

AGENDA

ORDINARY MEETING OF THE
HORSHAM RURAL CITY COUNCIL

on

19 February 2018

5.30pm

at

Civic Centre

HORSHAM

COUNCILLORS are respectfully requested to attend the Ordinary Meeting of the Horsham Rural City Council to be held in the Municipal Chambers, Civic Centre, Horsham at 5.30pm on 19 February 2018.

Order of Business

1.	READING OF PRAYER AND THE ACKNOWLEDGEMENT OF COUNTRY STATEMENT	4
2.	WELCOME TO DISTINGUISHED GUESTS OR PERSONS IN THE PUBLIC GALLERY	4
3.	APOLOGIES AND REQUEST FOR LEAVE OF ABSENCE.....	4
4.	CONFIRMATION OF MINUTES AND SIGNING THEREOF.....	4
5.	DISCLOSURE OF INTEREST AND DECLARATIONS OF CONFLICT OF INTEREST.....	4
6.	PUBLIC QUESTION TIME	6
7.	OTHER BUSINESS	7
7.1	RESUMPTION OF DEBATE ON THE MOTIONS FROM PREVIOUS MEETING.....	7
7.2	RECEPTION AND READING OF PETITIONS, MEMORIALS, JOINT LETTERS AND DEPUTATIONS	7
7.2.1	<i>PETITION RECEIVED FROM MRS DIANE COOK ON BEHALF OF 41 PEOPLE REQUESTING THE HORSHAM AQUATIC CENTRE OUTDOOR POOL OPEN ALL DAY DURING SUMMER. .</i>	7
7.3	MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN	7
7.4	COUNCILLORS QUESTIONS WITH NOTICE.....	7
7.5	ORDERS OF THE DAY	7
8.	OTHER REPORTS	8
8.1	ASSEMBLY OF COUNCILLORS – RECORD OF MEETINGS.....	8
8.2	SEALING OF DOCUMENTS.....	8
8.3	INWARD CORRESPONDENCE	8
8.4	COUNCIL COMMITTEE MINUTES.....	9
8.4.1	<i>Sunnyside Park Advisory Committee meeting held on Wednesday, 11 October, 2017 at 7.30pm at the Sunnyside Bowling Clubrooms.....</i>	9
8.4.2	<i>Dudley Cornell Advisory Committee meeting held on Thursday, 26 October, 2017 at 7.30pm at the Dudley Cornell Precinct</i>	9
8.4.3	<i>Horsham Sports and Recreation Advisory Committee meeting held on Thursday 9 November, 2017 at 4.30pm in the Committee Room.</i>	9
8.4.4	<i>Horsham Racecourse Reserve Advisory Committee meeting held on Tuesday, 14 November, 2017 at 7.30pm at the Central Park Tennis Club Pavilion</i>	9
9.	COUNCILLORS' REPORTS.....	10
10.	OFFICERS REPORTS	11
10.1	ACTING CHIEF EXECUTIVE.....	11
10.1.1	<i>MELBOURNE CUP ALTERNATIVE PUBLIC HOLIDAY</i>	11
10.2	ACTING DIRECTOR OF CORPORATE SERVICES.....	15
10.2.1	<i>COUNCIL PLAN – HALF YEARLY REPORT.....</i>	15
10.2.2	<i>QUARTERLY FINANCIAL REPORT (OCTOBER - DECEMBER 2017)</i>	18
10.2.3	<i>APPOINTMENT OF NEW CHIEF EXECUTIVE OFFICER.....</i>	19

10.3 DIRECTOR OF PLANNING AND ECONOMIC..... 20
 10.3.1 REVIEW OF COUNCIL POLICIES..... 20
 10.3.2 ECONOMIC DEVELOPMENT STRATEGY 2017-2021..... 24
 10.3.3 APPLICATION TO INCREASE ELECTRONIC GAMING MACHINES – HORSHAM SPORTS
 AND COMMUNITY CLUB 26
10.4 DIRECTOR OF COMMUNITY SERVICES 34
 10.4.1 COMMONWEALTH GOVERNMENT CONTRIBUTION TO 15 HOURS OF KINDERGARTEN
 34
 10.4.2 DEAF ACCESS PROGRAM..... 36
10.5 DIRECTOR OF TECHNICAL SERVICES 39
 10.5.1 RECYCLING ISSUES..... 39
11. URGENT BUSINESS..... 42

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GRAEME HARRISON
Acting Chief Executive

1. READING OF PRAYER AND THE ACKNOWLEDGEMENT OF COUNTRY STATEMENT**2. WELCOME TO DISTINGUISHED GUESTS OR PERSONS IN THE PUBLIC GALLERY**

The public are advised that the Council meeting will be recorded to maintain an audio archive.

3. APOLOGIES AND REQUEST FOR LEAVE OF ABSENCE**4. CONFIRMATION OF MINUTES AND SIGNING THEREOF**

MINUTES OF AN ORDINARY MEETING OF THE HORSHAM RURAL CITY COUNCIL HELD IN THE MUNICIPAL CHAMBERS, CIVIC CENTRE, HORSHAM AT 5.30PM ON 5 February 2018

5. DISCLOSURE OF INTEREST AND DECLARATIONS OF CONFLICT OF INTEREST

A Councillor who has a conflict of interest and is attending the Council meeting must make a full disclosure of that interest.

(a) by either –

- (i) advising the Council at the meeting of the details required under paragraphs (b) and (c) immediately before the matter is considered at the meeting; or
- (ii) advising the Chief Executive Officer in writing of the details required under paragraphs (b) and (c) before the meeting; and

(b) classifying the type of interest that has given rise to the conflict as either –

- (i) a direct interest under 77B; or
- (ii) an indirect interest and specifying the particular kind of indirect interest under:

Section 78 – close association
Section 78A – financial interest
Section 78B – conflicting duties
Section 78C – receipt of an applicable gift
Section 78D – consequence of becoming an interested party
Section 78E – impact on residential amenity; and

(c) describing the nature of the interest; and

- (d) if the Councillor advised the Chief Executive Officer of the details under paragraph (a)(ii), the Councillor must make a disclosure of the class of interest only to the meeting immediately before the matter is considered at the meeting.

Members of Staff

Under Section 80C of the Local Government Act 1989, officers or people engaged under contract to the Council providing a report or advice to Council must disclose any conflicts of interests in the matter, including the type of interest.

6. PUBLIC QUESTION TIME

7. OTHER BUSINESS

7.1 RESUMPTION OF DEBATE ON THE MOTIONS FROM PREVIOUS MEETING

NIL

7.2 RECEPTION AND READING OF PETITIONS, MEMORIALS, JOINT LETTERS AND DEPUTATIONS

7.2.1 PETITION RECEIVED FROM MRS DIANE COOK ON BEHALF OF 41 PEOPLE REQUESTING THE HORSHAM AQUATIC CENTRE OUTDOOR POOL OPEN ALL DAY DURING SUMMER.

File Ref: F04/A01/000001

A petition has been received from Mrs Diane Cook on behalf of 41 patrons of the Horsham Aquatic Centre requesting the outdoor pool open all day during summer.

Refer to **Appendix "7.2A"** for copy of petition.

Acting Chief Executive Officer's Comments

Clause F.2.1 of the Horsham Rural City Council's Local Law No.1 on Meeting Procedures reads:

A petition or joint letter presented to the Council will be tabled without discussion and received at the next appropriate Ordinary Council Meeting, unless the Council agrees by resolution to deal with it earlier.

Recommendation

That in accordance with Clause L8.55 of the Horsham Rural City Council's Local Law No 1 on Meeting procedures, that the petition from Mrs Diane Cook "lay on the table" and be considered as an "Order of the Day" at the next Ordinary Meeting of the Council on Monday 5 March, 2018.

7.3 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

NIL

7.4 COUNCILLORS QUESTIONS WITH NOTICE

NIL

7.5 ORDERS OF THE DAY

NIL

8. OTHER REPORTS

8.1 ASSEMBLY OF COUNCILLORS – RECORD OF MEETINGS

Council Briefing Meeting held on Monday 12 February, 2018 at 5.00pm in the Reception Room.

Refer to **Appendix “8.1A”**.

Recommendation

That Council note the Assembly of Councillors’ – Record of Meetings.

8.2 SEALING OF DOCUMENTS

NIL

8.3 INWARD CORRESPONDENCE

NIL

8.4 COUNCIL COMMITTEE MINUTES

8.4.1 Sunnyside Park Advisory Committee meeting held on Wednesday, 11 October, 2017 at 7.30pm at the Sunnyside Bowling Clubrooms

8.4.2 Dudley Cornell Advisory Committee meeting held on Thursday, 26 October, 2017 at 7.30pm at the Dudley Cornell Precinct

8.4.3 Horsham Sports and Recreation Advisory Committee meeting held on Thursday 9 November, 2017 at 4.30pm in the Committee Room.

8.4.4 Horsham Racecourse Reserve Advisory Committee meeting held on Tuesday, 14 November, 2017 at 7.30pm at the Central Park Tennis Club Pavilion

Refer to **Appendix "8.4A"** for copy of minutes.

9. COUNCILLORS' REPORTS

10. OFFICERS REPORTS

10.1 ACTING CHIEF EXECUTIVE

10.1.1 MELBOURNE CUP ALTERNATIVE PUBLIC HOLIDAY

G Harrison

File Ref:

Purpose

To summarise discussions that have taken place with Business Horsham and Wimmera Racing concerning the public holiday in lieu of Melbourne Cup Day holiday for 2018.

Background

In 2011 the Public Holidays Act 1993 was amended to restore a regional Council's ability to make alternative local public holiday arrangements in lieu of Melbourne Cup Day. As a result Council is now able to nominate a full day public holiday or two half-day public holidays in order to observe one or more local agricultural and pastoral shows or regional race days. These local arrangements may be for the whole or part of the Council area. The request for a substitute holiday date must be received by the Minister at least 90 days prior to the Melbourne Cup.

In early 2017 Council received a request from the Horsham and District Racing Club for an alternative holiday to be considered for the Horsham Cup. In April 2017 after consideration of a range of information including reasonable public engagement, Council resolved to grant a public holiday for the Horsham Cup for a three year period from 2017 to 2019 with a review after the second year in order to determine how the holiday had helped contribute to the success of the Cup day races.

Other regional cities of Bendigo, Geelong, Warrnambool and Wodonga currently substitute Melbourne Cup holiday for their local cup race days which all occur during the week. Ballarat substitutes their local show date.

Council was mindful that the first year of the change may not bring the immediate benefits to the event and that a number of years would be necessary to determine if the day was to be successful.

Issues

In 2017, Council ran a tourism campaign for the period called Destination Horsham that attempted to establish a comprehensive approach to the whole of the extended weekend by attracting people initially to the races and then to other events that were taking place over the weekend.

In 2017 along with the races on the Friday there was a Horsham Rockers dance event, Nati Fringe Festival, Farm to Fork Market, Horsham Arts Council Musical "Rent" and Pop Up Restaurant in the Cattle Shed. The collaborative approach by event organisers to link and package a number of events for the weekend was positive, however, although Council provided a significant amount of information, press releases, public notices and coverage in the local papers there was confusion in the community principally because there was not a consistent approach in observing the day as a holiday within the business and education communities.

BUSINESS HORSHAM:

On 11 December 2017 Business Horsham provided a briefing to Council seeking a reversal of the decision to grant a public holiday to the Horsham Cup race day. In that briefing, Business Horsham outlined the consequences that the race day had for Horsham businesses.

The issues highlighted were:

- Confusion for customers who were uncertain which businesses were or weren't opening their doors over the weekend
- High cost to business with the penalty rates
- Other connections for freight etc created chaos and was incredibly disruptive for an extended period due to a large balance of the state taking Melbourne Cup day as a holiday
- Medical, banking and other appointments disrupted
- Families disrupted as some schools were open
- Community members took the opportunity to take a 3-5 day long weekend and left town so Horsham also missed out on that spending
- This additional Friday holiday consolidated an overall negative impact being held so soon after the Grand Final Public Holiday.
- Horsham as a major service centre for the region
- Vast majority did not attend the Horsham Cup. Attendees could essentially just take an annual leave day or similar without causing this massive disruption
- Friday being the busiest trading day in business – does not make economic sense when Horsham services an area of 51,000 people – if Horsham truly is the 'Hub or Heart' of the Wimmera then it is paramount that it is OPEN for business throughout the whole service area and beyond
- Confidence in HRCC declined
- Much of the feedback for trade on Melbourne Cup Day (Tuesday) indicated that trade was extremely quiet which supports the trend that interruption to business flow nationally and particularly on a state level occurs at this time and adding an additional local public holiday just a few days prior hurts business

Business Horsham concluded by saying they were advocating very strongly for reverting the Public Holiday back to Melbourne Cup day in 2018 and going forward. While they applauded Councils support of a local event over a non-local event this particular choice, on a Friday, is not in the best interests of Horsham as a major regional city.

Business Horsham also noted that two half day allocations would not be any less confusing, and in fact may well be more confusing to the general public and cause the same difficulties for business operations as a full day allocation.

HORSHAM AND DISTRICT RACING CLUB:

On 12 February 2018 the Horsham and District Racing Club also provided a briefing to Council regarding the issues and challenges that they experienced in this first year of the alternative public holiday for their event.

These issues were:

- there was a negative impact in 2017 as a result of the schools not aligning with the public holiday and the challenges that presented for businesses who had employees with school aged children
- the impact of some major businesses not observing the alternative day as a public holiday
- the impact on local sponsorship for their event
- there was reduced take-up of corporate marquees by businesses
- since losing the weekend race day, it has been challenging running the event on a week day
- only small increase in attendance numbers were experienced in 2017 and expect this to rise in 2018
- providing the public holiday helps support a local event in the municipality rather than another part of the state
- a successful race day provides local economic benefit
- without a public holiday the event could be lost to a bigger city
- a holiday on a Friday still allows people to take a long weekend
- the holiday provides an opportunity for a bigger regional event weekend attracting visitors to the municipality
- the holiday makes for a stronger vibrant event

Consultation/Communication

Council has received advice from the Horsham College, (on behalf of the public schools) that in 2018 they intend to align with the holiday decision that Council makes. However, it should be noted that schools have already scheduled in the Horsham Cup Holiday for 2018, and early advice of Council's decision is sought if there is to be a change to revert the public holiday to Melbourne Cup day.

Contact has been made with the GMMWater and the Hospital who have advised they have not made a decision at this point in time. GMMWater stated that they have many employees from outside of Horsham so they are likely to continue to take the Melbourne Cup day as the holiday.

Financial

The direct costs to council are largely incurred within the tourism and promotions budget and in staff input to the promotion of the Destination Horsham weekend.

Links To Council Plans, Strategies, Policies

Goal 1 – Community and Cultural Development

- 1.2 Develop a safe, active and healthy community, encouraging participation
- 1.3 Contribute to cultural activities that enhance our community
- 1.4 Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities

Provided for information of Council.

GRAEME HARRISON
Acting Chief Executive

10.2 ACTING DIRECTOR OF CORPORATE SERVICES

10.2.1 COUNCIL PLAN – HALF YEARLY REPORT

L Haigh

File Ref: F19/A11/000001

Purpose

To provide a report on how Council has progressed against the Council Plan four-year priorities and strategic indicators over the period 1 July – 31 December 2017.

Background

The 2017-2021 Council Plan was formally adopted on 19 June 2017 therefore as a result, only two four-year priorities had been completed up to 30 June 2017.

- Goal 3, 3.2.03 Review and update Road Management Plan
- Goal 4, 4.4.09 Review need for more HR resources

Issues

1. Four-Year Priorities:

There are currently 119 four-year priorities listed in the Council Plan. Of these 119, three further priorities have been completed since the last report.

- Goal 1, 1.2.03 Complete a detailed feasibility study for a multipurpose/indoor sports and community facility
- Goal 2, 2.2.05 Review Municipal Parking strategy
- Goal 3, 3.1.01 Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers

There are currently 44 priorities that are 50% or greater complete, 60 that have started but are under 50% complete and 29 with the status of not yet started.

2. Strategic Indicators:

The Council Plan defines a number of strategic indicators for each goal. These are listed in the plan as items under the heading “We’ll track progress in terms of”. Some of these indicators provide a yearly measure of our performance whilst others align to the completion of specific tasks.

There are 19 indicators in total and the following table summarises our achievements by goal:

Strategic Indicator	Status	Comments
Goal 1 – Community & Cultural Development		
100% completion of construction of the Kalkee Road Children's and Community Hub and commencement of operations by April 2018	Started 90%	95% construction completed at 31 December 2017. Council services to move in February 2018 subject to issuing Certificate of Occupancy
Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017	Achieved	To be considered by Council in March 2018
Work with the Horsham Historical Society to plan for and scope a new Heritage Centre by December 2017	Not Started	
Securing funding for CBD Revitalisation Project Stage 1 - improved urban design by 31 December 2017	Started 20%	Application lodged with the Dept. of Infrastructure 15/12/17 for the Building Better Regions Fund Round 2 for \$1.685m grant
Develop plans for a Town Square by 31 December 2017	Started 50%	Preliminary engagement process undertaken
Goal 2 – Sustaining the Economy		
Complete Stage 1 infrastructure development at the Wimmera Intermodal Freight Terminal Precinct by December 2018	Started 10%	Engaged consultants to prepare development plan for infrastructure, integrated water management and roads, following gazettal of the Planning Scheme Amendment. Still negotiating with owner on S173 agreement
Implement the outcomes from the Visitor Information Centre review by 30 June 19	Started 5%	Established working group to review needs of visitors, level of service, hours of operation and location
Goal 3 – Asset Management		
Develop a consultative process for community input into road construction and maintenance priorities for input to the 2018-19 budget, by December 2017	Not Started	
Finalise preparation of asset management plans for all main asset groups by June 2018	Started 10%	Buildings assets current main focus
Implement improved asset management and maintenance management systems by December 2017	Started 25%	Maintenance management system in place. Decision pending on asset management system

Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year	Started 40%	Works underway for the year
Goal 4 – Governance & Business Excellence		
Complete an engagement process by 30 Jun 18, with community, for the 2018/19 Council Plan and Budget cycle that is more deliberative and explains the “why” of council services	Started 10%	Service Overview document completed for internal use and for Councillors. Work has commenced on a web-based document to explain the "why" of all of Council's services and this will be launched as a component of the 2018-19 Budget and Council Plan engagement plan with the community
Maintain staff turnover rates at under 10%	Started 25%	Staff turnover figures for 6 months to 31 Dec 2017 were 7.47%
Increase overall score in the Community Satisfaction Survey	Data not available	Survey is a yearly occurrence - results available in April/May 2018
Implement a new HRCC External website	Started 80%	Website project has been delayed through departure of Media & Comms person who was leading the project. Project is back on track with an enthusiastic project team. Content and images are being finalised and testing of web page functionality is in the final stages. Aiming for a "go-live" date of March 2018
Goal 5 – Natural and Built Environments		
Update and promote our Sustainability Strategy by June 2018	Not Started	
Install solar panels on at least two Council buildings by June 2018	Achieved	Solar panels have been installed on the Council Civic Centre building and the newly constructed Children’s Hub
90% of planning permits issued within the 60 day statutory period	Not yet Achieved	Achieved 81% for first 6 months of 2017/18 year (compared with regional cities 69% and rural Councils 71%)
Complete at least one major strategic planning review prior to 30 Jun 18	Achieved	WIFT Planning Scheme Amendment gazetted in December 2017

Issues

A full and comprehensive report on all Council Plan 4 Year Priorities and Strategic Indicators is attached in **Appendix "10.2A"**.

Links To Council Plans, Strategies, Policies

Council Plan.

Provided for information of Council.

10.2.2 QUARTERLY FINANCIAL REPORT (OCTOBER - DECEMBER 2017)

K Bell / H Proctor

File Ref: F18/A10/000001

Purpose

To provide Council with the quarterly financial report for the quarter ended 31 December 2017.

Background

Under Section 138 (1) of the Local Government Act 1989, a quarterly financial statement is to be provided to open Council comparing actual to budget for revenue and expenditure.

Issues

The attached report has been prepared to provide Council with an overview of finances year-to-date and comparisons to budget.

This report has been developed to provide a simple easy to read snapshot of how Council is performing against budget. **Appendix "10.2B"**.

Consultation/Communication

This report together with more extensive analysis and detail is provided to Council each month as part of the Finance and Performance Committee agenda and to the Audit Committee on a quarterly basis.

Financial

Staff time to compile and prepare this report is included in the 2017-18 budget.

Links To Council Plans, Strategies, Policies

Goal 4 – Governance and Business excellence

Four Year priority - 4.4.5 Improve performance reporting and regular management reporting across all areas of Council

Provided for information of Council.

10.2.3 APPOINTMENT OF NEW CHIEF EXECUTIVE OFFICER

Tony Schneider File Ref: F21/A17/000001

Recommendation

That Council refer this item to the confidential briefing part of the meeting to consider the report from the Director Corporate Services in accordance with Section 89(2) (a) personnel matters of the Local Government Act, 1989.

KERRIE BELL

Acting Director Corporate Services

10.3 DIRECTOR OF PLANNING AND ECONOMIC

10.3.1 REVIEW OF COUNCIL POLICIES

N Carey

File Ref: F04/A04/000001

Purpose

To update Council on the policy review work undertaken on the Central Activity District (CAD) Car Parking Policy for shop/food and drink premises/office and Liquor Licence Applications Policy and to propose the revocation of both of these policies following this review.

Background

Following a major review of Council policies undertaken in the two years prior to 2016, a report was presented to Council on the 18 April 2016 recommending the revocation of a number of policies which were no longer considered relevant.

This report seeks to provide a more detailed rationale as to why the CAD car parking policy for shop/food and drink premises/office should be revoked along with findings of a review of the Liquor Licence Applications Policy.

A copy of the policies is attached as **Appendix "10.3A"**.

Issues

CAD car parking policy for shop/food and drink premises/office

The purpose of introducing this policy in 2012 was to give guidance for applications seeking to reduce car parking requirements of the Horsham Planning Scheme. At the time the policy was introduced the Horsham Planning Scheme required 8 car parking spaces per 100 square metres of leasable floor area. The policy allows for a reduction to 3 car parking spaces per 100 square metres of leasable floor area.

Planning Scheme Amendment VC90, gazetted in June 2012, introduced the Parking Overlay and changes to the car parking requirement for specific land uses. These changes significantly reduced car parking requirements for shop/food and drink premises to 4 car parking spaces per 100 square metres of leasable floor area. The current car parking requirement as specified in the Horsham Planning Scheme are therefore now similar to those rates outlined in the CAD car parking policy for shop/food and drink premises/office.

It is important to note that the policy states that it does not exempt the requirement for a planning permit to reduce car parking. It is also important to note that as the policy sits outside of the Horsham Planning Scheme it has limited statutory weight. This is specifically noted in the policy. To give effect to a Council planning policy it needs to be incorporated in to the Horsham Planning Scheme through a Planning Scheme Amendment. In addition to enabling planning policy to be given sufficient weight in the decision making process, the Planning Scheme Amendment process provides for engagement with stakeholders, public consultation and scrutiny by an independent planning panel.

The policy also specifies the supporting information required to justify a reduction in car parking. Irrespective of the supporting information to be provided by the policy, the Horsham Planning Scheme requires a Car Parking Demand Assessment to be undertaken for any application seeking to reduce car parking. The matters to be considered in the assessment are outlined in Clause 52.06-7 and in broad terms reflect the requirements in the policy.

The Policy requires cash payment in lieu when car parking cannot be supplied at the required rate. The validity of requiring a cash payment by a planning condition is questionable given that section 62 of the *Planning and Environment Act 1987* (the Act) specifies the circumstances when a financial contribution can be required by a planning condition. Section 62 (5) of the Act states:

(5) In deciding to grant a permit, the responsible authority may—

- (a) include a condition required to implement an approved development contributions plan (within the meaning of Part 3B) or an approved infrastructure contributions plan (within the meaning of Part 3AB); or*
- (b) include a condition requiring specified works, services or facilities to be provided or paid for in accordance with an agreement under section 173; or*
- (c) include a condition that specified works, services or facilities that the responsible authority considers necessary to be provided on or to the land or other land as a result of the grant of the permit be—*
 - (i) provided by the applicant; or*
 - (ii) paid for wholly by the applicant; or*
 - (iii) provided or paid for partly by the applicant where the remaining cost is to be met by any Minister, public authority or municipal council providing the works, services or facilities.*

This needs to be read in conjunction with sec 62 (6) which states:

(6) The responsible authority must not include in a permit a condition requiring a person to pay an amount for or provide works, services or facilities except—

- (a) in accordance with subsection (5), section 46N or 46GG; or*
- (b) a condition that a planning scheme requires to be included as referred to in subsection (1)(a); or*
- (c) a condition that a determining referral authority requires to be included as referred to in subsection (1)(a).*

In summary the Act states that a financial contribution can only be required by a condition on a planning permit if it is to implement an approved development contributions plan, is in accordance with an agreement under section 173 of the Act or is required by the planning scheme (e.g. a schedule to the Parking Overlay).

It should also be noted that the Municipal Parking Strategy adopted by Council in December 2017 recommends that Council consider implementation of the Parking Overlay as part of the next review of the CAD Strategy as the means to facilitate cash in lieu payments.

Clause 52.06-7 allows for an application to be made to allow for some or all of the car parking spaces to be provided on another site. Before granting a permit the responsible authority must consider the following as appropriate;

- *The proximity of the car parking on the alternate site to the subject site.*
- *The likelihood of the long term provision and availability of the car parking spaces.*
- *Whether the location of the car parking spaces is consistent with any relevant local policy or incorporated plan.*
- *Any other matter specified in a schedule to the Parking Overlay.*

As with any application for a planning permit, should the responsible authority not be satisfied that a proposal meets those matters it is required to consider under the *Planning and Environment Act 1987*, including the decision guidelines, then it must refuse the application for a planning permit. This would include an application to reduce the number of car parking spaces required under Clause 52.06-5 (Table 1 – Car parking requirements).

Should an applicant choose to provide more than the required number of car parking spaces nothing in the Horsham Planning Scheme prevents this however, the responsible authority cannot require a greater number of car parking spaces than required under Clause 52.06-5.

Liquor Licence Applications

This policy relates to notifications received from the Victorian Commission for Gambling and Liquor Regulation (VCGLR) for applications to the VCGLR for liquor licences. These may include limited licences for which no planning permit is required or for licences such as an on premises licence for which a planning permit is required. As these notifications are made under the Liquor Control Reform Act any comments that Council may make are limited to amenity impacts.

This policy was adopted in September 1999 and it is unknown whether it has been reviewed since. Notwithstanding that a review may or may not have occurred, Council's current delegations in effect, allow for Council's delegated officers to comment on any notification received. The current delegations are:

s.40(1) power to advise Council has no objection to the grant of a temporary licence or variation or relocation of a licence, if it is reasonably assumed that it will not affect the amenity of an area.

- DPE - Director Planning & Economic (Murphy, Angela) CEO to Staff
- MRS - Regulatory Services Manager (Coman, Lauren) CEO to Staff

s.40(1A) power to object to grant variation or relocation of packaged liquor licence or late night (packaged liquor) licence

- DPE - Director Planning & Economic (Murphy, Angela) CEO to Staff
- MRS - Regulatory Services Manager (Coman, Lauren) CEO to Staff

It should also be noted that the manner in which notifications from the VCGLR were previously processed was they were viewed as if they were an application to Council. This is reflected in the language used in the policy such as: "refuse" and "approve".

It is also understood that previous practices of Council were to notify such notifications as would occur for a planning permit application notwithstanding that Council had no statutory requirement to do so.

As Council's delegated officers have delegation to make decisions on notifications received from the VCGLR it is considered the policy is no longer relevant.

Financial

Since the Planning Scheme Amendment in 2012 which reduced the requirement to provide onsite car parking for retail premises and offices there have been no financial impacts for applicants or Council.

Links to Council Plan

2.1 Cultivate opportunities for the municipality to prosper and pursue possibilities for new development

Consultation

Internal advice has been sought from Officers responsible for the policies.

Recommendation

That Council revokes the following policies:

1. Central Activity District Car Parking Policy for shop/food and drink premises/office.
2. Liquor Licence Applications.

10.3.2 ECONOMIC DEVELOPMENT STRATEGY 2017-2021

A Murphy File Ref: F15/A10/000001

Purpose

To endorse Horsham Rural City Council's Economic Development Strategy (EDS) 2017 to 2021.

Background

Horsham Rural City Council has had an economic development function for some years but it has previously sat within key senior roles that have had broader multi functions across Council.

From 2012, Council engaged a Business and Economic Development Manager to work closely with and address any gaps on service delivery to the business community. Developing an EDS was seen as an important process to align the future directions of broader Horsham Rural City Council planning with the Planning and Economic Department staffing and resources. Urban Enterprise were engaged to develop the Strategy.

Issues

A work plan was developed with Urban Enterprise and the EDS Working Group which included consultation across the community, business, government and industry. The final draft of the EDS has focused on six key action areas to deliver on outcomes over the four years. They are: Best Practice In Economic Development; Primary Industries; A Vibrant Central Activity District; Public Sector Industry; Destination Horsham and Economic Infrastructure.

Attached as **Appendix "10.3B"** is the Final Horsham EDS and Background Discussion Paper.

Consultation

The stakeholders that contributed to the consultation process were:

- Online Surveys: Community Survey (320 Responses)
 Business Survey (81 responses)
- Tourism Advisory Committee Workshop
- HRCC Executive Management Group, Department Managers and Councillors Workshops
- Wimmera Development Association Workshop
- One on One meetings with 16 business and industry stakeholders

The consultation process following Council adopting the draft plan for consultation included issuing a media release, notification via social media and website, meeting with Business Horsham and having the plan available at the listening post held on 29 October 2017.

The plan was circulated to Business Horsham as a key stakeholder.

Ten submissions were received in response to the draft Strategy, with submitters being:

- Wimmera Business Centre
- Parks Victoria
- Business Horsham
- Robin Barber
- DELWP
- Kevin Dellar
- Mark Radford
- Anne Donovan(Community Development Manager)
- Susan Surridge(Grants Officer)
- Chris McClure(Tourism and Events Co-ordinator)

The "tracked changes" document is attached together with the submission summary and submissions as **Appendix "10.3C"** and indicates the changes incorporated in the final document following the submission process.

Of particular note is the inclusion of a monitoring and review process to review the Economic Development Strategy. Following adoption of the Strategy, an action plan will be developed, and then reviewed annually in conjunction with business sentiment, stakeholder and visitor surveys. This process will assist in informing the next annual action plan in consultation with key stakeholders.

Financial

The Economic Development Strategy had a budget of \$60,000 in the 2016-17 budget and the final draft was completed using a combination of in house resources, a working group and the external consultants to drive the consultation.

Links To Council Plans, Strategies, Policies

The HRCC Health and Well Being Plan 2017 – 2021 contains actions under “Strengthening Education and Economic Development” including Action #31 “Implement HRCC Economic Development Strategy and ensure health and wellbeing priorities are reflected”.

The HRCC Council Plan 2017 – 2021 under Goal #2 “Sustaining the Economy” contains a series of actions tied to an Economic Development Strategy document, including the specific Council 4 Year Priority 2.1.03 Develop an Economic Development Strategy.

Recommendation

That Council endorse the final Draft of the Horsham Rural City Council’s Economic Development Strategy 2017-2021.

10.3.3 APPLICATION TO INCREASE ELECTRONIC GAMING MACHINES – HORSHAM SPORTS AND COMMUNITY CLUB

A Moar File Ref: 99/01/00338A

Purpose

To seek Council’s position on making a submission to the Victorian Commission of Gaming and Liquor Regulation (the Commission) regarding an application received from the Horsham Sports and Community Club to increase the number of electronic gaming machines from 78 to 83.

Background

In 2012 Council adopted the “*Horsham Rural City Council Policy on Electronic Gaming Machines*” (the policy). The policy acknowledges that Council does not issue licences for Electronic Gaming Machines (EGM), as that is the responsibility of the Commission, however will advocate for no further EGM licences to be made available in the municipality, and encourage a reduction in the number of licences being used if that opportunity arises. A copy of the policy is attached as **Appendix “10.3D”**.

The maximum permissible number of gaming machine entitlements under which gaming may be conducted for each municipal district in Victoria were gazetted in the Special Government Gazette on 20 September 2017. This permissible number increased the available entitlements in the Horsham Rural City Council municipality. The maximum number of entitlements changed from 148 to 153.

At 30 June 2012 there were four venues in Horsham (the Horsham RSL, Horsham Sports and Community Club, the Royal Hotel Horsham, West Side Horsham) with a total of 147 EGMs. Currently there are 3 venues (the Horsham RSL, Horsham Sports and Community Club, West Side Horsham) with a total of 148 EGMs.

Issues

The Horsham Sports and Community Club has applied to the Commission for an increase in their gaming machine numbers by five, from 78 to 83 (the application). As part of the application process Council has been provided with a copy of the application and has the opportunity to make a submission to the Commission on the proposal. A copy of the application can be found at:

<https://www.vcgr.vic.gov.au/CA256F800017E8D4/VCGLR/775C37E1F7909A1DCA257B320078027A?OpenDocument>

Within 37 days (11 February 2018) of receiving the application Council has to notify the Commission if it intends to make a submission. Council officers have notified the Commission that a submission will be made by Council. This has been undertaken to allow Council to consider the matter.

Any submission must be received by the Commission within 60 days of receiving the application (6 March 2018). If Council chooses not to make a submission, Council officers will notify the Commission.

The submission to the Commission on this application would need to be on economic and social impact grounds. There is a template that is required to be completed for a submission. A blank version of the template is provided as **Appendix “10.3E”**. Council officers are currently in the process of completing the document.

The Policy data

As previously mentioned the policy was created in 2012, therefore the data is now relatively old. Below is an update of current data relating to EGMs in Horsham. The data has been collected from the Commission website on 23 January 2018.

Table 1 below outlines the expenditure in Horsham since 2010 – 2011 financial year, as previously documented in the policy.

Expenditure							
Venue	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
Horsham RSL	\$2,048,985.89	\$2,069,689.77	\$2,216,298.58	\$2,082,809.82	\$1,940,975.23	\$1,960,736.33	\$1,972,730.41
Horsham Sports and Community Club	\$4,266,190.08	\$4,417,635.62	\$5,175,060.50	\$5,556,389.63	\$5,730,912.22	\$5,452,837.74	\$5,453,372.24
Royal Hotel (Horsham)	\$1,239,589.13	\$1,047,252.27	\$84,559.88	\$0.00	\$0.00	\$0.00	\$0.00
West Side Tabaret	\$1,829,622.71	\$1,761,287.04	\$1,815,309.33	\$1,858,845.88	\$1,859,243.30	\$1,856,345.79	\$1,776,684.24
Total	\$9,384,387.81	\$9,295,864.70	\$9,291,228.29	\$9,498,045.33	\$9,531,130.75	\$9,269,919.86	\$9,202,786.89
Number of EGMs	147	147	148	148	148	148	148

Table 2 below provides a comparison of expenditure per EGM.

Expenditure Data Comparison							
	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017
Expenditure per machine in HRCC	\$63,839.37	\$63,237.17	\$62,778.57	\$64,175.98	\$64,399.53	\$62,634.59	\$62,180.99
Average Country Expenditure per machine	*	*	*	*	\$72,291.40	\$74,113.41	\$74,384.32
Average Victorian Expenditure per machine	\$99,833.13	*	*	*	\$97,925.91	\$99,381.07	\$98,977.06

* = data has been omitted as figures were not easily obtained for calculation.

Table 3 compares the Horsham Rural City Council area with some of the neighbouring Councils.

LGA	Adult population	EGMs	Max EGMs	Adult population	EGMs	Max EGMs
	2012	2012	2012	2017	2017	2017
Horsham Rural City Council	15710	148	148	15399	148	153
Hindmarsh Shire	4755	0	48	4194	0	47
Yarriambiack Shire	5966	0	59	5252	0	53
West Wimmera Shire	3526	0	35	2978	0	31
Total	29957	148	290	27823	148	284

Table 4 below outlines a comparison of the population statistics for Horsham Rural City Council area and Victoria as a whole.

Population Stats - Horsham Rural City Council

2012

Adult population	15,710	Adults per venue	3,927
EGMs Per 1000 Adults	9	EXP Per Adult	591.72

2017

Adult population	15,399	Adults per venue	5,133
EGMs Per 1000 Adults	10	EXP Per Adult	597.61

Population Stats - Victoria

2012

Adult population	4,456,675	Adults per venue	8,860
EGMs Per 1000 Adults	6	EXP Per Adult	601.67

2017

Adult population	4,815,889	Adults per venue	9,690
EGMs Per 1000 Adults	5	EXP Per Adult	541.86

SEIFA index of Disadvantage

2012 (Current)

Score	987	Score	970.8
Rank in Victoria (out of 79)	36	Rank in Victoria	35
Rank for Country LGAs out of 48	32	Rank for Country LGAs out of 48	28

SEIFA index of Advantage Disadvantage

Unemployment - Horsham Rural City Council

Workforce 2012	11,238	Unemployment Rate 2012	4.08%
Workforce 2017	10,313	Unemployment Rate 2017	3.85%

Unemployed 2012	458
Unemployed 2017	397

Comparisons

The City of Greater Dandenong compiles information regarding gambling and social effects created annually. Provided below are some charts produced by City of Greater Dandenong using the data provided by the Commission.

Chart 1 provides a comparison of the number of EGMs per 1000 adults in the financial year 2016/2017. Horsham is ranked 7 on this chart.

Chart 2 provides a comparison of total losses through the use of EGMs in the financial year 2016/2017. Horsham is ranked 44 on this chart.

Chart 3 provides a comparison of losses per adult through the use of EGMs in the financial year 2016/2017. Horsham is ranked 26 on this chart.

Chart 4 provides a comparison of the percentage change in losses between the 2015/2016 financial year and 2016/2017 financial year. Horsham is ranked 57 on this chart.

Attached as **Appendix "10.3F"** are Charts 1 to 4.

The change to the municipal limit

In the 20 September 2017 Government Gazette the municipal limits for EGMs was changed. Table 3 above outlines how the municipal limits changed for Horsham, Hindmarsh, Yarriambiack and West Wimmera Shires.

The changes occurred after a consultation paper was released by the Office of Liquor, Gaming and Racing in December 2016 titled "Gaming Machine Harm Minimisation Measures". Submissions on this consultation paper closed on 16 January 2017. Three questions were posed in relation to regional caps and municipal limits. These were:

1. *Do you think regional caps and municipal limits should be maintained? Why?*
2. *Should regional caps be extended beyond the existing capped areas and if so, why?*
3. *Are the current regional cap and municipal limit levels appropriate?*

It is understood that the Horsham Rural City Council was not specifically notified of the consultation paper, however peak bodies like the Municipal Association of Victoria, the Victorian Local Governance Association, RSL Victoria, Clubs Australia amongst others made a submission. A media release was also made.

The submissions on the consultation paper are available on the engage Victoria website (<https://engage.vic.gov.au/gaming-machine-harm-minimisation-measures>).

The potential for further changes to the municipal limits is likely as they are reviewed on a 5 yearly cycle, however can be reviewed earlier. In this case, Council, could if it chooses, make a submission to the Minister for a reconsideration of the limits set for the Horsham Rural City Council municipality. Any submission would need to be made with suitable justification to support the review or a change.

The proposal

The proposal by the Horsham Sports and Community Club is to increase their EGMs from 78 to 83. The application documentation outline the proposal in full in relation to the justification the Commission requires for any application.

The supporting documentation identifies the following information:

- *The additional 5 EGMs will generate minimal increase in gaming revenue for the Club. It is anticipated by Mercury that there will be an annual increase in net machine profit of \$33,000.*

- *The annual tax saving for the Club from the additional 5 EGMs will be \$90,649 for the 4.5 years to the expiry of the current gaming machine entitlements (GMEs) or a total of \$407922.64. After accounting for the cost of the application, the new fit out and the costs of accommodating the 5 additional EGMs, it is estimated that the Club will gain an extra \$149484 over the term of the EGM's.*

The proposal vs the policy

The proposal by the Horsham Sports and Community Club to increase their EGM, in general is not consistent with the policy as the policy position states Horsham Rural City Council will *advocate for no further EGM licences to be made available in the municipality.*

The policy, while discouraging the increase of EGM licences, does identify Council's preference to have EGMs housed in community clubs, such as the Horsham Sports and Community Club *which can have a positive recreational, social and economic impact on the community.*

Options

Council will have three options available on responding to the application by the Horsham Sports and Community Club.

Option 1 – Support the application.

In supporting the application it provides the Commission the advice the Council supports the approval of the increase in EGMs at the venue. If supported it is highly likely that the Commission will approve the Horsham Sports and Community Clubs application.

Option 2 – Do nothing.

By not responding to the application the Council does not support nor does it support the applicant. If Council does nothing, it is likely that the Commission will approve the application.

Option 3 – Object to the application

If Council was to object to the application the Commission will list the matter for a hearing to be held at by the Commission. Council can choose whether it attends the hearing, otherwise the application could be considered on the papers. If approved/refused by the Commission there is the ability to appeal to VCAT.

If should be noted that the application by the Horsham Sports and Community Club and the issue of the increase in the municipal limits are two different issues and must be considered separately. The application is considered by the Victorian Commission for Gaming and Liquor Regulation, while the municipal limits are considered and prepared by the Office for Racing, Liquor and Gaming at a higher level.

Risks

If Council chooses to object to the granting of the application, the Commission refuses the application, and the applicant seeks to appeal the Commission's decision from VCAT, Council should be aware that prospects of success are low.

A desktop review of previous VCAT decisions relating to challenges to the Commission decisions has indicated that most of the applications reviewed had the decision to allow the gaming licence be approved and the gaming licence extended to include new machines.

In all of the cases both sides were represented by a mix of solicitors, and experts such as economists, planners, gaming consultants, chartered accountants, community researchers, architectural designers, heritage architects, social planners, and forensic accountant. Even engaging any or some of these experts still will not guarantee success. This desktop review was undertaken internally by Council officers and external legal advice will be sought if required, in the next phase (post submission process).

If the Horsham Sports and Community Club application is refused, then there is potential that Council could receive an application from another existing venue or a new site for the entitlements that exist. In this case, further approvals such as planning permit, may be required.

Consultation/Communication

This briefing report has been prepared following discussions with Councils Planning staff and the Director Community Services and the Community Development Manager.

The Horsham Sport and Community Club presented to Council at a briefing session on 30 January 2018.

Financial

Funding may be required if the *Horsham Rural City Council Policy on Electronic Gaming Machines* is to be reviewed and implemented into other Council documents.

Links To Council Plans, Strategies, Policies

Horsham Rural City Council Policy on Electronic Gaming Machines

Conclusion

The Horsham Rural City Council policy on electronic gaming machines clearly identifies that Council does not support the increase of electronic gaming machines within the municipality and would advocate for further reductions.

It is considered that the policy should be reviewed to incorporate the most recent data that is available.

Recommendation

That Council:

1. Request a submission to be prepared, by Council officers under delegation, to the Victorian Commission of Gaming and Liquor Regulation based on the Policy Position set by the *Horsham Rural City Council Policy on Electronic Gaming Machines* objecting to the application by the Horsham Sports and Community Club to increase their electronic gaming machines from 78 to 83.
2. Review the Horsham Rural City Council policy on electronic gaming machines.
3. Actively engage with the Office of Liquor, Gaming and Racing either directly or through the MAV and the VLGA to advocate for the reduction of electronic gaming machines with the municipality.

ANGELA MURPHY
Director Planning and Economic

10.4 DIRECTOR OF COMMUNITY SERVICES

10.4.1 COMMONWEALTH GOVERNMENT CONTRIBUTION TO 15 HOURS OF KINDERGARTEN

K O'Brien File Ref: F08/A04/000001

Purpose

To advise Council that funding of the 15 hour Kindergarten program by the Commonwealth Government has been extended to the end of 2019, and the Commonwealth's commitment to pursue an enduring agreement.

Background

In November 2008 the Council of Australian Governments (COAG), as part of its early childhood reforms, endorsed the national agenda of universal access to 15 hours of kindergarten a week for four year-olds from 2013. Since July 2013, the vast majority of Victorian preschoolers have had access to a 15 hour program. The Victorian kindergarten participation rate for 2015 was 98.1 per cent, up 1.7 per cent from 2014. This represents more than 74,000 children reaping the lifelong benefits of a quality early years education.

Under the National Partnership Agreement, the Commonwealth Government provides about one-third of the funding for 15 hours of preschool and the Victorian Government contributes two thirds. There have been four separate National Partnership Agreements. In addition to the funding from the Commonwealth and Victorian Governments, the community and local government provide a further 35 per cent through parent fees, fundraising and Council support to meet the government shortfall.

Issues

The Commonwealth Government has announced an extension of funding under the National Partnership for Universal Access to Early Childhood Education for Victorian children to receive early childhood education through to 2019, with \$440 million nationally for 15 hours kindergarten each week for four-year olds.

Hon Simon Birmingham, Minister for Education and Training has for the first time committed the Commonwealth to work with State Governments on an enduring policy beyond 2019. Extension of Commonwealth funding to continue providing 15 hours of kindergarten for Victoria's children was strongly supported in the '*Lifting our Game*' report released last week. *Lifting Our Game* is the final report of a national education review on early childhood services – and backs continued investment in the early years to ensure Australian children do better at school and later in life. The report highlights that short-term funding arrangements – like the funding for 15 kindergarten hours for Victorian children – are causing uncertainty and hampering future planning.

Future work announced by the Minister includes improving the quality of data collected and ensuring children, particularly vulnerable children, are enrolled and attending the full 15 hours. This is what councils have been supporting for years through kindergarten planning, facility provision and central enrolment.

