN EMPLOYMENT BY INDUSTRY - 2006 TO 2016

| INDUSTRY SECTOR | 2006 | 2011 | 2016 ¹ | CHANGE 2006 - 2016 | % |
|---|--------------|--------------|-------------------|--------------------|------------|
| Agriculture, Forestry and Fishing | 843 | 721 | 735 | -108 | -13% |
| Mining | 34 | 41 | 35 | +1 | +3% |
| Manufacturing | 416 | 447 | 449 | +33 | +8% |
| Electricity, Gas, Water and Waste Services | 178 | 189 | 193 | +15 | +8% |
| Construction | 547 | 578 | 578 | +31 | +6% |
| Wholesale Trade | 381 | 381 | 368 | -13 | -3% |
| Retail Trade | 1,220 | 1,136 | 1,162 | -58 | -5% |
| Accommodation and Food Services | 532 | 584 | 588 | +56 | +11% |
| Transport, Postal and Warehousing | 306 | 340 | 332 | +26 | +8% |
| Information Media and Telecommunications | 105 | 109 | 102 | -3 | -3% |
| Financial and Insurance Services | 212 | 194 | 192 | -20 | -9% |
| Rental, Hiring and Real Estate Services | 91 | 81 | 78 | -13 | -14% |
| Professional, Scientific and Technical Services | 305 | 296 | 285 | -20 | -7% |
| Administrative and Support Services | 196 | 213 | 207 | +11 | +6% |
| Public Administration and Safety | 575 | 538 | 544 | -31 | -5% |
| Education and Training | 567 | 548 | 558 | -9 | -2% |
| Health Care and Social Assistance | 1,156 | 1,415 | 1,417 | +261 | +23% |
| Arts and Recreation Services | 90 | 97 | 95 | +5 | +6% |
| Other Services | 443 | 449 | 439 | -4 | -1% |
| TOTAL | 8,197 | 8,357 | 8,357 | 160 | +2% |

Source: Employment by Industry, Australian Bureau of Statistics (ABS) 2006 & 2011 / Remplan 2017, derived by Urban Enterprise 2017

Note 1: 2016 figures are provided by Remplan

STATUS OF EMPLOYMENT

As at 2011, HRCC had an unemployment rate of 3.9%. Of this figure, 2.3% were looking for full-time work and 1.6% were looking for part-time work.

TABLE 10 STATUS OF EMPLOYMENT – 2011

| | HORSHAM (RC) | % |
|--|--------------|-------------|
| Employed, worked full-time | 5,583 | 62.6% |
| Employed, worked part-time | 2,989 | 33.5% |
| Unemployed, looking for full-time work | 207 | 2.3% |
| Unemployed, looking for part-time work | 141 | 1.6% |
| TOTAL | 8,920 | 100% |

Source: Occupation, Australian Bureau of Statistics (ABS), 2011

OCCUPATION

The most common occupations for people employed in HRCC are Professionals (17%), Managers (17%) and Technicians and Trade Workers (15%).

TABLE 11 OCCUPATION – 2011

| | EMPLOYED RESIDENTS | % |
|--|--------------------|-------------|
| Professionals | 1,558 | 17% |
| Managers | 1,553 | 17% |
| Technicians and Trades Workers | 1,357 | 15% |
| Clerical and Administrative Workers | 1,120 | 12% |
| Sales Workers | 1,003 | 11% |
| Labourers | 901 | 10% |
| Community and Personal Service Workers | 884 | 10% |
| Machinery Operators and Drivers | 617 | 7% |
| TOTAL | 8,993 | 100% |

Source: Occupation, Australian Bureau of Statistics (ABS), 2011

JOURNEY TO WORK

Tables 12 and 13 show the journey to work for HRCC residents. The job containment rate in HRCC is 94%.

A small proportion of employment is escaping to adjoining Council areas such as Yarriambiack and Hindmarsh, but the majority of employment remains in HRCC.

TABLE 12 JOURNEY TO WORK – HORSHAM RESIDENTS – 2011

| LGA (PLACE OF WORK) | PLACE OF RESIDENCE (HORSHAM) | % |
|------------------------|------------------------------|-------|
| Horsham (RC) | 7,756 | 94.4% |
| Yarriambiack (S) | 171 | 2.1% |
| Hindmarsh (S) | 109 | 1.3% |
| Northern Grampians (S) | 51 | 0.6% |
| Southern Grampians (S) | 30 | 0.4% |
| West Wimmera (S) | 28 | 0.3% |
| Ballarat (C) | 13 | 0.2% |
| Other | 54 | 0.7% |

Source: Journey to Work, Australian Bureau of Statistics 2011

TABLE 13 JOURNEY TO WORK – HORSHAM WORKERS – 2011

| LGA (PLACE OF RESIDENCE) | PLACE OF WORK (HORSHAM) | % |
|--------------------------|-------------------------|-------|
| Horsham (RC) | 7,776 | 92.4% |
| Yarriambiack (S) | 211 | 2.5% |
| Hindmarsh (S) | 154 | 1.8% |
| Northern Grampians (S) | 76 | 0.9% |
| West Wimmera (S) | 47 | 0.6% |
| Southern Grampians (S) | 30 | 0.4% |
| Ballarat (C) | 22 | 0.3% |
| Other | 80 | 1.0% |

Source: Journey to Work, Australian Bureau of Statistics 2011

3.6. PROFILE OF KEY INDUSTRY'S IN HRCC

AGRICULTURE, FORESTRY & FISHING

The Agriculture industry in HRCC is largely driven by dry land grain production and livestock. The sector generates an annual economic output in the order of \$180m, which includes \$158m generated from livestock, grains and primary production and \$21m from agriculture, forestry and fishing support services, as shown in Table 14.

Some other key economic indicators for the sector include 735 people employed, which accounts for 9% of total people employed in the Council area; \$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.

TABLE 14 ANNUAL ECONOMIC OUTPUT – AGRICULTURE, FORESTRY & FISHING – SUB SECTORS

| AGRICULTURE, FORESTRY & FISHING | ANNUAL ECONOMIC OUTPUT (\$M) |
|--|------------------------------|
| TOTAL FOR INDUSTRY SECTOR | \$179.96 |
| Livestock, Grains & Other Agriculture | \$158.08 |
| Agriculture, Forestry & Fishing Support Services | \$21.88 |

Source: Remplan 2017

TABLE 15 SUMMARY OF ECONOMIC INDICATORS – AGRICULTURE, FORESTRY & FISHING

| AGRICULTURE, FORESTRY & FISHING | TOTAL | % OF TOTAL FOR HRCC |
|---|-------|---------------------|
| Total annual output (\$M) | \$180 | 8% |
| Number of people employed by this sector in the region | 735 | 9% |
| Annual wages and salaries earned by people employed in this sector (\$M) | \$14 | 2% |
| Value of annual regional exports by the industry sector (\$M) | \$136 | 19% |
| Value of annual regional imports by the industry sector (\$M) | \$44 | 8% |
| Value of sector's contribution to Gross Regional Product (\$M) | \$67 | 6% |
| Total value of local expenditure on intermediate goods and services (\$M) | \$69 | 11% |
| Total value of sales to industry sectors in the region (\$M) | \$33 | 5% |

Source: Remplan 2017

AGRICULTURE IN THE NORTH WEST REGION

The North West region sits in the North West corner of Victoria, between the South Australian and New South Wales borders. The region comprises ten LGA's and includes Ararat, Buloke, Gannawarra, Hindmarsh, Horsham, Mildura, Northern Grampians, Swan Hill, West Wimmera and Yarriambiack, part of Pyrenees, and the major regional centres of Ararat, Horsham and Mildura. The region covers a total area of around 78,072 sqkm, which accounts for 34% of Victoria.

There are approximately 5,318 farms in the North West region, accounting for 20% of Victoria's farms.

The most common farm industry is grain growing (37%), followed by grain-sheep or grain-beef cattle farming (19%) and grape growing (14%).

The North West region accounts for 68% of Victoria's grain growing farms and 66% of the State's grape growing farms.

Table 16 provides a summary of farm classification in in the North West region.

TABLE 16 NUMBER OF FARMS, BY INDUSTRY CLASSIFICATION – NORTH WEST REGION – 2014/15

| Industry classification | NORTH WEST REGION | | VICTORIA | |
|--|-------------------|-------------|-----------------|---|
| | Number of farms | % of Region | Number of farms | Contribution of region to state total % |
| Other Grain Growing | 1,990 | 37% | 2,939 | 68% |
| Grain-Sheep or Grain-Beef Cattle Farming | 982 | 19% | 2,160 | 45% |
| Grape Growing | 751 | 14% | 1,131 | 66% |
| Sheep Farming (Specialised) | 612 | 12% | 2,987 | 21% |
| Beef Cattle Farming (Specialised) | 248 | 5% | 7,740 | 3% |
| Dairy Cattle Farming | 225 | 4% | 4,711 | 5% |
| Citrus Fruit Growing | 87 | 2% | 103 | 85% |
| Stone Fruit Growing | 57 | 1% | 162 | 35% |
| Sheep-Beef Cattle Farming | 53 | 1% | 1,415 | 4% |
| Other | 313 | 6% | 3,223 | 10% |
| Total agriculture | 5,318 | 100% | 26,571 | 20% |

Source: ABARES, 2014/15

The prices received for grains dropped 12% from 2013 to 2018 (forecast), whereas prices received for livestock increased by 70%. The fall in grain commodity prices is representative of the above average level of production in recent years.

TABLE 17 PRICES RECEIVED FOR AGRICULTURAL COMMODITIES – 2013 TO 2018 (FORECAST)

| COMMODITY | 2012–13 | 2013–14 | 2014–15 | 2015–16 | 2016–17 | 2017–18 (F) | CHANGES IN PRICE |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------|
| Crops | | | | | | | |
| Grains | | | | | | | |
| barley | 173.4 | 167.9 | 175.6 | 155.8 | 126.6 | 133.6 | -23% |
| canola | 142.1 | 144.1 | 130.6 | 142.4 | 137.9 | 140.2 | -1% |
| grain sorghum | 148.9 | 177.2 | 178.1 | 154.0 | 126.0 | 130.7 | -12% |
| lupins | 173.5 | 176.4 | 149.3 | 148.2 | 132.8 | 140.5 | -19% |
| oats | 172.9 | 156.0 | 183.1 | 183.1 | 151.1 | 147.8 | -15% |
| wheat | 158.3 | 159.8 | 151.7 | 144.7 | 123.7 | 131.9 | -17% |
| Total grains | 147.9 | 149.9 | 147.0 | 142.0 | 125.4 | 129.9 | -12% |
| Cotton | 98.2 | 103.9 | 104.4 | 111.6 | 119.5 | 121.0 | 23% |
| Hay | 144.9 | 160.9 | 169.6 | 176.4 | 180.4 | 180.4 | 24% |
| Fruit | 156.5 | 158.8 | 170.4 | 162.0 | 164.4 | 167.5 | 7% |
| Sugar | 117.5 | 125.4 | 127.2 | 135.9 | 160.9 | 166.2 | 41% |
| Vegetables | 172.8 | 174.1 | 179.1 | 172.9 | 175.4 | 178.8 | 3% |
| Total crops | 129.3 | 131.1 | 131.8 | 129.2 | 123.6 | 126.7 | -2% |
| Livestock | | | | | | | |
| cattle | 164.2 | 156.3 | 196.4 | 295.3 | 315.7 | 315.7 | 92% |
| lambs | 182.8 | 201.8 | 233.4 | 256.1 | 288.1 | 295.5 | 62% |
| sheep | 200.0 | 250.8 | 337.8 | 329.8 | 423.4 | 440.1 | 120% |
| live sheep for export | 247.6 | 233.4 | 286.6 | 312.3 | 319.1 | 326.7 | 32% |
| pigs | 132.5 | 151.7 | 156.4 | 181.0 | 183.1 | 180.1 | 36% |
| poultry | 114.4 | 116.9 | 126.2 | 128.9 | 125.4 | 124.7 | 9% |
| Total livestock | 158.6 | 161.2 | 192.4 | 253.1 | 269.4 | 270.2 | 70% |

Source: ABARES, 2014/15 / f ABARES forecast. s ABARES estimate.

Note: The indexes for commodity groups are calculated on a chained weight basis using Fisher's ideal index. Indexes for most individual commodities are based on annual gross unit value of production.

MANUFACTURING

The Manufacturing industry generates the highest economic output in HRCC (\$321.42m). Key Manufacturing sub sectors are chemical, cleaning & polymer products (\$76.9m), food products (\$65.8m), metal products (\$48.3m) and transport equipment and appliances (\$44.2m).

Other key indicators for the Manufacturing sector include 33% of the Council area's regional imports, 23% of regional exports and 12% of local expenditure on intermediate goods and services.

TABLE 18 ANNUAL ECONOMIC OUTPUT – MANUFACTURING – SUB SECTORS

| MANUFACTURING | ANNUAL ECONOMIC OUTPUT (\$M) |
|---|------------------------------|
| TOTAL FOR INDUSTRY SECTOR | \$321.42 |
| Basic Chemical, Cleaning & Polymer Manufacturing | \$76.92 |
| Food Product Manufacturing | \$65.82 |
| - Grain Mill & cereal Products | \$24.92 |
| - Fruit & Vegetable Products | \$15.49 |
| - Oils and Fats | \$8.46 |
| - Bakery Products | \$7.86 |
| Metal and Product Manufacturing | \$48.28 |
| - Iron and Steel | \$24.29 |
| - Structural Metal Products | \$15.43 |
| Transport Equipment & Appliance Manufacturing | \$44.23 |
| - Motor Vehicles & parts | \$31.62 |

Source: Remplan 2017

TABLE 19 SUMMARY OF ECONOMIC INDICATORS - MANUFACTURING

| MANUFACTURING | TOTAL | % OF TOTAL FOR HRCC |
|---|-------|---------------------|
| Annual output (\$M) | \$321 | 14% |
| People employed in this Sector | 449 | 5% |
| Annual wages and salaries earned by people employed in this sector (\$M) | \$39 | 7% |
| Value of annual regional exports by the industry sector (\$M) | \$164 | 23% |
| Value of annual regional imports by the industry sector (\$M) | \$181 | 33% |
| Value of sector's contribution to Gross Regional Product (\$M) | \$62 | 6% |
| Total value of local expenditure on intermediate goods and services (\$M) | \$78 | 12% |
| Total value of sales to industry sectors in the region (\$M) | \$100 | 15% |

Source: Remplan 2017

CONSTRUCTION

The Construction industry generates 12% of HRCC's economic output and employs 7% of total people employed.

According to Remplan Economy, the Construction sector ranks the highest in terms of propulsive industry. This includes value-add, regional exports, employment and backward linkages.

TABLE 20 SUMMARY OF ECONOMIC INDICATORS - CONSTRUCTION

| CONSTRUCTION | TOTAL | % OF TOTAL FOR HRCC |
|---|-------|---------------------|
| Total annual output (\$M) | \$282 | 12% |
| Number of people employed in this sector | 578 | 7% |
| Annual wages and salaries earned by people employed in this sector (\$M) | \$46 | 8% |
| Value of annual regional exports by the industry sector (\$M) | \$52 | 7% |
| Value of annual regional imports by the industry sector (\$M) | \$60 | 11% |
| Value of sector's contribution to Gross Regional Product (\$M) | \$88 | 8% |
| Total value of local expenditure on intermediate goods and services (\$M) | \$134 | 20% |
| Total value of sales to industry sectors in the region (\$M) | \$96 | 15% |

Source: Remplan 2017

HEALTH CARE & SOCIAL ASSISTANCE

Health Care and Social Assistance is a major employing sector in HRCC, accounting for 17% of total employment and accounts for 17% of wages and salaries earned by people employed in this sector. Furthermore, employment in Health Care grew by 23% between 2006 and 2011 in HRCC, the most of any other industry.

According to IBISWorld's Health Services market research report, Health Care is a major growth sector in Australia. Discussed in more detail in Section 4 of this Report, a proportion of Horsham's resident population is forecast to get older between 2016 and 2031, particularly those aged 65 years and over. This is expected to increase the demand for local health services.

TABLE 21 SUMMARY OF ECONOMIC INDICATORS – HEALTH CARE & SOCIAL ASSISTANCE

| HEALTH CARE & SOCIAL ASSISTANCE | TOTAL | % OF TOTAL FOR HRCC |
|---|-------|---------------------|
| Total annual output (\$M) | \$162 | 7% |
| People employed in this sector | 1,417 | 17% |
| Annual wages and salaries earned by people employed in this sector (\$M) | \$98 | 17% |
| Value of annual regional exports by the industry sector (\$M) | \$48 | 7% |
| Value of annual regional imports by the industry sector (\$M) | \$19 | 4% |
| Value of sector's contribution to Gross Regional Product (\$M) | \$117 | 10% |
| Total value of local expenditure on intermediate goods and services (\$M) | \$27 | 4% |
| Total value of sales to industry sectors in the region (\$M) | \$2 | 0% |

Source: Remplan 2017

3.7. DEMOGRAPHIC PROFILE

HISTORICAL AND FORECAST POPULATION GROWTH

Table 22 provides a snapshot of HRCC historical and forecast resident population growth.

Between 2006 and 2016 the resident population increased from 18,498 to 19,887 (+7.5%). This is moderate population growth compared to Regional Victoria. Over the same period, Regional Victoria’s population grew by approximately 12%.

TABLE 22 POPULATION – 2006 TO 2031 – HRCC

| HORSHAM | POPULATION | 5 YEAR CHANGE | 5 YEAR GROWTH RATE | GROWTH RATE (P.A.) |
|---------------------|------------|---------------|--------------------|--------------------|
| 2006 | 18,498 | | | |
| 2011 | 19,277 | 779 | 4% | 0.83% |
| 2016 | 19,887 | 610 | 3% | 0.63% |
| 2021 | 20,492 | 605 | 3% | 0.60% |
| 2026 | 21,129 | 637 | 3% | 0.61% |
| 2031 | 21,793 | 664 | 3% | 0.62% |
| 2016 to 2031 | | 1,906 | 10% | 0.6% |

Source: Population, Australian Bureau of Statistics (ABS) 2006, 2011 / Forecast Population, Victoria in Future 2017

Table 23 shows the historical and forecast population growth for the Wimmera Southern Mallee Region from 2006 to 2031.

Between 2006 and 2016, the population of WSMR decreased from 48,441 to 47,156, which translates to a decrease of 2.7%. The population is forecast to decrease by a further 2.8% by 2031.

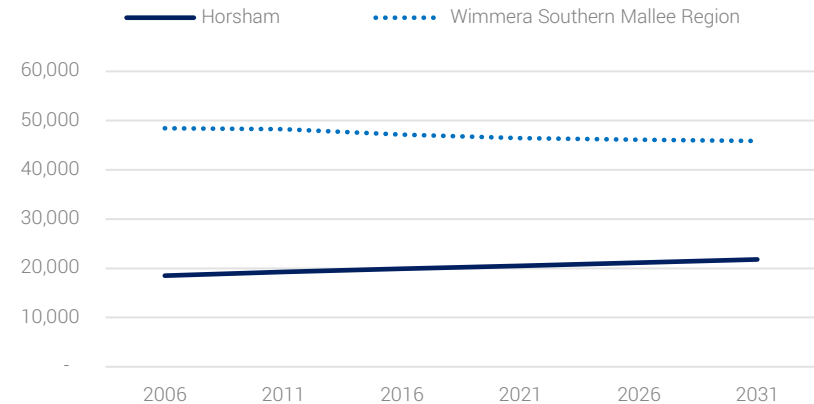
It can be concluded that a proportion of the population in the WSMR are moving to HRCC.

TABLE 23 POPULATION – 2006 TO 2031 – WSMR

| WSMR | POPULATION | 5 YEAR CHANGE | 5 YEAR GROWTH RATE | GROWTH RATE (P.A.) |
|---------------------|------------|---------------|--------------------|--------------------|
| 2006 | 48,441 | | | |
| 2011 | 48,261 | -180 | -0.4% | -0.07% |
| 2016 | 47,156 | -1,105 | -2.3% | -0.46% |
| 2021 | 46,466 | -690 | -1.5% | -0.29% |
| 2026 | 46,085 | -381 | -0.8% | -0.16% |
| 2031 | 45,860 | -225 | -0.5% | -0.10% |
| 2016 to 2031 | | -2,581 | -3% | -0.2% |

Source: Census of Population & Housing, Australian Bureau of Statistics (ABS) 2006, 2011 / Forecast Population, Victoria in Future 2017

FIGURE 3 POPULATION GROWTH IN HRCC / WSMR – 2006 TO 2031



Source: Census of Population & Housing, Australian Bureau of Statistics (ABS) 2006, 2011 / Forecast Population, Victoria in Future 2017

AGE PROFILE

Table 24 shows the historical and forecast change in resident age profile in HRCC and the WSMR between 2006 to 2031.

Between 2016 and 2031, the proportion of residents aged over 65 years is expected to increase significantly in HRCC. Residents aged between 70 and 74

years are expected to increase by 41%, 75 to 79 years (35%), 80 to 84 years (32%) and over 85 years (20%).

The expected increase in older residents will generate greater demand for health care and medical services in Horsham.

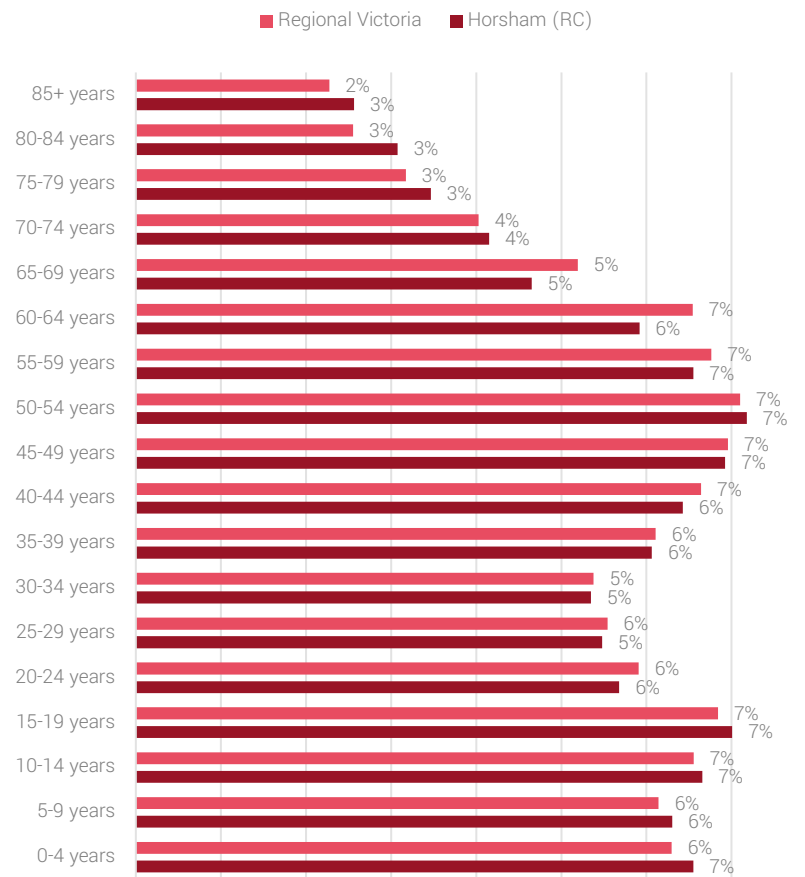
TABLE 24 AGE PROFILE – 2006 TO 2031 – HRCC & WSMR

| AGE PROFILE | 2006 | | 2011 | | 2016 | | 2021 | | 2026 | | 2031 | | CHANGE 2016 - 2031 | |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------|------------|
| | Horsham | Wimmera | Horsham | Wimmera | Horsham | Wimmera | Horsham | Wimmera | Horsham | Wimmera | Horsham | Wimmera | Horsham | Wimmera |
| 0-4 years | 1,116 | 2,678 | 1,263 | 2,778 | 1,298 | 2,605 | 1,359 | 2,577 | 1,412 | 2,607 | 1,419 | 2,582 | +9% | -1% |
| 5-9 years | 1,283 | 3,243 | 1,215 | 2,903 | 1,308 | 2,868 | 1,310 | 2,625 | 1,378 | 2,615 | 1,433 | 2,651 | +10% | -8% |
| 10-14 years | 1,382 | 3,619 | 1,283 | 3,228 | 1,230 | 2,883 | 1,293 | 2,794 | 1,299 | 2,575 | 1,370 | 2,580 | +11% | -11% |
| 15-19 years | 1,235 | 3,097 | 1,351 | 3,141 | 1,261 | 2,919 | 1,239 | 2,647 | 1,301 | 2,581 | 1,312 | 2,402 | +4% | -18% |
| 20-24 years | 1,011 | 2,072 | 1,095 | 2,274 | 1,291 | 2,327 | 1,222 | 2,369 | 1,219 | 2,226 | 1,285 | 2,188 | 0% | -6% |
| 25-29 years | 968 | 2,106 | 1,056 | 2,196 | 1,177 | 2,405 | 1,338 | 2,426 | 1,263 | 2,465 | 1,275 | 2,366 | +8% | -2% |
| 30-34 years | 1,084 | 2,494 | 1,031 | 2,175 | 1,153 | 2,296 | 1,228 | 2,481 | 1,387 | 2,508 | 1,312 | 2,547 | +14% | +11% |
| 35-39 years | 1,204 | 3,006 | 1,169 | 2,681 | 1,096 | 2,290 | 1,195 | 2,382 | 1,262 | 2,557 | 1,421 | 2,589 | +30% | +13% |
| 40-44 years | 1,280 | 3,423 | 1,239 | 3,070 | 1,204 | 2,716 | 1,146 | 2,333 | 1,240 | 2,429 | 1,305 | 2,604 | +8% | -4% |
| 45-49 years | 1,424 | 3,707 | 1,335 | 3,414 | 1,306 | 3,111 | 1,277 | 2,748 | 1,215 | 2,367 | 1,313 | 2,473 | +1% | -20% |
| 50-54 years | 1,261 | 3,403 | 1,384 | 3,666 | 1,310 | 3,312 | 1,289 | 3,037 | 1,260 | 2,690 | 1,200 | 2,325 | -8% | -30% |
| 55-59 years | 1,173 | 3,367 | 1,263 | 3,461 | 1,338 | 3,606 | 1,257 | 3,296 | 1,232 | 3,029 | 1,208 | 2,706 | -10% | -25% |
| 60-64 years | 925 | 2,770 | 1,141 | 3,288 | 1,174 | 3,302 | 1,284 | 3,514 | 1,206 | 3,225 | 1,186 | 2,979 | +1% | -10% |
| 65-69 years | 856 | 2,503 | 897 | 2,714 | 1,030 | 3,025 | 1,116 | 3,155 | 1,224 | 3,376 | 1,153 | 3,113 | +12% | +3% |
| 70-74 years | 737 | 2,181 | 800 | 2,230 | 822 | 2,428 | 966 | 2,767 | 1,048 | 2,908 | 1,156 | 3,133 | +41% | +29% |
| 75-79 years | 701 | 2,060 | 668 | 1,871 | 714 | 1,898 | 753 | 2,131 | 884 | 2,460 | 965 | 2,618 | +35% | +38% |
| 80-84 years | 500 | 1,482 | 593 | 1,653 | 572 | 1,469 | 600 | 1,521 | 640 | 1,741 | 757 | 2,038 | +32% | +39% |
| 85+ years | 358 | 1,230 | 494 | 1,518 | 602 | 1,696 | 620 | 1,661 | 658 | 1,725 | 724 | 1,963 | +20% | +16% |
| Total | 18,498 | 19,277 | 48,441 | 48,261 | 19,887 | 47,156 | 20,492 | 46,466 | 21,129 | 46,085 | 21,793 | 45,860 | +10% | -3% |

Source: Census of Population & Housing, Australian Bureau of Statistics (ABS) 2006, 2011 / Forecast Population, Victoria in Future 2017

The age profile of HRCC and Regional Victoria are comparable. Horsham has a marginally older population as shown in Figure 4. There are approximately 3% more residents aged above 70 years of age in Horsham when compared to Regional Victoria.

FIGURE 4 AGE PROFILE – HRCC & REGIONAL VICTORIA - 2011



Source: Census of Population & Housing, Australian Bureau of Statistics (ABS), 2011

FAMILY & HOUSEHOLD COMPOSITION

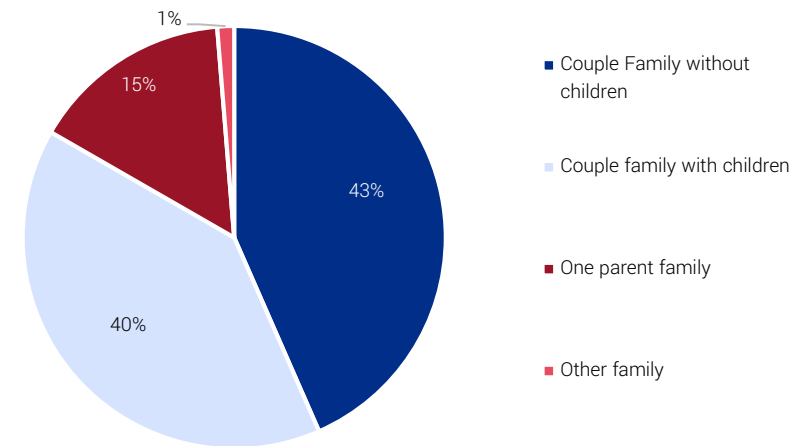
The most common family composition in HRCC is couple families without children (43%) and couple families with children (40%).

89% of dwellings are occupied with the most common dwelling structure a separate house (88%), followed by a flat, unit or apartment (7%).

Over one third of properties in HRCC are owned outright and a further 32% are owned with a mortgage. Approximately 25% of properties are rented.

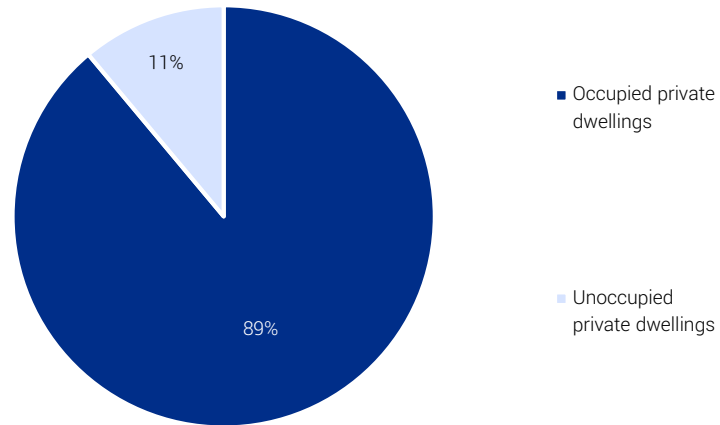
Findings are summarised in Figures 5, 6, 7 and 8.

FIGURE 5 FAMILY COMPOSITION – HRCC - 2011



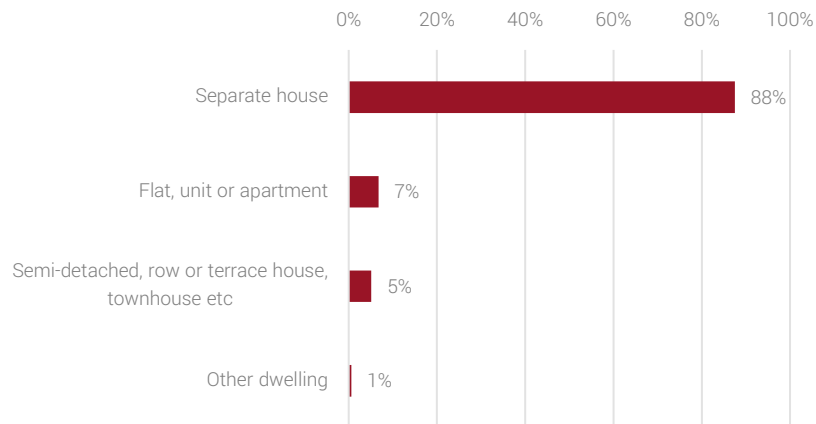
Source: Census of Population & Housing, Australian Bureau of Statistics (ABS), 2011

FIGURE 6 DWELLING TYPE – HRCC - 2011



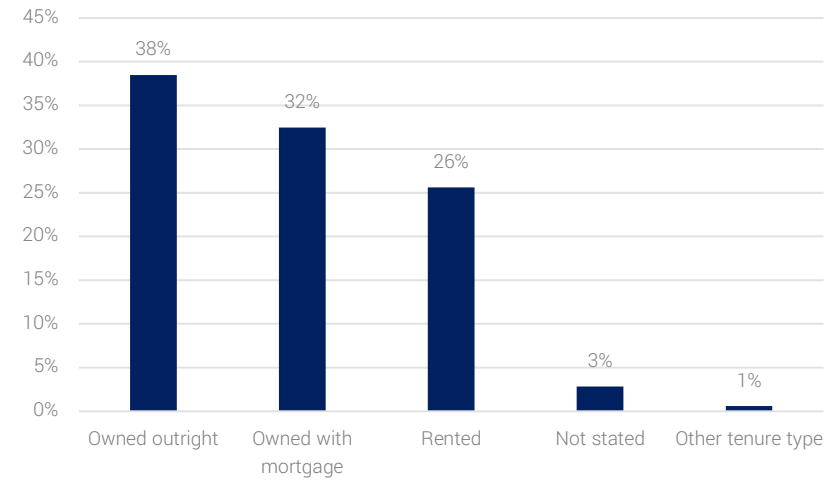
Source: Census of Population & Housing, Australian Bureau of Statistics (ABS), 2011

FIGURE 7 DWELLING STRUCTURE – HRCC - 2011



Source: Census of Population & Housing, Australian Bureau of Statistics (ABS), 2011

FIGURE 8 TENURE – HRCC - 2011



Source: Census of Population & Housing, Australian Bureau of Statistics (ABS), 2011

HOUSING AFFORDABILITY

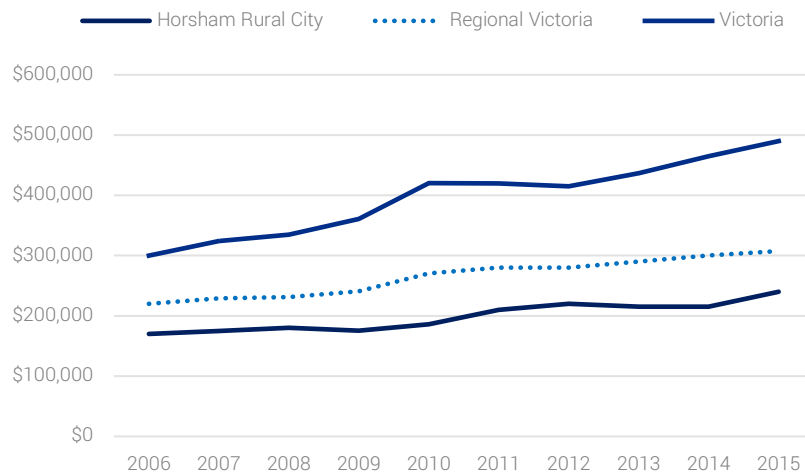
Figure 9 shows the median house price growth in Victoria, Regional Victoria and Horsham Rural City.