The Municipal Association of Victoria (MAV) has acknowledged the considerable contribution Victorian councils have made in their advocacy to the Commonwealth since 2013 to achieve this Commonwealth commitment.

Without continued Commonwealth funding, families of 74,000 Victorian pre-schoolers will face untenable fee increases of up to 100 per cent if they continue to deliver a 15 hour Kindergarten program.

Consultation/Communication

In 2017 Council advocated for continued funding from the Commonwealth Government for 15 Hours of Kindergarten funding.

- Council wrote to Prime Minister, Hon Malcolm Turnbull, Minister for Education and Training, Hon Simon Birmingham and Minister for Social Services Hon Christian Porter in 2017.
- Attended a meeting with relevant Ministers and/or senior staff when Wimmera councils take a deputation to Canberra in late March 2017.
- Met with local member Andrew Broad MP as part of the deputation to Canberra in late March 2017
- Highlighted this issue through local media.

Financial

Beyond State and Federal funding, Victorian communities contribute 35 per cent of the cost of pre-school through fees, fundraising and local government support, including over \$300 million of ratepayer funds invested by councils.

Links To Council Plans, Strategies, Policies

Council Plan

Advocacy: Improved education and health outcomes for our community

Provided for information of Council.

10.4.2 DEAF ACCESS PROGRAM

M Bridgewater

File Ref: F10/A04/000006

Purpose

To provide Council information on the Deaf Access Program. A 12 month project that has recently commenced.

Background

The Deaf Access Program is a 12 month project grant position funded through the Department of Health and Human Services (DHHS).

The Wimmera was previously serviced by the City of Ballarat Deaf Access worker who covered Central Highlands to Bordertown, Bacchus Marsh and Golden Plains. Upon review, it was determined that one worker was unable to satisfactorily provide services to such a large and diverse geographical area, and the project was split between the two areas.

Horsham Rural City Council has entered into an agreement with the City of Ballarat to deliver the program in the following five Local Government Areas:

- Horsham
- Northern Grampians to Stawell
- Yarriambiack
- Hindmarsh
- West Wimmera

The position is based at the Horsham Rural City Council Civic Centre and reports to the Community Development Manager. A high level of outreach to the community and partner Councils is expected to be undertaken.

Project Aims

The Deaf Access program is tasked with increasing the range of opportunities available to those that are deaf or hard of hearing in our community to:

- enable participation in and benefit from the same community activities and mainstream services as everyone else
- work to ensure that they are connected and have the information they need to make decisions and choices
- enhance and build the skills so that they have the confidence and capacity to participate and contribute to the community and to protect their own rights
- enable them to actively contribute to leading, shaping and influencing the community

Consultation/Communication

Community engagement and stakeholder management are critical to the success of the Deaf Access project. Council is working with partner Councils and key stakeholders to ensure that the principles of universal access are met, and that there are meaningful opportunities for the hard of hearing and deaf communities to be able to contribute to civic and community life.

Current Actions

- Letters of introduction of the project to partner councils
- Introductory meeting with partner councils
- Promote the project internally and externally – media release, social media, project updates
- Collaborate with Rural Access Workers in the region
- Audit the five councils' webpages, social marketing sites and contact details to ensure they list the teletype (TTY) telephone contact details
- Continue to research the extent of the deaf and hard of hearing community profile
- Complete the Hearing Loop installation at Horsham Town Hall and begin to develop a marketing strategy to promote the accessibility of the venue and how to use the technology
- Work with Council to review key buildings to audit hearing accessibility

Risk considerations

As the position is a grant funded time limited project, it is important to embed systematic change quickly. This will position Council well to be able to meet the requirements of community engagement foreshadowed in the revised *Local Government Act*.

Links to Council Plans, Strategies, Policies

Deaf Access Project aligns with:

Council Plan:

- Goal 1: Contribute to building a vibrant, diverse and resilient community

Health and Wellbeing Plan

- Goal 3: Improving Mental health :Support and promote activities and event that build community resilience and social network for all groups

Financial

Council has received \$60,000 (ex GST) from the City of Ballarat for the project. Council is providing in-kind support to the project.

Provided for information of Council.

KEVIN O'BRIEN
Director Community Services

10.5 DIRECTOR OF TECHNICAL SERVICES

10.5.1 RECYCLING ISSUES

J Martin

File Ref: F29/A01/000001

Purpose

To provide Council a further update on the status of the recyclable materials processing issue, and the implications for our recycling collection contract.

Background

A briefing to the 5 February 2018 meeting provided background to this subject, including:

- That Visy had initially advised that it would not receive bulk deliveries of unprocessed recycling material as of 10 February.
- A range of options were under consideration to ensure collection of recycled materials.

Further updates have been provided to Councillors between Council meetings.

Issues

- **Short Term**

This subject has attracted considerable input from Council, the Grampians Central West Waste and Resource Recovery Group (GCWWRRG), the Municipal Association of Victoria (MAV) and Government over the past few weeks.

MAV has been coordinating input from Councils to facilitate Government's discussions with waste contractors and processors aiming to resolve this matter.

At a local level, Council's recycling collection contractor, Wheelie Waste, has continued recycling collections as per normal. This has led to some temporary storage of collected material, and importantly, no material has been disposed to landfill.

A significant change in position has also been flagged by Visy Recycling. Previously, it had advised that it would no longer be able to receive materials from our contractor, and several others. Under previous arrangements, Visy paid to receive recycled materials, recognising the value of this resource, and their potential to add value to it for end markets. Now, while Visy had initially indicated it would not be able to receive materials at all, it is now indicating that it is prepared to receive these materials, but at a cost of \$60 (+GST) per tonne. Other processors are giving similar indications of increased costs of processing these materials.

This represents a turnaround in cost in the order of \$120 per tonne. This is only an estimate, as the actual payment received by recycling collection contractors from Visy is a separate contractual matter between Visy and the collectors.

If this cost increase is passed on directly to Councils, for Horsham it would mean an additional cost of perhaps \$228,000 for the 1900 tonnes of recyclable material collected each year. This could lead to an increase in waste charges of several percent beyond CPI.

It is unclear what the basis of this new charge by Visy is. If it relates to the cost of additional processing to meet China's stringent quality requirements then there may be some justification for it.

- **Long Term**

There is an adage that "crisis leads to opportunity".

The current situation is likely to see a reset to the dynamics of the recycling market. The higher prices charged by recycling processors creates a window for other industries to step in.

These responses are likely to take a longer time to become established, and may require significant investment.

At this stage only preliminary discussions have occurred regarding these longer-term options, the focus being on resolving the short term issues.

Consultation/Communication

Regular communications have been occurring with the following stakeholders:

- Council's recycling contractor, Wheelie Waste.
- The GCWWRRG.
- Neighbouring Councils.
- The Municipal Association of Victoria.

Financial

This report indicates the likely potential impact on costs of recycling collection / processing based on the extent of information known at present. There is still uncertainty about the exact costs to resolve this matter.

Conclusion

The status of this issue is changing very quickly at present. An update will be presented as a report in Urgent Business at the Council meeting.

Provided for information of Council.

JOHN MARTIN
Director Technical Services

11. URGENT BUSINESS

APPENDICES

①

MRS Diane Cook
138 Schier Dr.
Haven 3401.
8-2-2018

Dear Mayor
CR. Pam Clark

Re our meetings at the end of 2017 regarding the opening hours of the local community outdoor swimming, I enclose the signatures of support for extended hours in summer.

I was encourage to get signature's by Mark in the presence of Jake, employee of Aquatic Centre after lengthy discussion on this matter. They agreed with our cause but have no control over this matter. I obtained this many signatoures in 2 short session at pool in morning's attending aquatic classes. I gave these signatoures to Mark but did not get any response and asked for them back.

A number of rate payers in our community are as passionate about outdoor pool as I am and at same time passionate about Aquatic centre and use it very frequently as its a wonderful facility to be enjoyed all year round.

As our parents did when outdoor pool was build we helped raise money in various way for our new facility and were assured our outdoor pool hours in summer months would not change. This did not happen and the outdoor pool hours are 6-8^{am} Monday Wednesday Friday, Tuesday + Thursday 11.30-1.30. then it ~~is~~? depends on weather + what day. This is very inconsistent as we who swim lap and want to use this facility in summer ~~what~~ want the same hours and indoor as we wish to swim outdoor and enjoy our wonderful climate.

We urge your consideration on this

matter as we think cost will not be that different as they have lifeguards if temperature is 35⁺, even if lifeguard only come out when swimmer is outdoors as they do now in the shoulder open period.

As council has now obtained grant from the government (tax payers money) and money from council (rate payers money) to upgrade outdoor pool and facilities its pointless spending this money if its not open all the time for the community to use so we can recoup some of the money spent and help run the facility.

There are a lot of holiday people around plus people who do shift work eg. nurses and retired people etc. who want to use the outdoor pool during day.

I wish this letter to be present at council in general business at your earliest convenience.

yours faithfully.

Diane Cook,





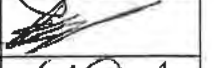
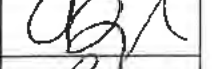

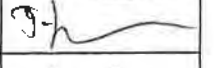
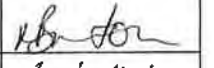
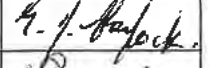
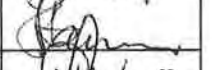
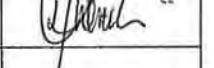
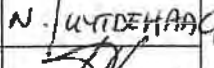
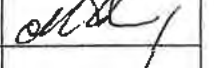
I am Signing this letter in support of the Horsham community to have our Out-Door pool open all day during Summer.

Horsham is a large regional centre and also has a number of tourist traveling thru and staying overnight.

Our Out-Door pool needs to be open so we all can benefit from this wonderful facility and the climate we live in.

Name	Address	Phone	Signature
Diane Cook	138 Schier Drive Haven	0419779126	DL Cook
NATALIE MITCH	N. F. A.	0447143891	Natalie Mitch
Ange Burns	6 Watson Crt H'sm	041709197	ABurns
Marylene Copley	45 River Rd Horsham		Marylene Copley
Neil Copley	" " "		Neil Copley
Yvonne McDonald	35 Bodey Court		Yvonne McDonald
Pam Heolt	7 Rushbrook Close "		Pam Heolt
Blaine Morrison	21 Kaurunga Crs. Horsham.		Blaine Morrison
Peter Fraser	1 Wavell St Horsham		Peter Fraser
Susan Beasley	9 Penny Ave Horsham	0439811995	Susan Beasley
Jill Moor	17 Malvern Rd, Dimboola		Jill Moor
Bruce Pittard	2 McCLINTOCK ST MURTOA	0405330397	Bruce Pittard
Jan Hoppe	21 Hannel St Horsham		Jan Hoppe
Michael Gazzard	596 Willow Glen Rd lower Baco		Michael Gazzard
Ben Gazzard	596 Willow Glen Rd lower Baco		Ben Gazzard
Karen Hollie	12 Weight Close, Horsham	0417825237	Karen Hollie
PAUL DIMBLEBY	6 Warren Link Esp.	0400088882	Paul Dimbleby
Craig Hollie	12 Weight Close, Horsham	0417825233	Craig Hollie
DEREK PAINES	20 FEDERATION AVE		Derek Paines
Kerrie Petral	12 Perry Ct H'sm	0428196213	Kerrie Petral
Darra Winfield	60 Tucker St, Horsham		Darra Winfield
Carolyn Klouss	Horsham		Carolyn Klouss
Judy McKinnon	4 Acacia St H'sm	53810094	Judy McKinnon
Shirley Skille	2 Schurmann St Nahrnuk	04385320	Shirley Skille
Debi Colter	47 Marden Ave	0498228172	Debi Colter

I am Signing this letter in support of the Horsham community to have our Out-Door pool open all day during Summer.
 Horsham is a large regional centre and also has a number of tourist traveling thru and staying overnight.
 Our Out-Door pool needs to be open so we all can benefit from this wonderful facility and the climate we live in.

Name	Address	Phone	Signature
Georgia Klutch			
Sarah Jamison			
Justina Burke			
Shannon Couch			
Amelia Baranston			
Leah Bawage			
Rebecca Gray			
Tennie Hoffmann			
Nicole Bassingthwaite			
GLYNES HAYLOCK			
Lay Harrison			
Daryl French			
Wendy de Haag			
MARY McKENRY			

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 12 FEBRUARY 2018 AT 5.00PM**

Present: Cr P Clarke, Mayor, Cr MA Radford, Cr A Gulvin (from 5.36pm), Cr D Grimble, Cr L Power, Cr J Robinson; Graeme Harrison, Acting Chief Executive; Kerrie Bell, Acting Director Corporate Services; Kevin O'Brien, Director Community Services; John Martin, Director Technical Services; Angela Murphy, Director Planning and Economic; Heather Proctor, Finance Manager (item 3 only); Zac Gorman, Management Accountant (item 3 only); Lauren Coman, Regulatory Services Manager (items 4.1 and 4.2 only); Adam Moar, Statutory Planner (item 4.1 only); Nick Carey, Senior Statutory Planner (item 4.2 only); Anne Donovan, Human Services Manager (items 4.3 and 4.4 only); Maggie Bridgewater, Deaf Access Worker (item 4.3 only); Adam Harding, Art Gallery Director (item 4.4 only); Stephen Pykett, Economic and Business Development Manager (from 7.05pm)

Apologies: Cr J Koenig

1. WELCOME AND INTRODUCTION

Cr Clarke welcomed everyone.

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989
(AS AMENDED)**

Nil.

3. FINANCE AND PERFORMANCE COMMITTEE MEETING – 5.00pm

Heather Proctor and Zac Gorman attended.

3.1 Monthly Report

Discussed

3.2 Town Hall Report

Discussed

3.3 Creditor Payments

Discussed

3.4 Vested Benefit Index (VBI) Defined Benefit Plan Update

Discussed

3.5 Other Business

Nil

4. DISCUSSIONS – 5.32pm

4.1 Gaming Machines Submission

Adam Moar explained the process and timing for review of the number of electronic gaming machines (EGMs) across the State.

4.2 Policy Review/Revocation

Report reviewed.

4.3 Deaf Access Project

The Deaf Access Project was explained.

4.4 Art Gallery Program

Di Dale and Simone Dalton in attendance. 2018 Art Gallery Program discussed.

4.5 Sir John Monash

Proposal supported.

4.6 Recycling Update

John Martin provided update.

4.7 Customer Request System (Merit)

Reviewed.

4.8 Naming Places

Reviewed.

4.9 Civic Centre Office Relocation

Reviewed.

4.10 Council Plan Half Yearly Report

Reviewed.

Meeting adjourned for dinner at 7.00pm

Meeting reconvened at 7.30pm

5. HORSHAM RACING CLUB

In attendance: Jason Merlo, Lisa Inkster, Gavin Simmons.

Horsham Racing Club provided an update on their position regarding Public Holiday / Horsham Cup.

6. RES – WINDFARM UPDATE

In attendance: Kevin Garthwaite (RES), Wes Ferguson (Telstra), Gavin Cason, Abraham Azzam and Josh Lind (all from Downer).

RES deputation provided an update on the Murra Warra wind farm project.

7. CLOSE

8.55pm



MINUTES

**Sunnyside Park Advisory Committee Meeting
Held on Wednesday, 11 October 2017 at 7.30 pm
Sunnyside Bowling Clubrooms**

Present:

David Hogan	Community Representative / Chairperson
Ivan Mills	Sunnyside Bowling Club
David Johns	Homers Tennis Club
Cr Alethea Sedgman	HRCC Councillor
Rhonda McNeil	Manager, Sustainability and Recreation
Mandy Kirsopp	Project Officer, Sustainability and Recreation
Carley Gunn	Kalkee Football & Netball Club
Carlo Sordello	Horsham 298 Primary School

Apologies:

Di Bell	Community Representative
Simon Hopper	Homers Cricket Club
Jillian Coutts	Sunnyside Bowling Club

1. Welcome

All present were welcomed to the meeting

2. Disclosure of Conflict of Interest

3. Confirmation of Previous Minutes

Moved: Ivan Mills

Seconded: David Johns

That the minutes of the meeting Wednesday, 30 August 2017 were a true and accurate record of that meeting.

CARRIED

4. Business arising from previous minutes

4.1 Facility Booking – Rhonda McNeil

Council is developing signage to assist with bookings of community spaces. The signage is largely generic and will provide consistency of information between sites. The committee approved the draft wording of the signage. Three locations for the placement of signs was identified: west of the tennis courts, at the east main entrance to the cricket clubrooms and at the Baillie St (south end) of the cricket nets.

It was suggested that QR technology be explored and incorporated into the signage.

Action – Rhonda McNeil will investigate.

4.2 Precinct Plan – Mandy Kirsopp

A concept proposal from Jeavons landscape architects was shared. The plan includes details of work to be completed, consultation and project outcomes. "What to keep and what to take out".

The development of a plan will be based on an Existing Conditions Report. It was suggested that a vacation engineering student might complete the report as part of their program of study. This would occur in January 2018.

The money for the project comes from money transferred when the Committee of Management was dissolved.

Moved: Ivan Mills **Seconded:** David Johns

That the Sunnyside Park Advisory Committee recommend the Recreation Department proceed with concept planning for the Park. **CARRIED**

It was noted that the development of a community friendly, safe gathering place will be a key link with Council's recently endorsed Health and Wellbeing Plan.

4.3 Defibrillator Information

Council is collecting information re: the location of defibrillators throughout our community. This is so the location can be identified but also so that arrangements can be made for the systematic replacement of batteries and pads required of the machines.

A defibrillator is located at Horsham 298 PS and replacement parts are managed by the school.

5. Correspondence

A letter has been sent to the Principal of the Holy Trinity Lutheran PS inviting the school to nominate a representative for the committee.

6. Business arising from correspondence

None

7. General Business

7.1 My Community Directory – Mandy Kirsopp

My Community Director replaces the Wimmera Information Network's bi-annual Community Directory. The Directory will be electronic but can also be downloaded and printed (sections or entirety) if required.

The Directory has an added advantage that Clubs can promote their group by posting information about events (similar to a webpage).

7.2 Meeting Schedule 2018

Most Advisory committees for sporting groups, meet four times each year but the current Terms of Reference has Sunnyside meeting six times. Rhonda apologised for the oversight in identifying only four meetings in 2018 (rather than six) and asked the committee to consider the preferred number of meetings.

The decision was deferred until the next meeting, but it was suggested the committee might meet on the following dates in 2018:

April 11

June 13

August 8

October 10.

7.3 Review of Actions List

7.3.1 An on-site meeting to discuss the location of the fence on two sides of the playground has been organised. The meeting will involve: Dave Hogan, Di Bell, Rod Lawson and Rhonda McNeil.

7.3.2 Storm water drainage – the gravel has been levelled.

7.3.3 Bollards near the cricket nets. The bollards have been installed as a continuation of the line of the cricket nets. This is currently unsafe and they need to be angled at 45 degrees to accommodate the line of the ball.

It was also reported that 80-90 young people are playing cricket each Thursday.

7.3.4 A security light at the east of the hall is not working. Ivan Mills offered to follow this up for the committee.

8. Next Meeting

The next meeting will be held on Wednesday, 11 April 2018 commencing at 7.30 pm in the Sunnyside Bowling Clubrooms.

9. Meeting Close The meeting was closed at 8.55 pm.

Dave Hogan
Sunnyside Park Advisory Committee
Chairperson
11/10/2017



MINUTES

**Dudley Cornell Advisory Committee Meeting
Held on Thursday, 26 October 2017 at 7.30pm
Dudley Cornell Precinct**

Present:

Dean Arnott	Colts Cricket Club
Gary Davidson	Schools Representative
Elijah Macchia	Horsham Soccer Club
Terry Baldwin	Colts Cricket Club
Ricky Price	Little Athletics
Rhonda McNeil	Manager, Sustainability and Recreation
Mandy Kirsopp	Horsham Rural City Council

Apologies:

Jason Muldoon	Wimmera AFL
Rae Talbot	Community Patch
Terry Arnell	Little Athletics

1. Welcome

Welcome to all committee members of this newly established advisory committee.

2. Disclosure of Conflict of Interest

Nil

3. Confirmation of Previous Minutes

Nil

4. Business arising from previous minutes

Nil

5. Correspondence

Nil

6. Business arising from correspondence

Nil

7. General Business

7.1 Terms of Reference - Members were asked to view draft terms of reference and provide comment to Hayley by 15th January 2018.

7.2 Female Friendly Facility – Rhonda advised what is meant by this and implementation of such at Dudley Cornell. Will know if approved by Christmas 2017.

7.3 My Community Directory electronic copy supersedes original hard copy. Clubs are encouraged to update details as required for the upcoming year.

7.4 Facility booking signage locations – potential locations for signage were viewed and approved by committee members. Reduced signage from 4 signs to 2 signs as required.

7.5 Action Listing was explained and will be put in place for committee to list items as they feel necessary.

7.6 Meeting Schedule for 2018 was circulated and meeting requests have been sent electronically to all members.

10. Next Meeting

The next meeting will be held on Thursday, 8 February 2018 at 7.30pm at the Dudley Cornell Oval Precinct

11. Meeting Close

The meeting was closed at 9.15pm

Chairperson

Dudley Cornell Advisory Committee

26 October 2017

MINUTES

Horsham Sports and Recreation Advisory Committee Meeting
Held on Thursday, 9 November 2017 at 4.30 pm
Committee Room – Horsham Rural City Council Offices

Present:	Cr Mark Radford	Councillor HRCC
	David Berry	Wimmera Regional Sports Assembly
	Sue Exell	Community Representative
	Loxley Hoffmann	Community Representative
	Neil King	Community Representative
	Christopher Walter	Department of Education
	Genevieve Smith	Community Representative
	Cr Alethea Sedgman	Councillor HRCC
	Mandy Kirsopp	Projects Officer HRCC
	Rhonda McNeil	Recreation & Sustainability Manager HRCC
	Susan SurrIDGE	Grants Officer HRCC

Apologies:	Michelle Anderson	Sport & Recreation Victoria
	Bruce Petering	Chairman / Community Representative
	John Martin	Director Technical Services HRCC

Agenda Items:

- 1. Welcome**
Cr Radford chaired the meeting
- 2. Disclosure of Conflict of Interest**
None declared
- 3. Minutes of the previous meeting**

Prior to the Minutes being accepted, the following changes were identified:

The date in the Minutes should be 2017, not 2016 (and)
 Item 7.4 Horsham Volleyball Tournament was omitted. The date of the Volleyball tournament was required to change because of a clash with the Motocross Competition.

Motion:

That the minutes of previous meeting dated 10 August 2017 were a true and accurate reflection of that meeting.

Moved: David Berry **Seconded:** Loxley Hoffmann **CARRIED**

- 4. Business arising from previous minutes**

4.1 Committee vacancy – Junior Sports Council representative

Motion:

That the Executive Officer of the Wimmera Regional Sports Assembly identify a suitable nominee to fill the position of junior representative on the Sport and Recreation committee

Moved: Neil King

Seconded: David Berry

CARRIED

4.2 Basketball Association Licence

A licence has been signed between HRCC and the Basketball Association. Because the stadium is on Crown Land, a DELWP licence is required. The licence expires end of 2018. A Schedule attached to the licence requires that the facility be available for a range of community activities.

Discussion re: the process for community groups/users to question operation of the stadium. Because a licence is in place, the establishment of a Committee of Management or other governance arrangement is not appropriate. If there is a concern regarding the operation of the stadium or access to the stadium, users should approach the Association (licensee) and if the issue can't be resolved, users should then contact HRCC (licensor).

4.3 Horsham College Pavilion

A number of groups will be accessing the pavilion. These include: Jung Tigers, AFL Umpires, and Hockey Association. The YMCA will be offering After School Care in the building and community groups (Horsham PAWS) recently hired the facility.

The next stage of the implementation will be to allocate storage to the different tenants.

Booking of the facility occurs through two options: Daytime usage is via Horsham College, after hours usage is via HRCC.

4.4 Tennis Courts

Haven Courts have failed in the past month. Conditions were different for each of the courts (Telangatuk, Quantong, Sunnyside, Central park, and Brimpaen) and it was expected/hoped that Haven (on sand, 6-8 week curing time for the surface) would remain viable.

Although the courts identified are compromised for tennis, the greater concern is netball, particularly at Quantong for next year's competition.

A consultant will be undertaking a full inspection of the courts. Legal advice must be obtained to confirm the contractor is able to undertake repairs of the courts.

Access to the courts was identified as a concern. Public funds paid for the court upgrades but clubs had argued the courts must be locked to protect the surface – and this is no longer relevant. Access to public playing surfaces is a more general issue that is being worked through.

4.5 Table Tennis at Maroske Hall

Not yet confirmed. Horsham College have requested that staff moves occur from High St to Baillie St (to be completed by 20 November 2017) and that staff have some time to review usage of the Hall before decisions re: shared usage can be made. Changes to the new hockey/softball oval have added pressure to the usage requirements of the Physical education Department.

4.6 Indoor Sports Stadium

All comments have been considered and the report has been finalised. The report now includes Environmental Sustainability Design considerations, business details and the site analysis. The report will be presented to Council in the next fortnight.

4.7 Horsham Panthers

Horsham Panthers have been training Tuesday and Thursday on the green area at the racecourse. Access to the playing field has been negotiated with the racing clubs. Feedback about the Panthers as users of the green space has been positive.

5. Correspondence

None

6. Business arising from correspondence

Not applicable

7. General Business

7.1 Grants (Susan Surridge)

HRCC has submitted full applications for three projects: female change facilities at Dudley Cornell Park, (\$100,000) a second synthetic green at Horsham City Bowling Club (\$100,000) and installation of a wet deck at the Horsham Olympic Pool (\$200,000) grant requests. Information re: outcomes of applications will be made by the end of the year.

HRCC was notified 20/10/17 of being successful with the application for training lighting for Natimuk Football Club (\$93,644)

An application has been made (approximately \$100k) through a Community Safety Fund for improved lighting around the racecourse.

We have been successful in obtaining \$6,706 for improved safety and security at the football/netball hub at Horsham City Oval.

7.2 Wimmera Sports Stadium

This is the new name for the indoor sports stadium project and resulting stadium.

7.3 Sport and Recreation strategy

The strategy will be reviewed during 2018. Completed actions will be identified and new goals will be established. This will be the main item of business in 2018.

7.4 Facility booking signage locations

Signage re: booking of both the green and the indoor space is being placed at the following locations: Sunnyside Park, Dudley Cornell Park, Horsham College Oval, Haven Recreation Reserve and Horsham City Oval. In each case, the Advisory Committee has identified the preferred location for signage.

Facilities are now being booked through HRCC, with a variation for both Horsham College (daytime bookings directed to the College) and Horsham City Oval, (where the upstairs space of the clubrooms is managed by Horsham Demons).

7.5 My Community Directory

An electronic form of the Directory supersedes the existing paper-based Community Directory and has the ability to incorporate publicity for the various clubs and groups – promoting upcoming events with images and video. The electronic directory also links to existing websites and Facebook pages maintained by clubs. Much of the information in the new directory has been transferred from the existing Community Directory. Paper copies of either excerpts of the Directory or the full Directory will be available from reception at the Civic centre.

7.6 Meeting schedule 2018

Four meetings will be held in 2018 February, May, August and November. Details will be distributed with the Minutes.

7.7 Action List

- 7.7.1 The upgrade to Laharum change rooms has commenced
- 7.7.2 The slab has been poured for the Kalkee tennis netball Courts
- 7.7.3 No public tenders were received for the upgrade to the Central Park netball courts
- 7.7.4 The outdoor Olympic Pool is having its chlorination system changed from liquid to granular chlorine. This will result in improved safety and increased efficiency in water purification
- 7.7.5 Water skiing is occurring on the Wimmera River. A briefing paper is being developed for Council
- 7.7.6 Coughlin Park drainage works are programmed for a September-December 2018 construction.

7.8 Updates from Members

David Berry, Wimmera Regional Sports Assembly - identified concerns that the Volleyball tournament scheduled for 14-15 October 2017 had to be cancelled because of a lack of numbers. A letter has been sent to the Basketball association requesting use of the stadium 24-25 November 2018.

Cr Alethea Sedgman – Commended the diversity of the Bike Advisory Committee

Loxley Hoffman – Pedestrian bridge has been well received and is being well patronised. Questioned when the bridge will be dual use – pedestrians and cyclists. Signs are being prepared to reflect this

Mandy Kirsopp – Recommended that members read the draft Parking Strategy because it identifies the need to change the CBD to be pedestrian and cycle friendly, rather than a place of transit for cars.

8. Next Meeting

The next meeting will be held 15 February 2018 at 4.30 pm in the Committee Room, Horsham Rural City Council Offices.

9. Meeting Close

The meeting closed at 5.40pm.

Cr Mark Radford
Acting Chairperson
Horsham Sports and Recreation Advisory Committee
9 November 2017



MINUTES

Horsham Racecourse Reserve Advisory Committee Meeting
Tuesday, 14 November 2017 at 7.30 pm
Central Park Tennis Club Pavilion

Attendees:	Brendan Nitschke	Central Park Tennis Club
	Byron Lange	Central Park Tennis Club
	Cr David Grimble	Horsham Rural City Council
	Kevin Lane	Horsham Harness Racing Club
	Jim Lonsdale	Horsham District Racing Club
	David Hornsby	Horsham Fire Brigade
	David Arnott	Horsham West Bowls Club
	Grenville Short	Horsham City Netball
	Mandy Kirsopp	Horsham Rural City Council
	Rhonda McNeil	Manager, Sustainability and Recreation
Apologies:	Brian Breuer	Chairperson, Community Representation

Agenda Items:

- 1. Welcome**
All present were welcomed
- 2. Disclosure of Conflict of Interest**
- 3. Minutes of the previous meeting** dated 12th September 2017

Moved: David Hornsby **Seconded:** Kevin Lane **CARRIED**

That the Minutes of the meeting dated Tuesday 12th September 2017 were a true and accurate reflection of meeting.

The Committee requested that Minutes be circulated with the Agenda and that this occur 3-4 days before the meeting.

- 4. Business arising from previous Minutes**
 - 4.1 Communication re: Advisory Committees**
The change to Advisory committees and the role of the committees is still being understood within our community. Council's new website will provide information about committees.
 - 4.2 Netball Court Grant**
No tender was received. The project is being reviewed.
 - 4.3 Water Plan**
The plan is being reviewed and a draft will be distributed at the next meeting.
 - 4.4 Park Drive Works Management**
Parking bays have been completed. Two trees were removed and 10 planted. Fuchsia gums are low growing with minimum root spread. Root guards have been installed as an additional protection for the tennis courts.

- 4.5 **Traffic Management**
Is being investigated and may require more than the addition of bollards along the footpath line.
- 4.6 **Horsham West Bowling Club Toilets**
The maternal and Child health centre is being vacated and patrons may be able to use the toilets associated with that facility. Will provide more information as it becomes available.

5. Correspondence
Nil

6. Business arising from correspondence
Nil

7. General Business

7.1 My Community Directory

An electronic form of the Directory supersedes the existing paper-based Community Directory and has the ability to incorporate publicity for the various clubs and groups – promoting upcoming events with images and video. The electronic directory also links to existing websites and Facebook pages maintained by clubs. Much of the information in the new directory has been transferred from the existing Community Directory. Paper copies of either excerpts of the Directory or the full Directory will be available from reception at the Civic centre. The Directory will be available after 22 December 2017.

7.2 Facility booking signage locations

Signage re: booking of both the green and the indoor space is being placed at the following locations including Racecourse Reserve, Sunnyside Park, Dudley Cornell Park, Horsham College Oval, Haven Recreation Reserve and Horsham City Oval. In each case, the Advisory Committee has identified the preferred location for signage. Facilities are now being booked through HRCC, with a variation for both Horsham College (daytime bookings directed to the College) and Horsham City Oval, (where the upstairs space of the clubrooms is managed by Horsham Demons).

7.3 Action Listing was viewed and updated as required.

7.4 Meeting Schedule 2018

Four meetings will be held in 2018 March, June, September, November. Details of dates have been distributed and electronic calendar requests have been sent to all committee members.

7.5 Review of the Public Holiday for the Horsham Cup

It was reported that the Horsham Cup holiday was not as successful as hoped and that the patronage and betting turnover was not the level as when meetings were held on a Sunday. It was suggested that overall takings were lower than the previous year. The Public Holiday will continue for another 2 years and will be reviewed at the end of that time.

8 Next Meeting

APPENDIX 8.4A

The next meeting will be held on Tuesday, 20 March 2018 at 7.30 pm at the Central Park Tennis Club Pavilion.

9 Meeting Close

8.17pm

Brendan Nitschke

Acting Chairman

Horsham Racecourse Reserve Advisory Committee

14 November 2017

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
1 - Community and Cultural Development							
0.1 Goal 1 - Strategic Indicators							
	0.1.01	100% completion of construction of the Kalkee Road Children's and Community Hub and commencement of operations by April 2018	Kevin O'Brien	Started	90%	KOB Feb 2018. 95% of construction completed as at 31 December 2017. Council Services to move in Tuesday 13 February subject to issuing Certificate of Occupancy	
	0.1.02	Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017	John Martin	Completed	100%	JM - Feb 18. To be considered by Council in Mar 2018	JM - Aug17. Preferred site identified, concept plans developed.
	0.1.03	Work with the Horsham Historical Society to plan for and scope a new Heritage Centre by December 2017	Kevin O'Brien	Not Started	0%		PB Aug 17. Staff have had preliminary discussions with the Society
	0.1.04	Securing funding for CBD Revitalisation Project Stage 1 - improved urban design by 31 December 2017	Graeme Harrison	Started	20%	GH Feb 18. Application lodged with the Dept of Infrastructure 15/12/17 for the Building Better Regions Fund Round 2 for \$1.685m grant	(PB Aug 17) - Presentations were made to the Minister for Regional Development on 2 August. Discussions continue with RDV.
	0.1.05	Develop plans for a Town Square by 31 December 2017	John Martin	Started	50%	GH Feb 18. Application lodged with the Dept of Infrastructure 15/12/17 for the Building Better Regions Fund Round 2 for \$1.685m grant	JM - Aug17. Preliminary engagement process undertaken
1.1 Contribute to building a vibrant, diverse and resilient community							
	1.1.01	Pursue ongoing funding for a neighbourhood renewal program in Horsham North	Anne Donovan	Started	50%	AD Feb 18. Horsham North Project has been reframed and implementation will continue with key stakeholders	MB Aug 17 Ownership/remediation issues in rail corridor unresolved, continuing advocacy for VicTrack to negotiate on these issues. Opportunity for neighbour hood house relocation being investigated.
	1.1.02	Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan	Anne Donovan	Not Started	0%	AD Feb 18. As per 1.1.01	MB Aug 17 As in item 1.1.01 Rail Corridor implementation on hold till land tenure and remediation issues can be resolved with VicTrack, for other elements of the HNUDF no funding possibilities were identified
	1.1.03	Facilitate ongoing development of community facilities at Cameron Oval, Laharum	Rhonda McNeil	Not Started	0%	Feb 18. Transferred to Rhonda McNeil	MM Dec 16 - The Laharum and Haven Precinct plans have been finalised Council has submitted an application to RDV for works at the Laharum Hall but this was unsuccessful. Council is working with the Laharum Sports Inc regarding funding for Stage 1 works at the Cameron Oval. (Note listed as 95% complete in previous CP)
	1.1.04	Facilitate ongoing development of community facilities at Haven Recreational Reserve	Rhonda McNeil	Not Started	0%	Feb 18. Transferred to Rhonda McNeil	MB Aug 17 Plan developed not supported by whole of community, project in hiatus. MB Jan 17 Haven Precinct Plan adopted by Council 19 September 2016
	1.1.05	Complete construction of the Kalkee Road Children's and Community Hub and commence operations	Kevin O'Brien	Started	99%	KOB Feb 18. 95% completed as of 31 December 2017	

APPENDIX 10 2A

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
	1.1.06	Implement Volunteer Management Framework	Tony Schneider	Started	60%	TSc Feb 18. Following delays the position of Strengthening Volunteerism Project Officer was advertised in November 2017. After second-round interviews in early January 2018 the candidate of interest withdrew from the process. It is anticipated that the position will be filled by the end of March 2018 and implementation of the framework will then commence.	TSc Aug 17. A report proposing the appointment of a temporary human resource to implement the framework was adopted by the EMG in July and recruitment will commence by the end of August 2017. The position will work in the Organisational Development Department.
	1.1.07	Develop and implement an Indigenous Reconciliation Action Plan	Kevin O'Brien	Started	40%	KOB Feb 18. Plan submitted to Reconciliation Australia and waiting endorsement	
	1.1.08	Review future use of all kindergartens and Maternal & Child Health, post the Horsham North Children's Hub	Mandi Stewart	Not Started	0%	GH Feb 18 - Discussions have commenced re possible uses of the former Robin Street Kinder Building. No discussions as yet re other buildings.	MS August 17 - Maternal and Child Health and kindergarten review to commence post the move to the Hub once the opportunities and constraints of the new venue are understood.
	1.1.09	Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub	Rhonda McNeil	Not Started	0%		RMcN Aug 17. Will start in late 2017 with the establishment of the Advisory committee
	1.1.10	Support our local communities in developing community plans and strategies	Anne Donovan	Not Started	0%	AD Feb 18. Mitre Community Plan launch Nov. Actions being implemented with community	MB Aug 17 Community planning for Mitre scheduled for the end of this month
1.2 Develop a safe, active and healthy community, encouraging participation							
	1.2.01	Develop and progressively implement a plan for the redevelopment of the Horsham City Oval precinct	Rhonda McNeil	Started	5%		RMcN Aug 17. Advisory Committee has been established and all previous masterplan actions have been reviewed. Meetings scheduled for 17/18 year will focus on masterplan development
	1.2.02	Encourage redevelopment of community facilities at the Horsham Showgrounds	Rhonda McNeil	Started	50%		JM Aug 16. Dependent on outcome of Indoor Sports Stadium study - consultant appointed Aug 2016.
	1.2.03	Complete a detailed feasibility study for a multipurpose/indoor sports and community facility	Rhonda McNeil	Completed	100%	JM Feb 18. To be considered by Council in Mar 2018	JM - Aug 17 - preferred site identified, concept plans developed.
	1.2.04	Implement outcomes from the multipurpose/indoor sports and community facility feasibility study	Rhonda McNeil	Not Started	0%	JM Feb 18. Will be subject to Council decision and funding	JM - Aug 17 - Will be subject to Council decision and funding
	1.2.05	Development of the Health and Wellbeing Plan 2017	Anne Donovan	Started	80%	AD Feb 18. Plan adopted by Council. Implementation underway	MB Aug 17 Initial Stakeholder and Community Engagement undertaken, draft plan prepared and internal consultation on plan undertaken, timeline for completion early Oct
	1.2.06	Support family violence prevention programs & initiatives	Anne Donovan	Started	40%	AD Feb 18. Act at Work implementation continuing	MB Aug 17 Act at work program being undertaken.
	1.2.07	Development of Positive Ageing initiatives	Mandi Stewart	Started	30%	KOB Feb 18. Age Friendly Communities project has commenced with action plan completed	
	1.2.08	Review of Youth services in consultation with other agencies and develop a strategy	Anne Donovan	Started	40%	AD Feb 18. Project re scoped and brief updated. Project to commence March	MB Aug 17 Draft brief for consultants being prepared

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

	4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
1.2.09	Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)	Anne Donovan	Not Started	10%	AD Feb 18. Align with River Corridor Plan then prepare EOI for Cafe	MB Aug 17 initial investigation of cafe options underway, River Corridor master plan being prepared
1.2.10	Plan and progressively construct shared cycling and walking track paths along the Wimmera River – from Riverside Bridge to Horsham Weir - both sides, including improvements to lighting and other facilities	Rhonda McNeil	Started	10%		MB Aug 17 Wimmera River Corridor Master Plan being developed
1.2.11	Improve presentation, lighting and walking track condition around the racecourse	John Martin	Not Started	0%		JM - Aug 17 - Funding provided in 2017-18 budget
1.2.12	Encourage the development of a riverside café	Anne Donovan	Not Started	10%	AD Feb 18. As per 1.2.09	MB Aug 17 initial investigation of cafe options underway
1.2.13	Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy	Rhonda McNeil	Not Started	0%	AD Feb 18. No action	
1.2.14	Determine Councils future role in Aged Care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken	Kevin O'Brien	Started	30%	KOB Feb 18. Regional Home Support project complete, discussions continuing with LGAs and Health Services	
1.2.15	Support behaviours that reinforce respect and equality for women and address rising levels of family violence	Kevin O'Brien	Started	70%	KOB Feb 18. Act@Work Program completed, Action Plan 70% implemented	
1.2.16	Support behaviours that reinforce respect and equality for all members of the community and address rising levels of violence generally	Kevin O'Brien	Not Started	45%	KOB Feb18. Communities of Respect and Equality Membership, Community of Practice (Leading Change Breakfast)	
1.3	Contribute to cultural activities that enhance our community					
1.3.01	Complete Business Plan to determine the viability and funding options for an artist in residence facility on the Wimmera River.	Anne Donovan	Started	40%	AD Feb 18. Meet with Dev Nov 17 and awaiting their revised project	MB Aug 17. Rezoning complete, developer has project on hold and is re-scoping the works
1.3.02	Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC	Anne Donovan	Started	60%	AD Feb 18. Working with Wesley Committee to identify ESS works required to venue. Venue was closed at request of Committee to address safety issues identified	MB Aug 17. Detailed costings of works requested, assistance provided to Wesley Committee to enable subdivision of music academy this would release funds to support the Wesley repairs
1.3.03	Develop a public art action plan	Anne Donovan	Not Started	10%	AD Feb 18. Public art plan adopted 2017 and is being implemented with Public Art Committee.	
1.3.04	Continue to develop the Horsham Cinema in the main cinema with improved seating, screen and sound in conjunction with the cinema operator	Kevin O'Brien	Started	30%	KOB Feb 18. Screen work completed, future developments are currently being considered	
1.3.05	Work with the Horsham Historical Society to plan for and scope a new Heritage Centre.	Stephen Pykett	Not Started	0%		

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

	4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
1.3.06	Support the Arapiles Historical Society with the Natimuk Museum development	Anne Donovan	Started	50%	AD Feb 18. Assisting the AHS to develop administrative documents and procedures to support the opening of a museum.	MB Aug 17. Governance support provided, review and update of incorporation purpose, assistance with collections policy and associated documents, started development of a business plan
1.3.07	Form a stronger relation with Wimmera Machinery Field Days committee and their major and significant event in the municipality.	Stephen Pykett	Not Started	0%	AD Feb 18. Economic Development leading this	
1.4 Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities						
1.4.01	Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme	Kevin O'Brien	Started	50%	KO'B Feb 18. Transition commenced in October 2017. Eligible HACC clients being supported to transition, support provided to families through Rural Access Program	
1.4.02	CBD Revitalisation Project – 2016-2025 Stage 1 - improved urban design	John Martin	Started	5%	JM Feb 18. Funding proposal prepared for BBRF grant	JM - Aug 17 - CBD strategy developed, funding being sought
1.4.03	CBD Revitalisation Project – 2016-2025 Stage 2 - Town Square	John Martin	Started	50%	GH Feb 18. Application lodged with the Dept of Infrastructure 15/12/17 for the Building Better Regions Fund Round 2 for \$1.685m grant	JM - Aug 17 - preliminary engagement process undertaken
1.4.04	Work with Victrack to improve underpasses between Horsham North and wider Horsham	John Martin	Started	80%		JM Dec 16 Works on initial project largely complete. Further scoping required for future works
1.4.05	Review the Domestic Animal Management Plan	Lauren Coman	Started	30%	LC Feb 18. DAMP review has commenced. Domestic Management Advisory Group is working on draft of DAMP. Draft due for completion April.	AM Aug 17. Domestic Animal Management Plan review is about to commence and will be presented to the DAMS Committee during Sept
2 - Sustaining the Economy						
0.2 Goal 2 - Strategic Indicators						
0.2.01	Complete Stage 1 infrastructure development at the Wimmera Intermodal Freight Terminal Precinct by December 2018	Angela Murphy	Started	10%	AM Feb 18. Engaged consultants to prepare development plan for infrastructure, integrated water management and roads, following gazettal of the Planning Scheme Amendment. Still negotiating with owner on S173 agreement.	AM Aug 17. Grant of \$1.25 million has been awarded for installation of infrastructure for Stage 1 at the Precinct.
0.2.02	Implement the outcomes from the Visitor Information Centre review by 30 June 19	Angela Murphy	Started	5%	AM Feb 18. Established working group to review need of visitors, level of service, hours of operation and location.	AM Aug 17. Visitor Information Centre review has been completed. Implementation can commence given that the Accreditation guidelines were released last week and have been somewhat relaxed