As at 2015, the median house price in Horsham was \$240,000, which is considerably less than Victoria (\$490,000) and Regional Victoria (\$307,500).

In the ten year period, 2006 to 2015, Horsham's median price increased by 41%, which is comparable to Regional Victoria (40%), but significantly less than Victoria (63%).

Affordable housing available in Horsham Rural City is a significant point of difference and should be widely promoted when attempting to attract new residents to the area.

FIGURE 9 MEDIAN HOUSE PRICE GROWTH – 2006 TO 2015



Source: A Guide to Property Values, Valuer-General of Victoria, 2015

LEVEL OF DISADVANTAGE – SEIFA

SEIFA (Socio-Economic Indexes for Areas) describes the relative level of socio-economic disadvantage in an area. Advantage is defined in terms of access to material and social resources and ability to participate in society. Australia's index is set up so that lower numbers are more disadvantaged, and higher numbers are less disadvantaged.

Horsham Rural City has a SEIFA score of 987, which ranks 45th in Victoria (out of 80). In Regional Victoria, Horsham is ranked 18th (out of 47 LGA's).

Table 25 shows the LGA's with the highest SEIFA scores, i.e. the areas with the lowest level of disadvantage.

TABLE 25 SEIFA – VICTORIAN LOCAL GOVERNMENT AREAS - 2011

| LGA | SEIFA |
|-----------------------|-------|
| 1. Nillumbik (S) | 1098 |
| 2. Boroondara (C) | 1098 |
| 3. Bayside (C) | 1091 |
| 4. Stonnington (C) | 1084 |
| 5. Manningham (C) | 1071 |
| 6. Glen Eira (C) | 1069 |
| 7. Surf Coast (S) | 1066 |
| 8. Port Phillip (C) | 1066 |
| 9. Macedon Ranges (S) | 1055 |
| 10. Queenscliffe (B) | 1053 |
| | |
| 45. Horsham (RC) | 987 |

Source: Census of Population & Housing, Australian Bureau of Statistics (ABS), 2011

3.8. CENTRAL ACTIVITY DISTRICT ASSESSMENT

Horsham’s Central Activity District (CAD) is a vibrant hub of retail, commercial, entertainment, hospitality, cultural and community activity. The town 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.

Much of the information in this section is sourced from the Horsham CAD Strategy, prepared by Essential Economics (2013).

ECONOMIC ROLE

It is estimated that Horsham’s CAD services a resident catchment of 51,000 people. Horsham has a strong service role for the surrounding Local Government Areas of Northern Grampians, West Wimmera, Hindmarsh and Yarriambiack. Residents within the broader catchment travel to Horsham for higher order retail and commercial needs.

The CAD consists of a mix of retail, commercial and community uses. Core business activities are located in the central part of the CAD in the Commercial 1 Zone, while businesses on the periphery (north-west and south-east) are within the Commercial 2 Zone.

Figure 10 provides an overview of the Horsham CAD.

FIGURE 10 OVERVIEW OF HORSHAM CAD



Source: Horsham Rural City Council, 2017

RETAIL AND COMMERCIAL LAND USE

The Horsham CAD contains a total of approximately 59,720sqm of retail floorspace and 34,440sqm of commercial office floorspace.

There is an estimated 4,630sqm in vacant floorspace.

Between 2011 and 2013, the retail floorspace in Horsham's CAD decreased by 300 sqm, while commercial office floorspace increased by 780 sqm.

The majority of retail floorspace is non-food (42,900sqm) and food, liquor, groceries (9,610). There are a number of major non-food retailers such as Kmart, Target, Bunnings and Harvey Norman. Table 26 provides a summary of CAD floorspace.

The CAD is anchored by three full-line supermarkets; Coles, Woolworths and Aldi, but also offers a mix of traditional retail, retail services and convenience based retail, catering to a variety of shopper's needs.

TABLE 26 RETAIL AND COMMERCIAL FLOORSPACE, HORSHAM CAD – 2011 & 2013

| Land Use | FLOORSPACE | | |
|----------------------------------|---------------|---------------|-------------|
| | 2011 | 2013 | Change |
| Food, Liquor, Groceries | 9,690 | 9,610 | -80 |
| Food Catering | 3,600 | 3,400 | -200 |
| Non-Food | 42,270 | 42,900 | +630 |
| Retail Services | 4,460 | 3,810 | -650 |
| Total Retail | 60,020 | 59,720 | -300 |
| Office | 33,660 | 34,440 | +780 |
| Total occupied floorspace | 93,680 | 94,160 | +480 |
| Vacant floorspace | 5,680 | 4,630 | -1,050 |
| Total Floorspace | 99,360 | 98,790 | -570 |

Source: Horsham Central Activity District Strategy, Essential Economics 2013

RETAIL EXPENDITURE

On average, residents in Horsham Rural City spend approximately \$13,000 per annum on retail items. The biggest expenditure item is food, liquor and groceries, which accounts for 49% of retail spending, followed by apparel, homewares and leisure (25%).

Individual retail expenditure in the Wimmera Southern Mallee is comparable. On average, people spend approximately \$12,800 on retail items per annum.

TABLE 27 ANNUAL RETAIL EXPENDITURE – HRCC & WSMR

| | HRCC | | WSMR | |
|-------------------|----------------------|-----|----------------------|-----|
| FLG | \$6,400 | 49% | \$6,439 | 5% |
| FC | \$1,501 | 12% | \$1,439 | 11% |
| AHL | \$3,247 | 25% | \$3,140 | 25% |
| BG | \$1,406 | 11% | \$1,360 | 11% |
| RS | \$450 | 3% | \$431 | 3% |
| Per person | \$13,004 | | \$12,809 | |
| TOTAL | \$257,144,307 | | \$636,586,192 | |

Source: Retail Expenditure, MarketInfo 2014, derived by Urban Enterprise 2017

LIGHT INDUSTRIAL USES

The Commercial 2 Zone, located in the south east of the CAD consists of light industrial activities such as automotive, light manufacturing and wholesale trade and supplies.

If additional retail and commercial floorspace was required in the future, this area would be ideal for redevelopment, as a majority of industrial uses are shifting to designated industrial precincts on the outskirts of town (e.g. Burnt Creek Estate, Golf Course Road).

OTHER FACILITIES AND SERVICES

The CAD also comprises a range of community, civic, entertainment, recreation, cultural and health-related services that contribute significantly to the overall functionality and sustainability of the CAD.

DISCUSSION

The mix of uses in the Horsham CAD attracts residents and visitors from across the region for a variety of purposes, and encourages people to spend more time in the centre, adding to the vibrancy and contributing to a positive business environment, supporting a high proportion of employment.

The vibrancy of Horsham's CAD is attributed to the high concentration of a range of retail and commercial uses including boutique and large format retail, commercial office, food and beverage, community and entertainment uses.

The absence of out-of-centre development is a positive attribute for the CAD. Potential future expansion for retail and commercial land uses is recommended towards the south of the CAD, in the area bound by McPherson Street, O'Callaghans Parade and Hamilton Street. Furthermore, the future development of the bypass will provide opportunities for highway trade along the Western Highway to transition towards more traditional retail and commercial uses.

There are a number of improvements that could be considered for Horsham's CAD such as improving access and connection to the Wimmera River, an increased provision of passive open space and gateway/town entrance improvements. These are discussed further in Section 5.

4. THE VISITOR ECONOMY

4.1. OVERVIEW

This section provides an overview of Horsham's tourism product strengths and gaps, an assessment of the local visitor economy including historical and forecast domestic and international visitation, a snapshot of key visitor markets and the economic value of the local tourism industry.

Visitation is benchmarked against the Tourism Victoria defined regions of Wimmera, Western Grampians and Central Highlands where possible.

The **Wimmera** tourism region includes Statistical Area 2; Nhill Region, Yarriambiack and Buloke

The **Western Grampians** tourism region includes Statistical Area 2: Horsham, Horsham Region, West Wimmera, Southern Grampians and Hamilton

The **Central Highlands** tourism region includes Statistical Area 2: St Arnaud, Stawell, Avoca, Ararat, Ararat Region and Beaufort.

Much of the information in this section was derived from Tourism Research Australia's (TRA) National Visitor Survey (NVS) and International Visitor Survey (IVS).

Definitions used in this section are detailed in the glossary of terms.

4.2. KEY FINDINGS & IMPLICATIONS FOR THE EDS

Horsham has a range of tourism strengths that could be further leveraged in order to increase domestic and international visitation, facilitating growth in the visitor economy.

Horsham's visitation has grown at a steady rate over the past five years, but is largely driven by daytrip visitation, most likely from the broader Wimmera region. The key driver of visitation is attributed to business, holiday/leisure and event visitors.

There is an opportunity to attract a greater proportion of domestic overnight holiday/leisure visitors through strengthening Horsham as a visitor destination. This could be achieved through a range of opportunities in outdoor and adventure, food and beverage, arts and culture and nature-based activities.

The key opportunities for tourism development include:

- Tourism uses along the Wimmera River (e.g. food and beverage, conference/function centre, accommodation, public art instillation, recreation infrastructure);
- Food and beverage (e.g. destination dining);
- Festivals and events (aligning with regional tourism strengths);
- Arts and culture (e.g. Indigenous history/heritage interpretation);
- Natural assets (waterways, Mt Arapiles, Wartook Valley); and
- Self-drive / stopover visitors.

These are discussed further in section 5.

4.3. VALUE OF THE TOURISM INDUSTRY

The tourism industry is recognised as a collection of activities across various industry sectors such as retail, accommodation, cafes & restaurants, cultural & recreational services.

The Remplan model utilises the Tourism Satellite Account (TSA), also from the Australian Bureau of Statistics, provides estimates of the value of industry sectors' contributions to total tourism product output.

In the TSA, tourism is defined as:

"Comprising the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited."

Table 28 provides a summary of economic indicators for the tourism industry in Horsham Rural City and includes output, employment, wages and salaries and value add.

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.

TABLE 28 TOURISM INDUSTRY – HORSHAM - 2016

| INDICATOR | | |
|--------------------------|---------|-------|
| Economic Output (\$M) | \$93.68 | 4% |
| Employment | 551 | 6.60% |
| Wages and Salaries (\$M) | \$25.18 | 4.40% |
| Value-Added (\$M) | \$44.40 | 4% |

Source: Remplan, 2016

4.4. TOURISM PRODUCT STRENGTHS

Horsham Rural City's tourism strengths include outdoor and adventure, water-based, arts and culture, and sport and recreation.

Nature Based / Outdoor and Adventure

The internationally renowned rock climbing destination; Mount Arapiles is located in Mount Arapiles-Tooan State Park, approximately 7 km from Natimuk and 30 km from Horsham. This natural asset is a major draw card for domestic and international visitors as it caters to differing levels of climbing experience. The Mountain is estimated to attract 90,000 visitors per annum.²

Development in the area is limited. There is an existing non-commercial camping ground in Centenary Park at the base of the Mountain.



Mt Arapiles

Source: Onsight Photography

The Council area and broader region is home to many lakes and rivers. Wimmera River, Green Lake, Taylors Lake, Natimuk Lake, Lake Toolondo, Lake Wartook and Rocklands Reservoir provide opportunities for locals and visitors to undertake water-based activities such as swimming, fishing, water-skiing, wind surfing and recreational boating.

Another natural area of significance is the Wartook Valley, located to the west of the Grampians mountain range. Attractions in this area include bushwalking, 4WD, horse riding, rock climbing, abseiling, fishing, mountain biking and quad bike tours.

The Laharum area, to the north of the Wartook Valley, is known for its olive groves and organic farming.



Green Lake

Source: Grampians Point

² Arapiles Climbing Guides, 2017

Arts and Culture

The Horsham Town Hall underwent a redevelopment and was officially completed in January 2016. The revitalised facility incorporates the original Town Hall, a 500 seat Theatre and the Regional Art Gallery.

The Town Hall provides world-class performance, visual arts and conferencing facilities. Performances, events and exhibitions attract visitors from across the Wimmera region.

Natimuk is recognised as a hub for community arts and culture. The township's flagship facility is the Goat Gallery; a privately owned art gallery showcasing works from local and regional artists.

The Natimuk Frinj Festival is the township's signature boutique visual performance and arts event. The Festival provides an avenue for local artists and attracts visitors looking for a rural community art experience.



Horsham Regional Art Gallery

Source: Visit Victoria

Sport and Recreation

Horsham has a diverse range of high quality sport and recreation facilities including the Aquatic Centre, Golf Club, parks and gardens, as well as the Horsham Motocross Track. The Motocross Track is of high quality and hosted the Australian Junior Motocross Championship in 2017 and will be hosting the World Junior Motocross Championships in 2018.

A new multi-use indoor sports facility is proposed for Horsham and a preferred site at McBryde Street has been agreed. The regional facility will provide the opportunity to attract regional and state sport and recreation events.

Existing gaps and potential opportunities for tourism development in Horsham Rural City are discussed in Section 5 of this report.



Horsham Motocross Track

Source: MC News

4.5. VISITATION

4.5.1. VISITATION SUMMARY

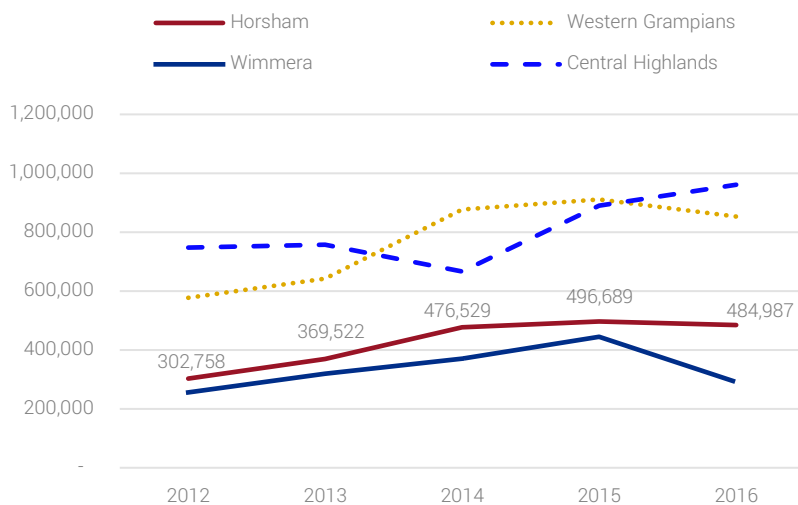
In 2016, Horsham attracted approximately 485,000 domestic and international visitors. Visitation has grown significantly in the last 5 years, at an average rate of 10% per annum.

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

Total visitation to the Western Grampians grew by 60% between 2012 and 2016, which is proportionately more when compared to the Central Highlands (29%) and the Wimmera (14%) regions.

Figure 11 shows the historical trend in total visitation to the four regions.

FIGURE 11 ALL TRIPS (DOMESTIC & INTERNATIONAL) - 2012 TO 2016



Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

Table 29 provides a breakdown of visitation in terms of domestic day trip, domestic overnight and international trip visitors.

On average, 62% of visitation to Horsham is attributed to domestic day trip visitors, 37% to domestic overnight visitors and 1% to international visitors.

TABLE 29 BREAKDOWN OF VISITATION (AVERAGE) – 2012 TO 2016

| 2012-2016 AVE | HORSHAM | WESTERN GRAMPPIANS | WIMMERA | CENTRAL HIGHLANDS |
|---------------------|----------------|--------------------|----------------|-------------------|
| Daytrips | 263,629 | 750,819 | 329,608 | 677,688 |
| Overnight trips | 158,369 | 312,748 | 135,745 | 365,872 |
| International trips | 4,098 | 8,781 | 2,686 | 31,943 |
| Total | 426,097 | 1,072,348 | 468,039 | 1,075,503 |

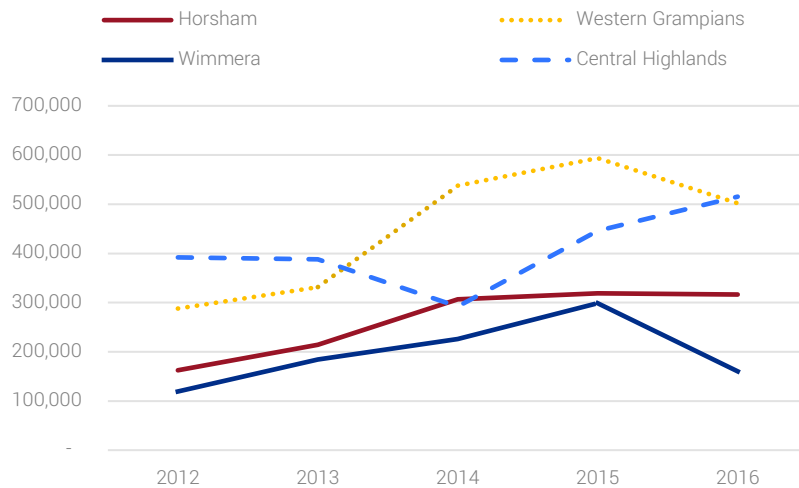
Source: National Visitor Survey (NVS) / International Visitor Survey (IVS), Tourism Research Australia (TRA) 2016

4.5.2. DAY TRIPS

TOTAL TRIPS

Between 2012 and 2016, domestic day trip visitation to Horsham increased by 14% per annum. Over this period, Horsham attracted an average of 263,000 day trip visitors.

FIGURE 12 NUMBER OF DAY TRIPS – 2012 TO 2016



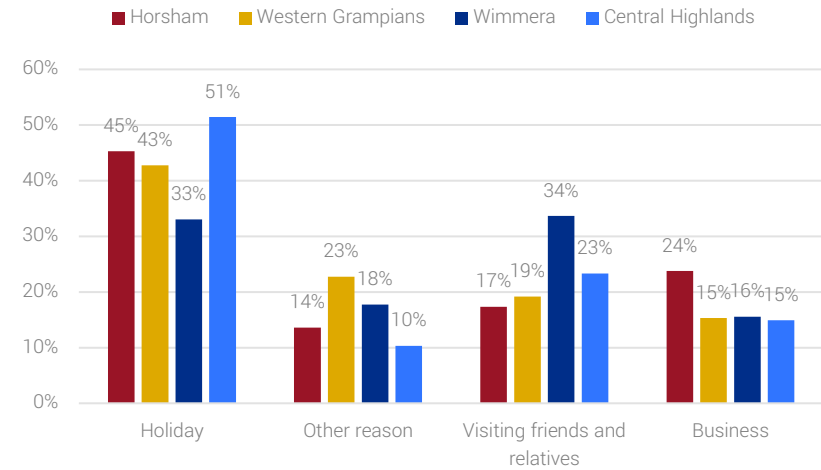
Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

REASON FOR VISIT

The most common purpose of visit for day trip visitors to Horsham is for holiday/leisure purposes (45%), followed by Business (24%), visiting friends and relatives (17%) and other reasons (14%).

Comparatively, Horsham has a much higher proportion of day trip business visitors.

FIGURE 13 REASON FOR VISIT – DAY TRIPS – 2012 TO 2016 (AVE)



Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

EXPENDITURE

According to Tourism Victoria, the average spend for day trip visitors to the Grampians region, which includes Wimmera, Western Grampians and Central Highlands is \$96 per trip. This is higher than the average for Regional Victoria (\$89).

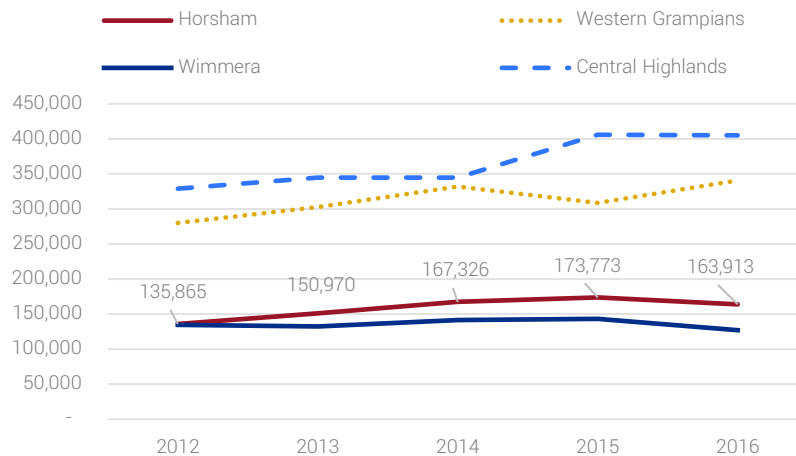
4.5.3. OVERNIGHT TRIPS

TOTAL TRIPS

Between 2012 and 2016, domestic overnight trips to Horsham increased by 4% per annum from approximately 136,000 in 2012 to 164,000 in 2016.

Figure 14 shows the historical trend in overnight visitation to the four regions.

FIGURE 14 NUMBER OF OVERNIGHT TRIPS – 2012 TO 2016



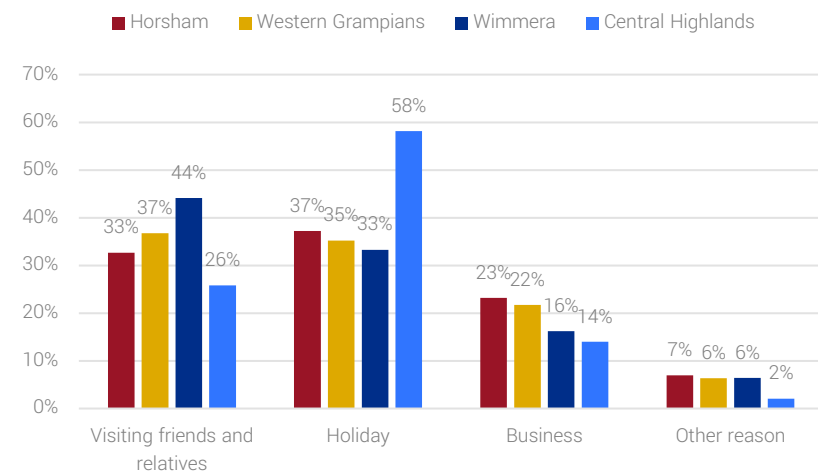
Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

REASON FOR VISIT

The most common reason to visit Horsham for domestic overnight visitors is for holiday and leisure purposes (37%), followed by visiting friends and relatives (33%) and business (23%).

Business visitors are proportionately higher when compared to the Wimmera and Central Highlands regions. However, holiday and leisure visitors to Horsham and the Western Grampians are underrepresented when compared to the Central Highlands.

FIGURE 15 REASON FOR VISIT – OVERNIGHT VISITORS – 2012 TO 2016 (AVE)



Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

ACTIVITIES

Table 30 shows the top 25 activities undertaken by domestic overnight visitors in Horsham compared to Regional Victoria.

The most popular activities undertaken in Horsham include eating out (47%), visiting friends and relatives (36%), visiting pubs, clubs and discos (27%), Bushwalking (20%)

The activities underrepresented in Horsham when compared to Regional Victoria include shopping, eating out, going to markets, visiting museums and galleries and visiting history/heritage buildings, sites or monuments.

TABLE 30 ACTIVITIES UNDERTAKEN – OVERNIGHT VISITORS – HORSHAM - 2016

| ACTIVITY | HORSHAM | REGIONAL VICTORIA |
|--|---------|-------------------|
| Eat out / dine at a restaurant and/or cafe | 47% | 58% |
| Visit friends & relatives | 36% | 45% |
| Pubs, clubs, discos etc | 27% | 22% |
| Bushwalking / rainforest walks | 20% | 15% |
| Sightseeing/looking around | 14% | 26% |
| Visit national parks / state parks | 12% | 13% |
| Attend movies/cinema | 6% | 1% |
| Picnics or BBQs | 6% | 7% |
| Visit farms | 5% | 2% |
| Attend festivals / fairs or cultural events | 5% | 3% |
| Play other sports | 4% | 4% |
| Go shopping for pleasure | 4% | 18% |
| Exercise, gym or swimming | 3% | 6% |
| Attend theatre, concerts or other performing arts | 3% | 2% |
| Go to markets | 3% | 9% |
| Visit museums or art galleries | 2% | 6% |
| Visit history / heritage buildings, sites or monuments | 1% | 6% |
| Go on a daytrip to another place | 1% | 5% |
| Attend an organised sporting event | 1% | 3% |

Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

AVERAGE LENGTH OF STAY (ALOS)

In 2016, Horsham attracted approximately 164,000 domestic overnight visitors, who stayed a total of 402,000 visitor nights. This equates to an average length of stay of 2.5 days.

TABLE 31 AVERAGE LENGTH OF STAY – HORSHAM - 2016

| 2016 | HORSHAM |
|-----------------|-----------------|
| Overnight Trips | 163,913 |
| Visitor Nights | 402,000 |
| ALOS | 2.5 days |

Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

ACCOMMODATION

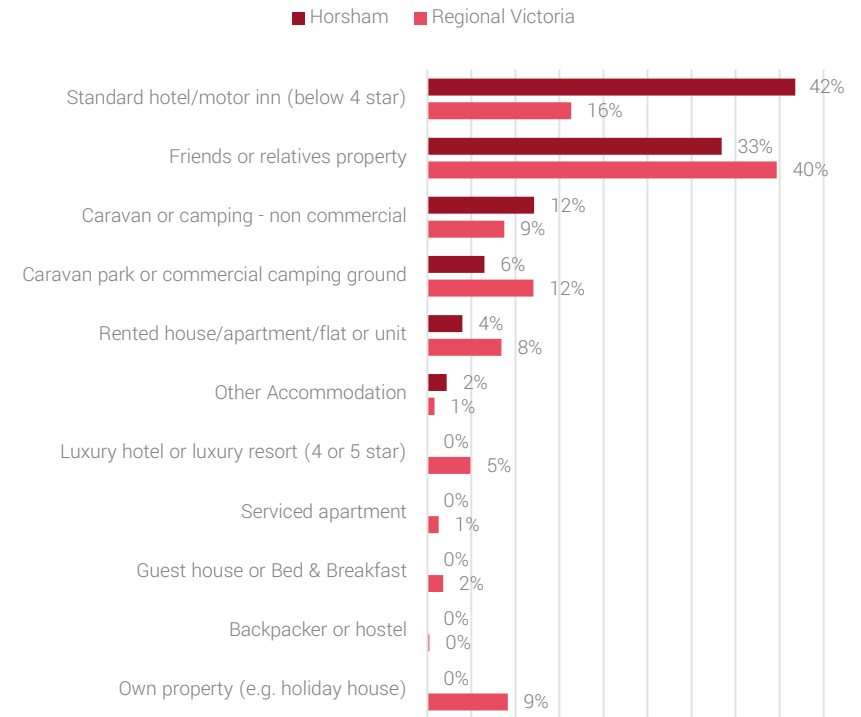
Figure 16 shows the most common types of accommodation utilised in Horsham compared to Regional Victoria.

The most common types of accommodation utilised in Horsham includes standard hotel/motor inn (42%), friends or relatives property (33%), non-commercial caravan or camping ground (12%), commercial caravan park or camping ground (6%) and rented house/apartment/flat (6%).

When compared to Regional Victoria, the proportion of visitors staying in a standard hotel/motor inn is significantly higher in Horsham, reflecting the majority of existing accommodation stock.

Based on types of accommodation types in Regional Victoria, there is an underrepresentation of visitors staying in luxury hotels or resorts, commercial caravan parks, serviced apartments and guest houses/B&B's.

FIGURE 16 ACCOMMODATION – OVERNIGHT VISITORS - HORSHAM - 2016



Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

EXPENDITURE

According to Tourism Victoria, the average spend for domestic overnight visitors to the Grampians region, which includes Wimmera, Western Grampians and Central Highlands is \$276 per trip. This is less than the average for Regional Victoria (\$367).

VISITOR ORIGIN

72% of domestic overnight visitors to Horsham Rural City travel from Victoria. Specifically, 40% from metropolitan Melbourne, 6% from Ballarat and 6% from Geelong and the Bellarine.

12% of visitors travel from South Australia, 10% from NSW and 4% from QLD.

TABLE 32 ORIGIN – OVERNIGHT VISITORS - HORSHAM - 2016

| | |
|----------------------------------|------------|
| VIC | 72% |
| <i>Melbourne</i> | 40% |
| <i>Ballarat</i> | 6% |
| <i>Geelong and the Bellarine</i> | 6% |
| <i>Bendigo Loddon</i> | 4% |
| <i>Melbourne East</i> | 4% |
| <i>Western Grampians</i> | 3% |
| <i>Macedon</i> | 2% |
| <i>Central Highlands</i> | 2% |
| <i>Peninsula</i> | 2% |
| <i>Mallee</i> | 1% |
| <i>Great Ocean Road</i> | 1% |
| <i>Gippsland</i> | 1% |
| SA | 12% |
| <i>Adelaide</i> | 8% |
| <i>Adelaide Hills</i> | 3% |
| NSW | 10% |
| <i>Sydney</i> | 8% |
| <i>Central NSW</i> | 1% |
| QLD | 4% |
| <i>Brisbane</i> | 2% |
| <i>Darling Downs</i> | 1% |

Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

AGE PROFILE

Table 33 shows the breakdown of age profile for domestic overnight visitors to Horsham. The age profile of visitors is quite diverse.

16% of visitors are aged between 55 and 59 years, 12% between 30 and 34 years and 11% between 35 and 38 years.

TABLE 33 AGE PROFILE – OVERNIGHT VISITORS – HORSHAM - 2016

| AGE PROFILE | |
|-------------|-----|
| 15-19 | 9% |
| 20-24 | 1% |
| 25-29 | 7% |
| 30-34 | 12% |
| 35-39 | 11% |
| 40-44 | 9% |
| 45-49 | 6% |
| 50-54 | 3% |
| 55-59 | 16% |
| 60-64 | 9% |
| 65-69 | 6% |
| 70-74 | 5% |
| 75-79 | 3% |
| 80+ | 3% |

Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

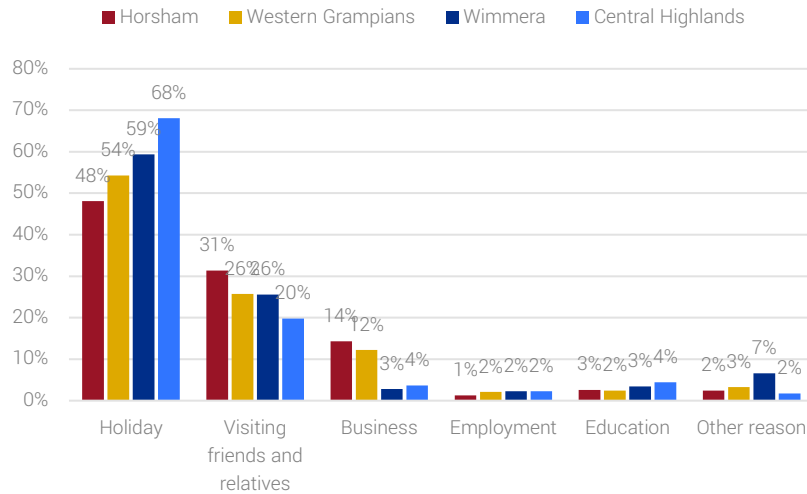
4.5.4. INTERNATIONAL TRIPS

REASON FOR VISIT

The most common reason for international visitors visiting Horsham Rural City is for holiday and leisure (48%), followed by visiting friends and relatives (31%) and business (14%).