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments	
2.1		Cultivate opportunities for the municipality to prosper and pursue possibilities for new development					Design of infrastructure is well underway	
	2.1.01	Progress implementation of the Wimmera Intermodal Freight Terminal Precinct Plan and encourage opportunities for the establishment of associated industries including the mining sector	Angela Murphy	Started	5%	AM Feb 18. Planning scheme amendment for the Precinct gazetted in December 2017. Johnson Asahi, export Hay Processor has been granted building approval for Stage 1 and storage shed are partially completed and in operation. Working with 3 other businesses interested in locating to the Precinct.	MG August 17. Grant provided in August of 1.25 Million for infrastructure. Panel hearing for planning scheme amendment is scheduled for 11 August. Tanlodon and Johnson Asahi committed to moving to WIFT precinct	
	2.1.02	Work with the economic and community sectors to maximise opportunities arising from the national broadband rollout, including training and awareness of on-line retail business opportunities	Angela Murphy	Started	60%	AM Feb 18. NBN available in Horsham from late 2017. NBN undertaking promotion to encourage takeup.	MG Aug 17. Business breakfast on NBN conducted in CBD for business in June 2017	
	2.1.03	Develop an Economic Development strategy	Angela Murphy	Started	80%	AM Feb 18. Draft Economic Development Strategy has been out for consultation. 10 submissions were received, and have now been reviewed by Council.	MG Aug 17. Tender written, selection process completed, consultants started consultation in May, draft completed and framework finished, final draft being prepared currently and will go public in early September	
	2.1.04	Support development opportunities facilitated by the Wartook Valley strategy	Angela Murphy	Started	0%	AM Feb 18. Council endorsed Wartook Valley Strategy in September 2017. Now required to prepare formal Planning Scheme Amendment	MG August 17. Community Information session on 25 July and a report to council in September to endorse the strategy	
	2.1.05	Facilitate further development of the Aerodrome Industrial Estate	John Martin	Not Started	0%		MG August 17. Transfer to John Martin	
	2.1.06	Develop partnerships with industry groups and government	Angela Murphy	Started	50%	AM Feb 18. Ongoing part of the role - Working with RDV, DELWP, Parks Victoria, and met with Ausindustry this week whose focus is export and innovation	MG August 17. This is ongoing and a major component of the team and the role	
2.2		Support initiatives for improved transport services in and around the municipality						
	2.2.01	Work with the business sector to maximise opportunities of the proposed Horsham bypass and work with the community to minimise social and environmental impacts including the Aerodrome and other community assets	Angela Murphy	Started	15%	AM Feb 18. On hold	MG August 17. No further action at this point	
	2.2.02	Support a Western Highway by-pass of Horsham	John Martin	Not Started	0%	GH Feb 18 - Bypass decision still with Planning & Roads Ministers. Advisory Committee process expected to commence early 2018.	JM - Aug 17 - Subject to Planning Minister decision	

APPENDIX 10.2A

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

	4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
2.2.03	Explore, with reference to current planning activities being undertaken, opportunities for improved timetabling and passenger rail and bus services to Horsham from outside and within the region (including Horsham to Halls Gap, Melbourne and Adelaide)	Graeme Harrison	Started	80%	GH Feb 2018. Western Rail Advocacy Project Control Group and Steering Group has been formed and is meeting regularly.	(PB Aug 2017) - passenger rail study launched - supported by 8 West Victorian Councils. Additional train services to Ararat achieved Requests to Jacinta Allen: 1. In-principle support for passenger rail return to Western Victoria 2. TFV to develop a full business case for return of passenger rail to Western Victoria Emphasis on work to align coach timetables – particularly for new services
2.2.04	Investigate the impacts of the relocation of the rail line out of the town area	John Martin	Not Started	0%		
2.2.05	Review Municipal Parking strategy	Angela Murphy	Completed	100%	AM Feb 18. Municipal Parking Strategy endorsed by Council in December 2017	AM Aug 17. Draft Parking Strategy has been developed but requires review
2.2.06	Detailed review of the roads service (2016-2017), to encompass levels of service, construction and maintenance methods (including cost efficiency)	John Martin	Not Started	0%	JM Feb 18. To start 2018	JM - Aug 17 - To start second half of 2017
2.2.07	Horsham Integrated Transport Strategy completed, including: • Stage 1 – Strategic road network, including regional highways, railway and Horsham Bypass • Stage 2 – Horsham urban area • Stage 3 – Rural areas of municipality	John Martin	Started	33%		JM - Aug 17 - Further work deferred pending decision on bypass alignment
2.2.08	Develop a plan for a further vehicle bridge across the Wimmera River and determine the timing when this should be constructed.	John Martin	Started	5%	JM Feb 2018. Seeking meeting with BGLC to discuss	
2.2.09	Support the development of the Grampians Way (ring road) - 'Stage 1 Mt Zero Access Road, Stage 2 Establish Picnic sites/viewing areas and signage, Stage 3 Seal remaining North West alignment (Winfield Rd north of Plantation Rd)	Angela Murphy	Started	60%	AM Feb 18. Need to reengage with neighbouring Councils to activate this action, part of our response to draft Roads Strategy	AM Aug 17. No further activity
2.3 Increase visitors to the municipality						
2.3.01	Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct	Angela Murphy	Started	50%	AM Feb 18. WDA completed the Socio Economic Impacts of recreational water report, and now working on Stage 2	MG August 17. WDA conducting a water use and recreational survey to identify social and economic benefits. Socio - Economic impacts of recreational water report
2.3.02	Pursue opportunities for improvements at the Police Paddock Reserve/Horsham North including walking and bike tracks in the vicinity	Rhonda McNeil	Not Started	0%		RMcN Aug 17. Not yet started linked with Bike Advisory Committee which has recently been re established

APPENDIX 10.2A

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

	4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
2.3.03	Support the development of the Grampians Peak Trail	Angela Murphy	Started	60%	AM Feb 18. CEO met with Funding Partner in Canberra in December to review project timelines, given delays with approvals	MG Aug 17. MG and PB attended last GT meeting on this subject. will take two to three years to complete.
2.3.04	Explore opportunities from the 2017-18 Australian and International Motor Cross Events	Christopher McClure	Started	50%	CM Jan 2018. The national Junior MX was held in Horsham in 2017 and was an outstanding success. Planning is well underway for the World Junior MX to be held in Horsham in August 2018.	
2.3.05	Investigate marketing and funding through the RMIT for the Zero to Nhill Trail	Christopher McClure	Not Started	0%	CM Jan 2018. This project has not proceeded and recommend removal from the Action List.	MG August 17. No action
2.3.06	Investigate opportunities and plan for possible bike trails, Green Lake to Horsham, Horsham to Natimuk, Wartook to Zumsteins	Angela Murphy	Started	30%	AM Feb 18. Grampians Cycling and Trails Master Plan still underway	MG August 17. WDA have commenced a Grampians Region Cycling and Trails Infrastructure Business and Master Plan. MG is on the working group for this plan
2.4 Promote Horsham as a regional city						
2.4.01	Support the WDA initiative to promote a Grains Centre of Excellence	Angela Murphy	Started	30%	AM Feb 18. Feasibility and Business case underway	MG August 17. State Government has granted 250K in funding to commence the feasibility study and business case. Co chaired by John Ackland and DEDJTR
3 - Asset Management						
0.3 Goal 3 - Strategic Indicators						
0.3.01	Develop a consultative process for community input into road construction and maintenance priorities for input to the 2018-19 budget, by December 2017	John Martin	Not Started	0%		
0.3.02	Finalise preparation of asset management plans for all main asset groups by June 2018	John Martin	Started	10%	JM Feb 18. Buildings assets current main focus	
0.3.03	Implement improved asset management and maintenance management systems by December 2017	John Martin	Started	25%	GH Feb 18 - IT Business Analyst working through decision around an appropriate system using Investment Logic map process and then project implementation will begin.	JM - Aug 17 - Maintenance mgt system in place. Decision pending on AM system
0.3.04	Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year	John Martin	Started	40%	JM Feb 18. Works underway for year	
3.1 Determine infrastructure needs and expectations through consultation with developers and the community						
3.1.01	Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers	John Martin	Completed	100%	JM Feb 18. Bridge 1 complete. Planning now underway for Bridge 2	JM - Aug 17 - Works due to finish soon on bridge 1. Bridge 2 design to proceed shortly
3.1.02	Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership	John Martin	Not Started	0%	JM Feb 18. On EMG strategy discussion list	

APPENDIX 10.2A

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
	3.1.03	Purchase additional land for hangar space at Aerodrome including access-way development	John Martin	Not Started	0%		JM - Aug 17 - Deferred
	3.1.04	Development of an Aerodrome Master Plan and implementation of planning overlays to protect the future development space of the Aerodrome	John Martin	Started	25%		JM - Aug 17 - Draft master plan completed, but not endorsed
	3.1.05	Develop a prioritised plan for upgrade of community recreation facilities	Rhonda McNeil	Not Started	0%		
	3.1.06	Implement a cyclic renewal program for all public convenience facilities in the Horsham central business district and across the municipality	John Martin	Started	10%		JM Jan 17 - Budget provides for new toilet in Hamilton St
	3.1.07	Undertake master planning and major refurbishment of the Aquatic Centre	Kevin O'Brien	Started	30%	KOB Feb 18. Master Plan completed, secured funding for Wet Deck and associated works	
	3.1.08	Develop improved park and street tree policy as an 'urban forest plan'	Rob Moir	Started	30%	JM Feb 18. Funding in 2018-19 to undertake engagement process	JM - Aug 17 - Community engagement process in second half of 2017
	3.1.09	Identify and develop new off street parking areas on CBD fringe	John Martin	Started	10%	JM Feb 18. Conflicts with outcomes of parking strategy	JM - Aug 17 - Park Drive north, in 2017-18 budget
	3.1.10	Develop a master plan of streetscape themes and service levels for existing streets and new developments	Rob Moir	Started	5%	JM Feb 18. To be incorporated into CBD action group and revitalisation plans	RM Oct 17- Comm engagement in November
3.2 Ensure projected financial and physical programs that reflect infrastructure needs							
	3.2.01	Implementation of the Civic Centre Redevelopment Plan	John Martin Graeme Harrison	Started	5%	GH Feb 18 - Works in Council Chamber were completed in 2017 along with moving the CE's team across to the East side of the Civic Centre. Planned works to commence moving staff on West side in early 2018. A small component of the master plan to be put forward for funding in the 2018/19 budget to improve the customer service area and entry to the building	PB Jan 17 The Civic Centre Development plan has been listed in Councils 10 year capital budget. Plans have been developed for redevelopment of the Council Chamber. Tenders will be called in February 2017.
	3.2.02	Confirm and undertake design and planning for the relocation of the municipal depot including potential co-location of Tech Services planning and delivery staff	John Martin	Started	60%	JM Feb 18. Awaiting final valuation and contamination reports. Engagement with service clubs also required	JM - Aug 17 - Prelim costing data being reviewed
	3.2.03	Review and update Road Management plan	Ram Upadhyaya	Completed	100%		JM - Aug 17 - Completed June 2017

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

	4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
3.3 Maintain asset management systems that will assist planning asset maintenance and capital renewal						
3.3.01	Develop a maintenance and replacement schedule for all groups of assets managed by Council, including heritage listed buildings	John Martin	Started	60%	JM Feb 18. Roads completed, buildings current focus	JM Jan17 - Asset condition and valuation data for buildings has been compiled, as first step in Buildings AMP
3.3.02	Develop and implement asset management plans for all nominated asset groups to assist with long term financial and asset management planning and legislative requirements - involve the community in the process	Ram Upadhyaya	Started	75%	RU Jan 2018. Consultant currently developing Buildings asset management plan.	RU Aug 2017. No change
3.3.03	Develop and implement a fair and transparent pricing policy for all of Council's community facilities	John Martin Graeme Harrison	Started	25%	GH Feb 18 - Pricing model and methodology has been developed and draft policies for pricing and agreements have been written. Need some time for detailed discussion with Council.	JM - Aug 17 - Initial calculator developed, and in use
3.4 Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety						
3.4.01	Develop infrastructure that encourages greater participation and use of alternate transport options to the city (eg, walking, cycling and public transport)	John Martin	Started	20%	MD Feb 18. Annual program prioritised though Bicycle advisory group. Limited funding	
3.4.02	Master plan preparation for the Livestock Exchange including potential items such as: roofing to cover yards, electronic ramps to replace manual ramps, compost turner and Radio Frequency Identification (RFID), solar panels and water capture.	John Martin	Started	95%	JM Feb 18. To be presented to Council late Feb	JM - Aug 17 - Commenced
3.4.03	Develop and review the Sports and Recreation Strategy	Rhonda McNeil	Not Started	0%	JM Feb 18. In 2018-19 Budget proposals	
3.4.04	Develop additional off leash areas for dogs	Rhonda McNeil	Started	50%	AM Feb 18. To be transferred to Rhonda thanks	AM Aug 17. Langlands Park off leash dog area has been developed
3.4.05	Develop improved entrances to all towns (street signage and landscapes)	John Martin	Started	25%	JM Feb 18. Funding proposal in CBD grant application	JM - Aug 17 - Engagement conducted with CBD revitalisation. Designs to be prepared
3.4.06	Investigate and plan Wesley PAC refurbishment and Jubilee Hall upgrade	John Martin	Started	5%	KOB Feb 18. Funding application submitted to improve access, toilets and kitchen facilities at Jubilee Hall. Fire safety assessment of Wesley to occur in February.	
4 - Governance and Business Excellence						
0.4 Goal 4 - Strategic Indicators						
0.4.01	Complete an engagement process by 30 Jun 18, with community, for the 2018/19 Council Plan and Budget cycle that is more deliberative and explains the "why" of council services	Graeme Harrison	Started	10%	GH Feb 18. Service Overview document has been completed for internal use and for councillors. Work has commenced on a web based document to explain the "why" of all of council's services and this will be launched as a component of the 2018-19 Budget and Council Plan engagement plan with the community.	
0.4.02	Maintain staff turnover rates at under 10%	Graeme Harrison	Started	25%	GH Feb 18. Staff turnover figures for 6 months to 31 Dec 2017 were 7.47%	LH Aug 17. Staff turnover figures for 2016/17 were just outside the 10% at 10.76%.

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
	0.4.03	Increase overall score in the Community Satisfaction Survey	Graeme Harrison	Started	25%	GH Feb 2018. Survey is a yearly occurrence - results will be available in April/May 18.	(GH Aug 17) - Overall performance score reduced by 3 points to 60. Whilst this was lower than last year and meant that this target was not achieved it was not considered as a significant reduction.
	0.4.04	Implement a new HRCC External website	Graeme Harrison	Started	80%	GH Feb 18. Website project has been delayed through departure of Media & Comm's person who was leading the project. Project is back on track with an enthusiastic project team. Content and images are being finalised and testing of web page functionality is in the final stages. Aiming for a "go-live" date of March 2018.	(GH Aug 17) - Work has commenced on the new website and content is being developed during Aug. Expected go live date is September/October 2017.
4.1 Continuously improve communication and engagement with the community through effective consultation							
	4.1.01	Review the rates strategy and implement	Graeme Harrison	Started	80%	GH Feb 18. Council undertook a minor review of the Strategy at the budget and planning meeting in December 2017. Policy positions will be revisited on discussing the final draft budget prior to distributing for community comments and engagement.	(GH Aug 17) - A review was undertaken during the 2017-18 Budget development cycle and a further review will take place in the 2018-19 budget cycle.
	4.1.02	Feedback to Community on engagement clearly explaining "why" Council delivers the services that it does	Graeme Harrison	Started	20%	GH Feb 18. Service overview document has been completed for internal use. A template has been developed for a service description document that utilises data from the Service Overview and this will be placed on the external website and used in community engagement during the 2018-19 Budget engagement process.	(GH Aug 17) - Will undertake this as a part of the planning cycle for 2018-19.
	4.1.03	Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act including seeking community ideas for prosperity.	Anne Donovan	Started	5%	GH Feb 18. The Bill for the new Local Government Act is out for community comment and submissions. Officers will investigate this further once exact details are known of the impacts on community engagement process and whether a deliberative approach is required.	(GH Aug 17) - Will undertake this as a part of the planning cycle for 2018-19.
	4.1.04	Review our communications methods with a view to increasing electronic engagement with our customers and the community	Cameron Gerlach	Started	50%	GH Feb 18. Some initial discussions have occurred. This issue is at the top of mind for customer service team. More methods of electronic payment have been added to Councils service provision, Merit service request system has been upgraded to provide additional information and better access for customers. The website upgrade will also improve electronic engagement. Broader discussion of our overall communications methods will be explore with the new CEO & Media and Communications Officer in approximately March 2018.	

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
4.2		Manage risk to the organisation					
	4.2.01	Review programs for savings/cancellation of services	Graeme Harrison	Started	10%	GH Feb 18. There is a service review process that is underway through EMG. A number of services have already been reviewed and a number are underway. A more structured approach to service reviews has not yet been developed but is the subject of consideration with the development of Asset Management Plans which are taking a service delivery approach. Still a significant amount of work to be undertaken.	
	4.2.02	Implement a robust financial and performance management system	Heather Proctor	Started	50%	GH Feb 18. Work still not complete re KPI's and gaps in reporting. Time constraints also limit the opportunity to consider data more fully at regular meetings.	(GH Aug 17) - Regular framework for reporting to council and EMG has been developed. More work needs to be undertaken to develop KPI's for outputs and to link this in with reporting throughout the organisation.
4.3		Be an employer of choice					
	4.3.01	Investigate opportunities for participating in employee exchange programs	Tony Schneider	Started	50%	TSc Feb 18. Further progress on this ongoing objective has essentially been limited to internal opportunities, of which there is a number of examples. A prospective internal sharing of resources to support the Strengthening Volunteerism Project is currently being investigated. The appointment of two casual administrative staff on a permanent part-time basis involves sharing and exchange between departments and different operations, with these staff working in a range of areas so that the organisation's obligations to them in terms of ordinary hours can be met. An existing temporary member of staff has gained additional temporary work in a separate Group, making a further contribution to cross-organisation sharing and relationships. A member of the Horsham Town Hall staff has been seconded to work within the CEO's Office. Opportunities to exchange with external organisations is limited but we have been increasingly active in taking advantage of internal openings when they arise, and so staff and the organisation are still gaining benefits (learning, knowledge, satisfaction, etc) from moving into different work environments.	TSc Aug 17. A further person has been engaged under the Council's Aboriginal & Torres Strait Islander people employment program, the most recent a School-Based Apprentice working at the Visitor Information Centre. This brings the number of staff currently under the program to four. Skillinvest has found it difficult to source suitable/interested applicants but is continuing to pursue the engagement of a further/final appointee under the program at the Horsham Town Hall.

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
	4.3.02	Pursue implementation of Council's Workforce Strategy and identify opportunities for indigenous/migrant employment	Tony Schneider	Started	90%	TSc Feb 18. The current budget for targeted Indigenous positions is accounted for but the forthcoming end of one of the Indigenous placements may provide an opportunity to seek a new appointment, possibly within a different field or part of the organisation. Originally a position at the Town Hall/Art Gallery was considered but the filling of other positions first meant that this was not affordable, so revisiting this opportunity is likely. EWorks Employment Solutions presented details of employment funding opportunities to the Organisational Development Manager on 5 February 2018 and the extent of funding available could mean that the engagement of an additional trainee, over-and-above the current program funded by Council, may be possible. Progress on this objective is continuing as opportunities present.	TSc Jan 17. A key factor of the workforce strategy is the creation of opportunities for Aboriginal and Torres Strait Islander people. In recent months considerable progress has been made on this element, in conjunction with Skillinvest. Four trainee and apprentice opportunities, to commence in the current financial year, have been identified, advertised and applications recently closed. Skillinvest is currently considering applications and will shortly work with Council staff to interview applicants and make suitable appointments. It is anticipated that the four positions will be filled and operational by mid February. Council and Skillinvest will continue to work together after that time to support the successful candidates as it is understood and appreciated that the transition to work for the target group can be quite difficult and considerable input is required by and on behalf of the employer to have successful, long-term outcomes. It is envisaged that further funds will be committed in the 2017-2018 Council budget to support the four positions commencing this year and to introduce some further opportunities for the target group in 2017-2018.
4.4 Achieve high standards of organisational performance							
	4.4.01	Widen the implementation of the Merit Customer Service request tracking system across the organisation	Graeme Harrison	Started	70%	GH Feb 18. Merit upgrade has occurred and there has been more reporting on service requests and complaints. This information has yet to be summarised for inclusion in the Finance & Performance Monthly report. Problems still persist re systems and processes being in place to close the loop with the original customer. Increasing our reporting will help to identify problem areas and seek to make improvements in process and culture.	(GH Aug 17) - A Merit upgrade is planned for the near future before training of staff more widely. Customer Service unit has been shifted into the Rates & Information Services Department which should see better connectivity with Merit as a key customer service tool and tracking system.
	4.4.02	Develop an ICT Strategy for Council including GIS capabilities	Kerrie Bell	Started	10%	KB Feb 18. Depleted staff resources have meant no progress. Discussions underway to appt a consultant.	
	4.4.03	Develop a Management Strategy for Council's record and data management systems	Kerrie Bell	Started	20%	KB Feb 18. Greater analysis is required to cover broader principles of Information ManagementGH Aug 16. The draft strategy has had further revision and is nearing the stage of more broader circulation for comment.	
	4.4.04	Embrace new technology in order to achieve greater efficiencies and outcomes across the organisation	Cameron Gerlach	Started	50%	KB Feb 18. The recent appt of a Business & IT Analyst will result in the development of an IT Committee to guide, inform and review the procurement of IT. TOR being developed.	
	4.4.05	Maintain sister city relationships as a means of facilitating business, educational and cultural networks and exchanges	Graeme Harrison	Started	60%	GH Feb 18. No action to date. Visit from China scheduled for Feb 18 was cancelled. We really need to review the effectiveness of this program and whether the regional relationships as they are currently, are appropriate.	
	4.4.06	Review the Name and Address Register (NAR) database to create single name and address database	Kerrie Bell	Not Started	5%	KB Feb 18. Two quotes incl project scopes have been obtained and are being reviewed.	

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
	4.4.07	Renew HRCC external website	Graeme Harrison	Started	80%	GH Feb 18. Website project has been delayed through departure of Media & Comm's person who was leading the project. Project is back on track with an enthusiastic project team. Content and images are being finalised and testing of web page functionality is in the final stages. Aiming for a "go-live" date of March 2018.	(GH Aug 17) - Work has commenced on the new website and content is being developed during Aug. Expected go live date is September/October 2017.
	4.4.08	Manage the implementation of the major revision to the Local Government Act	Graeme Harrison	Not Started	0%	GH Feb 18. Bill for new Local Government Act is out for community submissions until 16 March 18. State Government hope to get before parliament in July 2018. Implementation will be staged and will involve some significant changes for the governance of council. Changes will need to be closely managed by the Corporate Services team.	(GH Aug 17) - Director of Corporate Services has been involved where possible. New Act is not expected to be in place until 2018 at the earliest.
	4.4.09	Review need for more HR resources	Graeme Harrison	Completed	100%	GH Feb 18. A staff member has now been appointed to this roll and systems and processes are now being reviewed.	(GH Aug 17) - Have undertaken a review of the HR tasks across the Organisational Development Department in-conjunction with taking on the delivery of HR services to West Wimmera Shire. A new full-time HR position is currently being recruited for an initial 12 month period until the West Wimmera shared service has been proven to be a success.
	4.4.10	Work with surrounding Shires to identify opportunities for shared services	Graeme Harrison	Started	25%	GH Feb 18. A number of sharing arrangements are already in place with respect to library services, HR Services, Environmental Health Officer backup and relief, GIS/ Community Map development and collaborative bituminous contract. Work is also underway to look at a collaborative approach to our Building Regulatory services. A grant has been received and a consultant appointed to look at shared services across the 5 regional councils. This program will hopefully identify a number of further opportunities and some appropriate systems and processes that can be put in place to help facilitate further co-operation of this kind.	(PB Jan 17) - Council has entered into a further consortium arrangement for provision of GIS services with 5 Councils. Service has commenced and is working well. A funding application to assist the 5 Councils is about to be submitted.
	4.4.11	Support training and programs relating to family violence and gender equality	Kevin O'Brien	Started	80%	KOB Feb 18. Act@Work Program completed with action plan being implemented. Listen, Lead and Learn project completed and actions identified	
	4.4.12	Support cultural awareness training and programs	Kevin O'Brien	Started	90%	KOB Feb 18. Majority of staff have completed cultural awareness training	

Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
5 - Natural and Built Environments							
0.5 Goal 5 - Strategic Indicators							
	0.5.01	Update and promote our Sustainability Strategy by June 2018	John Martin	Not Started	0%		
	0.5.02	Install solar panels on at least two Council buildings by June 2018	John Martin	Completed	100%	JM Feb 18. Solar panels have been installed on the Council Civic Centre building and during construction of the new Children's Hub.	JM - Aug 17 - Completed at Civic Centre June 2017
	0.5.03	90% of planning permits issued within the 60 day statutory period	Angela Murphy	Started	50%	AM Feb 18. Achieved 81% for first 6 months of 2017/18 year (compared with regional cities 69% and rural councils 71%)	AM Aug 17. For 16/17 financial year, 60% of planning permits were issued in 60 days. Planning Officers have invested considerable time preparing for the Iluka VCAT process, implementing a new improved software system for planning applications, supporting community groups and developers with information in pre-application phases, and assisting with strategic planning projects which has adversely impacted on percentage of issue of planning permits within 60 days.
	0.5.04	Complete at least one major strategic planning review prior to 30 Jun 18	Angela Murphy	Completed	100%	AM Feb 18. WIFT Planning Scheme Amendment gazetted in December 2017	AM Aug 17. Wimmera Intermodal Freight Terminal C64 Planning Scheme Amendment underway with Panel Hearing on 11 August 2017.
5.1 Promote sustainability by encouraging sound environmental practice							
	5.1.01	Investigate opportunities for the use of Renewable energy for Council facilities including implementing a Biomass Boiler system at the Aquatic Centre and Solar Panels where feasible on Council buildings and facilities	John Martin	Started	25%	JM Feb 18. Further solar panels to be implemented second half of financial year	JM - Aug 17 - Aquatic centre completed. Not viable
	5.1.02	Review Council's Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment	Rhonda McNeil	Started	70%	RMc Feb 18. Preparation work done through LG energy saver program.	RMcN Aug 17. Council are about to undertake the Local Government Energy Saver program which will give us a full energy audit of our buildings on which we can review our actions. Funding from Sustainability Victoria
	5.1.03	Develop a Climate Change Response Strategy for Council operations	Rhonda McNeil	Not Started	0%		
	5.1.04	Support the Natimuk Community Energy Project	Rhonda McNeil	Started	10%	GH Feb 18 - Receny small loan has been provided for the payment of planning fees. Martin Bride is a council representative on the project.	RMc Aug 17. We have regular meeting with the Natimuk Co-ordinator
	5.1.05	Establish a sustainability reserve for the ongoing funding of sustainability related projects.	Rhonda McNeil Graeme Harrison	Started	5%	GH Feb 18 - Sustainability reserve has been setup within the financial system and funds have been included from cash reserves and savings from solar installations. Distribution of funding from the reserve will be guided by the sustainability strategy, grant opportunities and LG Energy Saver program.	RMc Aug 17. This has been started with lighting projects at Basketball stadium, civic centre and aquatic centre. Also funding used to provide solar at Kalkee Road children's Hub

APPENDIX 10.2A

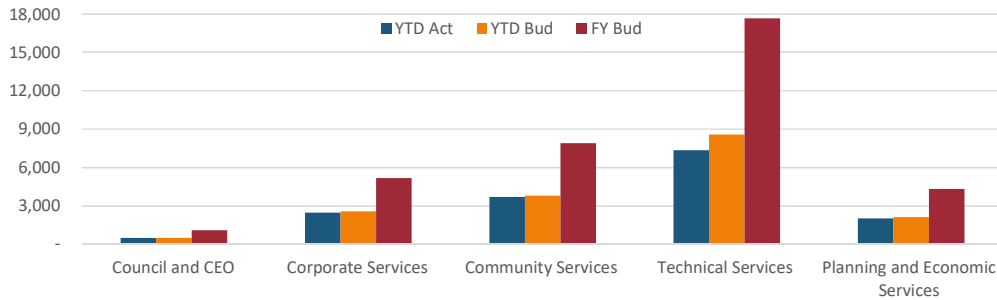
Council Plan 6 Mth Rep 31 Dec 17 (to Council).xlsx

		4 Year Priority - Description	Employee	Status	% Comp	Comments	Previous Comments
	5.1.06	Develop a Waste Management Strategy	John Martin	Started	75%	JM Feb 18. Options package to be reviewed by Steering Committee Feb 18 in readiness for engagement	JM - Aug 17 - Consultation process commenced. Due for completion late 2017
	5.1.07	Explore GWM recycled water use within the community	John Martin	Not Started	0%		JM Aug 16. Not started
	5.1.08	Optimise use of water basins - capturing storm water	John Martin	Not Started	0%		
	5.1.09	Investigate and support renewable energy opportunities throughout the municipalities	John Martin	Started	15%	JM Feb 18. Several projects supported through planning processes, solar and wind farms	
	5.1.10	Investigate options for shade at sporting facilities, recreational facilities and public spaces across the municipality.	Rhonda McNeil	Started	10%		RMc Aug 17. A number of grants have been submitted and some have been granted. Improved shade by a number of clubs at Dudley Cornell, City oval and Sunnyside. Key areas develop project plans are Skatepark, Fitness Track and Aquatic centre
5.2 Plan for rural and urban land use to create a sustainable municipality for the future							
	5.2.01	Complete the Horsham South Structure Plan	John Martin Angela Murphy	Not Started	0%		
	5.2.02	Complete the Rural Land Use Strategy	Lauren Coman	Not Started	0%	LC Feb 18. Not yet scoped. Requires resources to scope Strategic Plan.	
	5.2.03	Complete the Public Open Space Strategy	John Martin Angela Murphy	Not Started	0%		
	5.2.04	Complete the Wimmera River Corridor Strategy	John Martin	Started	50%	JM Feb 18. Plan near ready for consultation	
	5.2.05	Review and further develop planning controls for heritage items through the completion of heritage studies	Angela Murphy	Started	66%	AM Feb 18. No further update	RN Aug 16. The State Government cancelled the funding program for Heritage, so there was insufficient funding for this project. It does not appear this funding has been provided in the 16/17 FY. The budget lists it as "Referred".
	5.2.06	Encourage the upgrade of heritage facades on shop fronts along key retail strips and investigate possible contributions from Councils commercial property reserve	John Martin	Started	10%	JM Feb 18. Framework developed, near ready for implementation	
	5.2.07	Amend the Planning Scheme to implement the recommendations from flood investigations	Angela Murphy	Started	10%	AM Feb 18. Working on tendering project	AM Aug 17. Granted \$60,000 in funding to support Planning Scheme amendment for flood

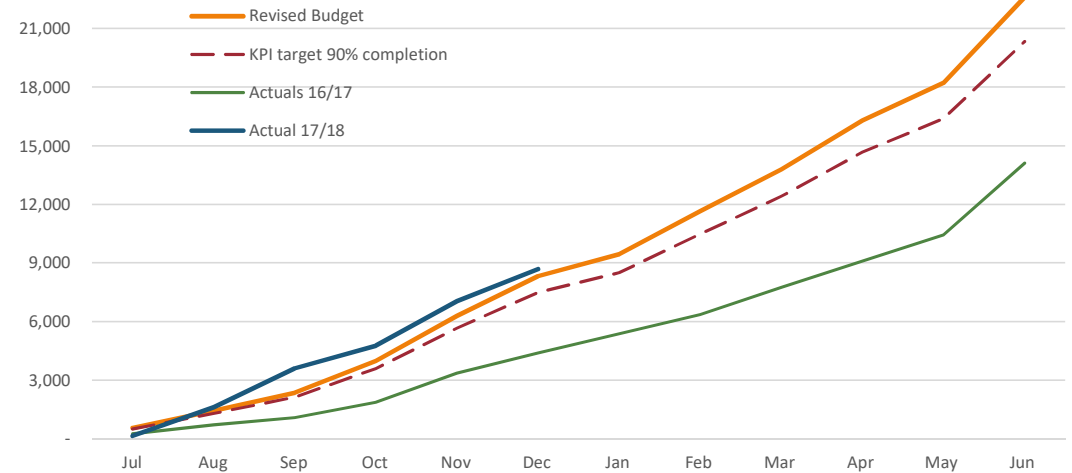
Finance & Performance Report - 31 December 2017

Financial Snapshot

Service Delivery \$'000



Capital Spend vs Budget \$'000



VARIANCES PREDICTED TO THE END OF FINANCIAL YEAR

The finance department has reviewed all income and expenditure items in 17/18 financial year to determine any major variances that will impact on the end of year result. Changes in income and expenditure greater than \$25,000 have been commented on below. Based on the movements that area currently known, there will be minimal impact on the end of year cash surplus.

Major variances noted include:

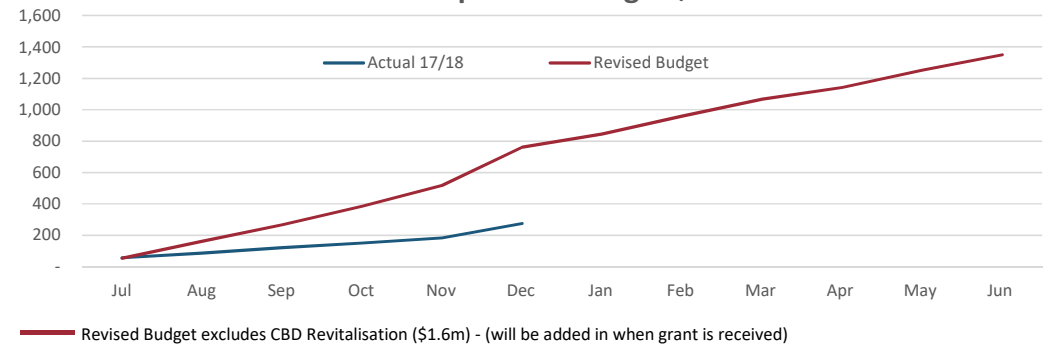
Income variances:

- Rates and municipal charge increased income from supplementary valuations of \$50,000 from 207 property revaluations
- Grants Commission increased income \$273,000 transferred to major capital reserves
- Decreased loan repayment income, completed in 16/17 financial year \$40,000
- Town planning increased income \$30,000 due to increased statutory fees
- School Crossing decreased grant \$26,000
- Net decrease in parking revenue, due to less infringements and decreased meter revenue \$98,000 resulting in less funds being transferred to CBD reserve.
- Increase in maternal and child health grant \$45,000.
- Freight Hub increased throughput of \$60,000 transferred to Freight Hub reserve.

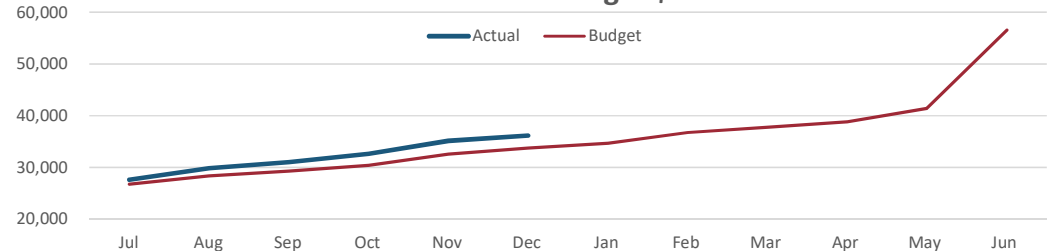
Expenditure variances:

- Costs of approx. \$63,000 for ceo recruitment costs, offset by reductions of salaries in ceo department and corporate services department.
- Increased net expenditure in animal control area \$52,000 due to additional unbudgeted staffing in this area.
- Savings in Tech Services salaries of \$97,000 will compensate for overexpenditure in IT purchases \$15k, rural revegetation \$40k and urban rd reseals \$30k.
- Funding from accumulated surplus will cover additional expenditure on Anzac Pedestrian Bridge \$107k, and Dooen rd upgrade and club infrastructure \$138k.
- Anticipated decreased revenue at Horsham Livestock Exchange \$20k will be offset by reduction in operating expenses
- Public street lighting costs will increase by approx. \$33k due to growth and higher charge rates.
- Contingency funding of \$70,000 has not yet been utilised.

Initiatives Spend vs Budget \$'000



Total Income vs Budget \$'000



APPENDIX 10.2B

Finance & Performance Report - 31 December 2017

Overview

Overall Cash Budget Summary - \$'000

	Business Activity	Actuals	Adopted	Revised	Budgets	Actuals	YTD	Variance	Variance	Note
		16/17	Budget 17/18	Budget 17/18	YTD 17/18	YTD 17/18	17/18			
Income	Service Delivery	-13,910	-12,737	-12,737	-7,088	-8,660	1,572	22.2%		1
	General Revenue	-31,438	-29,175	-26,171	-24,431	-24,534	103	0.4%		
	Exclude	-91	-	-	-	-	-	0.0%		
	Capital	-9,407	-13,839	-15,366	-1,858	-2,558	700	37.7%		2
	Initiatives	-82	-1,728	-1,796	-	-160	160	0.0%		
	Projects	-624	-460	-460	-384	-281	-103	-26.9%		
	Reserves	-136	-547	-547	-	-	-	0.0%		
Income Total		-55,688	-58,486	-57,077	-33,761	-36,192	2,431	7.2%		
Expenditure	Service Delivery	31,855	33,124	33,378	16,323	15,047	1,277	7.8%		3
	Financing	439	439	439	-	0	-0	0.0%		
	Capital	17,950	21,036	25,352	8,322	9,166	-843	-10.1%		4
	Initiatives	467	2,195	2,950	762	281	481	63.1%		
	Projects	1,817	1,624	3,240	1,493	1,250	243	16.3%		
	Reserves	54	68	68	-	-	-	0.0%		
Expenditure Total		52,581	58,485	65,427	26,901	25,744	1,157	4.3%		
Grand Total		-3,107	-1	8,350	-6,860	-10,448	3,588	52.3%		

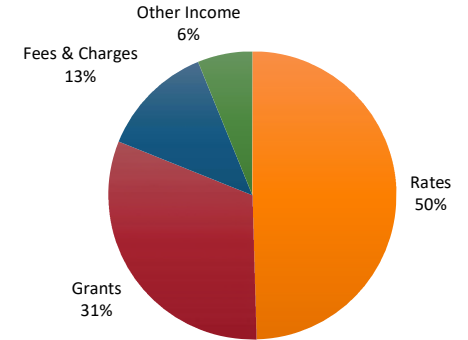
General Revenue - Details - \$'000

	Sub Description	Actuals	Adopted	Revised	Budgets	Actuals	YTD	Variance	Variance	Note
		16/17	Budget 17/18	Budget 17/18	YTD 17/18	YTD 17/18	17/18			
Rates	Rates & Charges	-22,084	-22,720	-22,720	-22,720	-22,760	40	0.2%		
Grants	Grants & Subsidies Recurrent	-8,809	-5,805	-2,801	-1,400	-1,537	137	9.8%		
Fees & Charges	User Fees & Charges	-	-20	-20	-10	-	-10	-100.0%		
Other Income	Cncl Contributions	-	-40	-40	-20	-	-20	-100.0%		
	Interest & Investment Income	-503	-530	-530	-251	-215	-36	-14.4%		
Recharge	Overhead Recovery	-41	-60	-60	-30	-21	-9	-28.4%		
Grand Total		-31,438	-29,175	-26,171	-24,431	-24,534	103	0.4%		

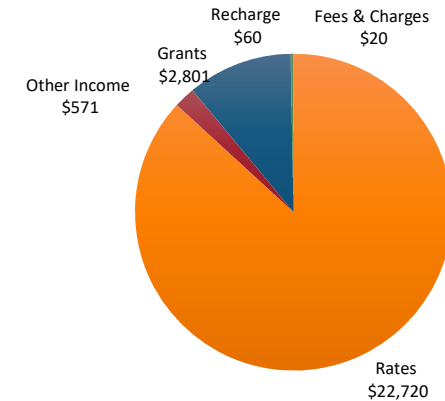
Comments:

1. Service Delivery income is in a favourable position YTD. Key variances include; (\$450k) Stawell tyres (profit will be transferred to reserve), (\$360k) delivering additional shows at the Performing Arts Centre.
2. Capital Income - (\$195k) for the North Children's Hub, (\$276k) VicRoads claim 2 for Polkemet road widening Quantong Rd Intersection & (\$215k) for the sale of industrial land.
3. Service Delivery expenditure is underspent. Key variances are; \$1 million waste management - rehabilitation of cell 1, waste cartage & EPA landfill levy
4. Capital Expenditure - A handful of projects have had a strong start of the year, lead by the North Children's Hub (\$503k), plant replacement (\$472k), landfill putrescible cell 2 (\$535k) & road infrastructure (\$464k) This is partially offset by a couple projects that have had delays in starting (\$167k) Laharum Oval changerooms (\$125k) depot relocation & (\$721k) WIFT precinct.