Compared to Central Highlands and the Western Grampians tourism regions, international visitors to Horsham and the Wimmera visiting for holiday and leisure purposes are underrepresented.

FIGURE 17 REASON FOR VISIT – INTERNATIONAL VISITORS – 2012 TO 2016 (AVE)



Source: International Visitor Survey (IVS), Tourism Research Australia (TRA) 2016

5. CONSIDERATIONS FOR THE EDS

5.1. OVERVIEW

This section provides a discussion around the key considerations for the HRCC Economic Development Strategy. Considerations for the Strategy were formulated through the background research detailed in the previous sections of this report, as well as extensive consultation with local and regional stakeholders.

The consultation process included the following:

- One-on-one meetings;
- Workshops;
- Phone meetings; and
- An online community survey and online business survey.

An overview of the Consultation Schedule is provided in Appendix A and a summary of survey results is provided in Appendix B (Community Survey) and Appendix C (Business Survey).

5.2. KEY FINDINGS

Considerations for the Horsham Rural City Economic Development Strategy have been categorised into the following themes:

- Business and Investment Attraction;
- Resident Attraction;
- Diversifying the Local Economy;
- Public Sector Industries;
- Support & Engage Existing Business;
- Role in Economic Development;
- Growing the Visitor Economy; and
- Major Projects.

5.3. BUSINESS AND INVESTMENT ATTRACTION

Horsham Rural City is well placed to attract new business and industry through the region's competitive advantages including geographic location; the mid-point between Melbourne and Adelaide, water security through access to the Wimmera Mallee Pipeline, land availability and affordability, as well as access to major road and rail infrastructure including three major highways and the Wimmera Intermodal Freight Terminal (WIFT).

ACCESS TO ROAD AND RAIL

Horsham is well serviced for road and rail infrastructure, which could be further utilised for freight and passenger transport.

The Horsham township is located at the juncture of three major highways; The Western Highway, Wimmera Highway and Henty Highway. These highways provide critical links to Melbourne and Adelaide, as well as the regional cities of Ballarat and Bendigo.

The Wimmera Intermodal Freight Terminal (WIFT) in Dooen, transformed the efficient transportation of grain handling and storage in the Wimmera. With an increasing dependence on rail to transport grain, WIFT's role in the broader region is further affirmed. WIFT is a major drawcard for new agriculture businesses looking to establish in the Wimmera.

INDUSTRIAL LAND AVAILABILITY AND INFRASTRUCTURE REQUIREMENTS

There is ample industrial zoned land in the Council area, particularly in the Burnt Creek Industrial Estate to the south east and Golf Course Road to the south.

The Urban Development Program's (UDP) Regional Industrial Program concluded that there is adequate stock of zoned industrial land to meet historical trends of consumption, as well as accelerated rates of industrial land demand for 15+ years (as at 2011).

There is an opportunity to diversify the land parcels to suit a variety of businesses in terms of their land and infrastructure requirements.

Horsham is well positioned to attract industrial businesses that require larger land holdings, however, smaller 'business' ready parcels are required.

An opportunity exists to provide required infrastructure and services such as access roads, drainage and water services to attract new businesses.

An Industrial Land Strategy for the municipality should be considered in order to identify the amount of industrial zoned land available, as well as land and infrastructure requirements for existing and new businesses.

WATER SECURITY

The Wimmera Mallee Pipeline, established in 2010, replaced 17,500 km of inefficient channels providing approximately 9,000 km of rural pipeline.

It is estimated that the pipeline saves an average of 103 billion litres of water per annum and provides a continuous water supply to approximately 7,000 rural customers and townships across the Wimmera and Mallee.

The Pipeline provides water security for the Agriculture sector and is of major benefit to the region. The Pipeline could be widely promoted to potential new agri-business that are looking to establish in the region.

INVESTMENT PROSPECTUS

Council should consider commissioning the development of an investment prospectus for the Council area. This should be a document that includes key information about the region and highlight the competitive advantages of investing in Horsham, as well as specific project and business opportunities.

The preparation of the Loddon Mallee Region Investment Prospectus was commissioned by ten Council areas in 2016. The prospectus identifies the competitive strengths of the region, as well as the specific opportunities that could be realised.

27 priority projects are identified, which include an overview of the project, the estimated cost and required funding.

5.4. RESIDENT ATTRACTION

Population growth is a key driver of economic growth as it generates greater demand for local goods and services and encourages growth in the local economy through higher employment, wages and salaries and output.

Horsham Rural City has experienced a level of moderate population growth over the past decade. Comparatively, over the same period, the broader Wimmera region's population declined at a marginal rate. This indicates that Horsham is attracting a proportion of population from the Wimmera region.

The community articulated that Horsham Rural City is a particularly liveable area due to a number of competitive strengths including proximity to nature based assets, affordable housing, vibrant CBD and favourable climate.

AFFORDABLE HOUSING

Housing in Horsham and Natimuk is more affordable compared to other regional areas and the rest of the State.

According to A Guide to Property Values, the median house price in Horsham in 2015 was \$240,000, which is less when compared to Regional Victoria (\$307,500) and the rest of the State (\$490,000).

The median residential property value in Horsham is a competitive advantage that could be further promoted to prospective residents and businesses, buyers in the market who are looking to trade up, particularly from western Victorian towns such as Ballarat.

Housing affordability should be promoted to attract new residents.

LIVEABILITY

The liveability of Horsham as a rural city is considered a competitive advantage. A strong community, proximity to an abundance of natural assets, a favourable climate and reliable health and education services, and arts and culture all contribute to Horsham's liveability.

Horsham is in close proximity to Mount Arapiles, the Grampians National Park and a significant number of waterways, which include Lake Toolondo, Lake Wartook, Green Lake, Taylors Lake, Rocklands Reservoir and Natimuk Lake.

Horsham is an ideal location for people interested in recreational boating, fishing, outdoors and adventure.

SETTLEMENT SERVICES

HRCC should consider preparing a settlement service strategy for new residents, which provides information to help new residents in the region. This could be particularly helpful for ethnic groups settling in the region.

MARKETING AND PROMOTION

Whilst the liveability of Horsham is considered a major drawcard for the region, there is a lack of marketing and promotion to prospective residents.

Promotional content articulating the major advantages of living in Horsham could be marketed throughout Victoria and South Australia.

An example of an effective campaign promoting a regional centre is the Discover Shepparton campaign, which promotes the lifestyle advantages of living and working in Shepparton including food and produce, natural assets, events, arts and culture, and sport and recreation.

Horsham could adopt a targeted approach to promoting the region, similar to Shepparton, to attract new residents and businesses, in particular, young families to the region.

CAD REVITALISATION

Horsham's Central Activity District (CAD) is a vibrant hub of retail, commercial, entertainment, hospitality, cultural and community activity. The town 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.

It is estimated that Horsham's CAD services a resident catchment of 51,000 people. Horsham has a strong service role for the surrounding Local Government Areas of Northern Grampians, West Wimmera, Hindmarsh and Yarriambiack. Residents within the broader catchment travel to Horsham for higher order retail and commercial needs.

The Retail Trade industry is strong in terms of output and employment. Horsham offers a diverse range of retailers and includes majors such as three full-line supermarkets (Coles, Woolworths and Aldi), Harvey Norman, Kmart, Target, Bunnings Warehouse and Supercheap Auto.

Shoppers visit Horsham for higher order retail needs including apparel, homewares, leisure, clothing and apparel, retail services and bulky goods.

In addition to major retailers, Horsham provides boutique retail and food and beverage establishments, which highlights that the retail offer caters to a variety of needs.

There is an opportunity to revitalise certain areas of the CAD to improve access and connectivity, as well as providing areas of open space for people to passively recreate and engage.

BRAND AND AWARENESS

There is limited understanding of the way Horsham is perceived in Melbourne and the rest of Victoria.

A market research study should be conducted to understand the way Horsham is perceived including positive and negative aspects.

A new prominent brand should then be tested which can be used for the visitor economy, resident and business attraction. An example of a prominent marketing campaign is the 'great things happen here' campaign for Shepparton. The campaign showcases a number of national brands and industries that are located in Shepparton, whilst also promoting the lifestyle advantages of the area.

Any branding recommendations should be prepared in conjunction with the CAD revitalisation study to ensure alignment.

5.5. DIVERSIFYING THE LOCAL ECONOMY

A key outcome from consultation was the need to diversify the local economy, as there can be a substantial reliance on the Agriculture industry. It has been suggested that the volatility of seasonal production results in flow-on effects for the local economy including wages and salaries, and this in turn affects local expenditure, particularly on discretionary retail items.

AGRICULTURE AND DOWNSTREAM INDUSTRY

Agriculture is Horsham Rural City's and the Wimmera Southern Mallee's most important industry. The sector generates \$180m in economic output per annum, which accounts for 8% of the City's total. The sector is also the second largest employer, behind retail, and has a regional export value in the order of \$136m per annum.

Furthermore, the Agriculture industry in the broader Wimmera Southern Mallee region generates an estimated \$866m in economic output per annum, employs 3,590 people and has a regional export value of \$671m.

There is an opportunity for Horsham Rural City to facilitate the diversification of the existing Agriculture sector by further developing sub-sectors and related activities to capitalise on the significant primary production activity.

There are opportunities for Horsham Rural City's Agriculture industry to facilitate diversification through encouraging the development of related activities such as value adding industry, new commodities, specialist services, research and education and improved transport connections to export markets.

Opportunities associated with agriculture include:

- Warehouse and storage (storage, cleaning, splitting, packaging);
- Transport and distribution (freight services, logistics);
- Retail and wholesale (farm gate, online, supermarkets);
- Primary production (intensive Agriculture);
- Agronomy (science & technology);
- Food manufacturing (cereals, protein powder, seeds and oils, abattoir); and

- Service industries (finance, insurance, IT, education, engineering).

UNDERREPRESENTATION OF PROFESSIONAL SERVICES

The Professional, Technical and Scientific Services sector generates \$74 million in economic output per annum, which accounts for 3% of total output for HRCC. This ranks lower than industries such as Accommodation and Food Services, Transport, Postal and Warehousing and Public Administration and Safety.

In 2016, there were an estimated 285 people employed in this sector, which accounts for 3% of total people employed. Employment in the sector decreased by 7% for the period 2006 to 2016.

Consultation with industry have suggested that this sector is underrepresented in terms of employment and therefore, is recognised as a growth opportunity for HRCC.

There is an opportunity to work with existing professional businesses to attract new workers, and understand business needs.

CREATIVE INDUSTRY

Analysis of the local business base highlights a significant gap in creative industry. This includes fields such as Architecture, graphic design, marketing and IT. Due to this gap, these services are sourced from outside the Wimmera.

Other creative industry such as writers, artists and performers may be encouraged to settle in Horsham Rural City. The Horsham Town Hall precinct is an outstanding creative industry space which should be promoted to attract creative industry to settle in the region.

Working with the community development team, a focus on promoting the creative sector will enhance liveability, attraction and the economy.

MINERAL SANDS

The Wimmera region is home to a significant proportion of natural mineral deposits. Donald (Minyip), Avonbank, Drung South and Bungalally are the four key sites for mineral sands.

The Avonbank Project is projected to produce 488 million tonnes of Heavy Mineral Sands (HMS) and has a projected mine life of 32 years. Avonbank is forecast to commence mining in 2021.

The Bungalally HMS project incorporates over 20% Zircon. The project is located approximately 10 km south of Horsham.

Whilst these projects are either in pre-feasibility or feasibility stage, once construction commences and operations are underway, will generate significant economic benefits to Horsham including output, wages and salaries, and jobs.

The Wimmera Southern Mallee Mining Sector Plan (2012) considers the opportunities, constraints and key enabling factors required to further develop and grow the mining industry within the Wimmera Southern Mallee Region.

The Plan found that The Wimmera Southern Mallee region has significant competitive advantages that can enable the local industry to develop. These key advantages include:

- Accessible, large scale and high quality resource quantities;
- Secure water resources;
- High levels of liveability for the workforce, particularly compared to other mining regions;
- Established, experienced and responsive support industries;
- Experienced, stable and low cost workforce;
- Excellent transport linkages with an intermodal freight terminal at the heart of the region in Horsham, road and rail access to the Ports of Portland, Geelong, Melbourne, and Adelaide;
- Access to high quality research and training institutions;
- Competitively priced, reliable and accessible power and gas connections;

- Proactive State and Local Governments; and
- Regional social infrastructure - schools, health, sporting and cultural.

Growing the sector will have significant spill over benefits to the broader region. The sector is a high value adding activity and is therefore a driver of regional economic prosperity. Within the Wimmera Southern Mallee regional economy, mining produces the highest rates of return per job, and more than two times the value added benefits to the economy than any other sector from the same level of output growth.

Council in conjunction with the WDA should continue to encourage and facilitate the development of mineral sands mining and associated activity in an appropriate and sustainable manner.

RENEWABLE ENERGY

Horsham Rural City is well positioned to attract investment in large scale renewable projects, specifically solar and wind. Key advantages of establishing in Horsham include a large availability of land and long periods of sunlight.

In recent years, there has been lobbying with State Government to develop a third interconnector extending from Horsham into South Australia. The interconnector is required for energy storage and distribution.

The 4,250 ha Murra Warra Wind Farm, located approximately 25km north of Horsham has been approved and is expected to be operational by 2020. The farm will accommodate up to 116 turbines and a terminal station that will connect to the 220kV grid network.

The Murra Warra Wind Farm Economic Benefit Assessment (2016) identifies that the \$650 million investment will support 235 direct and 375 indirect FTE jobs during the construction phase. Once operational, the project will support 15 direct and 45 indirect FTE jobs.

Furthermore, the project has the capacity to supply sufficient clean energy to power approximately 250,000 homes and, in the process, reduce Co² emissions by an estimated 1.3 million tonnes per annum.

Biomass is another renewable energy opportunity that could be further explored and developed in the City. Biomass refers to the fuel that is developed from organic materials, a renewable and sustainable source of energy used to create electricity or other forms of power.

Some examples of materials that make up biomass fuels are scrap lumber, forest debris, certain crops, and manure. The use of these materials would create a significant opportunity in the supply chain.

Development in renewable energy and becoming energy efficient is a concept that is widely received and promoted by the Horsham community.

Natimuk Community Energy (NCE) is an organisation with a vision for the community to achieve self-sufficient energy production by 2030. To achieve this vision, NCE are in the process of introducing an energy buy-back scheme, which is dependent on solar energy production.

Whilst solar and wind farms generally support lower proportions of ongoing employment, they generate major capital expenditure and create employment opportunities throughout the planning, design and construction phases.

RETAIL TRADE

The Retail Trade industry is strong in terms of output and employment. Horsham's retail catchment extends beyond the Council boundary as the town centre attracts shoppers from the broader region, which includes townships such as Dimboola, Warracknabeal, Edenhope and Donald.

Horsham offers a diverse range of retailers and includes majors such as three full-line supermarkets (Coles, Woolworths and Aldi), Harvey Norman, Kmart, Target, Bunnings Warehouse and Supercheap Auto.

Shoppers visit Horsham for higher order retail needs including apparel, homewares, leisure, clothing and apparel, retail services and bulky goods.

In addition to major retailers, Horsham provides boutique retail and food and beverage establishments, which highlights that the retail offer caters to a variety of needs.

The majority of retail activity is concentrated in the CAD, which provides a vibrant hub of activity for the town. There is an opportunity to revitalise certain areas of the CAD to improve access and connectivity, as well as providing areas of open space for people to passively recreate and engage.

5.6. PUBLIC SECTOR INDUSTRIES

Horsham's public sectors including Health Care and Social Assistance, Education and Training, and Public Administration and Safety account for 15% of Horsham's annual economic output and supports approximately 31% of local employment.

HEALTH CARE AND SOCIAL ASSISTANCE

Horsham and the broader Wimmera region's population is forecast to age significantly over the next 15 years. Between 2016 and 2031, the proportion of residents aged over 65 years is expected to increase significantly in HRCC. Residents aged between 70 and 74 years are forecast to increase by 41%, 75 to 79 years (35%), 80 to 84 years (32%) and over 85 years (20%).

The expected increase in older residents will generate greater demand for health care and medical services in Horsham.

Consulting with Wimmera Health Care Group, there is a short to medium term need for a redevelopment of the Hospital. Key stakeholders have indicated that the Hospital is at capacity and certain infrastructure and services are becoming inadequate.