Operating Income Budget 17/18



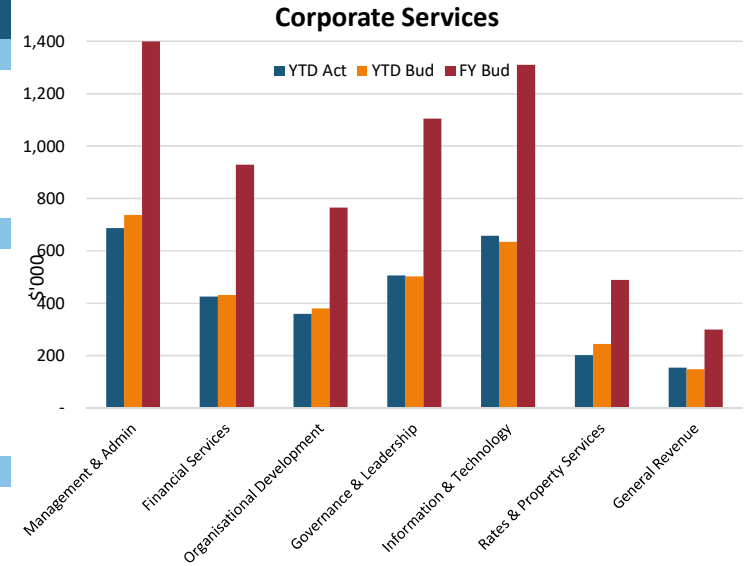
General Revenue Budget 17/18 \$'000



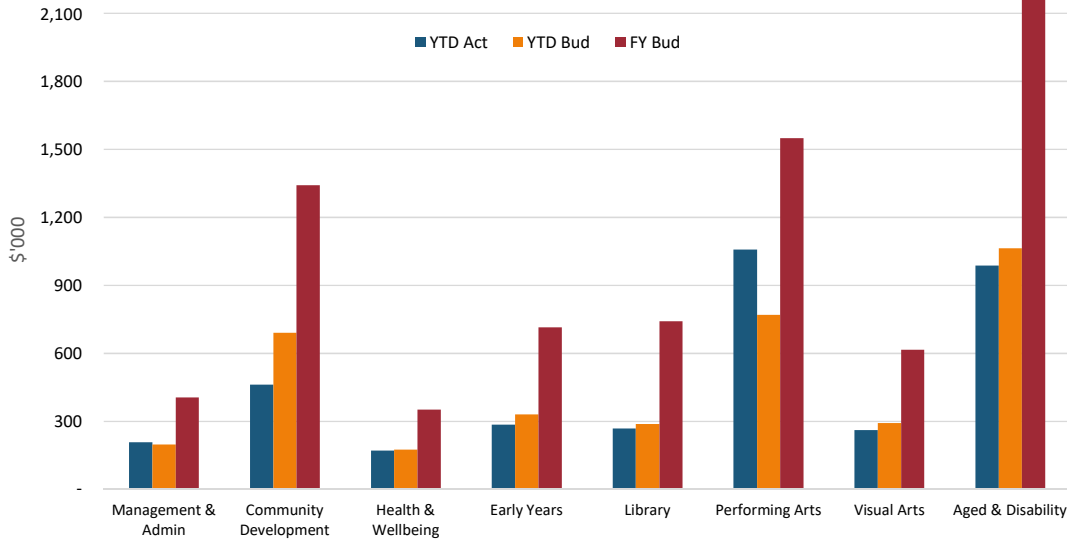
Finance & Performance Report - 31 December 2017

Service Delivery Expenditure

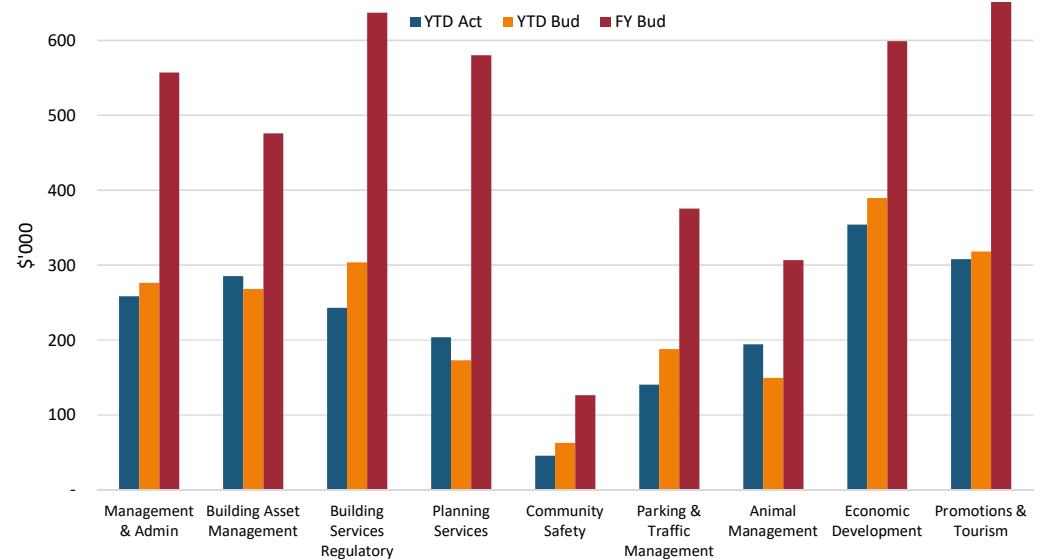
Key variances: \$'000	Budget	YTD Budget	YTD Actual	YTD Variance	Variance %	Comments
Corporate Services	7,189	3,304	3,227	78	2.3%	
Management & Admin	1,400	738	687	51	6.9%	
Financial Services	930	431	425	6	1.4%	
Organisational Development	765	379	359	20	5.4%	
Governance & Leadership	1,106	502	506	-4	-0.8%	
Information & Technology	1,310	635	657	-22	-3.5%	
Community Services	7,913	3,811	3,700	110	2.9%	
Management & Admin	405	199	207	-8	-4.2%	
Community Development	1,342	691	461	229	33.2%	\$97k Rural Disability Access, \$41k Community Engagement
Early Years	715	330	285	45	13.6%	
Library	741	287	269	18	6.4%	
Performing Arts	1,549	770	1,057	-288	-37.4%	Offset by increased income (see HTH report)
Visual Arts	616	294	262	32	10.8%	
Aged & Disability	2,192	1,064	987	77	7.2%	
Planning & Economic Services	4,319	2,129	2,033	96	4.5%	
Management & Admin	557	276	258	18	6.5%	
Building Asset Management	476	268	285	-17	-6.3%	
Building Services Regulatory	637	303	243	61	19.9%	ESM inspections, determinations & documentation
Planning Services	580	173	204	-31	-17.8%	Budget phasing of payments to Strategic Planner
Parking & Traffic Management	376	188	140	47	25.3%	Combination of wages & meter maintenance
Animal Management	307	149	194	-45	-30.3%	Additional staff allocation (from parking & traffic)
Economic Development	599	390	354	36	9.2%	
Promotions & Tourism	662	318	308	10	3.1%	



Community Services



Planning & Economic

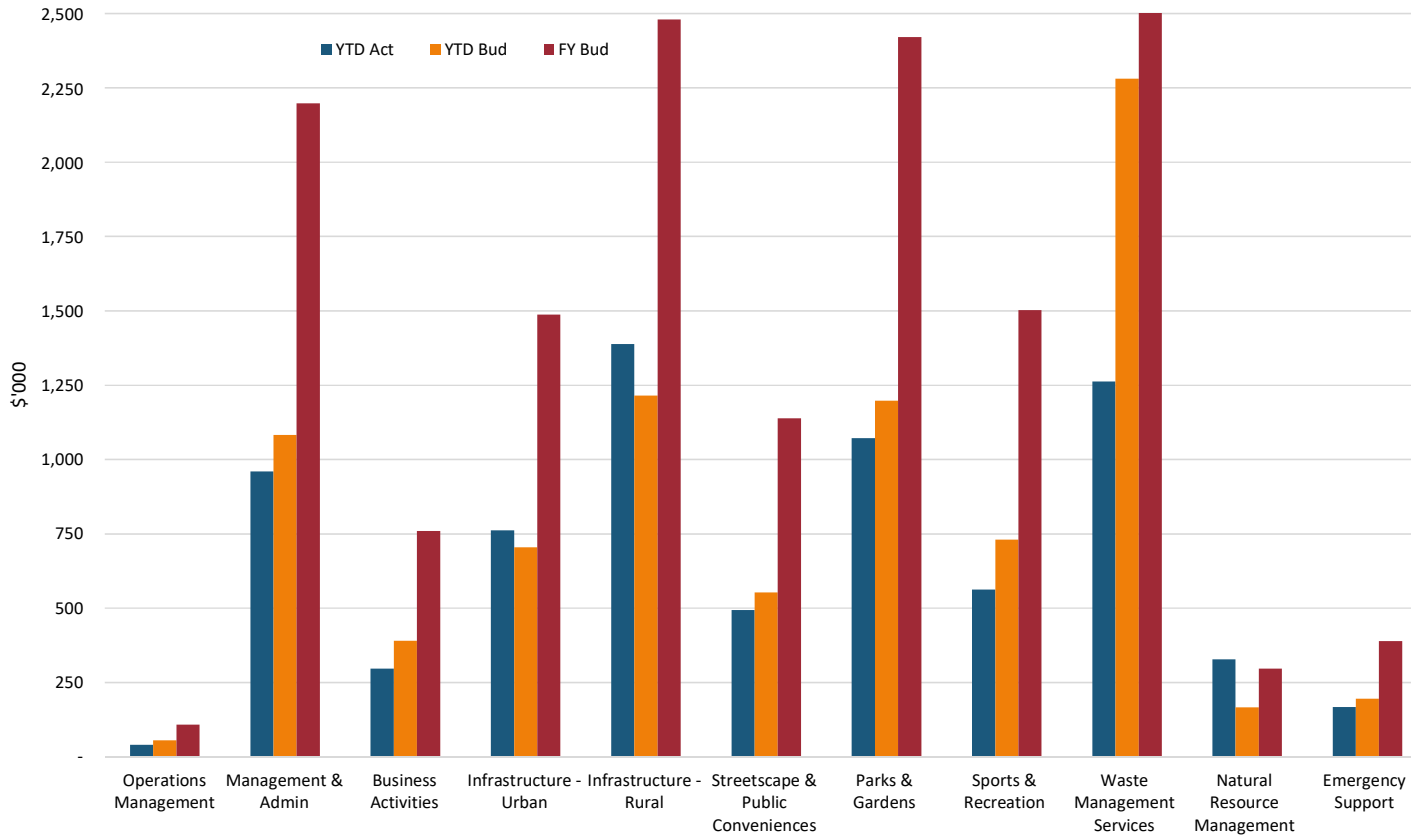


APPENDIX 10.2B

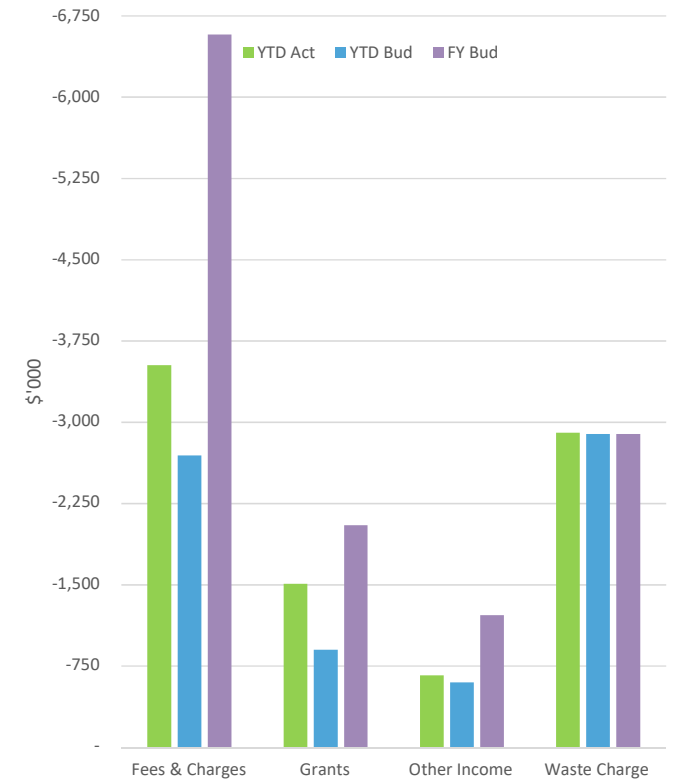
Finance & Performance Report - 31 December 2017

Service Delivery Expenditure

Technical Services



Funding Sources for Service Delivery

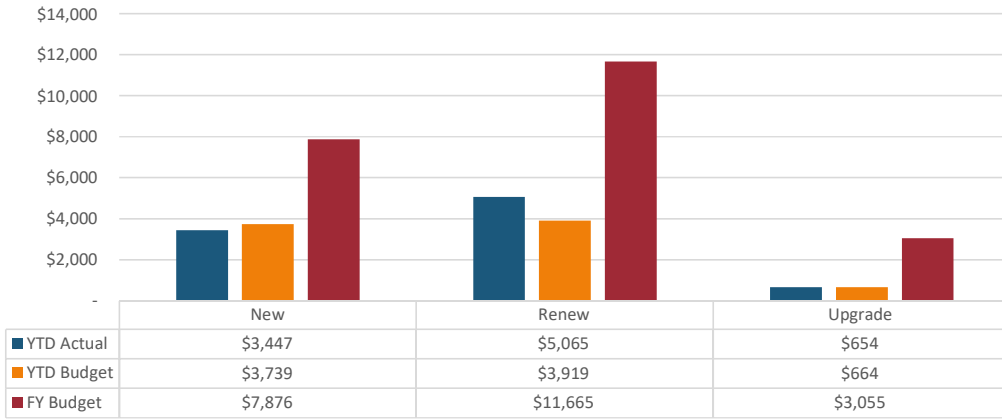


Key variances: \$'000						
	YTD Budget	YTD Budget	YTD Actual	YTD Variance	Variance %	Comments
Technical Services	17,636	8,573	7,337	1,236	14.4%	●
Operations Management	108	56	41	15	26.7%	● Combination of multiple low value variances
Management & Admin	2,198	1,082	960	123	11.3%	●
Business Activities	760	391	296	94	24.2%	● \$50k livestock exchange (timing of payments), \$30k private works
Infrastructure - Urban	1,487	705	762	-57	-8.0%	●
Infrastructure - Rural	2,480	1,215	1,389	-174	-14.3%	● Rural road maintenance is ahead of schedule
Streetscape & Public Conveniences	1,139	553	494	60	10.8%	●
Parks & Gardens	2,421	1,198	1,072	126	10.6%	●
Sports & Recreation	1,503	730	563	168	23.0%	● \$118k aquatic centre (timing of payments), \$50k other clubs & amenities
Waste Management Services	4,839	2,281	1,263	1,018	44.6%	● \$430k rehabilitation of cell 1, \$351 waste cartage, \$125k EPA landfill levy
Natural Resource Management	297	166	328	-162	-97.5%	● Unbudgeted (grant funded) spend for the CCTV community crime prevention project
Emergency Support	389	195	168	28	14.2%	●

Finance & Performance Report - 31 December 2017

Capital

Capital Spend - New/Renew/Upgrade \$'000



Comments:

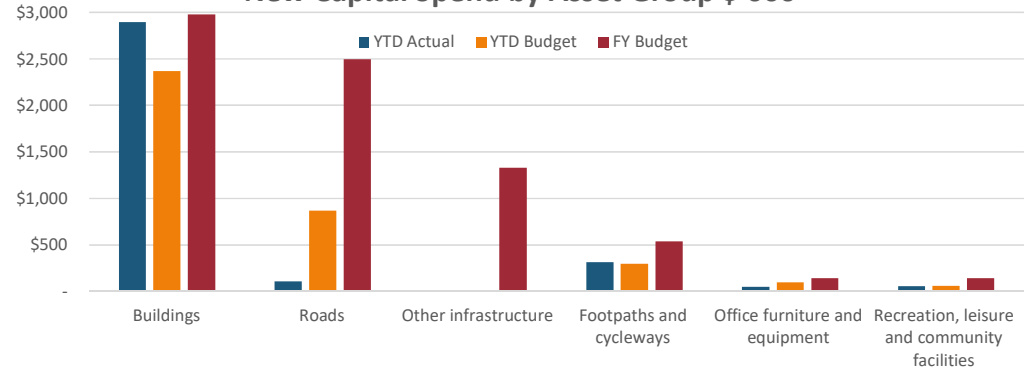
The adopted full year capital budget was \$18.280 million after carrying forward uncompleted works of \$4.316 million gives a revised full year budget of \$22,596 million.

The following budgeted projects (\$4.48 million) won't have significant spend this financial year;
 \$2M - WIFT Precinct Industrial Estate Development - grant dependant
 \$1M - Upgrade Kenny Rd transfer station facilities - grant application currently being lodged
 \$880k - Livestock Exchange roofing - awaiting funding opportunities
 \$500k - CBD stage 2 footpaths - application has just been lodged
 \$100k - Aerodrome land purchases - negotiations continuing

Carried Forward:

Of the 175 projects carried forward 37 have been complete, a further 54 have had financial activity. 21% of carried forward works had been completed as at the end of December.

New Capital Spend by Asset Group \$'000

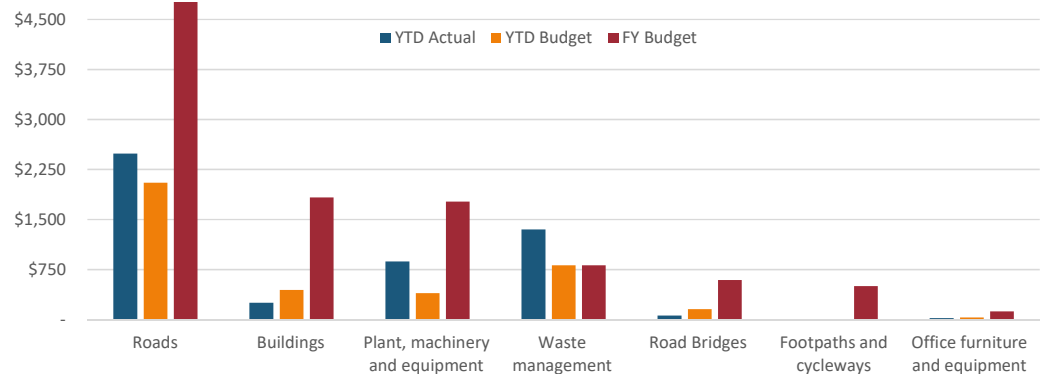


New Works

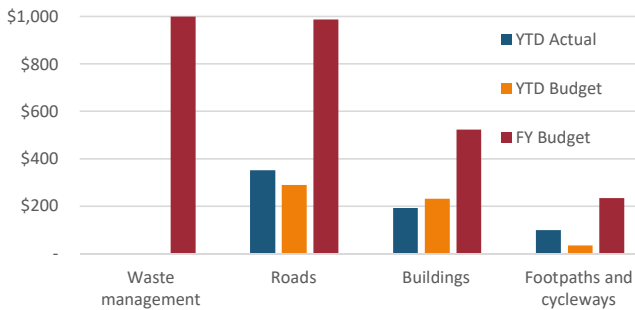
Currently tracking to the YTD budget.

New Roads are behind forecast, delays have been caused while Council wait for announcement of a grant for the WIFT precinct (\$2M). Due to this delay it is unlikely that any significant spend will occur this financial year.

Renewal Spend by Asset Group \$'000



Upgrade Spend by Asset Group \$'000



Upgrade works

Upgrade works currently on track

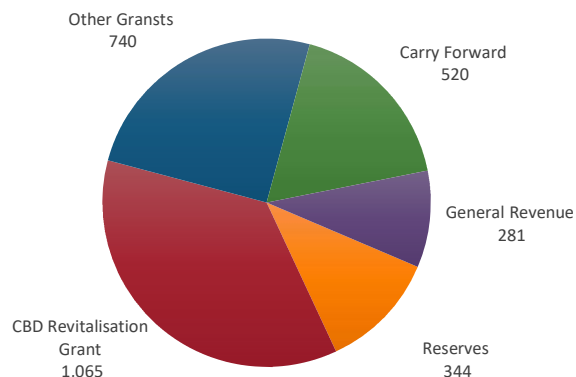
Renewal works

Excellent effort from the road construction team who are financially ahead of schedule. Early than budgeted delivery of two pieces of major plant (grader & truck). The reserve funded renewal for waste management (putrescible cell 2) has over spent budget. This is driven by the additional consulting cost to address new EPA requirements, as well as the budget being set prior to the contract to build the cell being awarded.

APPENDIX 10.2B

Finance & Performance Report - 31 December 2017 Initiatives & Projects

Funding Streams for Operational Initiatives \$'000



Comments:
Initiatives are one off projects that are outside of normal service delivery business activities & usually run for one financial year.

Funding sources this year include funding from cash reserves held (\$0.34m), one major grant for CBD Revitalisation (\$1.065m), General Revenue (\$0.28m), carry forward (\$0.52) and other grants of (\$0.74m).

Initiatives with Revised FY Budget greater than \$40,000 - \$'000

	WO Description	Adopted Budget	Revised Budget	Budgets YTD	Actuals YTD	YTD Variance
Corporate Services	Civic Centre Refurbishment Detailed Design	-	40	13	12	2
Community Services	Youth Strategy	40	40	40	-	40
	Health Manager Data Base	40	40	40	-	40
Planning and Economic	Horsham South Structure Plan	-	120	30	-	30
	Economic Development Strategy	-	85	85	61	24
	ESM Initial Determinations and Documents by Contractor	-	48	24	-	24
	ESM Compliance Works	20	44	22	8	14
	Asbestos Auditing Additional 17/18	40	40	40	57	-17
Technical Services	CBD Revitalisation relocate powerlines underground	1,600	1,600	-	-	-
	Town Entrances Streetscape Refurbishment	30	67	23	5	18
	Hazardous Tree Removal	20	60	60	13	47
	Road Clearances Tree Clearing/Pruning	60	60	30	9	21
	Livestock Exchange Detailed Design Roofing Selling Area	50	50	1	-	1
	Stormwater Drainage Condition Audit	40	40	10	-	10
Other Initiatives	Initiatives less then \$40,000 budget	255	616	344	116	228
Grand Total		2,195	2,950	762	281	481

Comments:

A fair few initiatives are to do with new studies, strategies & plans, of which some are yet to commence.

There are 44 initiatives less that \$40k that combined have a full year revised budget of \$616k & YTD underspend of \$228k. (\$72k strategies & reviews, \$22k surveys & audits, \$78k software/hardware improvements)

There are 24 initiatives that planning has commenced but they haven't financially started that were forecast to have had some expenditure by YTD December.

Learning for future budget phasing is to phase according to expected payment milestones and not project delivery. Project managers need to consider carefully when payments are expected to occur.

Non-operational Initiatives - Special

	WO Description	Revised Budget \$'000	Budgets YTD \$'000	Actuals YTD \$'000	YTD Variance \$'000
Income	Grampians Peak Trail Parks Victoria expenditure	-3,068	-	-	-
Expenditure	Grampians Peak Trail Parks Victoria expenditure	3,068	-	-	-
Grand Total		-	-	-	-

Comments:

Finance & Performance Report - 31 December 2017

Contract Variations, New Contracts & Exemptions from Procurement

Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

Item No	Contract No	Date Approved	Delegated Officer	Contract Description	Contractor	Description of Variation	Addition	Deduction
1	17/004	12/12/2017	S Newall	Kalkee Road Childrens Hub	Locks Construction	Replace globes	\$831	
	17/004	18/12/2017	S Newall	Kalkee Road Childrens Hub	Locks Construction	Irrigation PC adjustment		\$3,145
	17/004	20/12/2017	S Newall	Kalkee Road Childrens Hub	Locks Construction	Additional powerpoints in Kinder Room	\$792	
	17/004	20/12/2017	S Newall	Kalkee Road Childrens Hub	Locks Construction	MCH Data points rewired	\$2,728	
	17/004	18/12/2017	S Newall	Kalkee Road Childrens Hub	Locks Construction	Door handle adjustment	\$649	
	17/004	7/12/2017	S Newall	Kalkee Road Childrens Hub	Locks Construction	Additional dishwasher supply and installation	\$1,865	
	2	16/025B	15/12/2017	S Miatke	PAC, Art Gallery and Wesley Cleaning	Woodys Cleaning	Additional Cleans	\$2,119

New Contracts Signed off by the Chief Executive or Council - (GST exclusive)

Item No	Contract No	Date Approved	Required Signatories	Contract Description	Contractor	Expense	Revenue
1	18/004	19/10/2017	CEO Only	Reconstruction of Kalimna Ave, Natimuk Rd to Tina Ave	Midbrook Pty Ltd	\$267,416	
2	18/004	19/10/2017	CEO Only	Reconstruction of Dallar Ave	Midbrook Pty Ltd	\$388,919	
3	17/013K	7/11/2017	CEO Only	Provision of professional consultancy services, investigation design & reporting	James Milne Pty Ltd		
4	17/013Q	12/12/2017	CEO Only	Provision of professional consultancy services, investigation design & reporting	Meinhardt Infrastructure & Environment P/L		
5	17/013M	7/11/2017	CEO Only	Provision of professional consultancy services, investigation design & reporting	TTM Consulting (Vic) P/L		
6	17/013G	7/11/2017	CEO Only	Provision of professional consultancy services, investigation design & reporting	Tonkin Consulting		
7	17/013O	7/11/2017	CEO Only	Provision of professional consultancy services, investigation design & reporting	Koukourou P/L		
8	17/013J	12/12/2017	CEO Only	Provision of professional consultancy services, investigation design & reporting	Engeny Management P/L		
9	17/013	7/11/2017	CEO Only	Provision of professional consultancy services, investigation design & reporting	GHD P/L		
10		19/12/2017	CEO Only	Wimmera River frontage licence - Southbank Horsham			
11	17/013A	7/11/2017	CEO Only	Provision of professional consultancy services, investigation design & reporting	Water Technology		
12	17/034A	2/01/2018	CEO Only	Annual supply of quarry & road making materials	Conundrum Holdings P/L		
13	17/034E	2/01/2018	CEO Only	Annual supply of quarry & road making materials	Moree Quarries P/L		
14	18/010	20/12/2017	CEO Only	Reconstruction of Kooyong St, Horsham	MF & JL Willmore P/L	\$234,730	
15	18/013	11/12/2017	CEO Only	Restoration of flood damaged assets (package 1 of 3)	J & KD Earthmoving (T/A Grampians Excavation & Soil Yard)	\$1,088,632	
16	17/034C	2/01/2018	CEO Only	Annual supply of quarry & road making materials	Horsham Excavations & Demolition P/L		

Exemptions from Procurement - (GST exclusive)

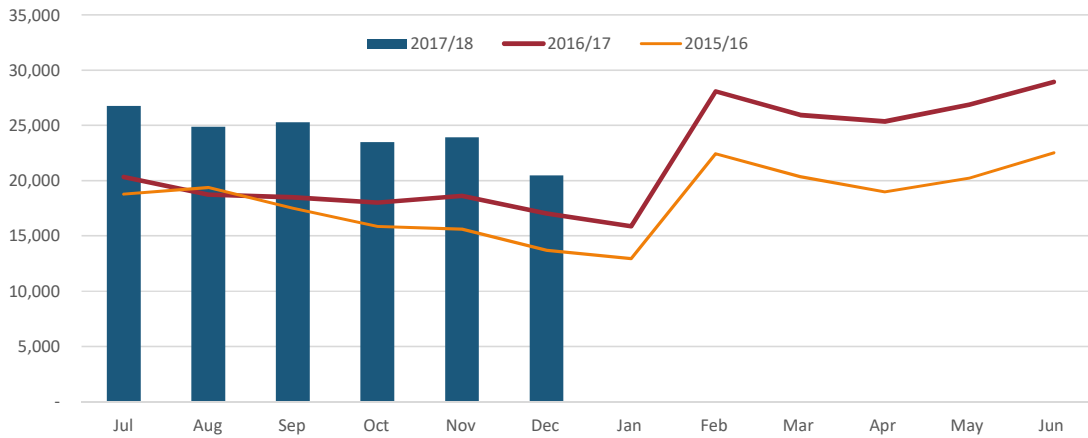
Item No	Purchase Order No	Date Approved	Delegated Officer	Reason	Exemption Description	Supplier	Expense
1	201130	18/12/2017	B. Ellis	Additional Essential Safety Measure Inspections	Sole source of service	MBS Services Australia	\$16,455
2	201148	20/12/2017	J. Leslie	New design software for Tech Services	Sole source of service	Civic Survey Solutions	\$20,991
3	201153	20/12/2017	J. Leslie	Anzac Centenary Pedestrian Bridge, corrosion protection	Sole source of service	Corrosion Control Engineering	\$13,800
5	201109	15/12/2017	G. Harrison	Architectural and Interior Design Services	*	Smith And Tracey Architects	\$11,527
6	200948	4/12/2017	C. Gerlach	Supply & mount new server	State Procurement Victoria	Globalone Pty Ltd	\$43,730

* The officer has recently sought quotations from suppliers for a similar projects and can validate that the source of supply will provide best value for money, & is certain that obtaining quotes would not be cost effective.

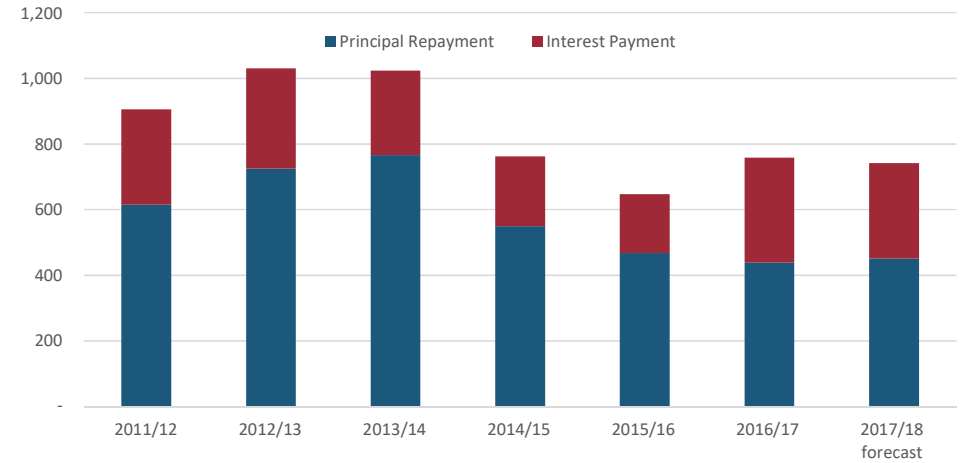
Finance & Performance Report - 31 December 2017

Investments & Loans

Investment Levels \$'000



Principal Repayments & Interest Payments by Year \$'000



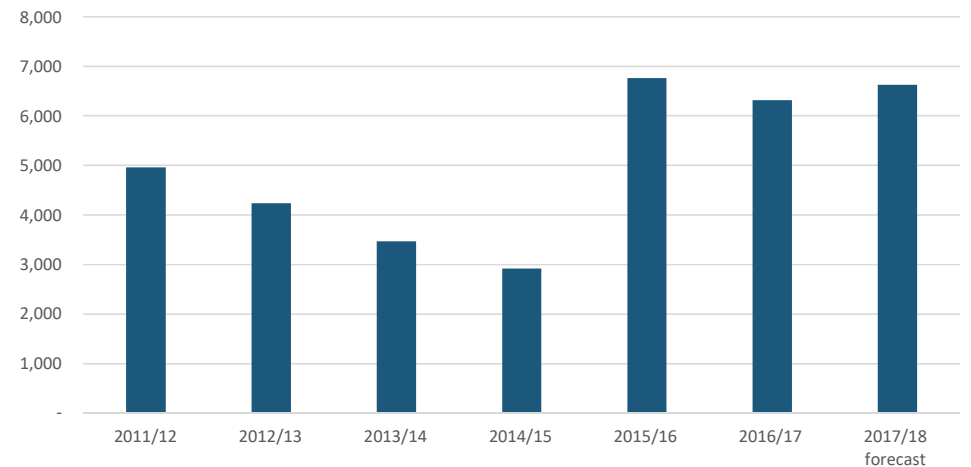
Interest Rate

11 a.m. Investment 1.25%
 7 Term Deposits 1.64% - 2.51% Ranging 15 Days to 196 Days
 Last investment 1.64% 15 Days 18/12/2017 to 02/01/2018

Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 17	Start Date	Year End Date	No. of Years	
Horsham Regional Livestock Exchange	3.59%	400,000	57,618	01 Jun 99	01 Jun 19	20	P & I
Aquatic Centre	6.44%	2,195,000	803,155	16 Jun 06	01 Jun 22	15	P & I
Drainage Works	7.46%	140,000	-	25 Jun 07	01 Jun 17	10	P & I
City Oval Lighting	7.88%	250,000	96,107	29 Jun 10	01 Jun 20	10	P & I
Unfunded Defined Superannuation	7.57%	500,000	244,935	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	7.57%	200,000	97,974	20 Jun 11	01 Jun 21	10	P & I
Aerodrome Runway	7.57%	300,000	146,961	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	5.73%	500,000	285,336	20 Jun 12	01 Jun 22	10	P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	285,336	20 Jun 12	01 Jun 22	10	P & I
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	01 Jun 26	10	I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	01 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	01 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	01 Jun 26	10	I
Proposed 17/18 North Childrens Precinct	4.00%	759,000	759,000	23 Jun 18	01 Jun 28	10	I

Value of Loans Outstanding at Year End \$'000



APPENDIX 10.2B

Finance & Performance Report - 31 December 2017

Grants

Application Status of Non-Recurrent Grant Projects included in 17/18 Council Budget

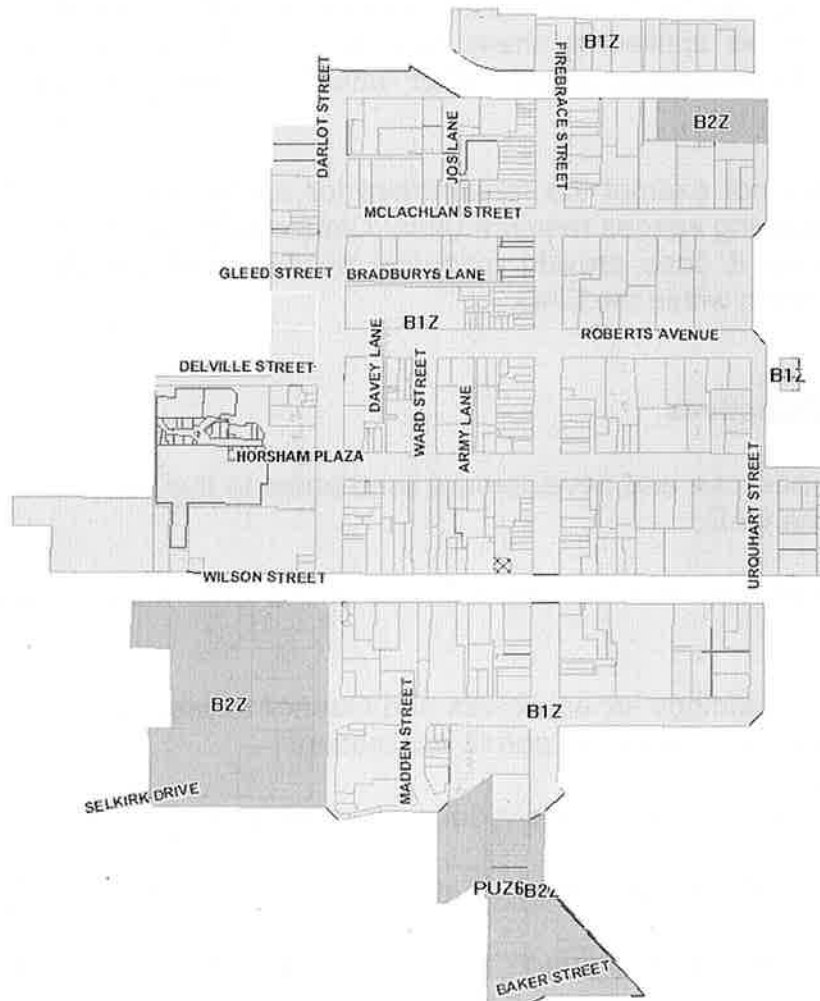
Project	Sponsor	Total Project	Grant Request	Council	Other Sources	Possible funding source	Status	Comments
Livestock Exchange - RFID equipment	Moir, R	400,000	400,000			DEDJTR	Application successful ●	Application successful. Grant allocation of \$379,883 (exc GST)
CBD Revitalisation - Stage 1 Improved Urban Design	Martin, J	3,250,000	1,625,000	1,625,000		Department of Infrastructure	Application lodged ●	Application lodged with Better Building Regions Fund Round 2 - 19/12/2017
NO CHANGE BETWEEN REPORTS								
Wimmera Events Centre - Strategic Master Plan	Field Days	45,000	30,000			15,000 RDV	Design & scoping required ●	Scope requires more detail - No state government funding currently available for Master Plans
Relocation of Depot - feasibility and design	Martin, J	100,000	30,000	70,000		Not identified	Design & scoping required ●	No grants currently available
Aquatic Centre - Solar panels	McNeil, R	155,000	154,614	386		Federal Rebate	Design & scoping required ●	Identified STC/LTC rebate available.
Horsham North Outdoor Community Multi Sports Court	McNeil, R	149,000	70,000	79,000		RDV	Design & scoping required ●	Project on hold due to land use / ownership issues along the rail corridor
Racecourse fitness station shade sails	McNeil, R	32,000	16,000	16,000		Not identified	Design and Scoping required ●	Requires project scoping and suitable funding program
Livestock Exchange - Roofing selling area	Moir, R	880,000	700,000	180,000		Not identified	Design and Scoping required ●	Full design and costing required following completion of the Livestock exchange Master Plan
Transfer station improvements	Martin, J	1,000,000	500,000	500,000		Sustainability Victoria	Application ready ●	Application being prepared for the Resource Recovery Infrastructure Grants program - to be lodged by 12/1/2018
Aquatic Centre - Outdoor pool shade	McNeil, R	40,000	36,000	4,000		DHS	Application ready ●	Master Plan complete and project ready for future application when suitable funding program is available
SUCCESSFUL APPLICATIONS								
WIFT - Industrial Estate	Martin, J	2,495,208	1,245,208	1,250,000		RDV	Application successful ●	Fund application lodged 22/11/2016. Application approved May 2017
CCTV Infrastructure - Stage 2	Duke, M	280,000	250,000	30,000		Department of Justice	Application successful ●	Application successful 15/12/2016. Project works commenced
Laharum Precinct Development - Changerooms	McNeil, R	650,000	100,000	400,000	150,000	SRV	Application successful ●	SRV grant of \$100,000 approved. Project proceeding
Kalkee Road Children's & Community Hub	O'Brien	2,150,000	1,650,000		500,000	Multiple	Application successful ●	Construction underway, project due for completion Jan 2018
UNSUCCESSFUL APPLICATIONS								
Horsham Motorcycle Club Infrastructure upgrade	Martin, J	529,533	275,000	55,390	199,143	RDV	Application unsuccessful ●	Tourism Demand Driver Infrastructure Fund application unsuccessful. Lodge project proposal with RDV in March 2017 - full application lodged 30/5/2017. RDV advised application unsuccessful in November 2017.

Central Activity District Car Parking Policy for Shop/Food and Drink Premises/Office

1 Introduction

This policy applies only to applications for a reduction in car parking for the **use and/or development of land for a shop, food and drink premises, or office within Horsham's Central Activity District**, as defined by land shown in Map 1 zoned Business 1 and Business 2.

Map 1: Horsham Central Activity District



2 Policy basis

Horsham's Central Activity District (CAD) is the main economic, administrative, social, and cultural hub for the City, Municipality, and the region. It is important that the highest and best use is made of all land in the CAD to ensure it achieves high levels of vitality and liveability.

Provision of car parking is an important element of a functioning activity centre; however, care must be taken to ensure that car parking does not dominate to the detriment of the liveability and vitality of the centre.

Car Parking requirements are set out in Clause 52.06 of the Horsham Planning Scheme. This Clause provides the minimum number of car parking spaces for different development types, where a reduced number of car parking spaces are proposed a Planning Permit is required for the reduction to be considered.

In order to achieve balance between the provision of adequate carparking and not impacting upon the liveability and vitality of the centre, Council seeks to ensure that car parking is provided on a consistent basis for new uses and developments at rates that are suitable to the context of Horsham's CAD. This policy sets out the parking rates to be applied to these new uses and developments, as well as identifying the circumstances where further reduction in car parking provision will be contemplated.

This Policy does not exempt the requirement for a Planning Permit to reduce the number of car parking spaces required under Clause 52.06 of the Horsham Planning Scheme; however it does provide guidance on Council's accepted reductions in carparking provision within the CAD.

3 Policy Objectives

To ensure that new use and development contributes to the efficient management of car parking in the CAD.

To assist in facilitating new development within the CAD using consistent parking rates.

To provide a methodology for applicants and Council to prepare and assess the car parking requirements of planning permit applications.

To provide guidance on requests to reduce car parking requirements.

To maximise shared car parking opportunities.

To encourage walking and cycling as a means of transport within the CAD.

4 Operation of Policy

The effect of applying the policy will be to vary the car parking rates for shop, food and drink premises, and office uses from those set out in Clause 52.06. To ensure that decisions on permit applications using the policy are able to withstand review, it is important that the policy be read in conjunction with Clause 52.06, as Clause 52.06-3 provides an ability to vary or waive car parking requirements. This is an important point, as a policy that sits outside the Horsham Planning Scheme has no

statutory weight, and decisions made without statutory weight are vulnerable to challenge, as such, Council will continue to rely on Clause 52.06 to act as the “head of power” for this policy.

5 Policy Considerations

5.1 Car Parking Rates

When a planning permit is required for use and/or development of land for a shop, food and drink premises or office, **it is policy to require car parking at a rate of 3 spaces per 100sqm of leasable floor area.**

For all other uses and developments, the rates set out in the table under Clause 52.06-5 of the Horsham Planning Scheme shall apply.

5.2 Change of use only

Applications for change of use involving **a change of use to or from either shop/food and drink premises/office to either a shop/food and drink premises/office** will not be required to provide additional car parking if there is no change to the amount of leasable floor space.

If the change of use results in an increase in leasable floor space, additional car parking will be required at the rates identified in section 5.1, above.

5.3 Development Only

Where permitted, new development for shop/food and drink premises/office shall be subject to the following measures and standards: -

- Supply car parking at a **rate of 3 car spaces per 100sqm of leasable floor space.**
- Where an application proposes to increase floor area, car parking, additional to that already provided under any previous permits, will be provided on a pro rata basis commensurate with the increased floor area.
- Where an existing building is being redeveloped, an allowance for car parking already supplied under previous planning permits will be given, less any existing car parking lost due to redevelopment.
- Where a new development includes multiple uses, Council will consider the co-location of car parking for complementary uses.

5.4 *Subdivision*

A permit will not be granted to create a separate lot for existing car parking spaces associated with an existing use/development, unless it can be proven, to the satisfaction of Council that the proposed subdivision would equate to a more efficient supply of land for car parking.

5.5 *Exercising discretion*

In considering the granting of a Planning Permit, Council may consider a further reduction in car parking where an applicant has demonstrated, to the satisfaction of Council, that a reduction is warranted.

An application for reduction in car parking must be supported by a report that identifies how the proposed application responds to the matters outlined in section 6 of this policy.

5.6 *Provision of Car Parking*

A new use for shop/food and drink premises/office must not commence or the floor area of an existing use for shop/food and drink premises/office must not be increased until the required car spaces have been provided and/or cash in lieu payment made.

6 Supporting Information Report

All applications shall include information to the satisfaction of Council that show the projected need for car parking for the proposed use and development.

An application that seeks a reduction in car parking will be accompanied by a report that provides information on existing car parking supply and demand.

For applications to reduce car parking by up to 50% of the requirements under Clause 5.1 of this Policy, the report must address the following matters: -

- The number of staff for the proposed use/development.
- Expected customer turn over/business model.
- Hours of operation of the proposed use/development.
- Number of car parking spaces available on the street directly in front to the subject land.
- Any deficiencies in supply of car parking associated with the existing use/development of the site.
- Parking credits that apply to the land.
- The number of spaces provided by a cash in lieu payment, or car parking supplied off site. Documentation to the satisfaction of Council will be required to demonstrate that car parking provided off site is available for the sole use of the proposed use/development.

For applications to reduce car parking above 50% of the requirements under Clause 5.1 of this Policy, the report must address the following matters: -

- Parking credits that apply to the land.
- The number of spaces provided by a cash in lieu payment, or car parking supplied off site. Documentation to the satisfaction of Council will be required to demonstrate that car parking provided off site is available for the sole use of the proposed use/development.

If these are insufficient, the report must also address the following matters;

- The number of staff for the proposed use/development.
- Expected customer turn over/business model.
- Hours of operation of the proposed use/development.
- Number of car parking spaces available on the street directly in front to the subject land.
- Any deficiencies in supply of car parking associated with the existing use/development of the site.
- Identify how many car parking spaces are present within a 150m walk from the subject land (Horsham CBD Parking Provision and Management Strategy may assist with this matter – a copy of which can be supplied to applicants).
- Identify the number of other businesses within the catchment that also rely on the existing supply of car parking. Give an indication of their hours of operation.
- Identify if sharing of car parks can occur with other business in the area based on hours of operation and/or business model.
- Profile the parking demand from the proposed use/development (time of day for core business, staff numbers, estimated number of customers).
- Profile the parking demand from existing use and development within a 150 walking distance of the subject land (time of day for core business, staff numbers, estimated number of customers).
- Provide a comparison between the demand profile of the proposed use/development and other uses in the vicinity.
- Identify if there is potential for sharing or co-location of car parking spaces with another use/development. Does a formal agreement exist with this other use/development for the sharing/co-location of car parks?
- Provide a proposed reduced number of car parks, justified against the empirical assessment outlined above.
- Provide information on any other relevant matter.

7 Cash Payment in Lieu of Car Park

Where the situation exists that car parking cannot be physically supplied at the required rate, a cash payment to Council in lieu of car parking will be required in line with Council's standard fees and charges.

Carparking payments will be placed in a Carparking Provision Reserve to be used for carparking works.

8 Applications for Reduction in Carparking Requirements

All applications that seek greater reductions than the car parking rates for shops, food and drink premises or offices outlined in this policy will be referred to Council through Council's Planning Committee. This policy will be monitored for a period of 12 months, after which time the performance of the policy will be assessed and further consideration given at that time.

9 Definitions

Parking Credit is the situation where a use or development is deemed to have supplied car parking, but where parking was not provided on the site; as in being given credit for physical parking not supplied for the existing use or development.

Cash in Lieu payments are where a payment is made to Council by an applicant to offset deficiencies in the provision of car parking.

Use refers to an activity or occupation that takes place on the land or in a building.

Development refers to the construction or carrying out of works and can include the construction of new buildings or alterations and additions to existing buildings.

Shop is the same as the definition provided under Clause 72 of the Horsham Planning Scheme.

Food and Drink Premises is the same as the definition provided under Clause 72 of the Horsham Planning Scheme.

Office is the same as the definition provided under Clause 72 of the Horsham Planning Scheme.

References

Horsham Rural City Council Horsham CBD Parking Provision and Management Strategy, TTM Consulting, 2010.

Adopted by Council at its meeting on Monday, 16th July, 2012.

POLICY FILE**CATEGORY: BUILDING/TOWN PLANNING****SUBJECT: Liquor Licence Applications****NO: 4**

Council at its meeting on 20th September, 1999 adopted the following policy:-**POLICY:**

“That Council

1. Consider any application for any type of liquor licence where the hours requested are between 5.30pm to 3.00am.
2. Refuse, unless special circumstances are applicable, any application for hours requested between 3.00am to 10.00am.
3. For applications between 10.00am to 5.30pm, consider granting approval, but all implications of the request must be addressed in the application.
4. May consider granting approval for an application submitted under special circumstances, but a detailed application must be provided.
5. Delegate to the General Manager, Planning and Economic Development, the authority to approve any applications received between 5.30pm to 3.00am except for an application for Good Friday.
6. All other applications have to be approved by Council.”



HORSHAM **ECONOMIC DEVELOPMENT STRATEGY** 2017 - 2021

STRATEGY REPORT | FEBRUARY 2018



Urban Enterprise

Urban Planning, Land Economics, Tourism Planning & Industry Software

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VERSION: 1

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CONTENTS

1. INTRODUCTION	2	7.3. CONSIDERATIONS	19
1.1. BACKGROUND	2	7.4. PRIMARY INDUSTRIES: STRATEGIES AND ACTIONS	21
1.2. APPROACH	2	8. THEME 3: A VIBRANT CENTRAL ACTIVITY DISTRICT	24
PART A. ECONOMIC PROFILE	6	8.1. OBJECTIVE	24
2. POLICY AND STRATEGIC CONTEXT	7	8.2. OVERVIEW	24
3. DEMOGRAPHICS	8	8.3. CONSIDERATIONS	25
4. ECONOMIC PROFILE	9	8.4. A VIBRANT CENTRAL ACTIVITY DISTRICT: STRATEGIES AND ACTIONS	27
4.1. OVERVIEW	9	9. THEME 4: PUBLIC SECTOR INDUSTRY	30
4.2. KEY ECONOMIC INDICATORS	9	9.1. OBJECTIVE	30
4.3. INDUSTRY OVERVIEW	10	9.2. OVERVIEW	30
PART B. STRATEGIC FRAMEWORK	11	9.3. CONSIDERATIONS	31
5. ECONOMIC DEVELOPMENT FRAMEWORK	12	9.4. PUBLIC SECTOR INDUSTRY: STRATEGIES AND ACTIONS	32
5.1. VISION	12	10. THEME 5: DESTINATION HORSHAM	34
5.2. KEY THEMES	12	10.1. OBJECTIVE	34
6. THEME 1: BEST PRACTICE IN ECONOMIC DEVELOPMENT	13	10.2. OVERVIEW	34
6.1. OBJECTIVE	13	10.3. CONSIDERATIONS	35
6.2. OVERVIEW	13	10.4. DESTINATION HORSHAM: STRATEGIES AND ACTIONS	38
6.3. CONSIDERATIONS	14	11. THEME 6: ECONOMIC INFRASTRUCTURE	42
6.4. BEST PRACTICE ECONOMIC DEVELOPMENT: STRATEGIES AND ACTIONS	15	11.1. OBJECTIVE	42
7. THEME 2: PRIMARY INDUSTRIES	18	11.2. OVERVIEW	42
7.1. OBJECTIVE	18	11.3. CONSIDERATIONS	43
7.2. OVERVIEW	18	11.4. ECONOMIC INFRASTRUCTURE: STRATEGIES AND ACTIONS	46

ACKNOWLEDGMENTS

Urban Enterprise would like to acknowledge the contributions made by Horsham Rural City Council, businesses and residents for attending consultation sessions and providing input through surveys.

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 – Client Relationship Management System

EDS – Economic Development Strategy

EDU – Economic Development Unit

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.

Short Term – Refers to the indicative timeframe to undertake actions, detailed in the Strategy. 1 to 2 years

Medium Term – Refers to the indicative timeframe to undertake actions, detailed in the Strategy. 2 to 3 years

Long Term – Refers to the indicative timeframe to undertake actions, detailed in the Strategy. 3 to 5 years.

1. INTRODUCTION

1.1. BACKGROUND

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

This Strategy has been prepared by Urban Enterprise on behalf of Horsham Rural City Council.

This document is presented in two parts:

Part A Economic Profile: Provides key economic data which highlights the attributes of Horsham's economy and demographic trends.

Part B Future Directions: Provides the framework to guide implementation of the Strategy, including a vision, themes, strategies and actions for economic development over the next five years (2017 to 2021).

Locational and township context plans are provided on pages 4 and 5.

1.2. APPROACH

This Strategy Report was developed following the preparation of a Background Discussion Paper, which underpins and informs future directions identified in this Strategy.

The approach and methodology adopted for the Horsham Rural City Economic Development Strategy is provided in Table 1.

Each year through the life of this strategy an annual action plan will be developed and will include provision for regular monitoring and reporting.





Annually a review of achievements against the actions from the action plan will be undertaken in conjunction with business sentiment, stakeholder and visitor surveys to provide a holistic snapshot. A review of the Economic Development strategy will also take place to ensure changes to other strategies, policies and significant developments are captured.

Collectively the surveys, reviewed strategy and action plan reports will be used to inform the development of the next annual action plan in close consultation with key stakeholders.

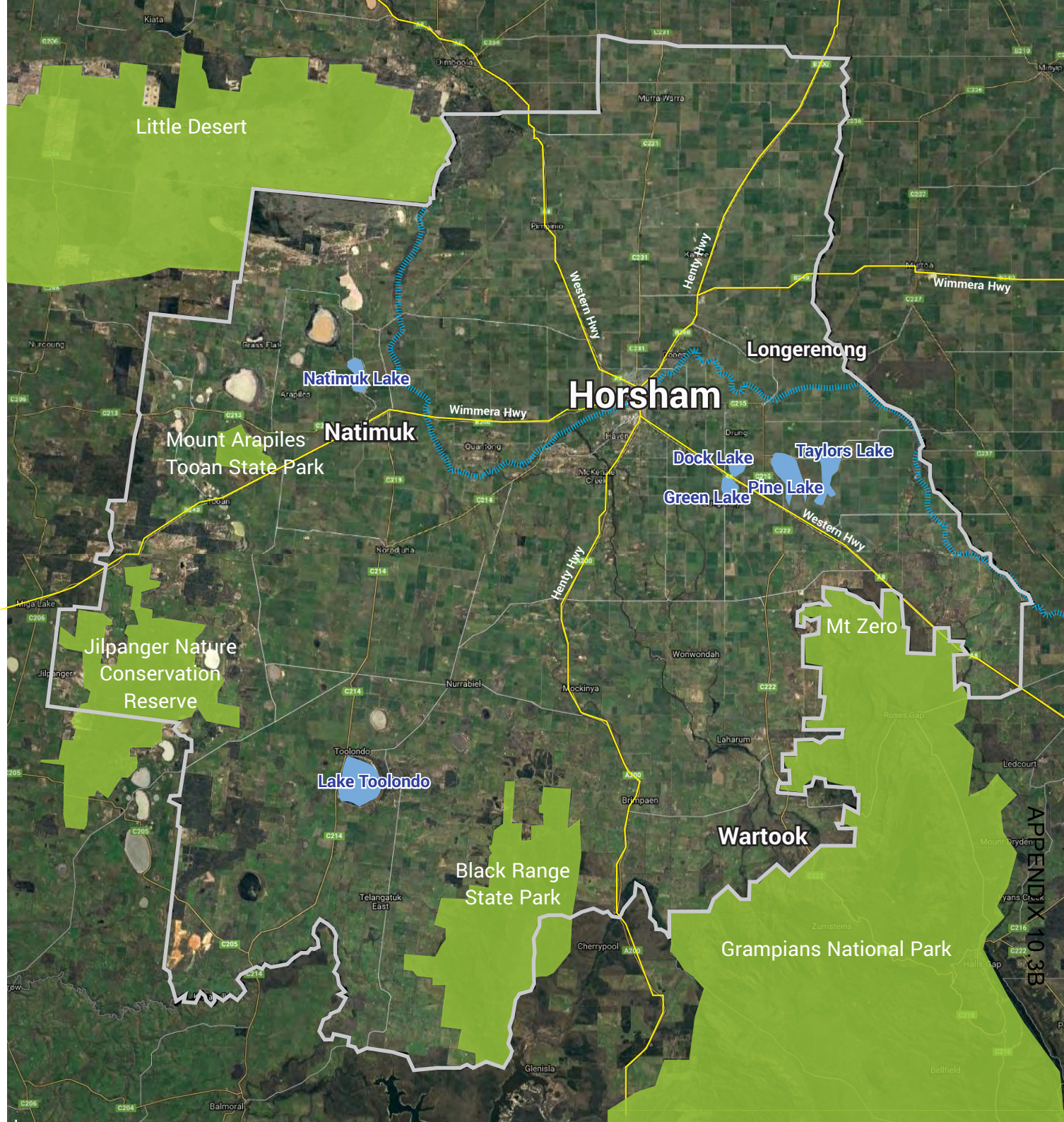
TABLE 1 APPROACH AND METHODOLOGY

Strategy and Policy Context	<p>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.</p>
Economic and Demographic Research and Analysis	<p>An assessment of Horsham Rural City and Wimmera Southern Mallee's economy using key indicators such as Gross Regional Product (GRP), output, regional exports and employment.</p> <p>This stage also includes a profile of Horsham's resident demographic including historical & future population growth, age profile, level of disadvantage, housing, income and occupation.</p>
The Visitor Economy	<p>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).</p> <p>This stage provides an overview of the local and regional tourism strengths and identifies certain gaps in tourism product and development.</p>
Consultation	<p>A thorough consultation process included a series of workshops, one-on-one meetings and online surveys to engage stakeholders.</p> <p>Industry representatives, local businesses, referral authorities, Council staff and Councillors, and the community were consulted as part of this project.</p>
Background Discussion Paper	<p>The preparation of a Background Discussion Paper, which includes all background research and analysis identified above.</p>





Horsham Rural City Locational Context

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

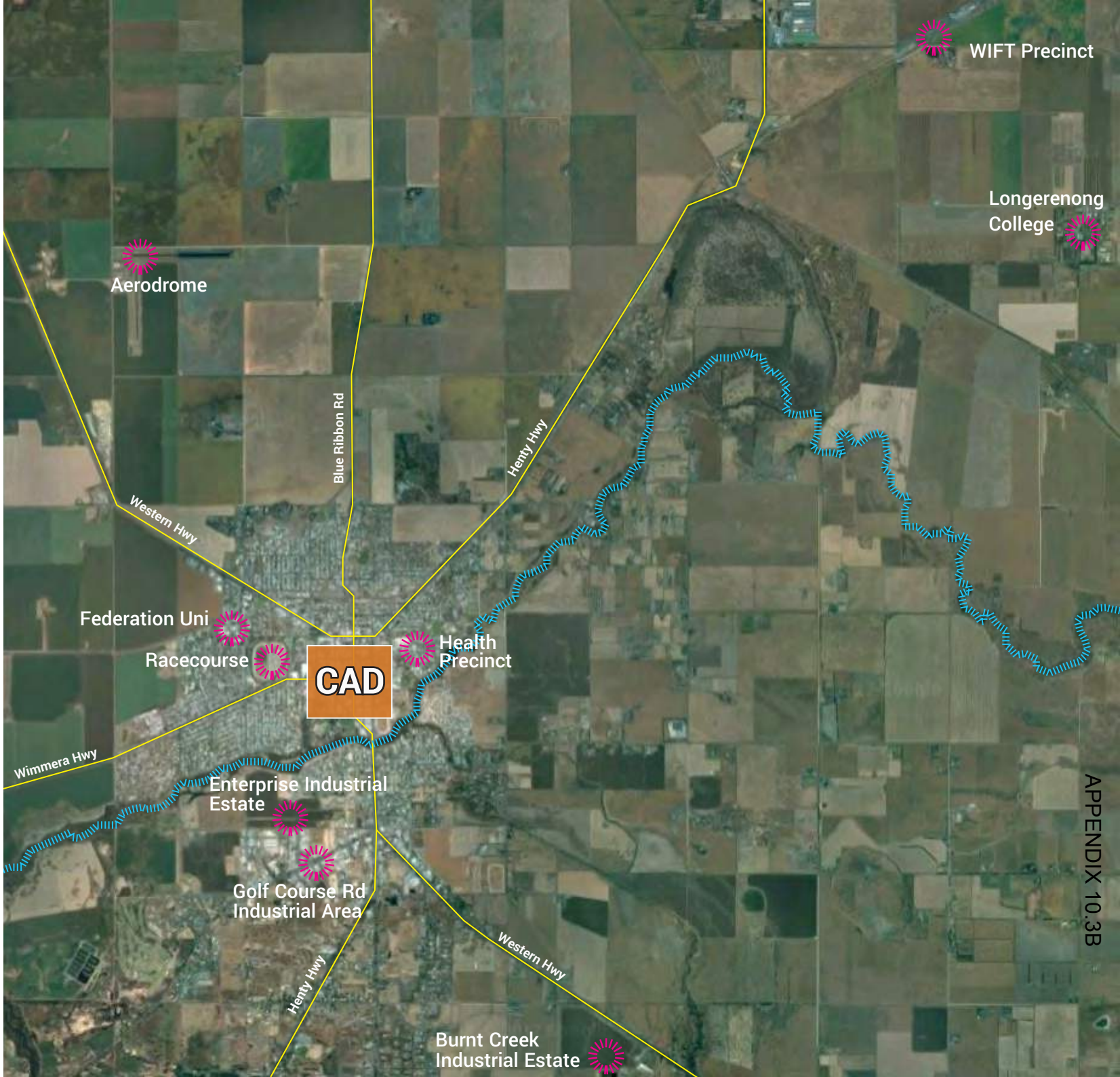
Note: Map is indicative only



Horsham Township Economic Assets

-  Economic Assets
-  Central Activity District
-  Major Highways
-  Wimmera River

Note: Map is indicative only



This section provides an overview of the key trends and issues facing Horsham's economy including:

- » Demographic trends;
- » Horsham's economic role; and
- » Overview of local economic drivers and key industry sectors.

A complete assessment of Horsham's Economic and Demographic Profile is detailed in the Background Discussion Paper



PART A: **ECONOMIC PROFILE**

2. POLICY AND STRATEGIC CONTEXT

The Horsham Rural City Economic Development Strategy builds on existing research, strategy and policy documents. Some of the key documents which have been reviewed to inform the Economic Development Strategy include:

- State Planning Policy Framework;
- Local Planning Policy Framework;
- Wimmera Southern Mallee Regional Growth Plan;
- Wimmera Development Association Strategic Plan 2016 – 2020;
- Regional Development Focus, Regional Development Victoria;
- Wimmera Southern Mallee Mining Sector Plan;
- Horsham Rail Corridor Master Plan;
- Victorian Visitor Economy Strategy;
- Victoria's 2020 Tourism; and
- HRCC Tourism Master Plan.

Based on the 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, and providing opportunities for all members of the community, fostering growth opportunities in new and emerging industries and attracting business, investment, residents and visitors.

There is also 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 services, entertainment and recreation, construction and professional services.

Drawing on existing policy and strategy, the key strategic economic development opportunities identified for Horsham Rural City include:

- Support Horsham's role as a major service centre for the broader Wimmera region.
- Continue to develop Horsham's Central Activity District (CAD) to create a vibrant hub for residents, workers and visitors.
- Support the community through the provision of infrastructure and services.
- Capitalise on the region's water security provided by the Wimmera-Mallee Pipeline, and facilitate new business and investment opportunities.
- Continue to foster development in the renewable energy sector.
- Support and protect the Agriculture industry and recognise its importance as a key sector in the Wimmera.
- Diversify the Agriculture industry through value-adding, new commodities, specialist services, research and education, innovation and mechanisations, and transport network efficiencies.
- Facilitate and encourage the development of the Mining sector (mineral sands).
- Attract investment and facilitate development in the Tourism industry. Specifically, aim to attract a greater number of domestic and international visitors, and increase the average length of stay.
- Ensure the long-term prosperity of operations at the Wimmera Intermodal Freight Terminal (WIFT) Precinct through infrastructure and service development.
- Encourage and facilitate industrial activity in allocated industrial areas and ensure they are well serviced by infrastructure.
- Facilitate further development at the Horsham aerodrome for aviation related activities.
- Encourage ongoing relationships with Regional Partners.
- Support retail sector.
- Support and promote Horsham Town Hall and Regional Art Gallery and other cultural offerings.

3. DEMOGRAPHICS

POPULATION



Horsham Rural City's population is growing at approximately 0.7% per annum. Between 2006 and 2016 the resident population increased from 18,498 to 19,887 (+7.5%).

This is moderate population growth when compared to Regional Victoria. Over the same period, Regional Victoria's population grew by approximately 12%.

Between 2016 and 2031, the population of Horsham Rural City is forecast to increase by 0.6% per annum, reaching a total population of approximately 21,800 by 2031.

Between 2006 and 2016, the population of the Wimmera Southern Mallee 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.

AGE STRUCTURE



Horsham Rural City's resident population is living longer. Between 2016 and 2031, the proportion of residents aged over 65 years is expected to increase significantly in HRCC. The proportion of 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.

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%).

HOUSING AFFORDABILITY



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 less than Victoria (63%).

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 most advantaged in Victoria (out of 80). In Regional Victoria, Horsham is ranked 18th most advantaged (out of 47 LGA's). Significant pocket of disadvantage in Horsham North (1st decile ranking)

4. ECONOMIC PROFILE

4.1. OVERVIEW

Horsham Rural City's economy is largely driven by:

- Agriculture; both dry land broadacre farming (grain and pulse production) and livestock grazing;
- Manufacturing; specifically, food products, metal products and transport equipment and parts;
- Construction;
- Public sector industries including Health, Education and Public Administration and Safety; and
- Retail and services; drawing on Horsham's role as the Wimmera's key commercial centre, Horsham employs a substantial number of retail and service sector workers.

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%).

Due to Horsham's role as a major industry service centre for the Wimmera Southern Mallee region, job containment is high at 94%, meaning the vast majority of residents are employed within the municipality.

4.2. KEY ECONOMIC INDICATORS

	Horsham Rural City	Victoria
GROSS REGIONAL PRODUCT (GRP)	\$1.2 Billion	\$374 Billion
ECONOMIC OUTPUT	\$2.3 Billion	\$798 Billion
EMPLOYMENT	8,419 Jobs	2.4m Jobs
REGIONAL EXPORTS	\$708 Million	\$121 Billion
REGIONAL IMPORTS	\$548 Million	\$135 Billion
WAGES & SALARIES	\$574 Million	\$185 Billion

4.3. INDUSTRY OVERVIEW

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: Horsham Rural City Council, Remplan Economy 2017

PART B: **STRATEGIC FRAMEWORK**

This section outlines the strategies and actions to guide economic development in Horsham Rural City over the next five years (2017 - 2021).

5. ECONOMIC DEVELOPMENT FRAMEWORK

5.1. VISION

Horsham Rural City will actively engage and support its existing business base and continue to improve the wealth and wellbeing of its residents.

The City will build on its strong economic base, whilst diversifying the economy through facilitating investment and business attraction in existing and emerging industry sectors.

5.2. KEY THEMES

THEME 1	Best Practice in Economic Development	<i>Horsham Rural City will be a leader in economic development practices and embed a proactive open for business attitude across the organisation</i>
THEME 2	Primary Industries	<i>Horsham Rural City and its partners will continue to facilitate growth in primary industries including agriculture, processing, mining and renewable energy</i>
THEME 3	A Vibrant Central Activity District	<i>Horsham Central Activity District will continue to develop into a vibrant hub which supports services for Wimmera residents and visitors. The Central Activity District will become increasingly attractive for the services sector, professional and creative businesses and entrepreneurs.</i>
THEME 4	Public Sector Industry	<i>Horsham's health and education sector will continue to develop to meet the needs of the Wimmera Region and provide high quality services to the community</i>
THEME 5	Destination Horsham	<i>Horsham will become a strong recognisable brand in key markets and be renowned for its liveability, quality service sector, strong community values, food and creative industry. Tourism product and events will develop to drive visitors to the region to explore nature based assets and attend unique events and festivals.</i>
THEME 6	Economic Infrastructure	<i>Horsham Rural City will work towards attracting investment in critical infrastructure projects that support the economy including passenger rail services, dual carriage highway and Horsham Bypass, WIFT, the Aerodrome and IT/telecommunications.</i>

6. THEME 1: BEST PRACTICE IN ECONOMIC DEVELOPMENT

6.1. OBJECTIVE

Horsham Rural City will be a leader in economic development practices and embed a proactive open for business attitude across the organisation.

6.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Improvements in economic development governance;
- Clear definition of roles and responsibilities for the EDU;
- Form relationships with the local business community;
- Provide useful information to businesses;
- Support business growth;
- Promote networking and training opportunities;
- Attract new investment and industry;
- Embed economic development as a priority within Council decision-making;
- Promote sustainable business practices.

TARGETS AND MONITORING

- Decrease the turnaround time for business planning applications;
- Develop and maintain an up-to-date business database;
- Implementation of processes and procedures to ensure that the Economic Development Unit are engaging regularly and meaningfully with local businesses;
- Business and investment attraction.

6.3. CONSIDERATIONS

ROLE IN ECONOMIC DEVELOPMENT

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 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 investors, 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 that there is minimal overlap in economic development activities.

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 broader region.

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

ENGAGEMENT

Engaging with and supporting 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.

Council recognises that it is a major purchaser of goods, services and works that its procurement practices have the potential to impact the local economy. Council will endeavour to support local business and industries where such purchases can be justified in achieving value for money.

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.

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.

6.4. BEST PRACTICE ECONOMIC DEVELOPMENT: STRATEGIES AND ACTIONS

STRATEGY 1 Improve the governance structures within the Economic Development Unit			
Actions		Lead and Partners	Timeframe
ACTION 1.1	<p>Clearly define the role and responsibilities for Council’s Economic Development Unit with a focus on the following key areas:</p> <ul style="list-style-type: none"> - Business engagement and support; - Business and investment attraction; - Tourism (product development, investment attraction, marketing); - Festivals and events (engagement with existing event operators, event development, support and procurement); - Management of the Visitor Information Centre; and - Management of the Wimmera Business Centre. 	Planning & Economic Development	Short term
ACTION 1.2	Undertake regular meetings between the WDA and Council’s Planning and Economic Development Department to inform and discuss economic development opportunities.	Planning & Economic Development / Planning Department / WDA / DEDJTR	Ongoing

STRATEGY 2 Engage and support new and existing businesses			
Actions		Lead and Partners	Timeframe
ACTION 2.1	<p>Develop a dynamic and up-to-date business database system and ensure information is correct, up-to-date, and cross references the most recent Australian Business Register (ABR) data. At a minimum, it should include the following fields:</p> <ul style="list-style-type: none"> - Name of Business; - Business Type; - Lead and Secondary Business Contact - Address; - Contact Details (phone & email address); - Industry Classification; and - Number of Employees. 	Planning & Economic Development / local businesses	Short term and ongoing
ACTION 2.2	<p>Investigate the establishment of an interactive Client Relationship Management System which can be used to record and track business engagement and report on economic development performance measures.</p> <p>Engage with EDA Victorian State Practitioners Network as to how this may be implemented and used.</p>	Planning & Economic Development / EDA	Short term
ACTION 2.3	Engage with businesses using a variety of methods. Develop a regular email newsletter to go to businesses on the business database (once completed), promoting Council projects, networking and training opportunities and grants programs.	Planning & Economic Development / Business Horsham / WBC	Ongoing
ACTION 2.4	Ensure staff within Council's EDU are visible and active in the business community.	Planning & Economic Development	Ongoing

STRATEGY 3 Promote business development and networking opportunities within the business community			
Actions		Lead and Partners	Timeframe
ACTION 3.1	Facilitate education and training events with the business community. Topics may include: <ul style="list-style-type: none"> - Marketing and advertising; - Financial management and reporting; - Business administration. 	Planning & Economic Development / WBC / Federation University / LLEN	Medium term and ongoing
ACTION 3.2	Facilitate networking events with the business community.	Planning & Economic Development / Business Horsham / VFF / Wartook Promotions Group / Horsham Town Hall and Regional Art Gallery / Community groups	Short term and ongoing

7. THEME 2: PRIMARY INDUSTRIES

7.1. OBJECTIVE

Horsham Rural City and its partners will continue to facilitate growth in primary industries including agriculture, processing, mining and renewable energy.

7.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Volatility of commodity prices;
- Environmental challenges (e.g. drought);
- Leverage investment from Wimmera-Mallee Pipeline;
- Diversification within the sector;
- Mechanisation and consolidation of land/enterprise;
- Public awareness of the mining industry;
- Enabling infrastructure requirement (e.g. electricity interconnector).

TARGETS AND MONITORING

- Increase in agricultural production;
- Employment growth;
- Increase in output and regional exports;
- Increase in value-adding activities;
- Establishment of solar and wind farms;
- Facilitate construction phase for mineral sands projects.

7.3. CONSIDERATIONS

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).

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 promoted to potential new agri-business that are looking to establish in the region.

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.

7.4. PRIMARY INDUSTRIES: STRATEGIES AND ACTIONS

STRATEGY 4 Encourage and facilitate the diversification of the Agricultural base through value-adding, research and innovation, new commodities and related activities			
Actions		Lead and Partners	Timeframe
ACTION 4.1	Encourage the development of intensive farming practices. Work with the State Government Department of Economic Development, Jobs, Transport and Resources, Agriculture Victoria, WDA and the local education and agricultural research sectors to promote intensive farming in suitable locations (i.e. access to Wimmera Mallee Pipeline).	Planning & Economic Development / WDA / Agriculture Victoria / GWM Water / VFF	Medium term
ACTION 4.2	Promote agri-tourism opportunities to industry. Establish an information kit which exposes primary industry to agri-tourism opportunities including case studies and information of the local market.	Planning & Economic Development / WDA / Agriculture Victoria / Grampians Tourism / VFF	Medium term
ACTION 4.3	<p>Promote the competitive advantages of the region to attract and develop agricultural supply chain businesses such as:</p> <ul style="list-style-type: none"> - Warehouse and storage (storage cleaning, splitting, packaging); - Transport and distribution (freight services, logistics); - Food manufacturing (cereals, protein powder, seeds and oils, abattoir). <p>Develop a prospectus which identifies key opportunities and supporting information and make contact with businesses out of region to understand prerequisites for establishing businesses in Horsham Rural City.</p>	WDA / Agriculture Victoria / Planning & Economic Development / DEDJTR	Medium term
ACTION 4.4	Promote the competitive strengths (e.g. Wimmera-Mallee Pipeline, WIFT) to encourage new agribusiness to establish in the region.	WDA/ Planning & Economic Development / Agriculture Victoria / DEDJTR	Medium term

STRATEGY 5 Engage and support the agricultural business community, and ensure the region remains the leader in grain production, research, education and innovation			
Actions		Lead and Partners	Timeframe
ACTION 5.1	Develop a business database of agri-business firms (this may be undertaken as part of Action 2.1)	Planning & Economic Development	Short term
ACTION 5.2	<p>Ensure there is an experienced economic development officer responsible for engaging with the Agriculture sector. This includes developing strategic relationships with:</p> <ul style="list-style-type: none"> - Businesses; - Relevant State and Federal government personnel (e.g. Agriculture Victoria, GWM Water); - Industry groups; and - Education institutions (e.g. Longerenong College). <p>The nominated staff member should have a strong understanding of local agricultural conditions.</p>	Planning & Economic Development / WDA	Short term
ACTION 5.3	<p>Participate in an annual roundtable event for the Agriculture industry representatives. Discussion points should include, but are not limited to the following:</p> <ul style="list-style-type: none"> - The current state of the industry (economic conditions); - Current challenges/barriers to industry growth; - Opportunities for industry growth; - The regulatory environment; and - Research and innovation. 	Planning & Economic Development / WDA	Short term
ACTION 5.4	Develop strategic relationships with key personnel of large businesses in the region, and encourage them to become active in the local industry to share their expertise.	Planning & Economic Development	Short term

ACTION 5.5	Advocate for the development of enabling infrastructure (e.g. upgrades to the WIFT precinct, road upgrades and Burnt Creek Estate)	WDA / Planning & Economic Development / DEDJTR	Ongoing
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STRATEGY 6 Encourage and facilitate development in the renewable energy industry

Actions	Lead and Partners	Timeframe
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ACTION 6.1	Continue to lobby the State and Federal Government to establish a third electricity interconnector between Horsham and Keith.	WDA / Department of the Environment and Energy / RDV / DEDJTR	Short to medium term and ongoing
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ACTION 6.2	Seek to upgrade existing smaller capacity transmission lines.		
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ACTION 6.3	Widely promote the advantages of establishing solar and wind farms in Horsham Rural City (e.g. land availability, long period of sunlight) and continue to facilitate investment in this area.	WDA / Planning & Economic Development / DEDJTR	Ongoing
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ACTION 6.4	Facilitate a series of electric vehicle charge points within the Horsham town centre.	WDA / Planning & Economic Development	Short to medium term
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STRATEGY 7 Encourage and facilitate development in the mineral sands industry

Actions	Lead and Partners	Timeframe
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ACTION 7.1	Continue to work with industry stakeholders to facilitate mineral sands projects.	WDA / Planning & Economic Development / DEDJTR	Long term
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8. THEME 3: A VIBRANT CENTRAL ACTIVITY DISTRICT

8.1. OBJECTIVE

Horsham Central Activity District will continue to develop into a vibrant hub which supports services for Wimmera residents and visitors. The Central Activity District will become increasingly attractive for the services sector, professional and creative businesses, and entrepreneurs.

8.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Discourage out of centre development;
- Address challenges facing retailers (e.g. online retail, impact of seasonal agriculture production on retail expenditure, customer service & satisfaction);
- Improve CAD's connection to the Wimmera River;
- Encourage investment/redevelopment of key sites in the CAD;
- Capturing passing trade – attracting self-drive visitors into the CAD;
- Underrepresentation of professional, financial and creative services;
- Develop hospitality and entertainment in the CAD; and
- Recognise the role of the Horsham Town Hall as the arts precinct.

TARGETS AND MONITORING

- Increase retail turnover;
- Employment growth within the CAD;
- Reduction in vacancy rates for retail/commercial properties;
- Commercial development within the CAD;
- Deliver and implement CAD Revitalisation Strategy;
- Critical mass of day/night activity;
- Growth in professional and business services;
- Improved perceptions for customers and visitors.

8.3. CONSIDERATIONS

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.

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, particularly in digital and creative professional services such as marketing, advertising, design, software & IT, architecture and public relations.

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

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.

WIMMERA BUSINESS CENTRE

The Wimmera Business Centre is located in Horsham's town centre and is a small business incubator, offering tenancy to start up and home-based businesses, as well as offering business advice, support services and assistance to small and micro businesses.

The Centre accommodates a diverse range of businesses throughout its 18 spaces as well as 2 rooms for casual hire. There are a small number of vacancies.

An opportunity exists to redevelop the Wimmera Business Centre to increase capacity, improve the facilities offered and encourage a critical mass of business activity in Horsham.

If redeveloped, the incubator should provide office floorspace, meeting rooms, hot desks, high-speed internet, as well as opportunities for professional development, training and networking.

In the interim, Council should continue to encourage existing businesses; including home-based business and micro businesses to utilise the Centre.

CREATIVE INDUSTRY

Analysis of the local business base highlights a significant gap in creative industry. This includes Architects, graphic designer, marketing and IT professionals.

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.

8.4. A VIBRANT CENTRAL ACTIVITY DISTRICT: STRATEGIES AND ACTIONS

STRATEGY 8 Continue to develop Horsham’s Central Activity District (CAD) into a vibrant hub of retail, commercial, entertainment, hospitality, cultural and community activity			
Actions		Lead and Partners	Timeframe
ACTION 8.1	Deliver and implement the findings from the Horsham CAD Revitalisation project.	Technical Services / Planning & Economic Development	Short term
ACTION 8.2	Investigate the establishment of a central public plaza or square as the focal point for Horsham.	Technical Services / Planning & Economic Development	Short term
ACTION 8.3	Deliver the multi-use indoor sports facility at the preferred site (McBryde Street).	Technical Services / Community Services / Planning & Economic Development	Short term
ACTION 8.4	Deliver and implement the findings from the Horsham Railway Corridor Master Plan.	Technical Services / Planning & Economic Development/ Community Services	Short to medium term
ACTION 8.5	Ensure Horsham’s CAD is considered the prime location for future development in retail, commercial office, entertainment and community land uses. Identify fringe areas to the South of the CAD as long term areas for commercial growth. Future CAD development should align with CAD Revitalisation Strategy.	Planning & Economic Development	Short to medium term and ongoing
ACTION 8.6	Promote the CAD to potential hospitality operators to attract high quality food and beverage product such as: <ul style="list-style-type: none"> - Gastronomy pub; - Restaurants and cafés; - Provedores; and - Wine bar/microbrewery. 	Planning & Economic Development	Ongoing

STRATEGY 9 Improve access, connectivity, appearance and functionality of Horsham's CAD			
Actions		Lead and Partners	Timeframe
ACTION 9.1	Deliver and implement the findings from the Horsham Car Parking Strategy.	Technical Services / Planning & Economic Development	Short to medium term
ACTION 9.2	Deliver and implement the findings from the Wimmera River Corridor Masterplan, ensuring the CAD's connection to the River is addressed	Technical Services / Planning & Economic Development	Short term
ACTION 9.3	<p>Improve wayfinding and promotional signage at the town's main entrances to encourage the capture of passing trade. Promotional signage should refer to:</p> <ul style="list-style-type: none"> - Local attractions (e.g. Town Hall, Wimmera River, Botanical Gardens); - Visitor Information Centre; and - Popular hospitality precincts. 	Technical Services / Planning & Economic Development	Short term
ACTION 9.4	Improve the public realm at Horsham's main entrances. Streetscaping, tree plantings and road upgrades should be the areas of focus.	Technical Services / Planning & Economic Development	Medium term

STRATEGY 10 Encourage and facilitate growth in professional, financial and creative service industries			
Actions		Lead and Partners	Timeframe
ACTION 10.1	Engage with existing professional services businesses to understand labour force requirements and other business needs.	Planning & Economic Development / Local businesses	Short term
ACTION 10.2	Establish a targeted marketing program to encourage qualified professionals to join Horsham professional service firms.	Planning & Economic Development / Local businesses	Short term
ACTION 10.3	Encourage the development of office accommodation in the CAD.	Planning & Economic Development	Ongoing
ACTION 10.4	Investigate the potential to redevelop and expand the Wimmera Business Centre to meet contemporary business needs. In the short term, encourage greater utilisation of the existing Wimmera Business Centre.	Planning & Economic Development	Medium term
ACTION 10.5	Promote creative industry opportunities in Horsham through promotion and branding of Horsham as a cosmopolitan and progressive town.	Planning & Economic Development / Local businesses	Short term
ACTION 10.6	Leverage greater benefit from the Horsham Town Hall precinct by exploring: <ul style="list-style-type: none"> - Establishing a pedestrian and performance zone opposite the Town Hall theatre in Ward Street; - Attraction of entertainment and dining businesses to the precinct; and - Business/conference market. 	Community Services / Planning & Economic Development / Horsham Town Hall & Art Gallery	Short term
ACTION 10.7	Develop and promote Horsham Town Hall, Art Gallery and arts and cultural events and offerings.	Community Services / Horsham Town Hall & Art Gallery / Planning & Economic Development / RDV	Ongoing

9. THEME 4: PUBLIC SECTOR INDUSTRY

9.1. OBJECTIVE

Horsham's health and education sector will continue to develop to meet the needs of the Wimmera Region and provide high quality services to the community.

9.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Horsham's resident population is forecast to age;
- Greater demand for health and medical services;
- Capacity constraints at the Wimmera Base Hospital;
- Student migration from Horsham to Ballarat and Melbourne for tertiary education;
- Foster strong pathways between tertiary institutions and the workforce.

TARGETS AND MONITORING

- Improvements and upgrades to Health precinct;
- Increase in public sector employment;
- Increase in tertiary education attainment;
- Improvements to Longerenong College facilities;
- Reduction in students travelling to Ballarat/Melbourne for education attainment.

9.3. CONSIDERATIONS

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, specifically as a result of capacity constraints.

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.

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.

9.4. PUBLIC SECTOR INDUSTRY: STRATEGIES AND ACTIONS

STRATEGY 11 Develop Horsham into the leading education provider for Agribusiness and related industries			
Actions		Lead and Partners	Timeframe
ACTION 11.1	Facilitate and encourage Longerenong College to attract international students.	Planning & Economic Development / Longerenong College / Skill Invest	Short term
ACTION 11.2	Advocate for the redevelopment of Longerenong College's on-site infrastructure and facilities. (e.g. chemical training facility, internal campus roads, lecture/theatre rooms). Ongoing discussions with Longerenong College should be undertaken to prioritise infrastructure and service upgrade requirements.	Planning & Economic Development / Longerenong College / Skill Invest	Ongoing
STRATEGY 12 Ensure existing education institutions are meeting the needs of the resident and business community			
Actions		Lead and Partners	Timeframe
ACTION 12.1	Engage with Federation University to ensure suitable courses are being offered that meet local needs. Ensure there is adequate information which identifies skills gaps (e.g. apprenticeships/training programs)	Planning & Economic Development / local secondary and tertiary institutions	Short term

STRATEGY 13 Ensure Health Care and Medical Services are servicing the needs of Horsham and the broader region

Actions		Lead and Partners	Timeframe
ACTION 13.1	Continue to engage and develop a close relationship with the Wimmera Health Care Group and the community sector as one of Horsham’s key employers.	Planning & Economic Development / Wimmera Health Care Group	Ongoing
ACTION 13.2	Advocate for the preparation of a Master Plan for the Health and Medical Precinct on Bailie Street. This will investigate redevelopment of the Hospital to meet current and future need and also plan for other community and health services in the precinct.	Planning & Economic Development / Technical Services / Community Development / Wimmera Health Care Group	Medium to long term
ACTION 13.3	Advocate for business relocation / establishment in the community sector.	Planning & Economic Development / Community Services	Ongoing

10. THEME 5: DESTINATION HORSHAM

10.1. OBJECTIVE

Horsham will become a strong recognisable brand in key markets and be renowned for its liveability, quality service sector, strong community values, food and creative industry. Tourism product and events will develop to drive visitors to the region to explore nature based assets, attend regional, state, national and international events and festivals.

10.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Improve awareness of Horsham throughout Victoria and South Australia;
- Lack of destination brand;
- Ensure there is a coordinated and collaborative approach to marketing and branding;
- Need for marketing and promotional content for Horsham to attract visitors, residents, workers and businesses.
- Tourism product development;
- Provision of visitor services.

TARGETS AND MONITORING

- Develop a destination brand for Horsham.
- Increase in domestic and international visitation.
- Increase in average length of stay.
- Increase in visitor yield.
- Investment in tourism product development.

10.3. CONSIDERATIONS

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 and lifestyle 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 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, Natimuk Lake, Little Desert National Park, Black Range State Park and Wimmera River.

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

SETTLEMENT SERVICES

HRCC should review the settlement service strategy for new residents, which provides information to support and assist new residents in the region. This could be particularly helpful for ethnic groups settling in the region.

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 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.

TOURISM USES ALONG THE WIMMERA RIVER

The Wimmera River is a major natural asset in close proximity to Horsham's town centre. Tourism uses should be further explored for the land surrounding the River. Potential uses include:

- Recreational boating infrastructure;
- Fishing infrastructure;
- Picnic/BBQ;
- Food and beverage;
- Accommodation;
- Public art installation;
- Artist in residence facility;
- Conference/function centre;
- Recreational tracks and trails (walking and cycling); and
- Adventure operators.

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

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.

FESTIVALS AND EVENTS

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, motocross, and art and cultural events.

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 or 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 example of an existing major event held at the Centre is the Wimmera Machinery Field Days.

Council's relationship with Sports Marketing Australia should be ongoing to assist with securing sports tourism events. Sports Tourism is a significant economic driver and brings in an average of \$1.6 million per annum.

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 regions 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 economy 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;
- Motorsport (go-cart track / Speedway);
- Motocross and 4WD;
- Agriculture / farm gate; and
- Sport and recreation.

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 and Mount Zero 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 and Natimuk Lake.

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 in consultation with appropriate land managers. This includes the provision of boat ramps, fishing jetties, picnic/BBQ, camping and toilet facilities should be considered.

ACCOMMODATION

Based on accommodation preferences for 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.

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

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. Discussions should be undertaken 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.

INTERSTATE VISITOR MARKETS

An opportunity exists for Horsham to attract a greater proportion of visitors from South Australia. Horsham is located approximately 420 km from Adelaide, and is considered the approximate midpoint between Melbourne and Adelaide.

Marketing Horsham as a destination to visit, live and work should be extended into South Australia.

10.4. DESTINATION HORSHAM: STRATEGIES AND ACTIONS

STRATEGY 14 Promote Horsham as a destination to live, work, invest and visit			
Actions		Lead and Partners	Timeframe
ACTION 14.1	Undertake a market research study throughout Victoria and South Australia to understand the public's awareness and perception of Horsham and other nature based assets in the Wimmera/Grampians.	Planning & Economic Development / Parks Victoria	Medium term
ACTION 14.2	Develop a prospectus for Horsham Rural City, which promotes the area as a destination to live, work, invest and visit. The Prospectus could include the following elements: <ul style="list-style-type: none"> - Lifestyle advantages (e.g. proximity to nature based assets, strong community, favourable climate, strong health and education services); - Investment opportunities (e.g. Wimmera-Mallee Pipeline, WIFT, land availability and affordability); - Tourism product and attractions (e.g. Mount Arapiles Lakes and Waterways, Town Hall, food and beverage, festivals and events). 	Planning & Economic Development / Grampians Tourism / Parks Victoria / DELWP / GWM / Barengi Gadjin Land Council	Short term
ACTION 14.3	Review a New Residents Services Strategy in Horsham Rural City.	Community Services	Medium term
ACTION 14.4	Develop a destination brand for Horsham. This should be prepared in conjunction with the CAD Revitalisation project and the community.	Planning & Economic Development / Technical Services	Medium term

STRATEGY 15 Promote and facilitate private and public sector tourism development opportunities

Actions	Lead and Partners	Timeframe
<p>ACTION 15.1 Ensure the Wimmera River Corridor Master Plan considers tourism uses such as:</p> <ul style="list-style-type: none"> - Recreational boating infrastructure; - Fishing infrastructure; - Picnic/BBQ; - Food and beverage; - Accommodation; - Public art installation; - Conference/function centre; - Recreational tracks and trails (walking and cycling); and - Open water swimming. 	<p>Planning & Economic Development / Technical Services / CMA / GWM / Barngi Gadjin Land Council / Parks Victoria / DELWP</p>	<p>Short term</p>
<p>ACTION 15.2 Develop infrastructure at destination Lakes and waterways in Horsham Rural City to encourage greater visitation. This could include:</p> <ul style="list-style-type: none"> - Toilets; - Campgrounds; - Picnic/BBQ facilities; - Boat ramps/fishing jetties; and - Wayfinding signage. 	<p>Planning & Economic Development / Technical Services / CMA / GWM / DELWP / Parks Victoria</p>	<p>Medium to long term</p>

ACTION 15.3	<p>Review the Grampians Destination Plan and undertake a tourism masterplan for the Western Grampians. This will investigate private and public-sector investment opportunities and marketing approach. This should consider:</p> <ul style="list-style-type: none"> - New food, beverage and accommodation opportunities in the scenic Mount Zero area. This will identify ways to leverage from the Peaks Trail; - Nature based and indigenous tourism opportunities in the Wartook Valley and Grampians National Park. This should explore accommodation investment, tour operators, indigenous interpretation and a near complete gravel cycling loop; - Implementation of recommendations from the Grampians Ring Road Study; - Wimmera River Trail, linking Wartook with Horsham. 	<p>Planning & Economic Development / Technical Services / Parks Victoria / Traditional owners / Grampians Tourism</p>	<p>Medium to long term</p>
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ACTION 15.4	<p>Explore the establishment of the Wimmera River Art Trail. The Wimmera River Trail provides the opportunity to create a key destination experience in the Wimmera Region, linking the Grampians, Horsham, Natimuk and the Wimmera Art Silos. This project is currently being explored by the Grampians Cycling Masterplan.</p>	<p>Planning & Economic Development / Technical Services /</p>	<p>Short term</p>
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STRATEGY 16 Promote the development of food and beverage tourism leveraging from regional produce strengths

Actions	Lead and Partners	Timeframe
ACTION 16.1 Attract experienced hospitality operators to Horsham to establish destination dining.	<p>Planning & Economic Development</p>	<p>Medium term</p>
<p>ACTION 16.2 Encourage the use of local produce in restaurants and cafes by:</p> <ul style="list-style-type: none"> - Providing information to local producers in conjunction with local produce stores promoting opportunities to sell locally; - Develop a regional produce brand; and - Encourage the use of native ingredients. 	<p>Planning & Economic Development</p>	<p>Ongoing</p>

STRATEGY 17 Develop Horsham’s calendar of festivals and events			
Actions		Lead and Partners	Timeframe
ACTION 17.1	Commission the preparation of a Horsham Events Strategy that includes the following: <ul style="list-style-type: none"> - Audit of existing festivals and events; - Audit of existing event venues; - Assessment criteria for new and existing events, which considers factors such as number of attendees, proportion of visitors, economic implications, and alignment with destination brand; and - Prioritisation for event procurement and development. 	Planning & Economic Development	Medium term
ACTION 17.2	Dedicate a staff member within the EDU who is responsible for facilitating existing events, as well as procuring new events.	Planning & Economic Development	Short term
ACTION 17.3	Support infrastructure improvements to facilitate Sports Tourism: <ul style="list-style-type: none"> - Horsham Motocross; and - Wimmera Sports Stadium. 	Technical Services	Short term
STRATEGY 18 Ensure the region is providing adequate visitor information services			
Actions		Lead and Partners	Timeframe
ACTION 18.1	Implement the recommendations from the review of Horsham’s Visitor Information Centre. This should address the following: <ul style="list-style-type: none"> - The location and utilisation of the existing Visitor Information Centre (VIC); - Online / digital presence; and - Visitor information needs/requirements. 	Planning & Economic Development	Medium term

11. THEME 6: ECONOMIC INFRASTRUCTURE

11.1. OBJECTIVE

Horsham Rural City will work towards attracting investment in critical infrastructure projects that support the economy including passenger rail services, dual carriage highway and Horsham Bypass, WIFT, the Aerodrome and IT/telecommunications.

11.2. OVERVIEW

Delivering major infrastructure projects in the region would create significant economic development opportunities in the region.

STRATEGIC CONSIDERATIONS

- Barriers to attracting funding;
- Consideration of infrastructure priorities;
- Economic implications of projects (e.g. economic impact).

TARGETS AND MONITORING

- Major infrastructure project delivery;
- Construction and ongoing employment supported.

11.3. CONSIDERATIONS

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.

VicRoads is considering the planning and implementation of a bypass that will focus on taking traffic around Horsham. Planning is also required to connect each of the highway “legs” with key destinations within Horsham, as the Horsham Integrated Transport Strategy (draft, 2016) identified that around half of the truck journeys using these highways either start or finish in Horsham. In particular, improved links are required with Horsham’s key existing industrial area, in the Golf Course Rd area, and the WIFT. An important element of this planning includes the provision of an additional river crossing to the south and west of Horsham.

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).¹

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.

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.

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 vital links to Melbourne and Adelaide, as well as the regional cities of Ballarat and Bendigo.

The Wimmera Intermodal Freight Terminal (WIFT) located in Doon, 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, Enterprise Estate on Plumpton Road, 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).

¹ WIFT Business Case, 2006

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, there is also an opportunity to provide smaller 'business' ready parcels.