A recent contribution of state funding for the development of the Wimmera Cancer Centre will significantly bolster health services in the region. Once completed, the Centre will include nine new day chemotherapy chairs, a wellness service, six renal dialysis chairs and modern accommodation facilities for palliative care.

Continued advocacy to attract Government funding for the upgrade and redevelopment of the Hospital is recommended.

EDUCATION

The local community has indicated that secondary and tertiary educational institutions in Horsham are adequate, however, there are a proportion of students travelling to Ballarat and other areas to seek private secondary education.

Holy Trinity Lutheran School in Horsham is undergoing a significant expansion. When completed, the School will boast several new classrooms, a large collective learning area, 2D and 3D art rooms, staff rooms, a food technology centre, music and drama rooms, and a video and audio recording studio.

The School, which previously offered education from prep to year 10 only; is planned to cater to year 11 students from 2018, and year 12 students from 2019.

Horsham has a competitive advantage with its Agricultural College in Longerenong. Longerenong College is the only Agricultural education institution that offers an advanced diploma in Agribusiness Management.

Federation University's Horsham campus delivers TAFE programs and bachelor courses in Social Sciences, Business and as well as Masters programs and PhD Research.

According to Federation University, the highest proportion of students are enrolled in health services, community services, education and business services. The key gap in tertiary programs in the region is humanity based courses, in particular, history, politics and the arts.

5.7. SUPPORT AND ENGAGE WITH EXISTING BUSINESS

ENGAGEMENT

Engaging and supporting with existing businesses is a critical component for the local economy.

Local businesses would like to see the role of the economic development unit to be focussed on supporting existing businesses in the City and improving the standard of living for the community. This could be achieved through the provision of a Client Relationship Management System (CRMS), whereby Council can interact and contact businesses and record engagements.

BUSINESS SUPPORT SERVICES: NETWORKING AND TRAINING

HRCC should review provision of information, training and support services to new and existing businesses across the Council area. Improved support services may encourage the attraction of new businesses, as well as improving performance for existing businesses.

A review of the following support services should include:

- Education and training – May include training and upskilling in social media, digital marketing, customer service, financial reporting and administration services.
- New Enterprise Incentive Scheme (NEIS) - Provides training and business set-up mentoring assistance for new businesses (currently offered by RMIT).
- Case management – Provide planning and building advice to new business/existing business regarding potential development.
- Networking events – This would need to be driven by businesses.
- Ongoing engagement and information to be provided to businesses.

5.8. ROLE IN ECONOMIC DEVELOPMENT

HRCC'S ROLE IN ECONOMIC DEVELOPMENT

Based on the business and community survey results, the priority for economic development in Horsham Rural City should be focussed on supporting existing business, attracting new business and investment and improving the standard of living for the community.

The business and community survey results found that:

- 45% of business respondents and 34% of community respondents stated that the top priority for economic development should be supporting existing businesses;
- 30% of business respondents and 14% of community respondents stated that the top priority for economic development should be to attract new business and investment;
- 34% of community respondents and 14% of business respondents state that the top priority for economic development should be to improve the standard of living for residents.

The key economic development initiatives supported by local businesses and the community include:

- Further support and develop the Agriculture and Manufacturing industries;
- Attract transport, storage and logistics businesses;
- Further promote and market the region to potential residents and visitors;
- Develop the retail sector (e.g. food & beverage, clothing & apparel, homewares & leisure);
- Attract new residents;
- Develop the tourism and events industry;
- Improve community and business networking and engagement;
- Township improvements (e.g. streetscape beautification); and
- HRCC being an employer of choice.

ECONOMIC DEVELOPMENT UNIT (EDU)

There should be a clear definition of roles between Council's Economic Development Unit and the Wimmera Development Association to ensure there is minor overlap in actions and to ensure efficiencies are realised.

It is recommended that the Economic Development Unit direct resources into business engagement and support, as well as tourism and event development and coordination. The WDA's role should be more focussed on facilitating larger scale business and investment attraction in the region.

Collaboration between the two is paramount and regular contact between Council and the WDA should be made to ensure information is shared.

5.9. GROWING THE VISITOR ECONOMY

Horsham's visitor economy is largely driven by business and holiday/leisure visitors, as well as the visiting friends and relatives market and events.

The broader region has a significant number of natural attractions including lakes and waterways, Mount Arapiles and the Grampians National Park.

FOOD AND BEVERAGE PRODUCT

The most common and popular activity for domestic overnight visitors in Regional Victoria is eating out at a restaurant and/or café, with 58% participating in the activity.

In order to further develop Horsham as a destination in its own right, the development and provision of high quality food and beverage product presents a key opportunity to achieve this. High quality dining options such as cafés, a gastronomic pub/hotel, provedore, microbrewery and/or wine bar should be considered for Horsham's CAD to contribute to a vibrant town centre and attract visitors.

The development of food and beverage offer in line with regional produce strengths such as regional pulse production could be a point of difference for Horsham.

Examples could include:

- Lentils – Curry, dahl, soup, stew.
- Chickpeas – Hummus, falafel, curry, soup, stew, salad.
- Wheat – Bread, pasta, pizza, baked goods, cereals.
- Barley – Beer, whisky.

FESTIVALS AND EVENTS

According to TRA, between 2012 and 2016, an average of 4% of domestic overnight visitors to Horsham visited for the purpose of attending an event. This is marginally higher than the average for Regional Victoria (2%).

Tourism events are an effective method of attracting visitors from outside of the region that wouldn't ordinarily visit.

The annual event calendar in Horsham supports a proportion of visitation to the Council area. The existing event calendar predominantly consists of music, performing arts, art and cultural events. This is largely due to the emergence of arts and culture as a result of the Horsham Town Hall redevelopment.

The Cultural Department and the management team at the Town Hall indicated that events held at the Town Hall capture audiences that extend beyond the Council area, attracting visitors from Ballarat, Warrnambool and townships along the Victorian and South Australia border.

The Town Hall is a major asset for the region and has the potential to accommodate more events throughout the year. Further marketing and promotion of events held at the facility would expand its reach.

The Wimmera Event Centre is a modern purpose built large scale event venue, located on 23 hectares of land. The venue includes two large scale pavilions, a number of smaller pavilions, meeting rooms, facilities for on-site camping, catering areas, sheds and outbuildings.

The Centre can accommodate a range of large scale events, from music concerts and festivals to conferences, shows and exhibitions. The Centre can also accommodate smaller functions and events such as seminars, meetings, and social functions. An existing major event held at the Centre is the Wimmera Machinery Field Days.

There is a proposal to establish a new indoor sports stadium in Horsham. A feasibility study was prepared in 2016, and a preferred site at McBryde Street has been agreed on. A funding strategy is underway for the project.

The proposed multi-use indoor sports stadium will significantly bolster the region's ability to attract and host regional and state sport and recreation events. The preferred site in McBryde Street is in close proximity to Horsham's CAD, which will promote activity within the CAD.

There is an opportunity to increase the provision of events in Horsham Rural City that align with the region's competitive strengths and may include:

- Fishing and boating;
- Food and wine;
- Outdoor and adventure (e.g. rock climbing);
- Arts and culture;
- Motocross and 4WD;
- Agriculture / farm gate; and
- Sport and recreation.

Council should develop a tourism and events strategy to prioritise event attraction and provision, and tourism product development in the region.

TOURISM USES ALONG THE WIMMERA RIVER

The Wimmera River is a major natural asset in close proximity to Horsham's town centre. Consultation with the community and industry stakeholders have suggested that whilst the River is located close to the town centre, there is a disconnect between the town centre and the River and the park land surrounding the River is underutilised.

Tourism uses should be further explored for the land surrounding the River. Potential uses include:

- Recreational boating infrastructure;
- Fishing infrastructure;
- Picnic/BBQ;

- Adventure operators (e.g. canoeing);
- Food and beverage;
- Accommodation;
- Public art installation;
- Conference/function centre;
- Recreational tracks and trails (walking and cycling); and
- Links to Little Desert National Park.

It is noted that a Master Plan is currently underway for the Wimmera River to identify potential development opportunities.

NATURAL ASSETS

An abundance of natural assets including lakes, rivers, National & State parks are within a 50-kilometre radius of Horsham. Major assets such as the internationally renowned climbing destination; Mount Arapiles Tooan State Park, as well as Mount Stapylton, Mount Zero and in the Grampians National Park attract a significant level of annual visitation.

Mount Arapiles is located in Mount Arapiles-Tooan State Park. The Mountain caters to varying levels of climbing experience, from beginners to advanced, and attracts an abundance of visitors, both domestic and international.

Horsham is in close proximity to a major network of waterways, which include Lake Toolondo, Lake Wartook, Green Lake, Taylors Lake, Rocklands Reservoir, Natimuk Lake, Little Desert National Park and Black Range State Park.

Lakes in the region provide opportunities for local and visitors to undertake water-based activities such as swimming, fishing, recreational boating and water-skiing.

Upgrading infrastructure and services at prominent water destinations to support existing visitors and encourage new visitors should be considered. This includes the provision of boat ramps, fishing jetties, picnic/BBQ, camping and toilet facilities should be considered.

THE GRAMPIANS

The Grampians presents a challenge and opportunity for tourism in Horsham. The Grampians itself is a major tourism asset and nature based destination in Victoria, however there appears to be very little connection between Horsham and the Grampians in the eye of the visitor. One of the reasons for this is that the majority of visitors to the Grampians travel from Melbourne and do not bypass Horsham.

To investigate opportunities, the following elements should be considered:

- How to create improved connectivity between the Grampians and Horsham;
- Is there a need to promote Horsham as a destination of its own right, drawing on its growing strengths in arts and food?
- How to encourage development and activity in the Western Grampians including the Wartook Valley and Mt Zero areas.
- Encourage connectivity to the Grampians from Adelaide and South Australia.

Once completed, The Grampians Peaks Trail will become one of Victoria's longest and iconic trail. The first section is now complete and offers a 36 km, 3 day/2 night circuit walk, commencing at Halls Gap.

Constructing the trail will continue until the end of 2019, and is expected to become a drawcard attraction for domestic and international visitation. Ongoing discussions should continue with Grampians Tourism to determine how Horsham can leverage further off the Grampians, and the Peaks Trail, particularly given that Mount Zero will be the trail head.

ACCOMMODATION

Based on the accommodation type utilised by domestic overnight visitors, the existing accommodation supply in Horsham is predominantly hotel/motel accommodation with a star rating between 3 and 4. Much of the existing stock is considered outdated and in need of refurbishment.

Accommodation providers indicated that occupancy is strong during the week due to the business visitor market, but weekend occupancies are underrepresented as a result of a weakening holiday and leisure market.

The existing accommodation gap in Horsham is a high quality serviced apartment and/or hotel establishment.

SELF-DRIVE VISITORS

Horsham is located at the mid-point between Melbourne and Adelaide. According to Tourism Research Australia, approximately 800,000 self-drive visitors travel between the two cities each year.

There is an opportunity for Horsham to further capitalise on the significant number of passenger vehicles travelling through on a daily basis. Horsham should position itself as the ideal stopover town for self-drive visitors.

Further development initiatives should be explored in order to capture a proportion of passing trade. Examples may include:

- Improve wayfinding signage;
- Improve promotional signage for local attractions, entertainment and food and beverage;
- Continue to develop food and beverage product (e.g. cafes, restaurants, produce);
- Improve the major entrances of the town (e.g. beautification of the public realm, streetscape improvements, tree plantings); and
- Explore the potential to provide free camping in certain areas.

BRANDING & AWARENESS

There is limited understanding of the way Horsham is perceived in Melbourne and the rest of Victoria.

A market research study should be conducted to understand the way Horsham is perceived including positive and negative aspects.

A new destination brand should then be tested which can be used for the visitor economy, resident and business attraction. An example of a prominent marketing campaign is the 'great things happen here' campaign for Shepparton. The campaign showcases a number of national brands and industries that are located in Shepparton, whilst also promoting the lifestyle advantages of the area.

Any branding recommendations should be prepared in conjunction with the CAD revitalisation study to ensure alignment.

5.10. MAJOR PROJECTS

This section discusses the potential delivery of major infrastructure projects in the region, that would facilitate significant economic development opportunities in the region.

WESTERN RAIL

Consultation with industry and the community identified that there is a significant opportunity to extend passenger rail services from Ararat to Horsham, creating a service from Melbourne to Horsham. This would enable greater connectivity through the provision of efficient public transportation, creating opportunities for local businesses and the community.

A Feasibility Study was prepared to determine the viability of establishing a passenger rail service throughout the Grampians and Barwon South West Region. Specifically, the Study assessed the cost to reinstate passenger rail services to Horsham and Hamilton.

Western Rail outlined that for stage 2 of the project, passenger services should be reinstated to Horsham and Hamilton by 2023, providing six daily return train services to Ararat, four to Horsham and three to Hamilton. These would connect at Ballarat with direct trains to and from Melbourne.

Whilst the capital expenditure estimated for this project is significant and stage two is beyond the scope of this Strategy, it remains a key infrastructure priority for local business and the community.

DUAL CARRIAGE HIGHWAY

The efficient transportation of freight in and out of the Wimmera is paramount. WIFT has created an alternative method of transporting freight out of Horsham, however many businesses are still very reliant on heavy vehicle transportation.

The Western Highway is single lane from Ararat to Horsham and continues into South Australia. The duplication of the Western Highway would increase

capacity, reduce travel times and improve safety for freight and passenger transport.

The upgrade of the Western Highway would also encourage greater self-drive visitation between Melbourne and Adelaide.

HORSHAM BYPASS

In 2015, VicRoads prepared an amendment to the Horsham Planning Scheme (C72) which sought to introduce a Public Acquisition Overlay (PAO) to reserve land for a future Horsham bypass.

At some stage, a bypass is likely to proceed. A separate strategy will be required to manage the transition to the bypass, including strategies to encourage tourists to stop in Horsham for retail, accommodation and other services, and for the potential for development of highway related services on the new bypass alignment.

WIMMERA INTERMODAL FREIGHT TERMINAL (WIFT)

WIFT's establishment in 2012 has increased the region's use of rail as an efficient mechanism to transport grain.

The 2016 harvest was close to a record for the region, contributing to a significant increase in container throughput at the site. Container numbers increased from 900-1,200 twenty-foot equivalent units (TEU) per month, to 2,000-3,000 per month since harvest.

In 2016/17, The WIFT recorded a throughput of 23,567 TEU, which is above the 2020-21 projected activity for the site (22,900 TEU).³

In 2017, throughput in January was close to the design capacity of the site, and February was marginally greater than the design capacity of the site of 105 TEU per day.

³ WIFT Business Case, 2006

Due to the increase level of throughput activity on the site, the WIFT requires more infrastructure to expand operations. Specifically, infrastructure is required to increase the storage capacity of empty containers, increase capacity and accommodate increasing throughput, and improve access and manoeuvrability.

The WIFT precinct will continue to be Council's major focus for industrial development over the next 10 years, developing and implementing strategies to further capitalise on the facility's operations.

AERODROME

Horsham Aerodrome is a CASA registered aerodrome owned and operated by Horsham Rural City Council.

The Aerodrome is located approximately 6 kilometres from the central business district of Horsham.

The Aerodrome comprises a total area of approximately 50 hectares (area inclusive of privately owned facilities of Horsham Aviation Services) and is generally 'L' shaped to encompass the two runways.

The current operations at the Aerodrome include a range of aeronautical activities including general aviation, flying training, gliding activities, joy flights, regular air ambulance services, emergency support during major emergency events such as bushfires and floods, and some limited RAAF operations.

A draft Masterplan is currently underway for the Aerodrome. Initial recommendations consider long term opportunities to improve and upgrade the Aerodrome in terms of extending the runway, utilities, aviation support facilities, painting and repairs, fuel, ground transport facilities and movement area facilities.

With potential upgrades and improvements to infrastructure and services at the Aerodrome, there is an opportunity to expand existing activities and operations. Similar to Mangalore Airport, the Horsham Aerodrome could support cadet pilot training, and capture cadets from existing airports that are at capacity, such as Moorabbin and Mangalore.

APPENDICES

APPENDIX A CONSULTATION STRATEGY

Urban Enterprise gratefully acknowledges the contribution of key stakeholders in the preparation of this Paper. The stakeholders that contributed to the consultation process are identified below.