11.4. ECONOMIC INFRASTRUCTURE: STRATEGIES AND ACTIONS

STRATEGY 19 Lobby, advocate and attract funding for the delivery of priority infrastructure projects that will enable and encourage economic development			
Actions		Lead and Partners	Timeframe
ACTION 19.1	Lobby and advocate for passenger rail services from Melbourne to Horsham.	Technical Services / Planning & Economic Development / DEDJTR / WDA	Ongoing
ACTION 19.2	Advocate for a Horsham Bypass.	Technical Services / Planning & Economic Development / DEDJTR	Ongoing
ACTION 19.3	Complete the Horsham Aerodrome Master Plan.	Technical Services / Planning & Economic Development / DEDJTR	Medium term
ACTION 19.4	Advocate for upgrades to major roads and highways, including improved connections of these to Horsham's industrial areas.	Technical Services / Planning & Economic Development / DEDJTR	Ongoing
ACTION 19.5	Advocate for dual carriageway on the Western Highway.	Technical Services / Planning & Economic Development / DEDJTR / WDA	Ongoing

STRATEGY 20 Ensure adequate delivery of land for employment to support industry growth

Actions		Lead and Partners	Timeframe
ACTION 20.1	<p>Commission the preparation of an Industrial Land Strategy, which includes the following:</p> <ul style="list-style-type: none"> - Location of industrial zoned land; - Historical level of industrial land development activity; - Amount and location of available supply of industrial land (years of supply); - Assessment of the suitability of land; - Land and infrastructure requirements to attract investment. 	<p>Planning & Economic Development / Technical Services</p>	<p>Medium term</p>

ACTION 20.2	<p>Advocate for staged development of the WIFT Precinct site over the next 5 years.</p>	<p>Planning & Economic Development / Technical Services</p>	<p>Short to medium term</p>
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HORSHAM RURAL CITY ECONOMIC DEVELOPMENT STRATEGY 2017 - 2021

BACKGROUND DISCUSSION PAPER

FEBRUARY 2018

HORSHAM RURAL CITY COUNCIL

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CONTENTS

EXECUTIVE SUMMARY	1	4.2. KEY FINDINGS & IMPLICATIONS FOR THE EDS	40
1. BACKGROUND AND CONTEXT	4	4.3. VALUE OF THE TOURISM INDUSTRY	41
1.1. INTRODUCTION	4	4.4. TOURISM PRODUCT STRENGTHS	42
1.2. PROJECT METHODOLOGY	4	4.5. VISITATION	44
1.3. LOCATION CONTEXT	5	5. CONSIDERATIONS FOR THE EDS	51
2. STRATEGIC & POLICY CONTEXT	7	5.1. OVERVIEW	51
2.1. INTRODUCTION	7	5.2. KEY FINDINGS	51
2.2. KEY FINDINGS	7	5.3. BUSINESS AND INVESTMENT ATTRACTION	52
2.3. STATE POLICY & STRATEGY	8	5.4. RESIDENT ATTRACTION	53
2.4. REGIONAL POLICY & STRATEGY	9	5.5. DIVERSIFYING THE LOCAL ECONOMY	55
2.5. LOCAL POLICY & STRATEGY	12	5.6. PUBLIC SECTOR INDUSTRIES	58
3. ECONOMIC PROFILE	16	5.7. SUPPORT AND ENGAGE WITH EXISTING BUSINESS	58
3.1. INTRODUCTION	16	5.8. ROLE IN ECONOMIC DEVELOPMENT	60
3.2. KEY FINDINGS & IMPLICATION FOR EDS	16	5.9. GROWING THE VISITOR ECONOMY	61
3.3. STATE ECONOMIC OUTLOOK	17	5.10. MAJOR PROJECTS	65
3.4. LOCAL & REGIONAL INDUSTRY SECTORS	18	APPENDICES	67
3.5. EMPLOYMENT	26	APPENDIX A CONSULTATION STRATEGY	67
3.6. PROFILE OF KEY INDUSTRY'S IN HRCC	28	APPENDIX B HRCC COMMUNITY SURVEY RESULTS	68
3.7. DEMOGRAPHIC PROFILE	32	APPENDIX C HRCC BUSINESS SURVEY RESULTS	71
3.8. CENTRAL ACTIVITY DISTRICT ASSESSMENT	37		
4. THE VISITOR ECONOMY	40		
4.1. OVERVIEW	40		

FIGURES

FIGURE 1 WIMMERA SOUTHERN MALLEE REGION	5
FIGURE 2 LOCATION CONTEXT – HORSHAM RURAL CITY	6
FIGURE 3 POPULATION GROWTH IN HRCC / WSMR – 2006 TO 2031	32
FIGURE 4 AGE PROFILE – HRCC & REGIONAL VICTORIA - 2011	34
FIGURE 5 FAMILY COMPOSITION – HRCC - 2011	34
FIGURE 6 DWELLING TYPE – HRCC - 2011	35
FIGURE 7 DWELLING STRUCTURE – HRCC - 2011	35
FIGURE 8 TENURE – HRCC - 2011	35
FIGURE 9 MEDIAN HOUSE PRICE GROWTH – 2006 TO 2015	36
FIGURE 10 OVERVIEW OF HORSHAM CAD	37
FIGURE 11 ALL TRIPS (DOMESTIC & INTERNATIONAL) - 2012 TO 2016	44
FIGURE 12 NUMBER OF DAY TRIPS – 2012 TO 2016	45
FIGURE 13 REASON FOR VISIT – DAY TRIPS – 2012 TO 2016 (AVE)	45
FIGURE 14 NUMBER OF OVERNIGHT TRIPS – 2012 TO 2016	46
FIGURE 15 REASON FOR VISIT – OVERNIGHT VISITORS – 2012 TO 2016 (AVE)	46
FIGURE 16 ACCOMMODATION – OVERNIGHT VISITORS - HORSHAM - 2016	48
FIGURE 17 REASON FOR VISIT – INTERNATIONAL VISITORS – 2012 TO 2016 (AVE)	50

TABLES

TABLE 1 INDUSTRY SECTOR BY ECONOMIC OUTPUT	18
TABLE 2 EMPLOYMENT BY INDUSTRY SECTOR	19
TABLE 3 REGIONAL EXPORTS	20
TABLE 4 PROPULSIVE INDUSTRY	21
TABLE 5 SUMMARY OF INDUSTRY SECTORS	22
TABLE 6 ECONOMIC OUTPUT BY INDUSTRY SECTOR - WSMR	23
TABLE 7 EMPLOYMENT BY INDUSTRY - WSMR	24
TABLE 8 REGIONAL EXPORTS BY INDUSTRY SECTOR – WSMR	25
TABLE 9 CHANGE IN EMPLOYMENT BY INDUSTRY - 2006 TO 2016	26
TABLE 10 STATUS OF EMPLOYMENT – 2011	27
TABLE 11 OCCUPATION – 2011	27
TABLE 12 JOURNEY TO WORK – HORSHAM RESIDENTS – 2011	27

TABLE 13 JOURNEY TO WORK – HORSHAM WORKERS – 2011	27
TABLE 14 ANNUAL ECONOMIC OUTPUT – AGRICULTURE, FORESTRY & FISHING – SUB SECTORS	28
TABLE 15 SUMMARY OF ECONOMIC INDICATORS – AGRICULTURE, FORESTRY & FISHING	28
TABLE 16 NUMBER OF FARMS, BY INDUSTRY CLASSIFICATION – NORTH WEST REGION – 2014/15	29
TABLE 17 PRICES RECEIVED FOR AGRICULTURAL COMMODITIES – 2013 TO 2018 (FORECAST)	29
TABLE 18 ANNUAL ECONOMIC OUTPUT – MANUFACTURING – SUB SECTORS	30
TABLE 19 SUMMARY OF ECONOMIC INDICATORS - MANUFACTURING	30
TABLE 20 SUMMARY OF ECONOMIC INDICATORS - CONSTRUCTION	31
TABLE 21 SUMMARY OF ECONOMIC INDICATORS – HEALTH CARE & SOCIAL ASSISTANCE	31
TABLE 22 POPULATION – 2006 TO 2031 – HRCC	32
TABLE 23 POPULATION – 2006 TO 2031 – WSMR	32
TABLE 24 AGE PROFILE – 2006 TO 2031 – HRCC & WSMR	33
TABLE 25 SEIFA – VICTORIAN LOCAL GOVERNMENT AREAS - 2011	36
TABLE 26 RETAIL AND COMMERCIAL FLOORSPACE, HORSHAM CAD – 2011 & 2013	38
TABLE 27 ANNUAL RETAIL EXPENDITURE – HRCC & WSMR	38
TABLE 28 TOURISM INDUSTRY – HORSHAM - 2016	41
TABLE 29 BREAKDOWN OF VISITATION (AVERAGE) – 2012 TO 2016	44
TABLE 30 ACTIVITIES UNDERTAKEN – OVERNIGHT VISITORS – HORSHAM - 2016	47
TABLE 31 AVERAGE LENGTH OF STAY – HORSHAM - 2016	48
TABLE 32 ORIGIN – OVERNIGHT VISITORS - HORSHAM - 2016	49
TABLE 33 AGE PROFILE – OVERNIGHT VISITORS – HORSHAM - 2016	49

ACKNOWLEDGMENTS

Urban Enterprise would like to acknowledge the contributions made by Horsham Rural City Council, businesses and residents for attending consultation sessions and providing input through surveys.

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

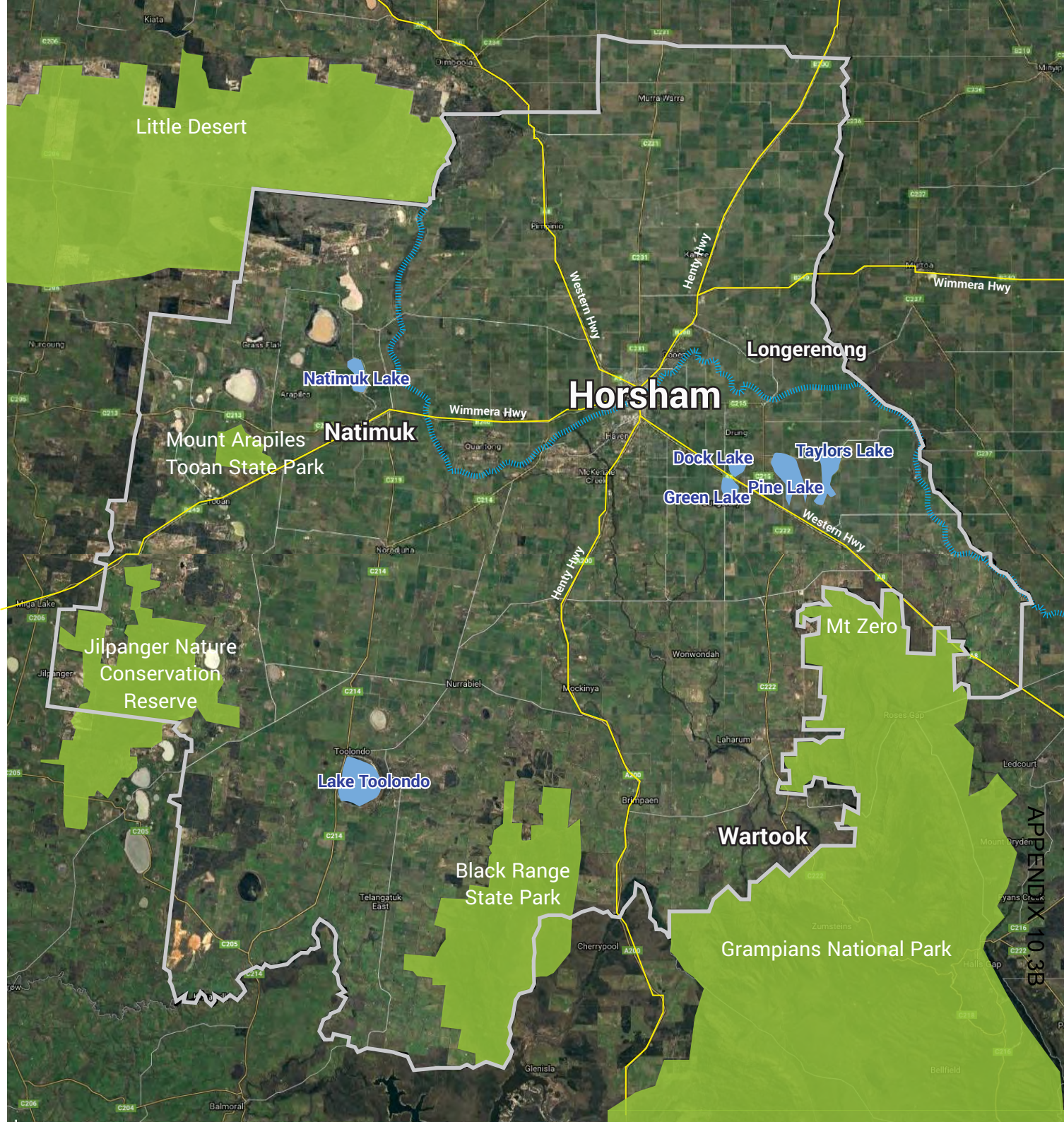


Source: Urban Enterprise 2017

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-Toosan 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	JOB	%	JOB 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.

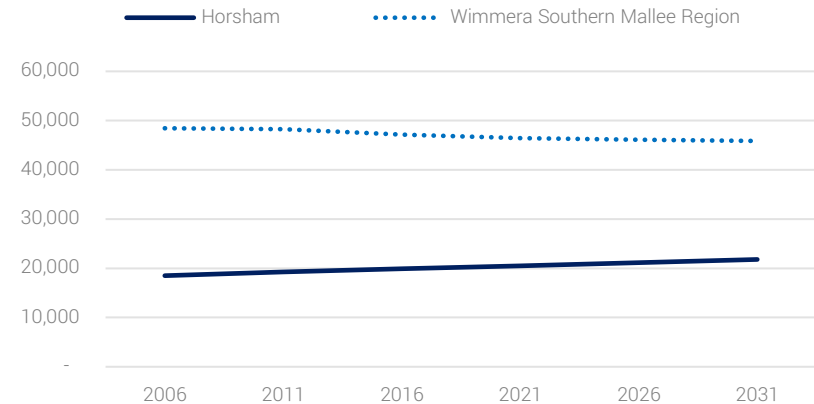
It can be concluded that a proportion of the population in the WSMR are moving to HRCC.

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.

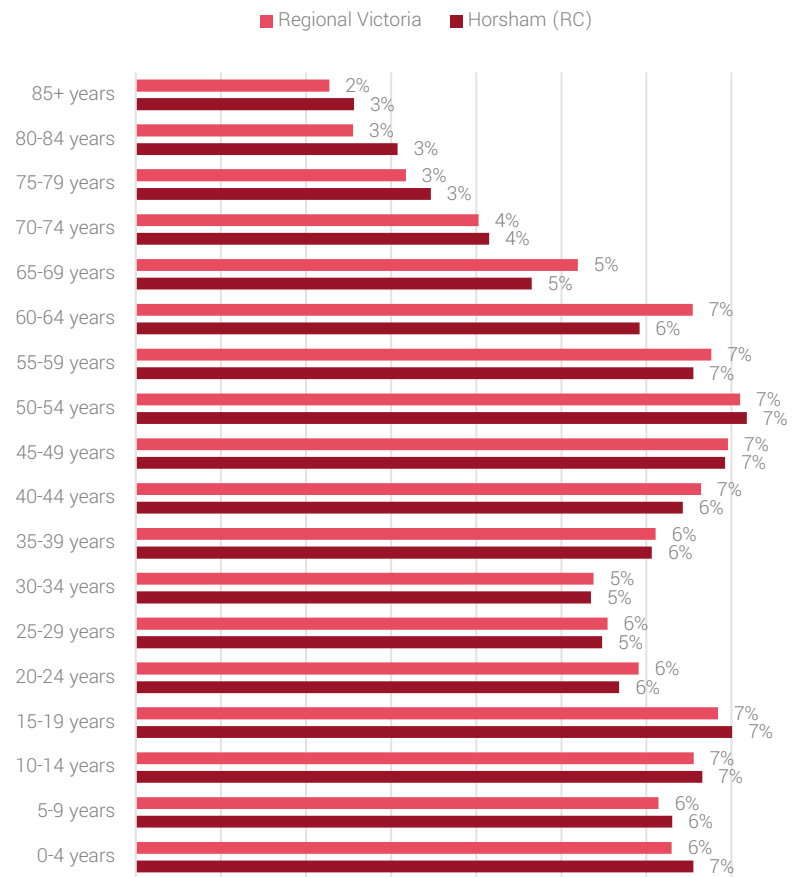
TABLE 24 AGE PROFILE – 2006 TO 2031 – HRCC & WSMR

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

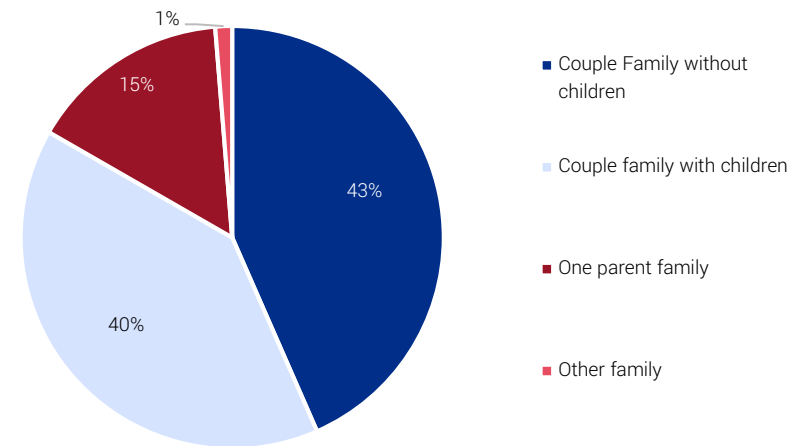
The most common family composition in HRCC is couple families without children (43%) and couple families with children (40%).

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.

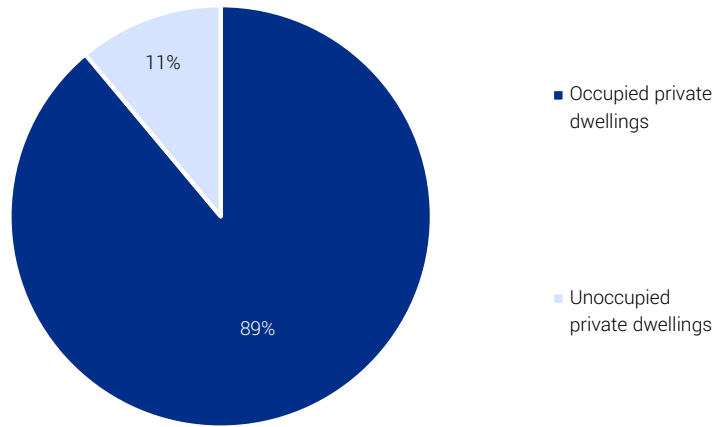
Findings are summarised in Figures 5, 6, 7 and 8.

FIGURE 5 FAMILY COMPOSITION – HRCC - 2011



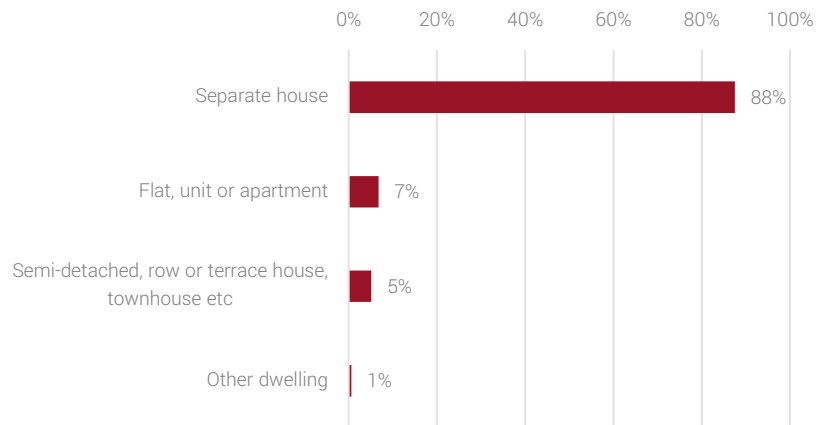
Source: Census of Population & Housing, Australian Bureau of Statistics (ABS), 2011

FIGURE 6 DWELLING TYPE – HRCC - 2011



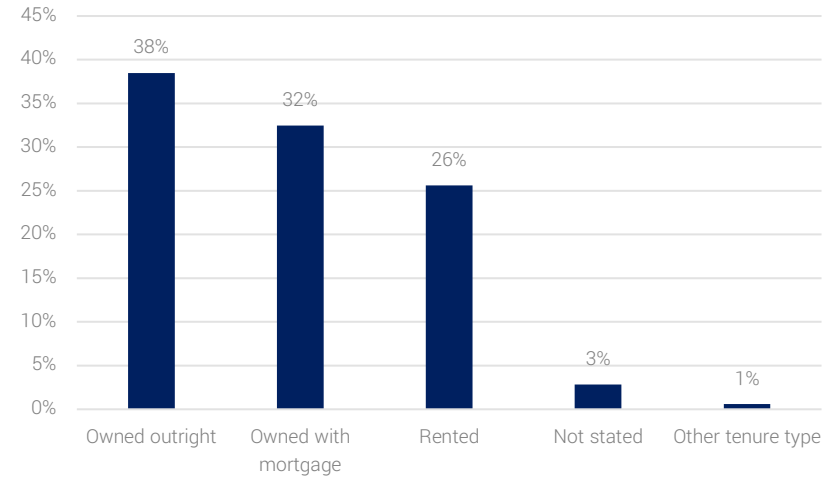
Source: Census of Population & Housing, Australian Bureau of Statistics (ABS), 2011

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

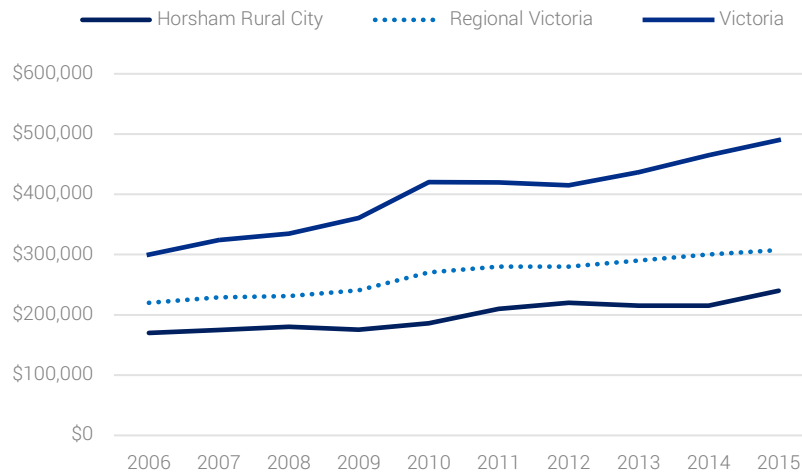
Figure 9 shows the median house price growth in Victoria, Regional Victoria and Horsham Rural City.

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

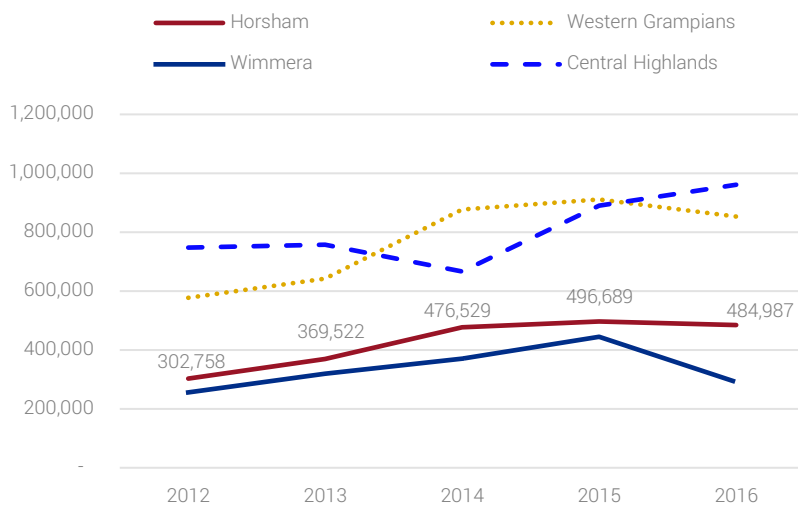
In 2016, Horsham attracted approximately 485,000 domestic and international visitors. Visitation has grown significantly in the last 5 years, at an average rate of 10% per annum.

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

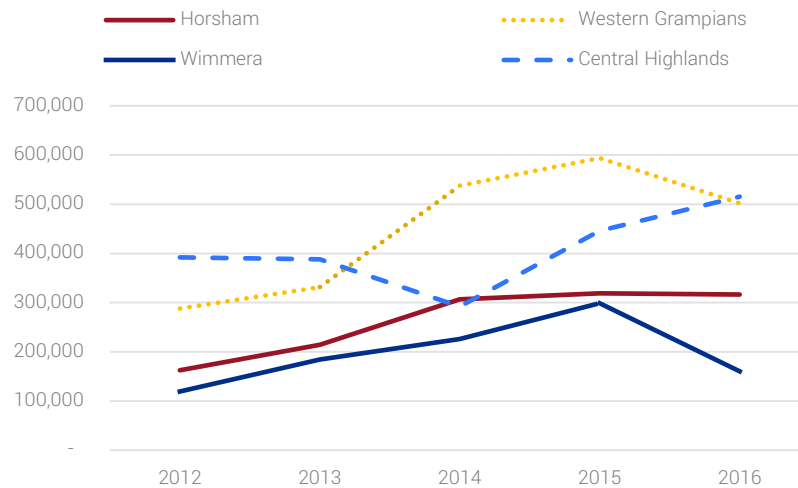
Source: National Visitor Survey (NVS) / International Visitor Survey (IVS), Tourism Research Australia (TRA) 2016

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



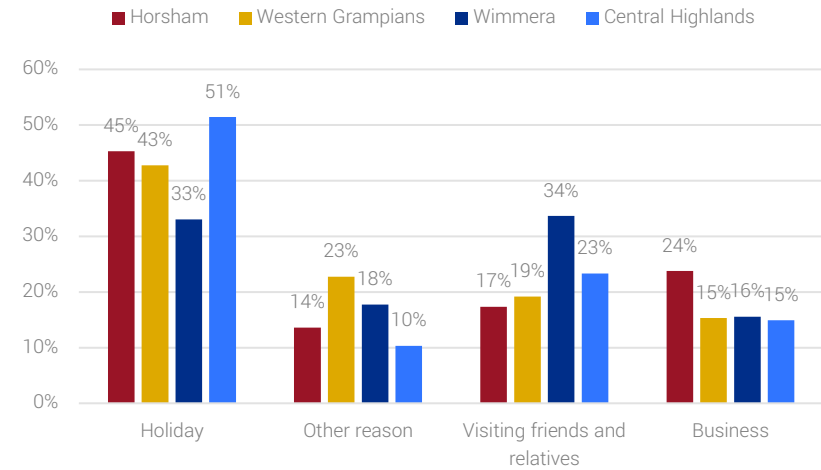
Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

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).

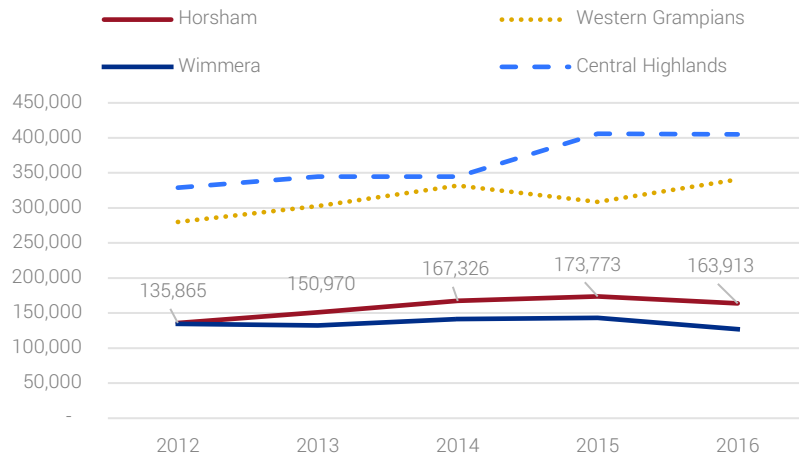
4.5.3. OVERNIGHT TRIPS

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



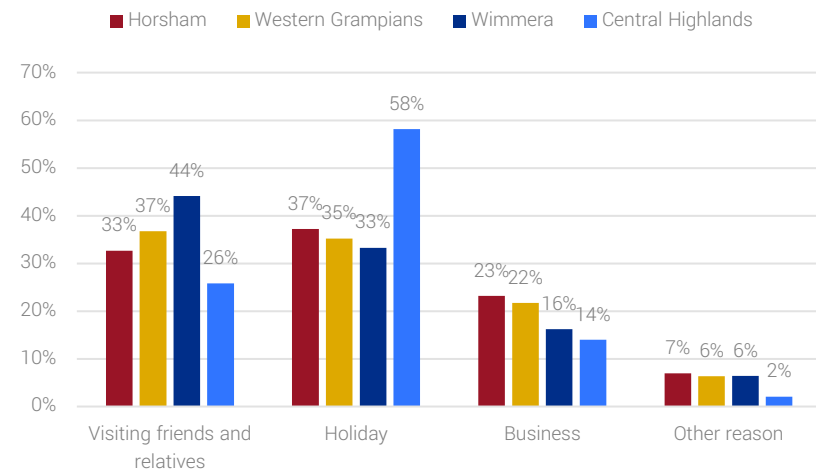
Source: National Visitor Survey (NVS), Tourism Research Australia (TRA) 2016

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

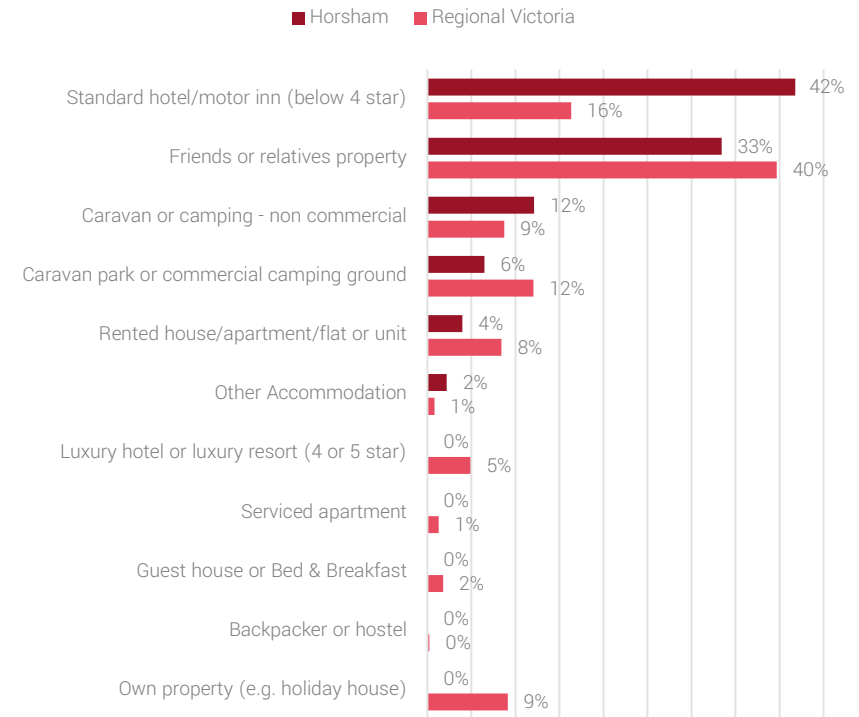
Figure 16 shows the most common types of accommodation utilised in Horsham compared to Regional Victoria.

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

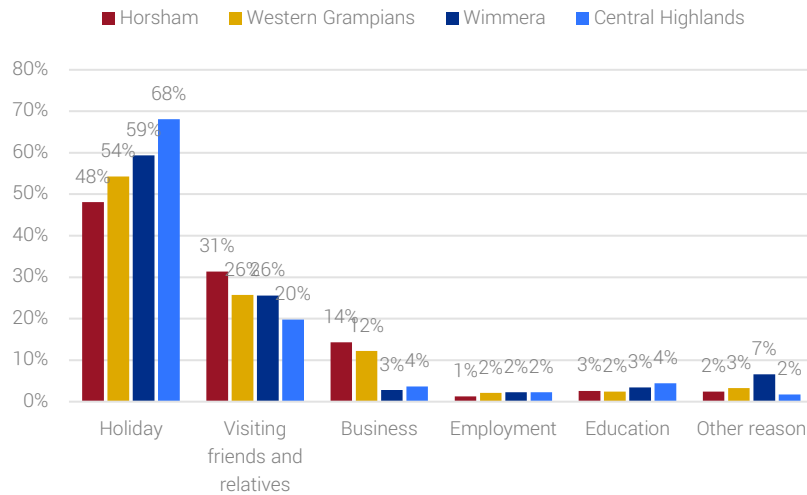
4.5.4. INTERNATIONAL TRIPS

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 regions 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)

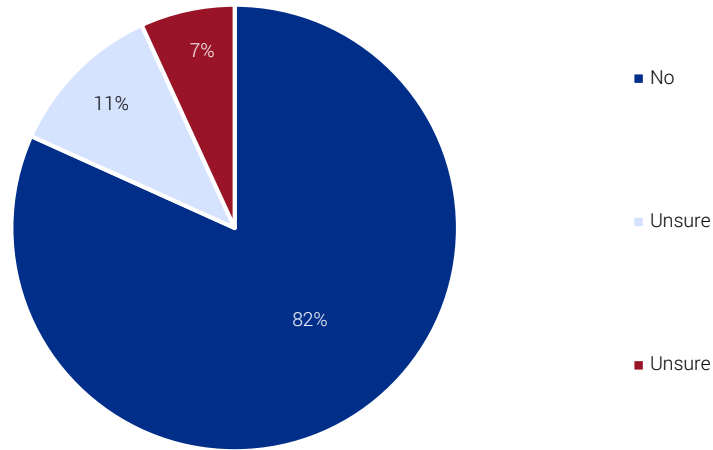
Based on the respondents, the average number of years lived in Horsham Rural City is 27 years.

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

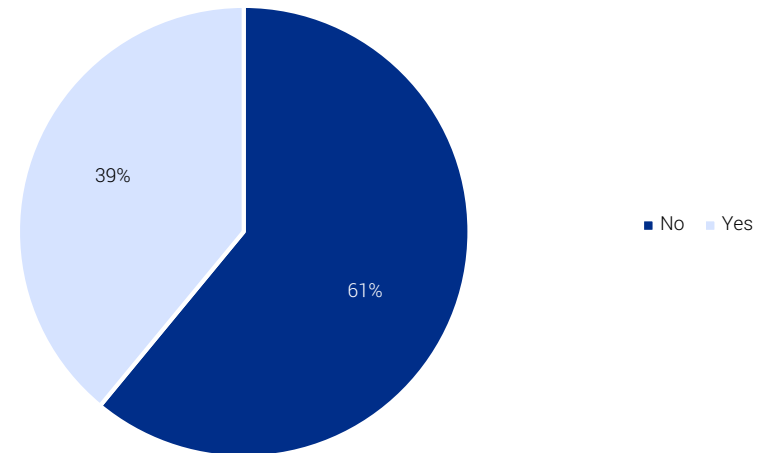
The HRCC Economic Development Business Survey was distributed to businesses within the City to understand business performance, products and services, initiatives, as well as barriers and opportunities for growth. The survey was distributed online and collected 81 responses.

A summary of survey results is provided below.

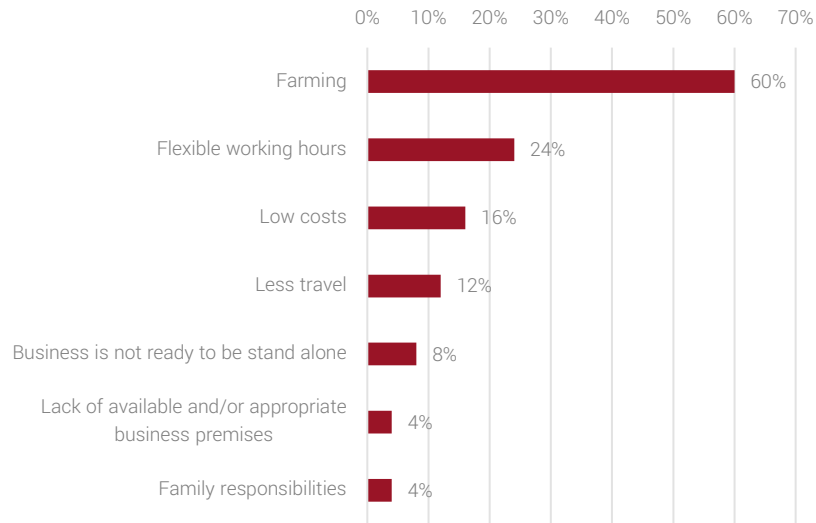
Question 1 – Which industry most accurately describes your business (you may select more than one box)

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%

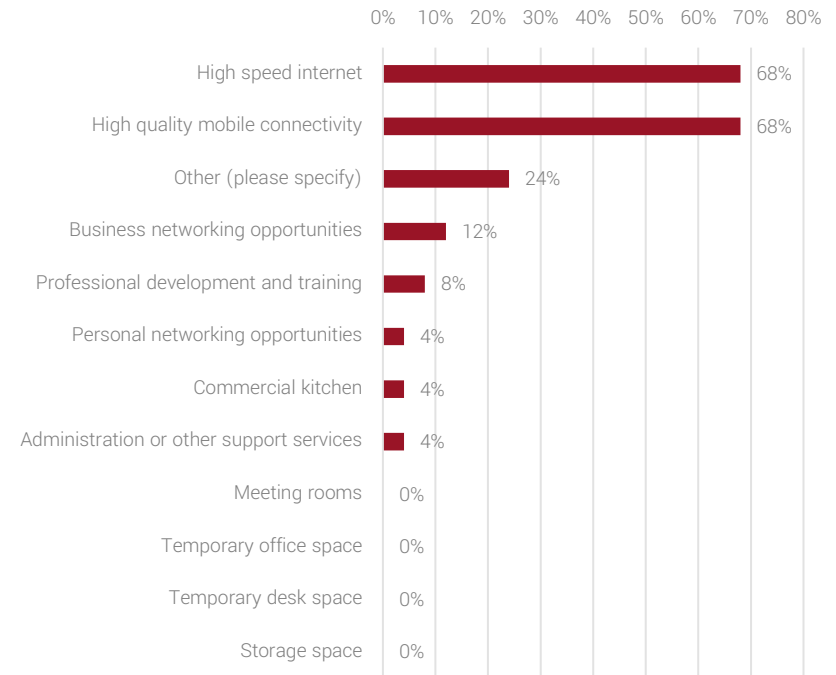
Question 2 – Is your business home based?



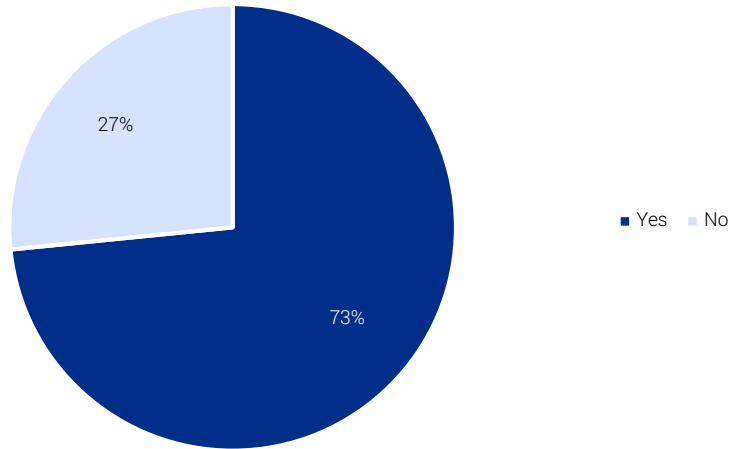
Question 3 – What are the main reasons your business is home based? (you may select more than one answer)



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



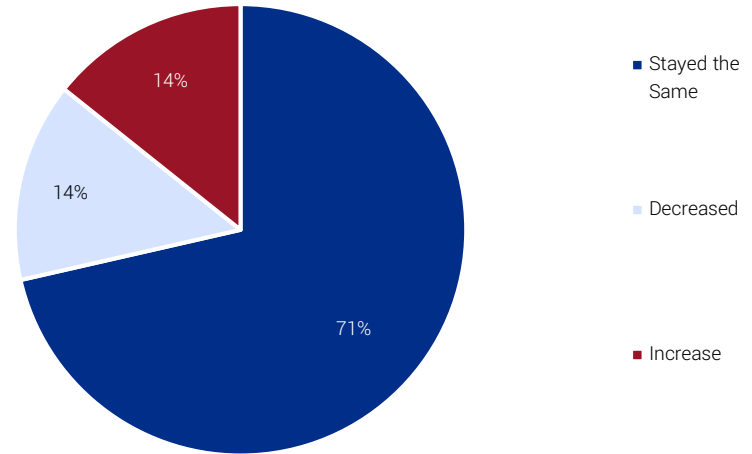
Question 5 – Does your business employ staff?



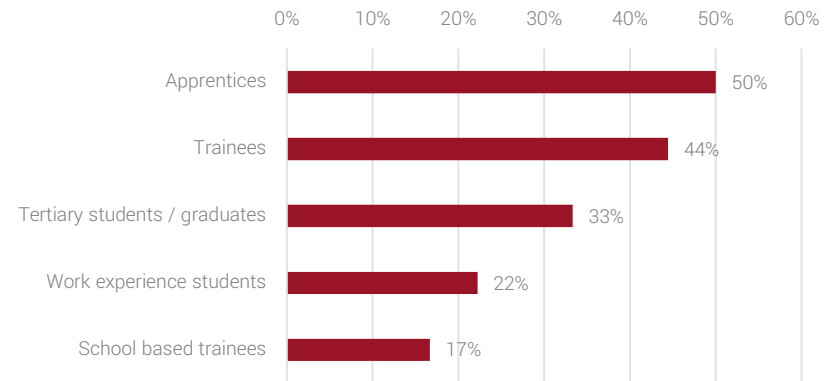
Question 6 – How many people were employed by your business at the start of the calendar year (1 January 2016), and then at the end of the calendar year (31 December 2016)?

	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

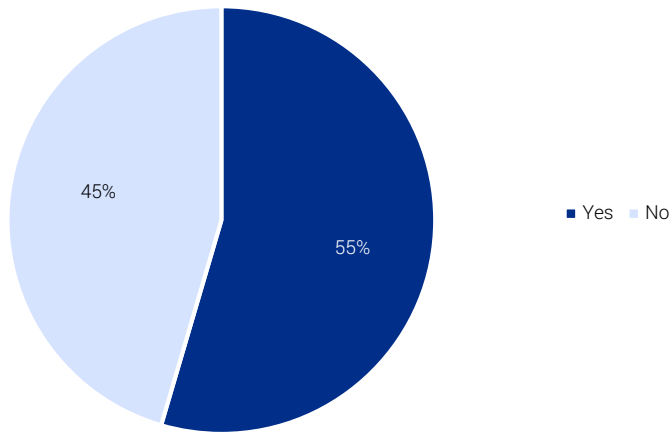
Question 7 – By the end of the 2017 calendar year, do you expect the number of employees to have increased, decreased or stayed the same?



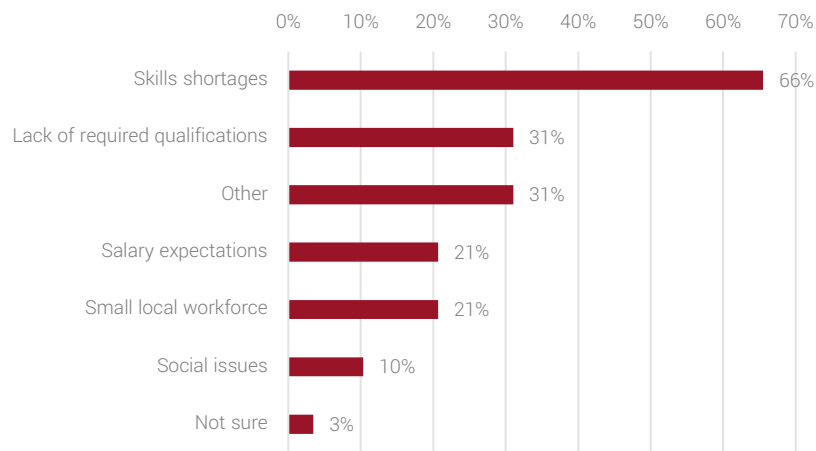
Question 8 – Do any of your employees fit the following categories? (you may select more than one answer)



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:

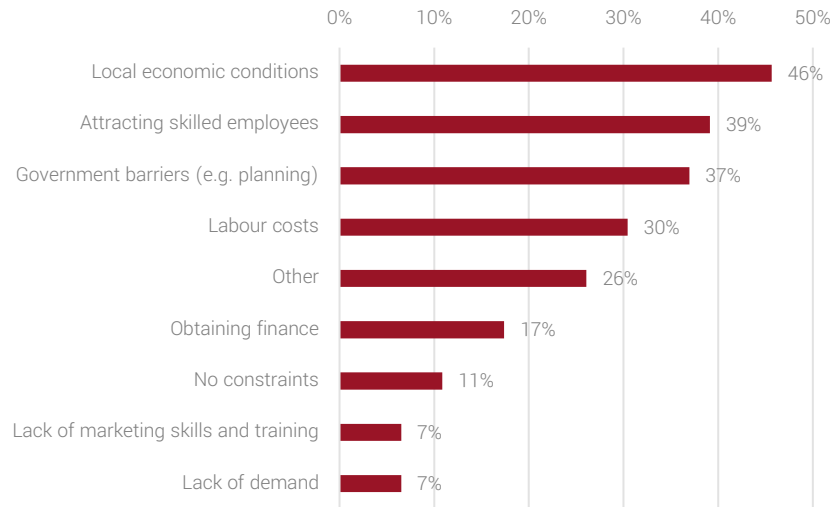
- Advertising;
- Investment in infrastructure;
- Marketing; and
- External training.

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)

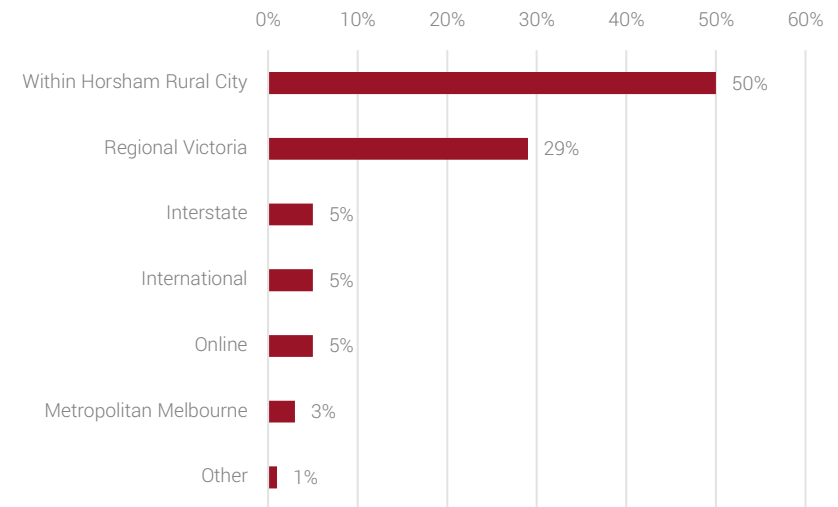


Other

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

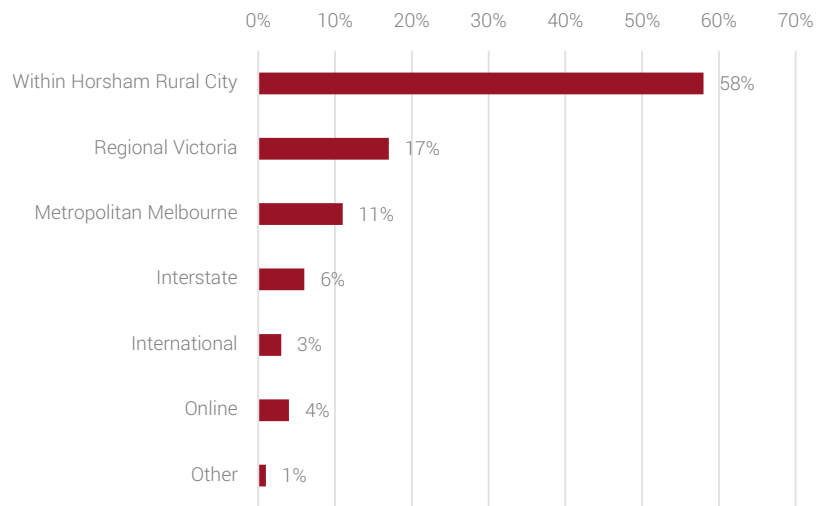
Question 15 – What percentage of your business income is generated from:

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

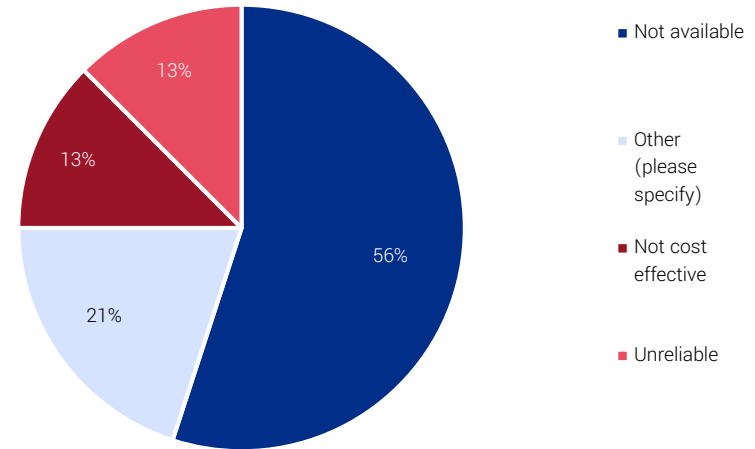


Question 16 – What percentage of your business relies on products and services from:

- **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:

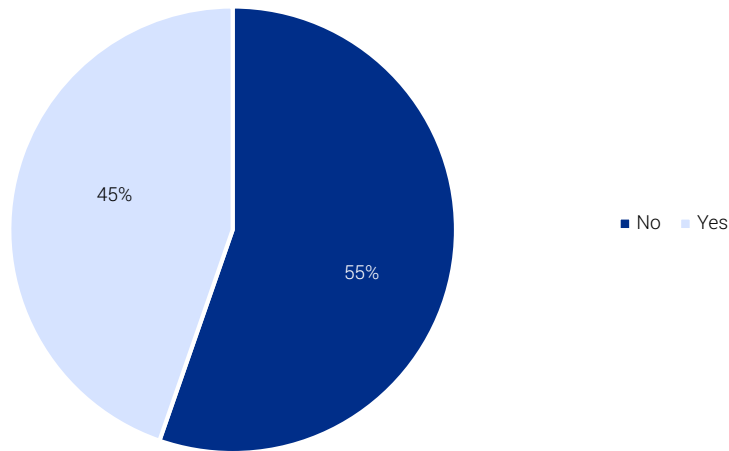
- Too expensive;
- No relevant;
- Office supplies only.

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?

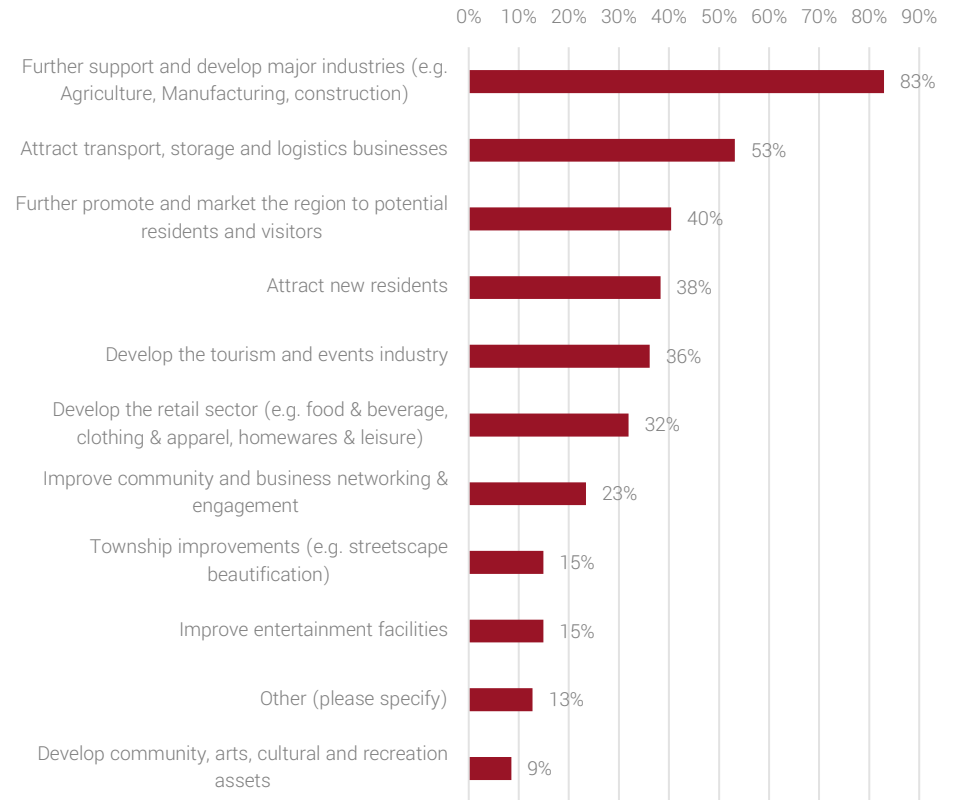
Common responses include:

- 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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HORSHAM ECONOMIC DEVELOPMENT STRATEGY 2017 – 2021

DRAFT STRATEGY REPORT

OCTOBER 2017

HORSHAM RURAL CITY COUNCIL

Urban Enterprise Urban Planning / Land Economics / Tourism Planning / Industry Software

www.urbanenterprise.com.au



Horsham Rural City
Council urban rural balance

Urban Enterprise

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VERSION: 1

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ABS – Australian Bureau of Statistics

ALOS – Average Length of Stay

ANZSIC – Australia New Zealand Standard Industry Classification

CAD – Central Activity District

CRMS – Client Relationship Management System

EDS – Economic Development Strategy

EDU – Economic Development Unit

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.

Short Term – Refers to the indicative timeframe to undertake actions, detailed in the Strategy. 1 to 2 years

Medium Term – Refers to the indicative timeframe to undertake actions, detailed in the Strategy. 2 to 3 years

Long Term – Refers to the indicative timeframe to undertake actions, detailed in the Strategy. 3 to 5 years.

1. INTRODUCTION

1.1. BACKGROUND

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

This Strategy has been prepared by Urban Enterprise on behalf of Horsham Rural City Council.

This document is presented in two parts:

Part A Economic Profile: Provides key economic data which highlights the attributes of Horsham's economy and demographic trends.

Part B Future Directions: Provides the framework to guide implementation of the Strategy, including a vision, themes, strategies and actions for economic development over the next five years (2017 to 2021).

Locational and township context plans are provided on pages 3 and 4.

1.2. APPROACH

This Strategy Report was developed following the preparation of a Background Discussion Paper, which underpins and informs future directions identified in this Strategy.

The approach and methodology adopted for the Horsham Rural City Economic Development Strategy is provided in Table 1.

Each year through the life of this strategy an annual action plan will be developed and will include provision for regular monitoring and reporting.

Annually a review of achievements against the actions from the action plan will be undertaken in conjunction with business sentiment, stakeholder and visitor surveys to provide a holistic snapshot. A review of the Economic Development strategy will also take place to ensure changes to other strategies, policies and significant developments are captured.

Collectively the surveys, reviewed strategy and action plan reports will be used to inform the development of the next annual action plan in close consultation with key stakeholders.

TABLE 1 APPROACH AND METHODOLOGY

<p>Strategy and Policy Context</p>	<p>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.</p>
<p>Economic and Demographic Research and Analysis</p>	<p>An assessment of Horsham Rural City and Wimmera Southern Mallee’s economy using key indicators such as Gross Regional Product (GRP), output, regional exports and employment.</p> <p>This stage also includes a profile of Horsham’s resident demographic including historical & future population growth, age profile, level of disadvantage, housing, income and occupation.</p>
<p>The Visitor Economy</p>	<p>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).</p> <p>This stage provides an overview of the local and regional tourism strengths and identifies certain gaps in tourism product and development.</p>
<p>Consultation</p>	<p>A thorough consultation process included a series of workshops, one-on-one meetings and online surveys to engage stakeholders.</p> <p>Industry representatives, local businesses, referral authorities, Council staff and Councillors, and the community were consulted as part of this project.</p>
<p>Background Discussion Paper</p>	<p>The preparation of a Background Discussion Paper, which includes all background research and analysis identified above.</p>

Locational context

Township context

DRAFT

PROFILE

PART A. ECONOMIC

DRAFT

2. POLICY AND STRATEGIC

The Horsham Rural City Economic Development Strategy builds on existing research, strategy and policy documents. Some of the key documents which have been reviewed to inform the Economic Development Strategy include:

- State Planning Policy Framework;
- Local Planning Policy Framework;
- Wimmera Southern Mallee Regional Growth Plan;
- Wimmera Development Association Strategic Plan 2016 – 2020;
- Regional Development Focus, Regional Development Victoria;
- Wimmera Southern Mallee Mining Sector Plan;
- Horsham Rail Corridor Master Plan;
- Victorian Visitor Economy Strategy;
- Victoria's 2020 Tourism; and
- HRCC Tourism Master Plan.

Based on the 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 ~~for the community; and~~ providing opportunities for all members of the community, fostering growth opportunities in new and emerging industries and attracting business, investment, residents and visitors.

There is also 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 services, entertainment and recreation, construction and professional services.

CONTEXT

Drawing on existing policy and strategy, the key strategic economic development opportunities identified for Horsham Rural City include:

- Support Horsham's role as a major service centre for the broader Wimmera region.
- Continue to develop Horsham's Central Activity District (CAD) to create a vibrant hub for residents, workers and visitors.
- Support the community through the provision of infrastructure and services.
- Capitalise on the region's water security provided by the Wimmera-Mallee Pipeline, and facilitate new business and investment opportunities.
- Continue to foster development in the renewable energy sector.
- Support and protect the Agriculture industry and recognise its importance as a key sector in the Wimmera.
- Diversify the Agriculture industry through value-adding, new commodities, specialist services, research and education, innovation and mechanisations, and transport network efficiencies.
- Facilitate and encourage the development of the Mining sector (mineral sands).
- Attract investment and facilitate development in the Tourism industry. Specifically, aim to attract a greater number of domestic and international visitors, and increase the average length of stay.
- Ensure the long-term prosperity of operations at the Wimmera Intermodal Freight Terminal (WIFT) Precinct through infrastructure and service development.
- Encourage and facilitate industrial activity in allocated industrial areas and ensure they are well serviced by infrastructure.
- Facilitate further development at the Horsham aerodrome for aviation related activities.
- Encourage ongoing relationships with Regional Partners.
- Support retail sector
- Support and promote Horsham Town Hall and Regional Art Gallery and other cultural offerings

3. DEMOGRAPHICS

DRAFT

POPULATION



Horsham Rural City's population is growing at approximately 0.7% per annum. Between 2006 and 2016 the resident population increased from 18,498 to 19,887 (+7.5%).

This is moderate population growth when compared to Regional Victoria. Over the same period, Regional Victoria's population grew by approximately 12%.

Between 2016 and 2031, the population of Horsham Rural City is forecast to increase by 0.6% per annum, reaching a total population of approximately 21,800 by 2031.

Between 2006 and 2016, the population of the Wimmera Southern Mallee 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.

AGE STRUCTURE



Horsham Rural City's resident population is [ageing living longer](#). Between 2016 and 2031, the proportion of residents aged over 65 years is expected to increase significantly in HRCC. The proportion of 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.

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%).

HOUSING AFFORDABILITY



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 less than Victoria (63%).

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 most advantaged in Victoria (out of 80). In Regional Victoria, Horsham is ranked 18th most advantaged (out of 47 LGA's). [Significant pocket of disadvantage in Horsham North \(1st decile ranking\)](#).

4. ECONOMIC PROFILE

4.1. OVERVIEW

Horsham Rural City's economy is largely driven by:

- Agriculture; both dry land broadacre farming (grain and pulse production) and livestock grazing;
- Manufacturing; specifically, food products, metal products and transport equipment and parts;
- Construction;
- Public sector industries including Health, Education and Public Administration and Safety; and
- Retail and services; drawing on Horsham's role as the Wimmera's key commercial centre, Horsham employs a substantial number of retail and service sector workers.

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%).

Due to Horsham's role as a major industry service centre for the Wimmera Southern Mallee region, job containment is high at 94%, meaning the vast majority of residents are employed within the municipality.

4.2. KEY ECONOMIC INDICATORS

	Horsham Rural City	Victoria
GROSS REGIONAL PRODUCT (GRP)	\$1.2 Billion	\$374 Billion
ECONOMIC OUTPUT	\$2.3 Billion	\$798 Billion
EMPLOYMENT	8,419 Jobs	2.4m Jobs
REGIONAL EXPORTS	\$708 Million	\$121 Billion
REGIONAL IMPORTS	\$548 Million	\$135 Billion
WAGES & SALARIES	\$574 Million	\$185 Billion

4.3. INDUSTRY OVERVIEW

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: Horsham Rural City Council, Remplan Economy 2017

PART B. STRATEGIC FRAMEWORK

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5. ECONOMIC DEVELOPMENT FRAMEWORK

5.1. VISION

Horsham Rural City will actively engage and support its existing business base and continue to improve the wealth and wellbeing of its residents.

The City will build on its strong economic base, whilst diversifying the economy through facilitating investment and business attraction in existing and emerging industry sectors.

5.2. KEY THEMES

THEME 1	Best Practice in Economic Development	<i>Horsham Rural City will be a leader in economic development practices and embed a proactive open for business attitude across the organisation</i>
THEME 2	Primary Industries	<i>Horsham Rural City and its partners will continue to facilitate growth in primary industries including agriculture, processing, mining and renewable energy</i>
THEME 3	A Vibrant Central Activity District	<i>Horsham Central Activity District will continue to develop into a vibrant hub which supports services for Wimmera residents and visitors. The Central Activity District will become increasingly attractive for the services sector, professional and creative businesses and entrepreneurs.</i>
THEME 4	Public Sector Industry	<i>Horsham's health and education sector will continue to develop to meet the needs of the Wimmera Region and provide high quality services to the community</i>
THEME 5	Destination Horsham	<i>Horsham will become a strong recognisable brand in key markets and be renowned for its liveability, quality service sector, strong community values, food and creative industry. Tourism product and events will develop to drive visitors to the region to explore nature based assets and attend unique events and festivals.</i>
THEME 6	Economic Infrastructure	<i>Horsham Rural City will work towards attracting investment in critical infrastructure projects that support the economy including passenger rail services, dual carriage highway and Horsham Bypass, WIFT, the Aerodrome and IT/telecommunications.</i>

6. THEME 1: BEST PRACTICE IN ECONOMIC DEVELOPMENT

6.1. OBJECTIVE

Horsham Rural City will be a leader in economic development practices and embed a proactive open for business attitude across the organisation.

6.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Improvements in economic development governance;
- Clear definition of roles and responsibilities for the EDU;
- Form relationships with the local business community;
- Provide useful information to businesses;
- Support business growth;
- Promote networking and training opportunities;
- Attract new investment and industry;
- Embed economic development as a priority within Council decision-making;
- Promote sustainable business practices.

TARGETS AND MONITORING

- Decrease the turnaround time for business planning applications;
- Develop and maintain an up-to-date business database;
- Implementation of processes and procedures to ensure that the Economic Development Unit are engaging regularly and meaningfully with local businesses;
- Business and investment attraction.

6.3. CONSIDERATIONS

ROLE IN ECONOMIC DEVELOPMENT

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 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 investors, 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; and
- Township improvements (e.g. streetscape beautification).
- 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 that there is minimal overlap in economic development activities.

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 broader region.

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

ENGAGEMENT

Engaging with 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.

Council recognises that it is a major purchaser of goods, services and works that its procurement practices have the potential to impact the local economy. Council will endeavour to support local business and industries where such purchases can be justified in achieving value for money.

BUSINESS SUPPORT SERVICES: NETWORKING AND TRAINING

HRCC should ~~consider organising~~ 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.

~~Council could provide the~~ 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.

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6.4. BEST PRACTICE ECONOMIC DEVELOPMENT: STRATEGIES AND ACTIONS

STRATEGY 1 Improve the governance structures within the Economic Development Unit

Actions	Lead and Partners	Timeframe
<p>ACTION 1.1 Clearly define the role and responsibilities for Council’s Economic Development Unit with a focus on the following key areas:</p> <ul style="list-style-type: none"> - Business engagement and support; - Business and investment attraction; - Tourism (product development, investment attraction, marketing); - Festivals and events (engagement with existing event operators, event development, support and procurement); - Management of the Visitor Information Centre; and - Management of the Wimmera Business Centre. 	<p>Planning & Economic Development</p>	<p>Short term</p>
<p>ACTION 1.2 Undertake regular meetings between the WDA and Council’s Planning and Economic Development Department to inform and discuss economic development opportunities.</p>	<p>Planning & Economic Development / Planning Department / WDA / DEDJTR</p>	<p>Ongoing</p>

STRATEGY 2 Engage and support new and existing businesses

Actions	Lead and Partners	Timeframe
<p>ACTION 2.1 Develop a dynamic and up-to-date business database system and ensure information is correct, up-to-date, and cross references the most recent Australian Business Register (ABR) data. At a minimum, it should include the following fields:</p> <ul style="list-style-type: none"> - Name of Business; - Business Type; - Lead and Secondary Business Contact - Address; - Contact Details (phone & email address); - Industry Classification; and - Number of Employees. 	Planning & Economic Development / local businesses	Short term and ongoing
<p>ACTION 2.2 Investigate the establishment of an interactive Client Relationship Management System which can be used to record and track business engagement and report on economic development performance measures.</p> <p>Engage with EDA Victorian State Practitioners Network as to how this may be implemented and used.</p>	Planning & Economic Development / EDA	Short term
<p>ACTION 2.3 Engage with businesses using a variety of methods where necessary. Develop a regular email newsletter to go to businesses on the business database (once completed), promoting Council projects, networking and training opportunities and grants programs.</p>	Planning & Economic Development/ Business Horsham/WBC	Ongoing
<p>ACTION 2.4 Ensure staff within Council's EDU are visible and active in the business community.</p>	Planning & Economic Development	Ongoing

STRATEGY 3 Promote business development and networking opportunities within the business community		
Actions	Lead and Partners	Timeframe

ACTION 3.1 Facilitate education and training events with the business community. Topics may include:

- Marketing and advertising;
- Financial management and reporting;
- Business administration.

Planning & Economic
Development/[WBC/Federation
Uni/Education/LLEN](#)

Medium term and
ongoing

ACTION 3.2 Facilitate networking events with the business community.

Planning & Economic
Development/[Business
Horsham/VFF/Wartook
Promotions Group/Horsham
Town Hall/Art
Gallery/Community groups](#)

Short term and
ongoing

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7. THEME 2: PRIMARY INDUSTRIES

7.1. OBJECTIVE

Horsham Rural City and its partners will continue to facilitate growth in primary industries including agriculture, processing, mining and renewable energy.

7.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Volatility of commodity prices;
- Environmental challenges (e.g. drought);
- Leverage investment from Wimmera-Mallee Pipeline;
- Diversification within the sector;
- Mechanisation and consolidation of land/enterprise;
- Public awareness of the mining industry;
- Enabling infrastructure requirement (e.g. electricity interconnector).

TARGETS AND MONITORING

- Increase in agricultural production;
- Employment growth;
- Increase in output and regional exports;
- Increase in value-adding activities;
- Establishment of solar and wind farms;
- ~~Commence~~ Facilitate construction phase for mineral sands projects.

7.3. CONSIDERATIONS

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).

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 promoted to potential new agri-business that are looking to establish in the region.

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.

7.4. PRIMARY INDUSTRIES: STRATEGIES AND ACTIONS

STRATEGY 4 Encourage and facilitate the diversification of the Agricultural base through value-adding, research and innovation, new commodities and related activities			
Actions		Lead and Partners	Timeframe
ACTION 4.1	Encourage the development of intensive farming practices. Work with the State Government Department of Economic Development, Jobs, Transport and Resources, Agriculture Victoria, WDA and the local education and agricultural research sectors to promote intensive farming in suitable locations (i.e: access to Wimmera Mallee Pipeline).	Planning & Economic Development / WDA / Agriculture Victoria / GWM Water/VFF	Medium term
ACTION 4.2	Promote agri-tourism opportunities to industry. Establish an information kit which exposes primary industry to agri-tourism opportunities including case studies and information of the local market.	Planning & Economic Development / WDA / Agriculture Victoria / Grampians Tourism/VFF	Medium term
ACTION 4.3	<p>Promote the competitive advantages of the region to attract and develop agricultural supply chain businesses such as:</p> <ul style="list-style-type: none"> - Warehouse and storage (storage cleaning, splitting, packaging); - Transport and distribution (freight services, logistics); - Food manufacturing (cereals, protein powder, seeds and oils, abattoir). <p>Develop a prospectus which identifies key opportunities and supporting information and make contact with businesses out of region to understand prerequisites for establishing businesses in Horsham Rural City.</p>	WDA / Agriculture Victoria / Planning & Economic Development / DEDJTR	Medium term
ACTION 4.4	Promote the competitive strengths (e.g. Wimmera-Mallee Pipeline, WIFT) to encourage new agribusiness to establish in the region.	WDA/ Planning & Economic Development / Agriculture Victoria / DEDJTR	Medium term
STRATEGY 5 Engage and support the agricultural business community, and ensure the region remains the leader in grain production, research, education and innovation			

Actions	Lead and Partners	Timeframe
ACTION 5.1 Develop a business database of agri-business firms (this may be undertaken as part of Action 2.1)	Planning & Economic Development	Short term
<p>ACTION 5.2 Ensure there is an experienced economic development officer responsible for engaging with the Agriculture sector. This includes developing strategic relationships with:</p> <ul style="list-style-type: none"> - Businesses; - Relevant State and Federal government personnel (e.g. Agriculture Victoria, GWM Water); - Industry groups; and - Education institutions (e.g. Longerenong College). <p>The nominated staff member should have a strong understanding of local agricultural conditions.</p>	Planning & Economic Development / WDA	Short term
<p>ACTION 5.3 Participate in an annual roundtable event for the Agriculture industry representatives. Discussion points should include, but are not limited to the following:</p> <ul style="list-style-type: none"> - The current state of the industry (economic conditions); - Current challenges/barriers to industry growth; - Opportunities for industry growth; - The regulatory environment; and - Research and innovation. 	Planning & Economic Development / WDA	Short term
ACTION 5.4 Develop strategic relationships with key personnel of large businesses in the region, and encourage them to become active in the local industry to share their expertise.	Planning & Economic Development	Short term
ACTION 5.5 Advocate for the development of enabling infrastructure (e.g. upgrades to the WIFT precinct, road upgrades and Burnt Creek Estate)	WDA / Planning & Economic Development / DEDJTR	Ongoing
STRATEGY 6 Encourage and facilitate development in the renewable energy industry		

Actions		Lead and Partners	Timeframe
ACTION 6.1	Continue to lobby the State and Federal Government to establish a third electricity interconnector between Horsham and Keith.	WDA / Department of the Environment and Energy / RDV / DEDJTR	Short to medium term and ongoing
ACTION 6.2	Seek to upgrade existing smaller capacity transmission lines.		
ACTION 6.3	Widely promote the advantages of establishing solar and wind farms in Horsham Rural City (e.g. land availability, long period of sunlight) and continue to facilitate investment in this area.	WDA / Planning & Economic Development / DEDJTR	Ongoing
ACTION 6.4	Facilitate a series of electric vehicle charge points within the Horsham town centre.	WDA / Planning & Economic Development	Short to medium term

STRATEGY 7 Encourage and facilitate development in the mineral sands industry

Actions		Lead and Partners	Timeframe
ACTION 7.1	Continue to work with industry stakeholders to facilitate mineral sands projects.	WDA / Planning & Economic Development / DEDJTR	Long term

8. THEME 3: A VIBRANT CENTRAL ACTIVITY DISTRICT

8.1. OBJECTIVE

Horsham Central Activity District will continue to develop into a vibrant hub which supports services for Wimmera residents and visitors. The Central Activity District will become increasingly attractive for the services sector, professional and creative businesses, and entrepreneurs.

8.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Discourage out of centre development;
- Address challenges facing retailers (e.g. online retail, impact of seasonal agriculture production on retail expenditure, customer service & satisfaction);
- Improve CAD's connection to the Wimmera River;
- Encourage investment/redevelopment of key sites in the CAD;
- Capturing passing trade – attracting self-drive visitors into the CAD;
- Underrepresentation of professional, financial and creative services;
- Develop hospitality and entertainment in the CAD;
- Recognise the role of the Horsham Town Hall as the arts precinct.

TARGETS AND MONITORING

- Increase retail turnover;
- Employment growth within the CAD;
- Reduction in vacancy rates for retail/commercial properties;
- Commercial development within the CAD;
- Deliver and implement CAD Revitalisation Strategy;
- Critical mass of day/night activity;
- Growth in professional and business services;
- Improved perceptions for customers and visitors.

8.3. CONSIDERATIONS

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.

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, particularly in digital and creative professional services such as marketing, advertising, design, software & IT, architecture and public relations.

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

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.

WIMMERA BUSINESS CENTRE

The Wimmera Business Centre is located in Horsham's town centre and is a small business incubator, offering tenancy to start up and home-based businesses, as well as offering business advice, support services and assistance to small and micro businesses.

The Centre accommodates a diverse range of businesses ~~and currently there are five anchor tenants and seven incubator tenants~~ throughout its 18 spaces as well as 2 rooms for casual hire. There are a small number of vacancies.

An opportunity exists to redevelop the Wimmera Business Centre to increase capacity, improve the facilities offered and encourage a critical mass of business activity in Horsham.

If redeveloped, the incubator should provide office floorspace, meeting rooms, hot desks, high-speed internet, as well as opportunities for professional development, training and networking.

In the interim, Council should continue to encourage existing businesses; including home-based business and micro businesses to utilise the Centre.

CREATIVE INDUSTRY

Analysis of the local business base highlights a significant gap in creative industry. This includes Architects, graphic designer, marketing and IT professionals.

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.

8.4. A VIBRANT CENTRAL ACTIVITY DISTRICT: STRATEGIES AND ACTIONS

STRATEGY 8 Continue to develop Horsham’s Central Activity District (CAD) into a vibrant hub of retail, commercial, entertainment, hospitality, cultural and community activity			
Actions		Lead and Partners	Timeframe
ACTION 8.1	Deliver and implement the findings from the Horsham CAD Revitalisation project.	Technical Services / Planning & Economic Development	Short term
ACTION 8.2	Investigate the establishment of a central public plaza or square as the focal point for Horsham.	Technical Services / Planning & Economic Development	Short term
ACTION 8.3	Deliver the multi-use indoor sports facility at the preferred site (McBryde Street).	Technical Services / Community Services / Planning & Economic Development	Short term
ACTION 8.4	Deliver and implement the findings from the Horsham Railway Corridor Master Plan.	Technical Services / Planning & Economic Development/ Community Services	Short to medium term
ACTION 8.5	Ensure Horsham’s CAD is considered the prime location for future development in retail, commercial office, entertainment and community land uses. Identify fringe areas to the South of the CAD as long term areas for commercial growth. Future CAD development should align with CAD Revitalisation Strategy.	Planning & Economic Development	Short to medium term and ongoing
ACTION 8.6	Promote the CAD to potential hospitality operators to attract high quality food and beverage product such as: <ul style="list-style-type: none"> - Gastronomy pub; - Restaurants and cafés; - Provedores; and - Wine bar/microbrewery. 	Planning & Economic Development	Ongoing

STRATEGY 9 Improve access, connectivity, appearance and functionality of Horsham's CAD

Actions	Lead and Partners	Timeframe
ACTION 9.1 Deliver and implement the findings from the Horsham Car Parking Strategy.	Technical Services / Planning & Economic Development	Short to medium term
ACTION 9.2 Deliver and implement the findings from the Wimmera River Corridor Masterplan, ensuring the CAD's connection to the River is addressed	Technical Services / Planning & Economic Development	Short term
ACTION 9.3 Improve wayfinding and promotional signage at the town's main entrances to encourage the capture of passing trade. Promotional signage should refer to: <ul style="list-style-type: none"> - Local attractions (e.g. Town Hall, Wimmera River, Botanical Gardens); - Visitor Information Centre; and - Popular hospitality precincts. 	Technical Services / Planning & Economic Development	Short term
ACTION 9.4 Improve the public realm at Horsham's main entrances. Streetscaping, tree plantings and road upgrades should be the areas of focus.	Technical Services / Planning & Economic Development	Medium term

STRATEGY 10 Encourage and facilitate growth in professional, financial and creative service industries

Actions	Lead and Partners	Timeframe
ACTION 10.1 Engage with existing professional services businesses to understand labour force requirements and other business needs.	Planning & Economic Development / Local businesses	Short term
ACTION 10.2 Establish a targeted marketing program to encourage qualified professionals to join Horsham professional service firms.	Planning & Economic Development / Local businesses	Short term
ACTION 10.3 Encourage the development of office accommodation in the CAD.	Planning & Economic Development	Ongoing
ACTION 10.4 Investigate the potential to redevelop and expand the Wimmera Business Centre to meet contemporary business needs. In the short term, encourage greater utilisation of the existing Wimmera Business Centre.	Planning & Economic Development	Medium term
ACTION 10.5 Promote creative industry opportunities in Horsham through promotion and branding of Horsham as a cosmopolitan and progressive town.	Planning & Economic Development / Local businesses/ Horsham Town Hall/Art Gallery	Short term
ACTION 10.6 Leverage greater benefit from the Horsham Town Hall precinct by exploring: - Establishing a pedestrian and performance zone opposite the Town Hall theatre in Ward Street ; - Attraction of entertainment and dining businesses to the precinct; and - Business/conference market.	Community Services / Planning & Economic Development/ Horsham Town Hall/Art Gallery	Short term
ACTION 10.7 Develop and promote Horsham Town Hall, Art Gallery and arts and cultural events and offerings.	Community Services/Horsham Town Hall/Art Gallery/Planning and Economic Development/RDV	Ongoing

9. THEME 4: PUBLIC SECTOR INDUSTRY

9.1. OBJECTIVE

Horsham's health and education sector will continue to develop to meet the needs of the Wimmera Region and provide high quality services to the community.

9.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Horsham's resident population is forecast to age;
- Greater demand for health and medical services;
- Capacity constraints at the Wimmera Base Hospital;
- Student migration from Horsham to Ballarat and Melbourne for tertiary education;
- Foster strong pathways between tertiary institutions and the workforce.

TARGETS AND MONITORING

- Improvements and upgrades to Health precinct;
- Increase in public sector employment;
- Increase in tertiary education attainment;
- Improvements to Longerenong College facilities;
- Reduction in students travelling to Ballarat/Melbourne for education attainment.

9.3. CONSIDERATIONS

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, specifically as a result of capacity constraints.

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.

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.

ACTIONS

9.4. PUBLIC SECTOR INDUSTRY: STRATEGIES AND

STRATEGY 11 Develop Horsham into the leading education provider for Agribusiness and related industries

Actions	Lead and Partners	Timeframe
ACTION 11.1 Facilitate and encourage Longerenong College to attract international students.	Planning & Economic Development / Longerenong College / Skill Invest	Short term
ACTION 11.2 Advocate for the redevelopment of Longerenong College's on-site infrastructure and facilities. (e.g. chemical training facility, internal campus roads, lecture/theatre rooms). Ongoing discussions with Longerenong College should be undertaken to prioritise infrastructure and service upgrade requirements.	Planning & Economic Development / Longerenong College / Skill Invest	Ongoing

STRATEGY 12 Ensure existing education institutions are meeting the needs of the resident and business community

Actions	Lead and Partners	Timeframe
ACTION 12.1 Engage with Federation University to ensure suitable courses are being offered that meet local needs. Ensure there is adequate information which identifies skills gaps (e.g. apprenticeships/training programs)	Planning & Economic Development / local secondary and tertiary institutions	Short term

STRATEGY 13 Ensure Health Care and Medical Services are servicing the needs of Horsham and the broader region

Actions	Lead and Partners	Timeframe
ACTION 13.1 Continue to engage and develop a close relationship with the Wimmera Health <u>Care Group</u> and the community sector as one of Horsham’s key employers.	Planning & Economic Development / Wimmera Health Care Group	Ongoing
ACTION 13.2 Advocate for the preparation of a Master Plan for the Health and Medical Precinct on Bailie Street. This will investigate redevelopment of the Hospital to meet current and future need and also plan for other community and health services in the precinct.	Planning & Economic Development / Technical Services / Community Development / Wimmera Health Care Group	Medium to long term
<u>ACTION 13.3 Advocate for business relocation/establishment in the community sector.</u>	<u>Planning and Economic Development/Community Services</u>	<u>Ongoing</u>

DRAFT

10. THEME 5: DESTINATION HORSHAM

10.1. OBJECTIVE

Horsham will become a strong recognisable brand in key markets and be renowned for its liveability, quality service sector, strong community values, food and creative industry. Tourism product and events will develop to drive visitors to the region to explore nature based assets regional, state, national and international sports events and attend unique events and festivals.

10.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Improve awareness of Horsham throughout Victoria and South Australia;
- Lack of destination brand;
- Ensure there is a coordinated and collaborative approach to marketing and branding ;
- Need for marketing and promotional content for Horsham to attract visitors, residents, workers and businesses.
- Tourism product development;
- Provision of visitor services.

TARGETS AND MONITORING

- Develop a destination brand for Horsham.
- Increase in domestic and international visitation.
- Increase in average length of stay.
- Increase in visitor yield.
- Investment in tourism product development.

10.3. CONSIDERATIONS

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 and lifestyle 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 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 Bellfield~~, Lake Wartook, Green Lake, Taylors Lake, Rocklands Reservoir, ~~Lake Fyans and Natimuk Lake~~, Little Desert National Park, Black Range State Park and Wimmera River.

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

SETTLEMENT SERVICES

HRCC should review the settlement service strategy for new residents, which provides information to support and assist new residents in the region. This could be particularly helpful for ethnic groups settling in the region.

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 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.

TOURISM USES ALONG THE WIMMERA RIVER

The Wimmera River is a major natural asset in close proximity to Horsham's town centre.

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

- Recreational boating infrastructure;
- Fishing infrastructure;
- Picnic/BBQ;
- Food and beverage;
- Accommodation;
- Public art installation;
- Artist in residence facility;
- Conference/function centre; ~~and~~
- Recreational tracks and trails (walking and cycling); and-
- Adventure operators.

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

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.

FESTIVALS AND EVENTS

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, motocross, and art and cultural events.

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.

Council's partnership with Sports Marketing Australia should be ongoing to assist with securing sports tourism events. Sports tourism is a significant economic driver and brings in an average of \$1.6 million per annum.

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 example of 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 regions 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 economy 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;
- Motorsport (go-cart track / Speedway);
- Motocross and 4WD;
- Agriculture / farm gate; and
- Sport and recreation.

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; Toooan State Park, as well as Mount Stapylton and Mount Zero in the Grampians National Park, Mount Zero attract a significant level of annual visitation.

Mount Arapiles is located in Mount Arapiles-Toosan 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.

~~This iconic natural asset does not have much of a presence in Horsham or Natimuk and could be improved to leverage further off the asset. Opportunities to be considered include:~~

- ~~• Tours to Mt Arapiles via Natimuk from Horsham (e.g. rock climbing, abseiling);~~
- ~~• Development of soft adventure tourism (bushwalking, mountain biking and road cycling tracks and trails);~~
- ~~• Accommodation to be located in Natimuk (e.g. eco-cabin/glamping);~~
- ~~• History/heritage and indigenous interpretation; and~~
- ~~• Cycling trail connection between Horsham, Natimuk and Mt Arapiles.~~

Horsham is in close proximity to a major network of waterways, which include Lake Toolondo, ~~Lake Bellfield~~, Lake Wartook, Green Lake, Taylors Lake, Rocklands Reservoir, ~~Lake Fyans~~ and Natimuk Lake.

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 in consultation with appropriate land managers. This includes the provision of boat ramps, fishing jetties, picnic/BBQ, camping and toilet facilities should be considered.

ACCOMMODATION

Based on accommodation preferences for 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.

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

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.

~~A number of elements need to be considered with regard to this issue. 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 trails. 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. Discussions should be undertaken with Grampians Tourism to determine how Horsham can leverage further off the Grampians, and the Peaks Trail, particularly given that Mt. Zero will be the trail head.

INTERSTATE VISITOR MARKETS

An opportunity exists for Horsham to attract a greater proportion of visitors from South Australia. Horsham is located approximately 420 km from Adelaide, and is considered the approximate midpoint between Melbourne and Adelaide.

Marketing Horsham as a destination to visit, live and work should be extended into South Australia.

ACTIONS

10.4. DESTINATION HORSHAM: STRATEGIES AND

STRATEGY 14 Promote Horsham as a destination to live, work, invest and visit			
Actions		Lead and Partners	Timeframe
ACTION 14.1	Undertake a market research study throughout Victoria and South Australia to understand the public’s awareness and perception of Horsham and other nature based assets in the Wimmera/Grampians.	Planning & Economic Development / Parks Victoria	Medium term
ACTION 14.2	<p>Develop a prospectus for Horsham Rural City, which promotes the area as a destination to live, work, invest and visit. The Prospectus could include the following elements:</p> <ul style="list-style-type: none"> - Lifestyle advantages (e.g. proximity to nature based assets, strong community, favourable climate, strong health and education services); - Investment opportunities (e.g. Wimmera-Mallee Pipeline, WIFT, land availability and affordability); - Tourism product and attractions (e.g. Mount Arapiles Lakes and Waterways, Town Hall, food and beverage, festivals and events). 	Planning & Economic Development / Grampians Tourism/Parks Victoria / DELWP / GWM / Barengi Gadjin Land Council	Short term
ACTION 14.3	Review a New Residents Services Strategy in Horsham Rural City.	Community Services	Medium term
ACTION 14.4	Develop a destination brand for Horsham. This should be prepared in conjunction with the CAD Revitalisation project and the community.	Planning & Economic Development / Technical Services	Medium term
STRATEGY 15 Promote and facilitate private and public sector tourism development opportunities			
Actions		Lead and Partners	Timeframe

~~ACTION 15.1 Investigate tourism product development opportunities, which will increase visitation to Mt Arapiles. Opportunities that should be considered include:~~

- ~~— Accommodation in Natimuk (e.g. eco cabin/glamping);~~
- ~~— Soft adventure (e.g. bushwalking tracks/trails);~~
- ~~— Indigenous interpretation;~~
- ~~— Mountain biking;~~
- ~~— Cycling trail connecting Horsham, Natimuk and Mt Arapiles;~~
- ~~— Rock climbing/abseiling tours.~~

Planning & Economic Development Ongoing

~~ACTION 15.2~~ ACTION 15.1 Ensure the Wimmera River Corridor Master Plan considers tourism uses such as:

- Recreational boating infrastructure;
- Fishing infrastructure;
- Picnic/BBQ;
- Food and beverage;
- Accommodation;
- Public art installation;
- Conference/function centre; and
- Recreational tracks and trails (walking and cycling).
- Open water swimming

Planning & Economic Development /
Technical Services / CMA /
GWM/Barengi Gadjin Land
Council/Parks Victoria/DELWP Short term

~~ACTION 15.3~~ ACTION 15.2 Develop infrastructure at destination Lakes and waterways in Horsham Rural City to encourage greater visitation. This could include:

- Toilets;

Planning & Economic Development /
Technical Services / CMA /
GWM/DELWP/Parks Victoria Medium to long term

- Campgrounds;
- Picnic/BBQ facilities;
- Boat ramps/fishing jetties; and
- Wayfinding signage.

<p>ACTION 15.4 ACTION 15.3 Review the Grampians Destination Plan and undertake a tourism masterplan for the Western Grampians. This will investigate private and public-sector investment opportunities and marketing approach. This should consider:</p>	<p>Planning & Economic Development / Technical Services / Parks Victoria / Traditional owners / Grampians Tourism</p>	<p>Medium to long term</p>
<ul style="list-style-type: none"> - New food, beverage and accommodation opportunities in the scenic Mount Zero area. This will identify ways to leverage from the Peaks Trail; - Nature based and indigenous tourism opportunities in the Wartook Valley and Grampians National Park. This should explore accommodation investment, tour operators, indigenous interpretation and a near complete gravel cycling loop; - Implementation of recommendations from the Grampians Ring Road Study; - Wimmera River Trail, linking Wartook with Horsham. 		
<p>ACTION 15.5 ACTION 15.4 Explore the establishment of the Wimmera River Art Trail. The Wimmera River Trail provides the opportunity to create a key destination experience in the Wimmera Region, linking the Grampians, Horsham, Natimuk and the Wimmera Art Silos. This project is currently being explored by the Grampians Cycling Masterplan.</p>	<p>Planning & Economic Development / Technical Services /</p>	<p>Short term</p>

STRATEGY 16 Promote the development of food and beverage tourism leveraging from regional produce strengths

Actions	Lead and Partners	Timeframe
<p>ACTION 16.1 Attract experienced hospitality operators to Horsham to establish destination dining.</p>	<p>Planning & Economic Development</p>	<p>Medium term</p>

<p>ACTION 16.2 Encourage the use of local produce in restaurants and cafes by:</p> <ul style="list-style-type: none"> - Providing information to local producers in conjunction with local produce stores promoting opportunities to sell locally; - Develop a regional produce brand; and - Encourage the use of native ingredients. 	<p>Planning & Economic Development</p>	<p>Ongoing</p>
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STRATEGY 17 Develop Horsham’s calendar of festivals and events

Actions	Lead and Partners	Timeframe
<p>ACTION 17.1 Commission the preparation of a Horsham Events Strategy that includes the following:</p> <ul style="list-style-type: none"> - Audit of existing festivals and events; - Audit of existing event venues; - Assessment criteria for new and existing events, which considers factors such as number of attendees, proportion of visitors, economic implications, and alignment with destination brand; and - Prioritisation for event procurement and development. 	<p>Planning & Economic Development</p>	<p>Medium term</p>
<p>ACTION 17.2 Dedicate a staff member within the EDU who is responsible for managing <u>facilitating</u> existing events, as well as procuring new events.</p>	<p>Planning & Economic Development</p>	<p>Short term</p>
<p><u>ACTION 17.3 Support infrastructure improvements to facilitate Sports Tourism:</u></p> <ul style="list-style-type: none"> - <u>Horsham Motocross</u> - <u>Wimmera Sports Stadium</u> 	<p><u>Technical Services</u></p>	<p><u>Short term</u></p>

STRATEGY 18 Ensure the region is providing adequate visitor information services

Actions	Lead and Partners	Timeframe
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ACTION 18.1 Implement the recommendations from the review of Horsham’s Visitor Information Centre. This should address the following: Planning & Economic Development Medium term

- The location and utilisation of the existing Visitor Information Centre (VIC);
- Online / digital presence; and
- Visitor information needs/requirements.

DRAFT

11. THEME 6: ECONOMIC INFRASTRUCTURE

11.1. OBJECTIVE

Horsham Rural City will work towards attracting investment in critical infrastructure projects that support the economy including passenger rail services, dual carriage highway and Horsham Bypass, WIFT, the Aerodrome and IT/telecommunications.

11.2. OVERVIEW

Delivering major infrastructure projects in the region would create significant economic development opportunities in the region.

STRATEGIC CONSIDERATIONS

- Barriers to attracting funding;
- Consideration of infrastructure priorities;
- Economic implications of projects (e.g. economic impact).

TARGETS AND MONITORING

- Major infrastructure project delivery;
- Construction and ongoing employment supported.

DRAFT

11.3. CONSIDERATIONS

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.

VicRoads is considering the planning and implementation of a bypass that will focus on taking traffic around Horsham. Planning is also required to connect each of the highway “legs” with key destinations within Horsham, as the Horsham Integrated Transport Strategy (draft, 2016) identified that around half of the truck journeys using these highways either start or finish in Horsham. In particular, improved links are required with Horsham’s key existing industrial area, in the Golf Course Rd area, and the WIFT. An important element of this planning includes the provision of an additional river crossing to the south and west of Horsham.

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).¹

¹ WIFT Business Case, 2006

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.

Due to the increase level of throughput activity on the site, the WIFT requires more infrastructure to expand operations. Specifically, land 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.

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 vital links to Melbourne and Adelaide, as well as the regional cities of Ballarat and Bendigo.

The Wimmera Intermodal Freight Terminal (WIFT) located 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, Enterprise Estate on Plumpton Road, 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, there is also an opportunity to provide smaller 'business' ready parcels.