ONLINE SURVEYS

Community Survey - 322 respondents

Business Survey - 81 respondents

WORKSHOPS

Tourism Advisory Council

HRCC Executive Management Team

HRCC Department Managers

HRCC Councillors

Wimmera Development Association

ONE-ON-ONE MEETINGS (BUSINESS & INDUSTRY STAKEHOLDERS)

JK Milling - Andrew Saunders

Sustainable Project Services - Emma Vogel (phone conference)

Bayer - Rob Hall (phone conference)

NuSeed - Daryl Scollary

Longerenong College - John Goldsmith

Skill Invest - Robyn Gulline / Darren Webster

Wimmera Health Care Group - Marie Aitken / Mark Knights

WIM Resource - Michael Winternitz

Business Horsham - Wendy Mitchell / Brian Watts / Brian O'Connor

Federation University - Geoff Lord

Building Design Consultant - Robin Barber

Horsham Regional Art Gallery - Adam Harding

Horsham Town Hall - Shana Miatke

HRCC Cultural Department - Jillian Pearce

Natimuk Community Energy - Edwin Irvine (phone conference)

Regional Development Victoria / Grains Research and Innovation Park - Colin Kemp

APPENDIX B HRCC COMMUNITY SURVEY RESULTS

The HRCC Economic Development Community Survey was prepared and distributed to a large proportion of the resident population in Horsham Rural City. The aim of the survey was to identify the local community's priorities for economic development in the region.

The survey was distributed online and collected 322 responses.

A summary of survey results is provided below.

SUMMARY OF RESULTS

Question 1 – Which of the following best describes your household

| HOUSEHOLD | |
|--|-----|
| Empty nesters (50 - 65 years of age) | 22% |
| Midlife family with at least one child 13 years or older | 20% |
| Retired or semi-retired couple (65+ years) | 19% |
| Young family with all children under 12 years | 16% |
| Young or midlife couple with no children | 8% |
| Young or midlife single living alone | 7% |
| Other (please specify) | 6% |
| Young or midlife single sharing a house | 3% |

Question 2 – How many years have you lived in Horsham Rural City (Enter in numerals only)

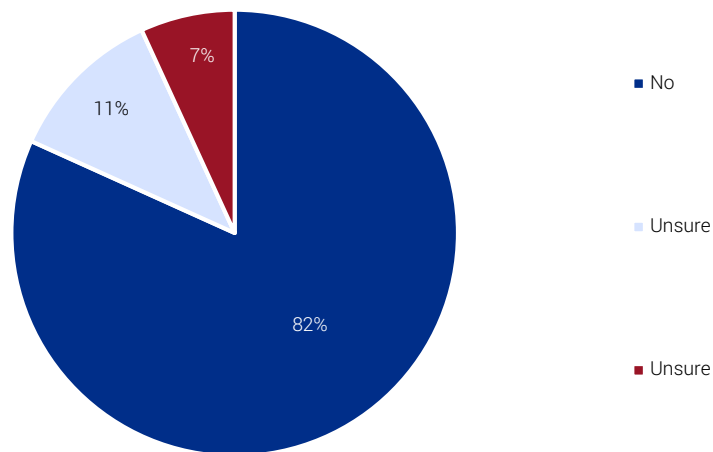
Based on the respondents, the average number of years lived in Horsham Rural City is 27 years.

Question 3 – Describe your occupation (leave black if you don't have on or are unsure)

The most common occupations listed included the following:

- Farmer;
- Nurse;
- Manager;
- Local Government
- Teacher / educator;
- Administration;
- Accountant;
- Property & Real Estate;
- Retail;
- Sales;
- Scientist;
- Self-employed / business owner;
- Carpenter;
- Cleaner;
- Community / Social Worker;
- Construction;
- Engineer;
- Finance;
- Transport and Logistics;
- Tradesperson.

Question 4 – Have you ever been in contact with Horsham Rural City Council’s Economic Development Unit?



Question 5 – What do you feel should be Horsham Rural City Council’s role in economic development? (rank from highest priority to lowest. 1=highest priority, 5=lowest priority)

| ROLE IN ECONOMIC DEVELOPMENT | 1 | 2 | 3 | 4 | 5 |
|---|-----|-----|-----|-----|-----|
| Attracting new business and investment | 14% | 24% | 28% | 13% | 21% |
| Supporting existing business (growth/sustainability) | 34% | 30% | 17% | 14% | 5% |
| Improve standard of living for community (jobs, participation, infrastructure and services) | 34% | 20% | 22% | 14% | 9% |
| Resident attraction | 8% | 13% | 17% | 25% | 38% |
| Growing the visitor economy and tourism industry | 12% | 13% | 19% | 31% | 25% |

Question 6 – Which of the following economic development initiatives do you think would make Horsham Rural City a more prosperous and a better place to live? (you may select more than one answer)

| ECONOMIC DEVELOPMENT INITIATIVES | |
|---|-----|
| Further support and develop the Agriculture and Manufacturing industries | 60% |
| Develop the retail sector (e.g. food & beverage, clothing & apparel, homewares & leisure) | 50% |
| Develop the tourism and events industry | 48% |
| Attract transport, storage and logistics businesses | 39% |
| Further promote and market the region to potential residents and visitors | 36% |
| Improve community and business networking and engagement | 29% |
| Township improvements (e.g. streetscape beautification) | 28% |
| Attract new residents | 28% |
| Develop community, arts, cultural and recreation assets | 28% |
| Improve entertainment facilities | 23% |
| Other | 14% |

Question 7 – Are there any specific projects, infrastructure and/or facilities that you feel will make Horsham Rural City a more attractive place to reside, invest and/or visit?

Common answers:

- Passenger rail service to Melbourne;
- Upgrade and improvement of roads;
- Improve entry points/gateway to Horsham (e.g. landscaping, beautification of public realm, tree plantings);
- River crossing road bridge;
- Deliver the Horsham bypass;
- Greater utilisation of the Wimmera River (tracks and trails, cafes and restaurants, conference/function centre);

- Road bridge across Wimmera River;
- Sport and recreation infrastructure development (redevelop city oval, multi-purpose sporting facility);
- Develop and explore renewable energy opportunity;
- Employment opportunities;
- Provide more entertainment options
- Improve camping and recreation areas at waterways;
- Improve education institutions;
- Support existing business;
- Attract and retain professionals;
- Greater utilisation of Aerodrome;
- Food and beverage (cafes, restaurants);
- Improve health and medical services; and
- Develop value-add operations for key industries (e.g. Agriculture, Manufacturing)

APPENDIX C HRCC BUSINESS SURVEY RESULTS

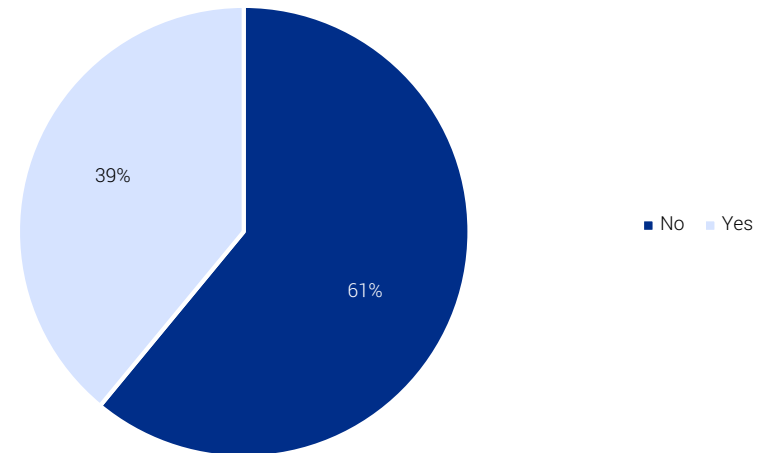
The HRCC Economic Development Business Survey was distributed to businesses within the City to understand business performance, products and services, initiatives, as well as barriers and opportunities for growth. The survey was distributed online and collected 81 responses.

A summary of survey results is provided below.

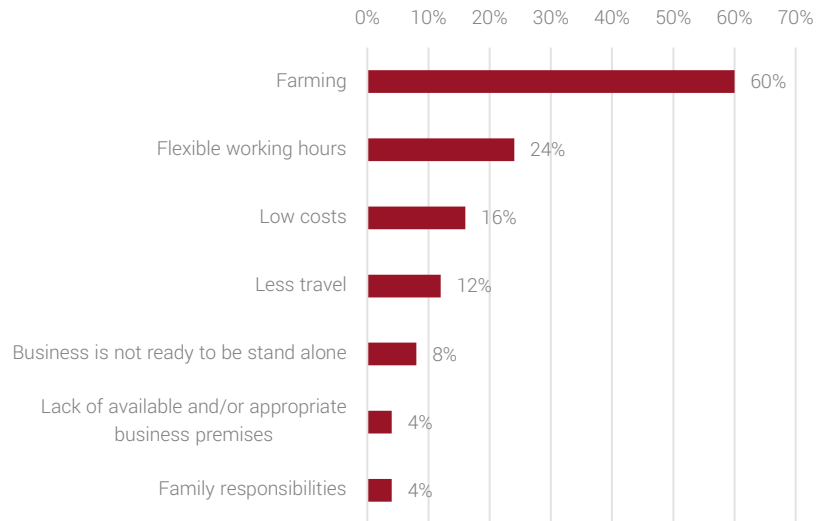
Question 1 – Which industry most accurately describes your business (you may select more than one box)

| INDUSTRY | |
|---|-----|
| Agriculture, Forestry and Fishing | 28% |
| Retail Trade | 19% |
| Construction | 8% |
| Other (please specify) | 7% |
| Accommodation and Food Services | 6% |
| Transport, Postal and Warehousing | 6% |
| Rental, Hiring and Real Estate Services | 5% |
| Manufacturing | 4% |
| Mining | 3% |
| Electricity, Gas, Water and Waste Services | 3% |
| Wholesale Trade | 3% |
| Financial and Insurance Services | 3% |
| Health Care and Social Assistance | 2% |
| Information, Media and Telecommunication | 1% |
| Professional, Scientific and Technical Services | 1% |
| Administrative and Support Services | 1% |
| Public Administration and Safety | 0% |
| Education and Training | 0% |
| Arts and Recreation Services | 0% |
| Other Services | 0% |

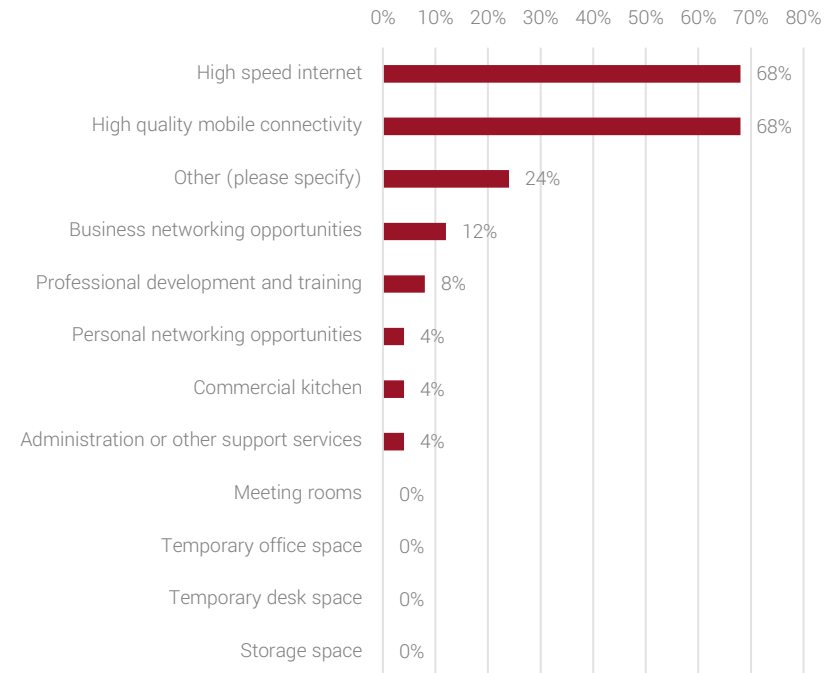
Question 2 – Is your business home based?



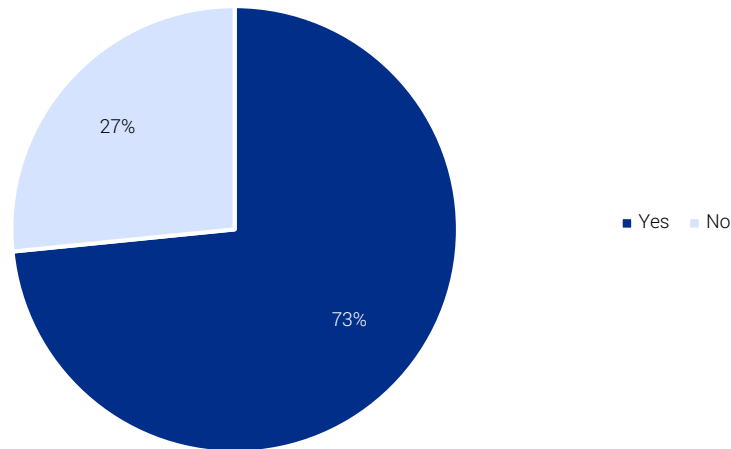
Question 3 – What are the main reasons your business is home based? (you may select more than one answer)



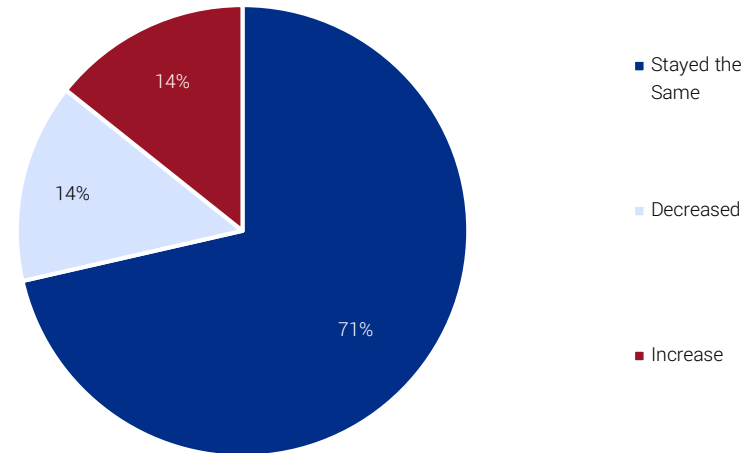
Question 4 – As a home-based business, which of the below services would benefit your business? (you may select more than one answer)



Question 5 – Does your business employ staff?



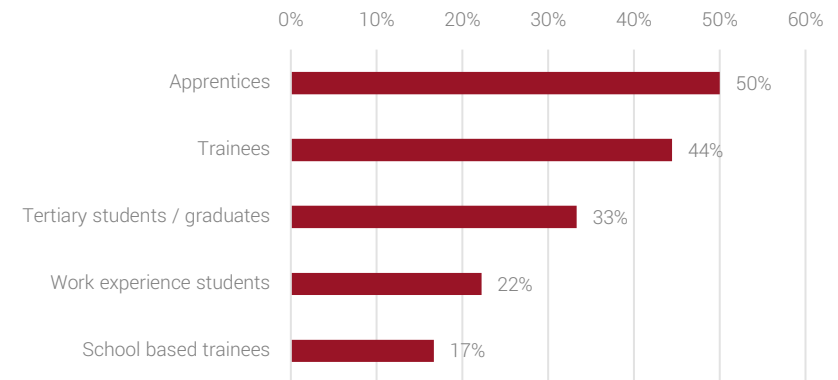
Question 7 – By the end of the 2017 calendar year, do you expect the number of employees to have increased, decreased or stayed the same?



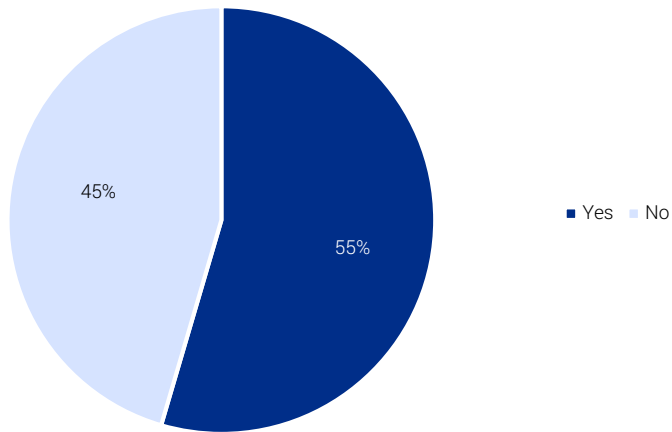
Question 6 – How many people were employed by your business at the start of the calendar year (1 January 2016), and then at the end of the calendar year (31 December 2016)?

| | AVERAGE |
|---------------------------|---------|
| Full Time - Start of 2016 | 7 |
| Full Time - End of 2016 | 7 |
| Part Time - Start of 2016 | 1 |
| Part Time - End of 2016 | 1 |
| Casual - Start of 2016 | 2 |
| Casual - End of 2016 | 2 |

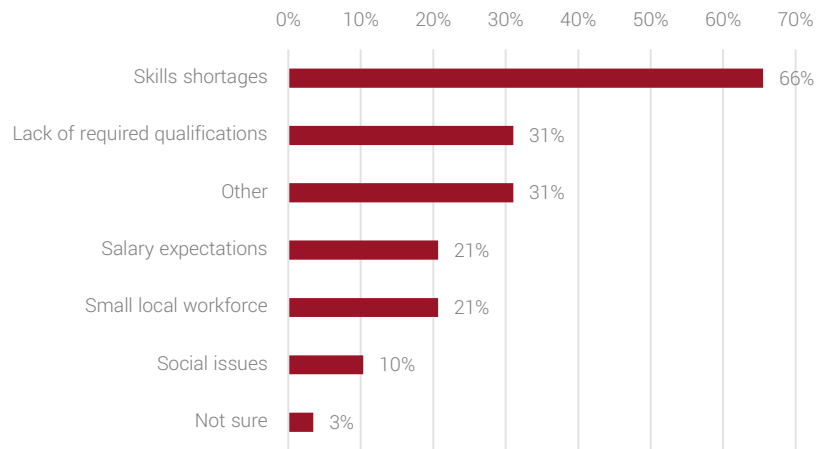
Question 8 – Do any of your employees fit the following categories? (you may select more than one answer)



Question 9 – Have you had any difficulty recruiting staff?



What are the main reasons why you have found it difficult to employ staff? (you may select more than one answer)



Question 11 – What do you estimate the change in your gross business income (turnover) was for the 2016/17 financial year compared with the previous financial year (2015/16)?

| | |
|---------------------------|-----|
| Decrease by 1% - 10% | 28% |
| Decrease by 11% - 20% | 10% |
| Decrease by 21% - 30% | 3% |
| Decrease by 31% or higher | 7% |
| Increase by 1% - 10% | 45% |
| Increase by 11% - 20% | 24% |
| Increase by 21% - 30% | 28% |
| Increase by 31% or higher | 28% |
| No change | 10% |

Question 12 – What initiatives (if any) did your business undertake in the past 12 months to improve performance?

Most common responses include:

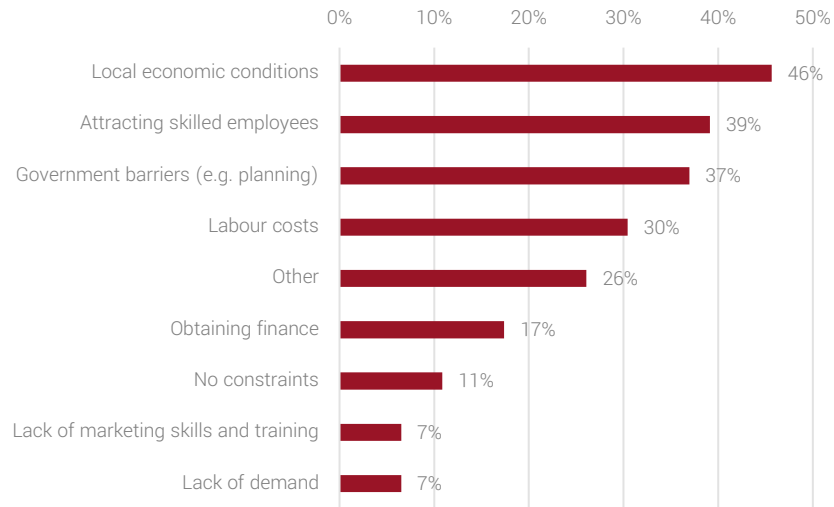
- Advertising;
- Investment in infrastructure;
- Marketing; and
- External training.

Question 13 – Do you plan to undertake any business initiatives in the next 12 months to improve performance? (please list)

Most common responses include:

- Advertising;
- Investment in infrastructure;
- Marketing; and
- Staff training and recruitment.

Question 14 – What are the main constraints (if any) to growing your business? (you may select more than one answer)

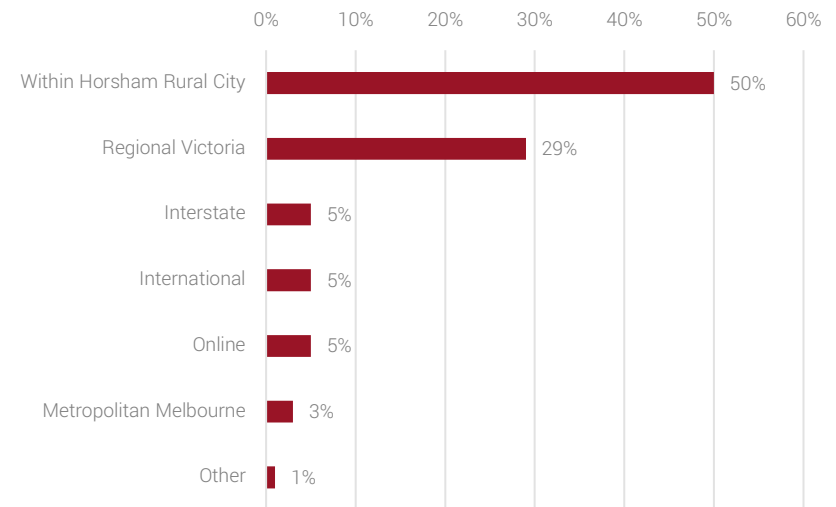


Other

- Property rates;
- Value of farm land;
- Reduction in client numbers;
- Tax burdens.

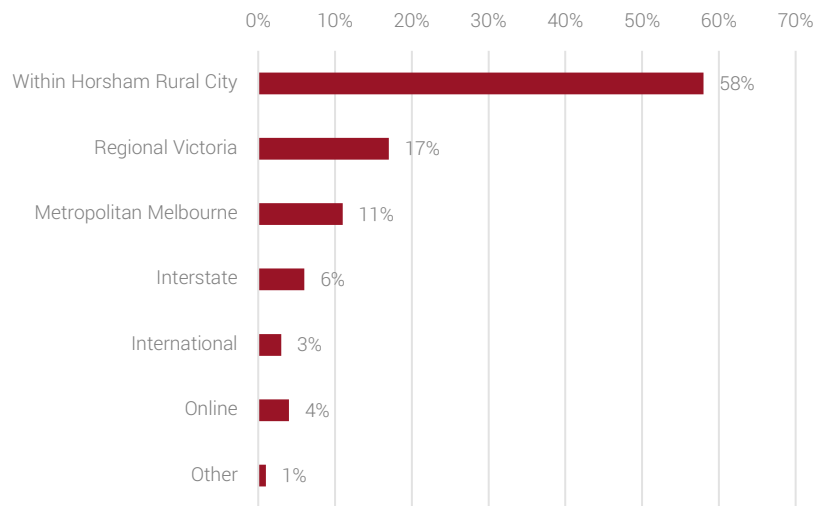
Question 15 – What percentage of your business income is generated from:

- **Within Horsham Rural City;**
- **Regional Victoria;**
- **Metropolitan Melbourne;**
- **Interstate;**
- **International;**
- **Online; and**
- **Other.**

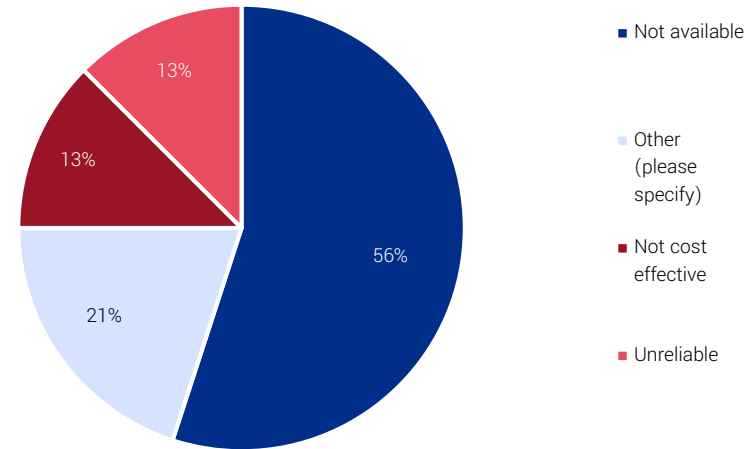


Question 16 – What percentage of your business relies on products and services from:

- **Within Horsham Rural City;**
- **Regional Victoria;**
- **Metropolitan Melbourne;**
- **Interstate;**
- **International;**
- **Online; and**
- **Other.**



Question 17 – If you don't use suppliers located within Horsham Rural City, why not?



Other:

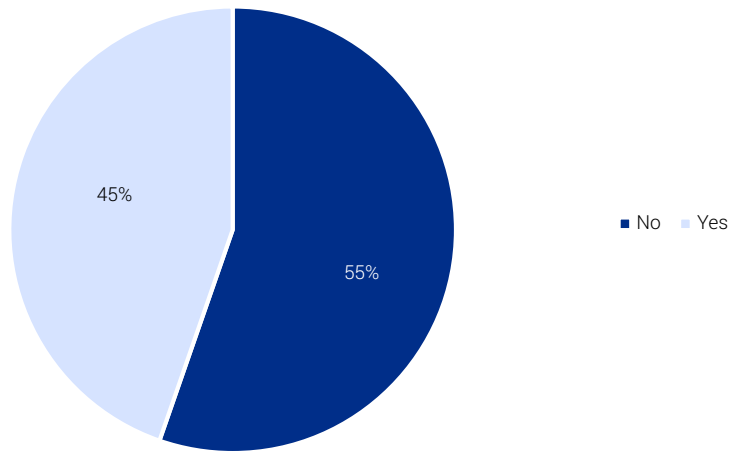
- Too expensive;
- No relevant;
- Office supplies only.

Question 18 – If you trade internationally, please list the countries that your business exports to (please leave this blank if you do not partake in any international trade)

- China;
- Papua New Guinea;
- Sri Lanka;
- Japan;

Taiwan;
 USA;
 Singapore;
 Korea;
 Saudi Arabia;
 England;
 Germany.

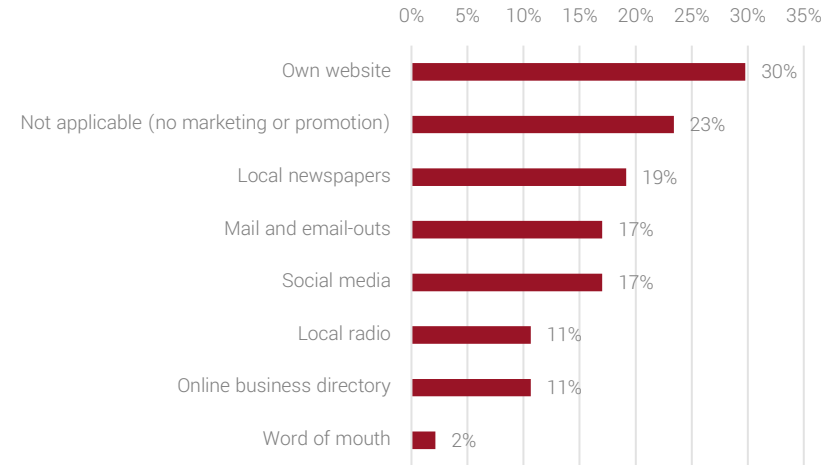
Question 19 – Is your business currently a member of any local or industry networks or associations?



Common networks and/or associations:

- Business Horsham;
- Manufacturing Australia;
- Wimmera Business Association;
- Victorian Chamber of Commerce and Industry.

Question 20 – Do you currently undertake any marketing or promotion of your business? (you may select more than one answer)



Question 21 – Please rank from 1 to 5 top five business development topics that you would like training or professional development in (only the top 5 ranked will be considered in results)

| BUSINESS DEVELOPMENT | 1 | 2 | 3 | 4 | 5 |
|-------------------------------|-----|-----|-----|-----|-----|
| Marketing | 33% | 9% | 15% | 3% | 3% |
| Financial management | 9% | 9% | 0% | 12% | 6% |
| Legal advice | 9% | 9% | 6% | 3% | 12% |
| Tax advice | 6% | 9% | 9% | 9% | 9% |
| IT | 9% | 12% | 6% | 6% | 15% |
| Accounting | 6% | 3% | 9% | 6% | 6% |
| Contracts and tenders | 3% | 6% | 3% | 9% | 9% |
| Land management | 9% | 6% | 3% | 9% | 0% |
| Exporting | 3% | 3% | 3% | 0% | 0% |
| Business planning | 3% | 0% | 21% | 18% | 12% |
| Social media and online tools | 9% | 27% | 12% | 9% | 9% |

Question 22 - What do you think are the high-level business issues and opportunities that Horsham Rural Council could be advocating for or providing support to local businesses and the community?

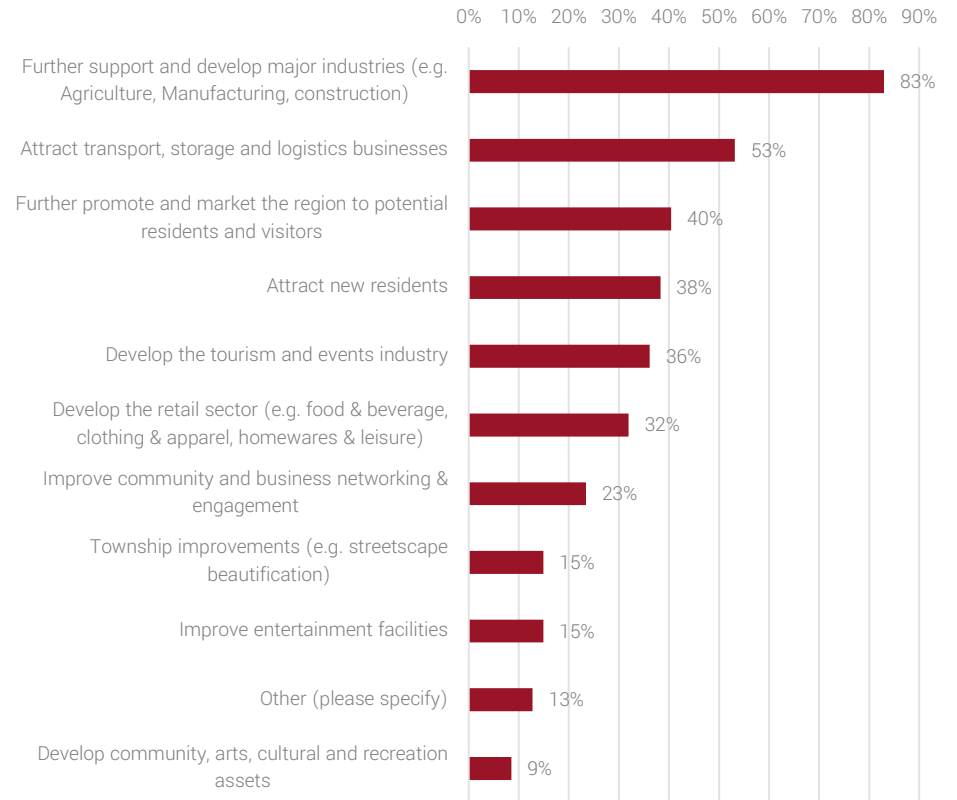
Common responses include:

- Attracting new business and industry to Horsham Rural City;
- Infrastructure projects that will facilitate business;
- Maintaining and upgrading roads;
- Efficiencies in planning and compliance;
- Lack of support for existing business; and
- Marketing and promotion of Horsham as an ideal place to do business.

Question 23 - What do you think should be Council's role in economic development. Rank from highest priority to lowest (1=highest priority, 5=lowest priority)

| | 1 | 2 | 3 | 4 | 5 |
|--|-----|-----|-----|-----|-----|
| Attracting new business and investment | 30% | 26% | 23% | 12% | 9% |
| Supporting existing business (e.g. growth, sustainability, engagement) | 45% | 36% | 7% | 7% | 5% |
| Improve standard of living for community (e.g. jobs, participation, infrastructure and services) | 14% | 21% | 30% | 19% | 16% |
| Resident attraction | 10% | 2% | 24% | 33% | 31% |
| Growing the visitor economy and tourism industry | 7% | 5% | 21% | 28% | 40% |

Question 24 - Which of the following economic development initiatives do you think would make Horsham Rural City a prosperous and a better place to live? (you may select more than one answer)



Question 25 - Are there any specific projects, infrastructure and/or facilities that you feel will make Horsham Rural City a more attractive place to visit, reside or invest?

Common responses include:

- Business development initiatives;
- High speed internet and connection is required;
- Improve health and education services to attract professionals;
- Continue to develop community infrastructure and services (e.g. multi-purpose indoor sports facility, streetscape beautification); and
- Develop the riverfront precinct for a range of tourism, commercial and recreational uses.

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