ACTIONS

11.4. ECONOMIC INFRASTRUCTURE: STRATEGIES AND

STRATEGY 19 Lobby, advocate and attract funding for the delivery of priority infrastructure projects that will enable and encourage economic development

Actions	Lead and Partners	Timeframe
ACTION 19.1 Lobby and advocate for passenger rail services from Melbourne to Horsham.	Technical Services / Planning & Economic Development / DEDJTR / WDA	Ongoing
ACTION 19.2 Advocate for a preferred route for the Horsham bypass in consultation with the community <u>Horsham Bypass.</u>	Technical Services / Planning & Economic Development / DEDJTR	Ongoing
ACTION 19.3 Complete the Horsham Aerodrome Master Plan.	Technical Services / Planning & Economic Development / DEDJTR	Medium term
ACTION 19.4 Advocate for upgrades to major roads and highways, <u>including improved connections of these to Horsham's industrial areas.</u>	Technical Services / Planning & Economic Development / DEDJTR	Ongoing
ACTION 19.5 Advocate for dual carriageway on the Western Highway.	Technical Services / Planning & Economic Development / DEDJTR / WDA	Ongoing

STRATEGY 20 Ensure adequate delivery of land for employment to support industry growth

Actions	Lead and Partners	Timeframe
<p>ACTION 20.1 Commission the preparation of an Industrial Land Strategy, which includes the following:</p> <ul style="list-style-type: none"> - Location of industrial zoned land; - Historical level of industrial land development activity; - Amount and location of available supply of industrial land (years of supply); - Assessment of the suitability of land; - Land and infrastructure requirements to attract investment. 	<p>Planning & Economic Development / Technical Services</p>	<p>Medium term</p>
<p><u>ACTION 20.2 Advocate for staged development of the WIFT Precinct site over the next 5 years.</u></p>	<p><u>Planning and Economic/ Technical Service</u></p>	<p><u>Short/Medium</u></p>

DRAFT

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Economic Strategy – Consideration of Submissions

Submission	Discussion	Recommendation
<p>Submission 1 Author: Robin Barber Good Points from this Report</p> <p>A EDU. The establishment of a EDU within Council is MUST. Who else in our community has the time and \$ to invest in making our community a strong and vibrant one!! The inclusion of the tourism arm of Council under the manager of the EDU is also welcome. KPIs must also be provided to tourism to ensure there accountability.</p> <p>B The manager of the EDU MUST have the same status as the other Manager in the HRCC and be accountable to the CEO. If HRCC is to be far dinkum about economic activity in our Shire, cultural change is required within HRCC and to do that the Manager has to have power to make change.</p> <p>C The comments about the Horsham Bypass and that council needs to work with the community to find the best location for the Bypass must be applauded.</p> <p>Disappointing points from the Report.</p> <p>A 90% of the strategies mentioned within the report are actions which are already in place. The only new strategy seems to be the involvement of the BDU with the farming community for business development. This is already happening with the WDA and yes consultation with the WDA is needed however not at the expense of other sectors.</p> <p>The Council already has representation on the WDA and it can be argued major influence being the major financial contributor to the WDA.</p> <p>B The report makes no “economical modelling” of any of the strategies listed throughout the report. Surely and “Economic Strategy” should have some \$ against the strategies listed and there shortfalls if any.</p> <p>C The report mentions the “Grampians Peak Trail”. How does this benefit Horsham??. Why not recommend a “backpacker hostel” for Horsham. Why not tell us what Horsham has to do to take full advantage of this new tourism trail??</p>	<p>Tourism/Events/Promotions is the responsibility of the Business and Economic Development officer</p> <p>The Manager is a Senior position – Department Manager, and responsible to the Director</p> <p>Advocate for a Horsham Bypass is Council’s position.</p> <p>The Background Discussion and Strategy Framework Paper sets out the context including synergies with State and Federal Government, and also includes community and business survey results. The strategy and actions were informed by the Background paper.</p> <p>Noted.</p> <p>REMPPLAN, ABS and Tourism Research data was used to inform strategy and included in the Background Paper</p> <p>Action 15.4 in the draft Strategy includes consideration of accommodation options in taking advantage of the Peaks Trail</p>	
<p>D Tourism is spoken little of in this report. We all can see what tourism can do for a community, so where are the new initiatives</p>	<p>Theme 5 Destination Horsham includes Strategy and Actions in tourism</p>	

Economic Strategy – Consideration of Submissions

<p>needed to increase tourism in our City???</p> <p>E This report fails to mention that HRCC should have a “Horsham First” within HRCC. It’s been spoken about for some time and luke warm efforts have been made however Most things HRCC deals with seems to have to come from “out of town”. The tendering process of HRCC gives little weigh to “being local”.</p> <p>Summary</p> <p>This report is very swallow. A meeting with BH and community leaders could have provided a better outcome. Why to from now???. If Council are serious about economic development in our Shire it has to set aside the \$ to make it happen first. These \$ will easily be re-coped in additional developments and rates. Employ people with committed passion for the City and Shire who will make it happen and won’t stay for just a short time and they MUST be part of the management team in the HRCC structure.</p>	<p>Council’s procurement policy includes support of local business provided that purchases can achieve best value for money. Council provides opportunities for local business to tender in the Council area, and provides them with experience and confidence to tender for works outside the municipality</p> <p>Council is meeting with Business Horsham as part of this consultation process.</p>	<p>Include – Council recognises that it is a major purchase of goods, services and works that its procurement practices have the potential to impact the local economy. Council will endeavour to support businesses and industries within the municipality where such purchases can be justified in achieving value for money.</p>
<p>Submission 2 Author: Business Horsham</p> <p><u>This document is vast and lacks detail</u></p> <ul style="list-style-type: none"> • It is unclear how one staff member could manage the workload based on this document and in essence a whole unit should be responsible. • Budget for a whole EDU • Draw on exit interview from outgoing EDO (Matt Gould). What pearls of wisdom can be shared • There are no clearly defined roles within the EDU • Responsibility for each role needs to be more specific • It appears that an analysis of opportunities and threats has not been conducted as part of this strategy preparation. A statement regarding the threats and opportunities should be included in the document • Comments within the document do not support the data provided – see footnote below. • There are no set timeframes or costings. • Turnaround time for business planning applications - what is the current timeframe and how will it change? • There are no KPI’s • How much value does this role offer council in the agricultural sector? • Linkages with other parts of council 	<p>All Council Directorates contribute to Economic Development and assist with generating economic activity.</p> <p>Increasing Council’s resources in a rate capping environment is difficult – it will be important to prioritise Sees this strategy as work plan for the Business Unit. This strategy presents an opportunity to review position descriptions As above</p> <p>A background Discussion and Strategy Framework Paper has been developed to inform this draft. Forward copy.</p> <p>See Background paper</p> <p>5 year strategy. Actions will need to be prioritised and subsequently included in annual budgets. 60 days is legislative timeframe. We are currently taking a more case management approach to support applicants through process. Include an annual review of the EDS Council works with RDV, WDA and Department to support agricultural sector. Other Council Directorates are listed as partners in Strategy</p>	<p>Include statement around annual review of the Strategy</p>

Economic Strategy – Consideration of Submissions

<p><u>Key stakeholders/partners are not identified throughout the document</u> Many more partners need to be identified in this document such as and not limited to: (EDO should work more closely with)</p> <ul style="list-style-type: none"> • A \$20M council investment in our Horsham Town Hall is not identified as a key stakeholder <ul style="list-style-type: none"> ○ Greater tourism opportunities ○ Working with local community to support business expos, conferences etc. • Business Horsham <ul style="list-style-type: none"> ○ Networking ○ Training ○ Business Support • Wimmera Business Centre <ul style="list-style-type: none"> ○ Business Start Up Support ○ Mentoring ○ Training • For Agriculture - DPI, VFF, LAC etc • For Business: <ul style="list-style-type: none"> ○ Other progress associations within the HRCC ○ Event organisers to establish how business can capitalise on each event. • Education & Training Providers – Fed Uni, LLEN, Schools etc. • Arts & Culture – HTH, Art Gallery etc. • Community Groups <ul style="list-style-type: none"> ○ Horsham Arts Council ○ Horsham Agricultural Society ○ Service Clubs ○ Sporting clubs/precincts 	<p>Include HTH as stakeholder</p> <p>Include Business Horsham</p> <p>Include WBC</p> <p>Agriculture Victoria included, VFF to include</p> <p>Include Wartook Promotions Group</p> <p>Agree and include as part of event registration.</p>	<p>Include HTH as partner (Action 10.5 and 10.6).</p> <p>Include Business Horsham as partner in Action 3.2.</p> <p>Include WBC as partner in Action 3.1.</p> <p>Include VFF Action 3.2/Action 4.1</p> <p>Include Wartook Promotions Group. Action 3.2.</p> <p>Include with Education and training (Action 3.1) Fed Uni, LLEN, schools. Include HTH/Art Gallery as Partner (Action 3.2). Include community groups as Partner (Action 3.2).</p>
<p><u>General</u></p> <ul style="list-style-type: none"> • Not clear on what level of engagement with the industry sectors is identified in the document • No use of clear definitive statements such as ‘we will’ rather than ‘should or could’. • Clear detail is missing. The context of this strategy is unclear. i.e. most strategies are designed to give funding organisations confidence that the implementers of a strategy have thought through their priorities and costed out their actions. This document should reference and draw on funding streams from Federal, State, HRCC and other funding sources. We don’t see those connections. 	<p>See Background Paper</p> <p>Noted</p> <p>Context is included in Background Paper</p>	

Economic Strategy – Consideration of Submissions

<ul style="list-style-type: none"> • There is recognition of events but greater input is required from Council to ensure the events meet a minimum standard with regard to provision of food and drink. • There is an opportunity for event organisers to provide greater detail to businesses regarding the events so that businesses can identify and explore business opportunities with event participant. • The Wimmera River needs to be identified as the key natural asset for Horsham followed by outlying natural assets. The river has been identified by our community as vastly underutilised and as such should be a key driver for the EDU to facilitate infrastructure as a priority <p>Specific recommendations for content change:</p> <p><u>2. Policy & Strategic Context</u></p> <ul style="list-style-type: none"> • Support & protect the ‘retail’ sector identified in the Industry Overview as the second largest employing sector • Also other sectors that rank highly in different categories – see below under economic profile <p><u>4. Economic Profile</u></p> <ul style="list-style-type: none"> • 4.3 Due to volatility the overview should cover more than one year e.g. 5 year rolling average (pg9) <p>We question the use of a one year table! The paper continues to note agriculture as the ‘key’ sector in the Wimmera when clearly there are other factors that support other sectors which should also be identified and examples are:</p> <ul style="list-style-type: none"> • Health Care & Social Services employs the largest number of jobs and should therefore be identified as a key area for sourcing business relocation or establishment e.g. decentralised government departments • Manufacturing with the highest value in local sales and regional exports and imports • Retail Trade employs the second largest number of people – second to Health Care & Social Services • Arts & Recreation Services lists 95 jobs however we are aware of 380 trading artists – where are they identified in this data? <p>The 65 actions:</p> <ul style="list-style-type: none"> • All actions should be prioritised as there are no opportunities or threats identified to drive the actions. • There appears to be no economic modelling of the economic benefits or outcomes from the actions 	<p>Council to review Event notification and registration</p> <p>Good idea and need to capture as part of event registration. Working with business around world Motorcross Event for 2018 will test this concept.</p> <p>Agree and noted. The CBD Revitalisation project, together with the Wimmera River corridor Master Plan and café by the river concept assist with exploring the potential of Wimmera River.</p> <p>Agree</p> <p>Strategy is a snapshot.</p> <p>Action 13.1 – working with WHCG and the community sector.</p> <p>Action 4.3 – attracting food manufacturing.</p> <p>Include Action on supporting retail section</p> <p>REMPPLAN/ABS data source of data.</p> <p>Strategy is a priority document, undertaken concurrently and as opportunities arise. Actions have been identified from existing priorities, and community and business feedback. Economic modelling will occur as part of evaluation in delivering on projects.</p>	<p>Include – support retail sector.</p> <p>Include Advocacy around business relocation/establishment in the community sector.</p> <p>Include – supporting retail sector.</p>
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Economic Strategy – Consideration of Submissions

<ul style="list-style-type: none"> • HOW are things going to be done? There are no clear instructions in the actions • Actions need to have clear timelines as to when the action is to be completed, secondly who is accountable and thirdly what method will be used to determine if it was successful or not? <p>Recommendations and comments for change to specific actions:</p> <p>1.1 Agree. Internal issue. What will be the measures of success?</p> <p>1.2 Define regular. Incorporate an annual or biannual meetings with roundtable mentioned in Action 5.3 to give businesses the exposure to WDA.</p> <p>2.1 Agree.</p> <p>2.2 Recommend caution. CRMs were all the rage in retail 6 months ago but have now gone quiet. Potential for this to be outdated very quickly</p> <p>2.3 Agree. Encourage use of digital media in this space. This should be constant engagement and not just “where necessary”.</p> <p>2.4 Agree. What will be the measure of success?</p> <p>3.1 Agree. Work with business groups to identify needs and opportunities</p> <p>3.2 Agree. Work with business groups to identify needs and opportunities Council could consider some funds for organisations such as Business Horsham and other progress associations in the area of networking for example – make them strategic partners as they already have runs on the board in this space.</p> <p>4.1 DPI has previously examined a range of potential intensive agricultural activities in the Wimmera Southern Mallee (Brian Kearns). To avoid duplication, suggest discussion with DPI (or successor agency) re: review of this information and update if required. Build on work previously done with others in the municipality including WDA.</p> <p>4.2 Agree</p> <p>4.3 Include as part of Action 4.1</p> <p>4.4 Agree</p> <p>5.1 Agree as part of Action 2.1</p> <p>5.2 RDV used to fulfil this role. Does that role still exist? If so, then the EDO needs to liaise with the RDV role rather than duplicating. Further, has a need for this type of role been identified, and if so, how?</p> <p>5.3 A round table with all sectors would be a great initiative and something Council could facilitate</p> <p>5.4 Agree. However avoid duplication with business groups.</p> <p>6.4 Agree, assuming a need and/or opportunity for this has been previously identified and justified</p>	<p>This strategy will form the basis of a work plan for Economic and Business Development Manager.</p> <p>This will involve review of the Position Descriptions within the Unit to align with priorities in this plan. Need to add review of the strategy.</p> <p>Agree. This action is to be investigate, and see what system is feasible to capture engagement.</p> <p>Agree. This action supports business survey feedback and will be included in individual work plans.</p> <p>Agree.</p> <p>Agree as above.</p> <p>Noted and agree.</p> <p>Agree – this is also referring to the WIFT Precinct.</p> <p>Noted. Reinforcing skills set within the team. Council staff work closely with RDV.</p> <p>Agree.</p> <p>Noted. Key strategic priority for HRCC and WDA in terms of job opportunities and energy efficiencies.</p>	<p>Include – annual review of the strategy.</p> <p>Action 2.3 delete “where necessary”</p> <p>Add Business Horsham/WBC as partners.</p>
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Economic Strategy – Consideration of Submissions

<p>7.1 Agree</p> <p>8.1 Agree</p> <p>8.2 Doesn't this pre-empt the outcome of the Plan developed in 8.1?</p> <p>8.3 – 8.5 Agree</p> <p>8.6 Don't disagree with this action but where is the analysis to say there is an opportunity for this?</p> <p>9.1 – 9.2 Agree</p> <p>9.3 Agree. Isn't this already covered in 8.1. If so then no need to repeat</p> <p>9.4 Agree. Same as 9.3 above</p> <p>10.1 – 10.2 Agree</p> <p>10.3 Is there a proven need for this?</p> <p>10.4A strong need to redevelop the WBC has not been established in the commentary. Is there really a need?</p> <p>10.5 Part of Action 14.2. Note that Horsham Town Hall should be mentioned here. Also television advertising must be a consideration as part of the promotional planning</p> <p>10.6 Agree with leveraging off the Town Hall but is Ward Street the most appropriate place? It serves as the main parking for events at the Town Hall. If Roberts Avenue continues to be our main "street" venue then creating a link from Town Hall to Roberts Ave through Ward Street is required.</p> <p>11.1 Greater definition required around Council's role in this space.</p> <p>11.2 Greater definition required around Council's role in this space.</p> <p>12.1 Greater definition required around Council's role in this space. Perhaps participate in identifying needs and encourage RTOs to respond to training needs.</p> <p>13.1 Agree the need to have a good relationship but unclear on the role Council plays with regard to economic opportunities arising from the health sector as it currently stands.</p> <p>13.2 Agree. However we are missing a huge opportunity for economic growth arising from a large expansion required in health services, particularly in aged care. There is a strong home based care system that is continually growing. Council needs to be involved in working with health service providers to scope the potential size of growth. Eg include aged care and youth dental services as a lot of money leaves our community for teen braces and orthodontics</p> <p>14.1 Agree</p> <p>14.2 This has been done plenty of times before. Review and update. The prospectus itself is not the answer, it's how the information is distributed and promoted which is the key.</p> <p>14.3 Agree</p> <p>14.4 Intrinsic part of 14.2. Would need this before redeveloping</p> <p>14.2</p> <p>15.1 Agree. Include trail running</p>	<p>Activating spaces together with growing service sector highlights need to promote.</p> <p>Noted.</p> <p>Noted.</p> <p>Reinforces need to create active spaces and jobs in compact CAD. See also 8.6. See background paper in the first instance a review of the service will determine requirements of space.</p> <p>Agree – include HTH and Art Gallery.</p> <p>CAD strategy recommends creating link from HTH through to May Park.</p> <p>Council's role is facilitation. Council's role is facilitation. Facilitation and agree.</p> <p>Council's role is advocacy/facilitation – some examples include GP shortages, Wimmera HACC providers (develop plan).</p> <p>Agree and see above.</p> <p>Agree.</p> <p>Noted.</p> <p>Add.</p>	<p>Delete Ward Street.</p>
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Economic Strategy – Consideration of Submissions

15.2	Agree. Include open water swimming		Add trail running in Action 15.1.
15.3	Agree	Add.	Add open water swimming at Action 15.2.
15.4	Agree. Include mountain bike riding and trail running – fastest growing recreation activities at present		Add mountain bike riding and trail running to 15.4.
15.5	Agree		
16.1	Do we need the word “experienced?” Work collectively with local hospitality to promote what we have. Why not encourage the use of Apps such as Trip Advisor to encourage positive feedback by diners. We are totally missing throughout this document the whole digital media opportunities to promote the municipality	Noted – need to include the use of Apps as part of training and education.	
16.2	These actions would flow from Action 16.1. Only hospitality can decide if the local produce is the quality and style of produce they wish to use. The opportunity here may be to encourage agriculture/horticulture to grow locally for the food outlets as a substitution for produce from outside the region.	Noted.	
17.1	Agree	Noted.	
17.2	Reword. Agree with dedicating staff. Prefer “facilitate” events rather than “manage” and ensure Council meets its obligations with regards to events.	Agree.	Change Action 17.2 to facilitate.
18.1	How old is the Horsham Visitor Centre review and what are the outstanding actions?	The revised accreditation standards were released in September 2017 – project group formed to implement actions. Council Plan states that review to be implemented by June 2019.	
19.1 – 19.5	Agree with all of these actions		
20.1	The action totally missed the point of the commentary. Don’t need to identify more land, just the parcel size.	Need to review and plan for future.	
Content comments			
2	It is assumed that Appendix 10.3A = Part B Future Directions	Refers to Council Agenda – Background Paper will be forwarded.	
4	Map shows Horsham Township economic Assets – why not include other locations such as Natimuk and Wartook Valley. These are economic opportunities	Included in second map.	
4	Map failed to identify the Horsham Golf Course as an economic asset. The club was once a major drawcard but faces a very uncertain future. HRCC should work collaboratively with the Golf Club to enhance its economic contribution to the municipality.	Currently working with Golf Club on sports marketing opportunities.	
6	No reference to the Interim Report of the Victorian Population Policy Taskforce June 2017 – a key document in helping identify opportunities for the municipality	Note that this is not government policy.	
7	Statement: “It can be concluded that a proportion of the population in the WSMR are moving to HRCC” is a fair conclusion but it’s nothing you can plan any action on.	Noted.	
7	Age Structure – huge opportunity for growth in health care particularly for aged.	Noted – included in Action.	
8	Document is agri-centric. The data presented in Table 4.3 does not support agriculture as the number 1 economic driver in the municipality	Council and WDA are working on a number of ag projects including WIFT Precinct and value adding opportunities.	
12	Theme 1. It is an honourable objective. However there is no	Its an objective.	

Economic Strategy – Consideration of Submissions

	statement on the current capacity of council to adequately resource the proposed actions. Needs greater definition		
13	Under Engagement – We are very pleased to see a strong focus on this included	Noted.	
15	Action 2.3 – What is the intended use of the business database?	Information dissemination, training, engagement.	
18	Data does not support the statement that agriculture is the most important industry in WSMR!	Background paper sets out employment by sector (agriculture is rated highest).	
18	Water security – larger pipelines occur within HRCC. Greater opportunity for development. However pipeline extension occurring on periphery of WMP area. Wartook extension is planned. What is its current status?	Need to follow up with GWMWater.	
19	Disconnect between approach to Mineral Sands on pg 19 and Action 7.1 (pg22) compared with action on page 17 to “commence construction phase for mineral sands projects”.	Facilitate construction.	Change from ‘commence’ to ‘facilitate’.
20	Action 4.1 – Council needs to have ongoing discussion with GWM Water re: the future of the Horsham WWTP. Opportunity to utilise wastewater.	Noted – part of Horsham South Structure Planning.	
23	Under strategic considerations – address challenges facing retailers – imposing public holidays in key trading days should be included	Noted – to be discussed with Business Horsham.	
23	Under strategic considerations – Develop hospitality and entertainment in the CAD - Roberts place was specifically set up for this yet some council departments are less than helpful in encouraging this and need to be proactive with positive engagement supporting initiatives in this and other spaces in the CAD	Noted.	
24	Under CAD revitalisation – The town centre services a catchment far greater than the council area – advocating for additional public holidays to close business on main trading days does not align with this statement	Noted.	
34	Under liveability – no mention of our location on our key natural asset the river	Include Wimmera River.	Include Wimmera River under Liveability p. 34.
37	14.1 We totally support this research as a priority as its imperative we understand the actual perception not the preconceived perception	Noted.	
37	14.2 Again the river is not mentioned – this is our first and foremost key natural asset and we fail to see why it is not identified here	Noted – include Wimmera River.	Include Wimmera River.
40	17.2 This is a MUST DO and should have a fresh new approach and open to including new ideas and have a ‘can do’ attitude	Noted.	
Submission3 Author: Mark Radford I couldn’t find much of a mention for the local housing construction businesses. Like our business, with one or two people doesn’t seem to rate a mention. The local building industry is quite a large employer.		Construction is identified in Background Paper. This will be the subject of a Housing Strategy.	

Economic Strategy – Consideration of Submissions

<p>With our location in the State, I wonder if we should be advocating for more public housing for Horsham and the Wimmera?</p> <p>On Page 7 there is that negative comment about our older folks....."HRCC resident population is ageing" A more positive way would be to say: "HRCC residents are living longer"</p> <p>The enthusiasm for Mineral Sands Mining may come back to bite us.</p> <p>Not everyone shares such glowing support as per Page 19 <i>I see a difference in 'supporting' Mineral Sands Mining and 'promoting' Mineral Sands Mining. I wonder if Strategy 7, ACTION 7.1 needs to be a bit tighter?</i></p> <p>In relation to 8.4. A VIBRANT CENTRAL ACTIVITY DISTRICT: STRATEGIES AND ACTIONS I wonder if we need to really encourage small business to work together....two examples...Membership of Business Horsham andunity of local accommodation providers in some form of 'Association'</p> <p>Considerations 11.3</p> <p>HORSHAM BYPASS</p> <p>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 Western Highway Bypass of Horsham will proceed. The transition to a bypass will require strategies to encourage tourists and visitors to stop in Horsham for retail, accommodation and other services. There is also potential for development of highway related services on the bypass alignment.</p> <p>ACTION 19.1 Lobby and advocate for passenger rail services from Melbourne to Horsham. ACTION 19.2 Advocate for the adoption of a route for the Western Highway Bypass of Horsham. ACTION 19.3 Complete the Horsham Aerodrome Master Plan. ACTION 19.4 Advocate for upgrades to major roads and highways. ACTION 19.5 Advocate for dual carriageway on the Western Highway.</p>	<p>Agree.</p> <p>Council needs to work with all industry sectors.</p> <ul style="list-style-type: none"> - Council's role is to facilitate – provide opportunities for networking/training. - Council provides contribution to support Business Horsham in administration/governance <p>Advocate for a Horsham Bypass.</p>	<p>Page 7, change to 'living longer'.</p>
<p>Submission 4 Author: Virginia McLeod (DELWP)</p> <p>Despite construction contributing the second highest to Horsham's economy in 2017, it seems to be only mentioned very lightly in the</p>	<p>Construction Industry sector included in Background Paper.</p>	

Economic Strategy – Consideration of Submissions

<p>report. I would suggest including construction in one of the themes to ensure it has been some consideration as to how the construction industry is foreseen in the next five years- will it be maintained, or is it a dying industry? I would assume it will be maintained through the development of the CBD revitalisation, the WIFT and other major developments etc.</p> <p>I feel that the education sector could be better established in the report. The location of the Federation Uni is very close to the CBD which is an advantage. Potential benefits could include encouraging university students into the CBD to help with its activation, and to integrate education assets into Horsham's branding.</p> <p>I can't seem to find the Background Discussion Paper which is what the Plan is based on. I presume that policy alignment with Federal, State and Local Policy was addressed more specifically in this background report, as it seems to be mentioned on a high level in the Plan.</p> <p>As for the structure of the report - naming consistency is required throughout the document i.e. the CBD revitalisation study is named differently on two occasions. It was a little confusing as to whether the report has been completed (in which it should have a date after the title of the document), or whether it was a study that is to be completed.</p>	<p>CAD revitalisation has a focus on connection to the river. Fed Uni connection can be considered in future planning.</p> <p>State and Federal Government alignment is included in Background Paper.</p> <p>Check consistency.</p>	<p>Check consistency and acronyms – CAD.</p>
<p>Submission 5 Author: Anne Donovan <u>Eco Dev Strategy</u></p> <p>Need to identify role of Town Hall as an arts precinct – in the Strategy and maps</p> <p>Strengthen the role of arts and cultures role to the economic participation and prosperity of Horsham:</p> <ul style="list-style-type: none"> o Town Hall- regional events o Nati Fringe o Cultural tourism o Small events o Role of artists/makers/entrepreneurs on the economy <p>Destination tourism and its role. This could be:</p> <ul style="list-style-type: none"> o Heritage o Art o Nature based tourism etc o Experiences- bush walking, rock climbing etc <p>Need something about inclusion- that opportunities for all leads to improved prosperity etc</p>	<p>Include statement</p> <p>Agree.</p> <p>Included in Background Paper.</p>	<p>Theme 8 – Overview Recognise the role of Horsham Town Hall as the arts precinct for the region.</p> <p>Action 10.7 Engage with to strengthen the role of arts and culture in the economy. Partners – Community Services/HTH Art Gallery/Planning and Economic Development/Creative Victoria/RDV</p> <p>Policy Overview Page 6 Support and promote Horsham Town Hall and Regional Art Gallery to increase visitation and attract investments and residents.</p> <p>Include page 6 – Improving liveability and providing opportunities for all community members.</p>

Economic Strategy – Consideration of Submissions

<p>Role of Council:</p> <ul style="list-style-type: none"> o Employer o Support training o As a consumer- how can Council lever of this and get better economic outcomes o Social procurement 	<p>Include action around support of local business in accordance with Council’s procurement policy (included above).</p>	<p>Include statement around Horsham Rural City Council being an employer of choice.</p>
<p>Submission 6 Author: Chris McClure</p> <p>On reflections and given the strong partnership with Sports Marketing Australia could there be a specific paragraph placed in the Draft EDS to recognise this and the Economic outcomes that come from sports tourism?</p> <p>It could fit on page 35 under Festivals and Events. It would also help support any applications for funding for sporting facilities or for sport clubs.</p>	<p>Noted and agree.</p>	<p>Include on page 35. Council’s partnership with Sports Marketing Australia should be ongoing to assist with securing sports tourism events.</p>
<p>Submission 7 Author: Kevin Dellar</p> <p>General comments</p> <p>Noting the history of council with consultant's reports, it is unlikely anything will change between the draft presented for comment and the final document accepted by council. There is an expectation council will do what it wishes to regardless of community sentiments, such is the culture in council and the somewhat cynical but real is tic view that has developed in the community.</p> <p>There is an expectation not to expect any change to the draft from submissions, such is the lack of confidence in council and expectation that council will sell the community short on what is best for the municipality. When councillors are not cognisant of and fail to fully understand the issues contained in reports they sign off on, there is little confidence in the best outcomes being achieved.</p> <p>The draft should be considered by council only as an initial framework document that requires further development and public consultation to address several deficiencies and recommendations that are in direct conflict with current council policies.</p> <p>Either the document requires amendment or council policies need to change. It is a document that council should note and accept as requiring further work, but not adopt in its current form.</p> <p>The draft is light on substance and short on clear direction and, like many consultant's reports, it is not very useful in providing a clear direction that are outcomes-based and a requirement for an annual audit conducted to quantify and achievements that relate to the</p>	<p>This draft strategy is Council’s first Economic Development Strategy and will form basis of work plan for Council’s Economic and Business Development Manager.</p> <p>Council has received 10 submissions in response to the draft strategy.</p> <p>This document also identifies links with other Council Plans/Strategies/Stakeholders. Council received feedback from 322 community members and 81 businesses via online survey.</p> <p>Background Discussion Paper sets the context of the Strategy and will be included as appendix.</p>	

Economic Strategy – Consideration of Submissions

<p>strategy. What will be its relevance in a year, two and more? Given past performance, it is unlikely to have much relevance to what council actually does. and a requirement for an annual audit conducted to quantify any achievements that relate to the strategy. What will be its relevance in a year , two and more ? Given past performance, it is unlikely to have much relevance to what council actually does.</p> <p>The content does not reflect what was discussed at meetings in the draft preparation stage. It is unclear what guidelines were specified for the consultants.</p> <p>The draft lacks integration and work is required to address clear gaps in the knowledge base as a precursor to (any) further development of the strategy, should it be accepted beyond noting.</p> <p>The Group offers its collective community expertise is assisting council to reach objective outcomes, particularly in relation to the Aerodrome and planning for new local road infrastructure and a bypass that integrates all highways and other passing through Horsham.</p> <p>Specific comments</p> <p>The draft strategy should reflect the goals specified in the current Council Plan as the key guidance document with a statutory perspective: 1. Community and cultural development; 2. Sustaining the economy; 3. Asset management ; 4. Governance and Business Excellence; 5. Natural and Built Environments.</p> <p>Theme 6. Economic infrastructure.</p> <p>The following comments relate to this section of the report. The section is a grab-bag of items and actions that simply fail to fit current council positions.</p> <p>Something has to give : either the draft is significantly amended, council policy positions have to change, or both.</p> <p>Significantly, there is a necessity for a specific economic study to evaluate the potential effect on business in Horsham from a bypass (or other similar road infrastructure) . Despite assertions for decades of a (potentially) negative economic impact of a bypass (based on perceived distance "away" from town) there has been no study conducted to determine (attempt to quantify) the potential economic outcomes (impacts or benefits).</p> <p>This has not been addressed and is a key deficiency in the draft strategy. The report conveys an impression the consultants fail to have a good understanding of the local economics, as written in objective 11.1. "will towards attracting investment in critical infrastructure projects" is a nice open- ended hollow statement without direction. Mere waffle words devoid of substance.</p>	<p>Agree – Annual review of strategy to be included.</p> <p>Consultation via survey (over 400 responses). Key stakeholders consulted are listed on the Background Paper.</p> <p>The draft strategy has been informed by data/trends, community and business feedback and consistent with Council’s Plan and other Strategies.</p> <p>This is covered by the comments under 11.3.</p>	<p>Include annual review of strategy.</p>
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Economic Strategy – Consideration of Submissions

<p>The considerations in 11.3 fail to provide a solid foundation for one year , let alone for a for-year strategy. Exactly how does the Western rail project be a "key infrastructure priority, when the economics and numbers of travellers suggest it should be an item, but not a key priority. Exactly what significant change it will make , and return on investment , to the economy of Horsham and Wimmera is unclear.</p> <p>The dual carriage freeway item and the "many businesses are still reliant on heavy vehicle transportation" is an oxymoron. This will not change. Moreover, the trend to more heavy vehicles is inevitable. Upgrade of the Western highway "The upgrade of the Western highway would also encourage greater self-drive visitation between Melbourne and Adelaide". What , exactly, is that supposed to mean?</p> <p>An example of simply too little substance, too much rhetoric, muddle thinking and lack of substance.</p> <p>The short section on the bypass, (not a bypass) is disjunct and lacks any substance. Exactly what "A separate strategy will be required to manage the transition to the bypass, etc" has no clear context or direction (in keeping with the rest of the document). It will be more waste of resources if council touch it. Locally developed concepts should be the priority for consideration, not yet another consultancy and wasted resources that deliver nothing of substance and use.</p> <p>The WIFT is another lost opportunity in conflict with other council "priorities" (wish lists!). Already reaching siding capacity yet no plan for extension, no plans for a bulk loading siding; no plans for a passenger rail siding/station (yet a wish to more the rail line out of Horsham - exactly where to?). A classic example of no idea of or expertise in strategic planning within council.</p> <p>The aerodrome section also contains half-truths and untruths. "A draft Masterplan (sic) is underway.." This is false and has originated from council staff with a (not very) hidden agenda , as has been the case all along with the bypass planning. The facts (where the truth lies) are: The draft Aerodrome Master Plan (AMP) was proposed for adoption and rejected . It was therefore declared redundant in 2016. It can therefore not be, "underway". Council need to address the issue of confidence and trust between itself and the community.</p> <p>Council went "back to the future" in July 2017 by reverting to a position it held in 2015. This precedes the draft AMP (and HITS stage 1).' Therefore, the 20 IO Aerodrome Business plan is the only document that has currency.</p> <p>Strategy 19.</p> <p>What exactly does, "lobby, advocate and attract funding" mean? There is no direction in this. It's meaningless waffle devoid of substance. This is not a strategy as it lacks clear definition and direction.</p>	<p>Western Rail Project is supported by 8 Council's in South West.</p> <p>Council is a member of the Western Highway Action Committee. Greater access will facilitate Business opportunities and attract visitation to the region.</p> <p>This statement is prefaced by at some stage a bypass is likely to proceed. This next piece of work on managing the transition will not occur until there is a decision on the bypass.</p> <p>Planning Scheme amendment has been gazetted. Currently working on the development plan, and working with Freight Operator to support infrastructure development.</p> <p>The aerodrome master plan is in draft, and requires further work and input.</p> <p>One of Council's Key roles is to lobby and advocate for community needs.</p>	
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Economic Strategy – Consideration of Submissions

<p>Action 19.2. This is in direct conflict with the current policy, as of July 2017. Either it goes, or the policy position changes, or both. While the Group welcomes an opportunity for community consultation, it should be for a bypass (not option D) and locally-generated options should be investigated to achieve the best possible long-term outcome for the municipality.</p> <p>Action 19.3. This should be removed for the reasons specified above. Instead, it could be replaced by: The 2010 Aerodrome Business Plan will be updated to a Master Plan by the local aviation expertise in conjunction with council.</p> <p>The Local Government Act requires this and it is a moral responsibility of this council to ensure this is achieved. Further comments could be made aside from the above. For brevity, other issues could be raised if an opportunity is provided by council by merely noting, not adopting, the draft strategy.</p>		<p>Change to “Advocate for a Horsham Bypass”.</p>
<p>Submission 8 Author: Don Carter, Chair, Wimmera Business centre</p> <ul style="list-style-type: none"> • Page 13, section 6.3 Considerations of the Economic Development Strategy. The Business Support Services; Networking and Training section outlines what HRCC could be doing, however the WBC has been providing the support services for the past 20 years. • Page 13, section 6.3 Considerations of the Economic Development Strategy. The NEIS program is currently offered through RMIT unless funding/tenders should change in the future. Enquiries are directed to RMIT and forms are available from the WBC. • Page 15, Strategy 2, Action 2.1 puts forward the creation of an up-to-date business database. The Horsham Rural City Council offers a Business Directory currently managed by the Wimmera Business Centre. Whilst this requires continued maintenance and an upgrade, the WBC should be a nominated lead/partner. • Page 15, Strategy 2, Action 2.3: The development of a regular newsletter needs to be in conjunction with the WBC whom already have an established database and regular 	<p>Agree.</p> <p>Agree.</p> <p>Agree.</p> <p>Agree.</p>	<p>Include “should review provision of...”</p> <p>Include (currently offered by RMIT).</p> <p>Include WBC as partner.</p> <p>Include WDA/WBC as partner.</p>

Economic Strategy – Consideration of Submissions

<p>newsletter. On a bigger scale the newsletter needs to be supported by other business support services including Business Horsham and the Wimmera Development Association.</p> <ul style="list-style-type: none"> Page 15, Strategy 3, Action 3.1: Facilitation of education and training within the business community. As previously mentioned the WBC offers education and training across a range of topics including but not limited to social media, digital marketing, record keeping, employment, administration, financial strategies and customer service. Whilst these can be irregular depending on facilitator availability, local requirements, etc. a number of training sessions and workshops are still offered throughout the year. Page 15, Strategy 3, Action 3.2: Facilitate networking events. Business Horsham generally offer one networking session a year whilst the WBC currently offer internal networking opportunities. However the WBC are working on other possible networking opportunities across business sectors. <p>Page 25, Section 8, Theme 3: Wimmera Business Centre. The Advisory Committee suggests the second paragraph be rephrased to ensure it is not outdated upon final publication of the Economic Development Strategy. The Advisory Committee suggests the following: "The Centre accommodates a diverse range of businesses throughout its 18 spaces for rent as well as 2 rooms for casual hire.</p>	<p>Agree.</p> <p>Agree.</p> <p>Agree.</p>	<p>Include WBC as partner.</p> <p>Include Business Horsham/WBC as partners.</p> <p>Include throughout its 18 spaces for rent as well as 2 rooms of casual hire.</p>
<p>Submission 9 Author: Parks Victoria (Submission as attached)</p>		<p>Amendment included in Destination Horsham Theme.</p>
<p>Submission 10 Author: Susan Surridge (Submission as attached)</p>		<p>Minor amendments included.</p>

From: Robin Barber [<mailto:hkbhorsh@netconnect.com.au>]
Sent: Friday, 10 November 2017 8:27 AM
To: Angela Murphy
Subject: Economic Strategy

Angela

I have had a read thru this document and last night at a meeting of Business Horsham we discussed it in more detail. I must say we are all very disappointed in the content of this report. Wendy is putting together a response from BH however I thought I we forward my personal views-

Introduction

Some time ago BH canvassed HRCC to set up an Economical development Department as part of the management of HRCC. Similar to what other Council already had in place. There role was to help promote economical development in Horsham and to help/assist existing business in Horsham. The appointment of the new manager was very welcome and he was very keen to change the mindset of Council. However he only lasted several months upon which the proceeding managers have little to show for their time in the job. The last manager Matthew in his address to the 2016 AGM OF BH listed many items which needed to be tacked but again little has come to fruition.

2. Good Point from this Report

2a EDU. The establishment of a EDU within Council is **MUST**. Who else in our community has the time and \$ to invest in making our community a strong and vibrant one!!
 The inclusion of the tourism arm of Council under the manager of the EDU is also welcome. KPIs must also be provided to tourism to ensure there accountability.

2b The manager of the EDU **MUST** have the same status as the other Manager in the HRCC and be accountable to the CEO. If HRCC is to be far dinkum about economic activity in our Shire, cultural change is required within HRCC and to do that the Manager has to have power to make change.

2c The comments about the Horsham Bypass and that council needs to work with the community to find the best location for the Bypass must be applauded.

3. Disappointing point from the Report.

3a 90% of the strategies mentioned within the report are actions which are already in place. The only new strategy seems to be the involvement of the BDU with the farming community for business development. This is already happening with the WDA and yes consultation with the WDA is needed however not at the expense of other sectors.

The Council already has representation on the WDA and it can be argued major influence being the major financial contributor to the WDA.

3b The report makes no "economical modelling" of any of the strategies listed throughout the report. Surely and "Economic Strategy" should have some \$ against the strategies listed and there shortfalls if any.

3c The report mentions the "Grampians Peak Trail". How does this benefit Horsham??. Why not recommend a "backpacker hostel" for Horsham. Why not tell us what Horsham has to do to take full advantage of this new tourism trail??

3d Tourism is spoken little of in this report. We all can see what tourism can do for a community, so where are the new initiatives needed to increase tourism in our City???

3e This report fails to mention that HRCC should have a “**Horsham First**” within HRCC. It’s been spoken about for some time and luke warm efforts have been made however Most things HRCC deals with seems to have to come from “out of town”. The tendering process of HRCC gives little weigh to “being local”.

Summary

This report is very swallow. A meeting with BH and community leaders could have provided a better outcome.

Why to from now???. If Council are serious about economic development in our Shire it has to set aside the \$ to make it happen first. These \$ will easily be recoped in additional developments and rates. Employ people with committed passion for the City and Shire who will make it happen and won’t stay for just a short time and they **MUST** be part of the management team in the HRCC structure.

Regards

Robin Barber



Summary of submission for HRCC EDS by Business Horsham Executive Committee 8.11.17

Strategy - A strategy is a plan of action designed to achieve a long-term or overall aim.

This document is vast and lacks detail in many areas throughout the document; in essence we believe this should be a plan rather than a 4 year strategy. We believe there should be specific outcomes and costed actions.

Key stakeholders and partners are not identified throughout the document, where many are already undertaking or have undertaken some of this work, or complimentary work and the EDU should work alongside them. This may well be the intent however they are not identified and if so would then be key drivers for the new EDU to undertake their information gathering process.

We have made some general comments and identified some content or actions that we recommend be considered for change.

The 65 actions should be, but are not prioritised, as there are no opportunities or threats identified to drive the actions.

A comprehensive report is on the following pages.

Business Horsham Executive Committee 2017/18

Comprehensive Report

This document is vast and lacks detail

- It is unclear how one staff member could manage the workload based on this document and in essence a whole unit should be responsible.
- Budget for a whole EDU
- Draw on exit interview from outgoing EDO (Matt Gould). What pearls of wisdom can be shared
- There are no clearly defined roles within the EDU

Resources: *Dedicated resources are required to ensure time; effort and appropriate expenditure are provided to support initiatives. If not appropriately resourced, desired economic development outcomes will not be realised.*

Economic development is about making the best use of available resources to drive employment growth, investment and economic activity, regardless of the size and budget of the council. The scale of resources can range from a full team of dedicated officers to a conscious effort and application by different team members across the council.

The key to delivering applied and practical economic development outcomes understands where we are now, where we would like to be as a community, and the specific actions required getting there.

- Responsibility for each role needs to be more specific
- It appears that an analysis of opportunities and threats has not been conducted as part of this strategy preparation. A statement regarding the threats and opportunities should be included in the document

Measuring the success of economic development initiatives is important in determining whether the desired outcomes are achieved.

- Comments within the document do not support the data provided – see footnote below.
- There are no set timeframes or costings.
- Turnaround time for business planning applications - what is the current timeframe and how will it change?
- There are no KPI's
- How much value does this role offer council in the agricultural sector?
- Linkages with other parts of council

Footnote: For instance, the table provided on page 9 does not add to the report what so ever. Output for Agriculture of \$180m is near on meaningless. Output (total sales) by the agricultural sector can only be meaningful if a 5 year average is provided, as each year alone is subject to enormous volatility from one year to the next.

Secondly, output for agriculture that relates to the Horsham region again is meaningless as it is output of the broader Wimmera that has a major impact on economic activity in Horsham. Wimmera farmers shop in Horsham not just Horsham farmers.

Key stakeholders/partners are not identified throughout the document***Economic development initiatives require:***

- **Partnerships:** *Coordination and cooperation with stakeholders and other organisations to achieve outcomes.*

Successful economic development initiatives contribute to the wellbeing and prosperity of the community, business, industry and Local Government over time. Economic development should be outcome-focused and driven by the community's desire to innovate, develop and improve their unique local region and economy. A number of diverse stakeholders are involved ranging from government to business and industry, local community members and training providers.

Many more partners need to be identified in this document such as and not limited to: (EDO should work more closely with)

- A \$20M council investment in our Horsham Town Hall is not identified as a key stakeholder
 - Greater tourism opportunities
 - Working with local community to support business expos, conferences etc
- Business Horsham
 - Networking
 - Training
 - Business Support
- Wimmera Business Centre
 - Business Start Up Support
 - Mentoring
 - Training
- For Agriculture - DPI, VFF, LAC etc
- For Business:
 - Other progress associations within the HRCC
 - Event organisers to establish how business can capitalise on each event.
- Education & Training Providers – Fed Uni, LLEN, Schools etc
- Arts & Culture – HTH, Art Gallery etc
- Community Groups
 - Horsham Arts Council
 - Horsham Agricultural Society
 - Service Clubs
 - Sporting clubs/precincts

General

- Not clear on what level of engagement with the industry sectors is identified in the document
- No use of clear definitive statements such as 'we will' rather than 'should or could'.
- Clear detail is missing. The context of this strategy is unclear. i.e. most strategies are designed to give funding organisations confidence that the implementers of a strategy have thought through their priorities and costed out their actions. This document should reference and draw on funding streams from Federal, State, HRCC and other funding sources. We don't see those connections.
- There is recognition of events but greater input is required from Council to ensure the events meet a minimum standard with regard to provision of food and drink.
- There is an opportunity for event organisers to provide greater detail to businesses regarding the events so that businesses can identify and explore business opportunities with event participant.
- The Wimmera River needs to be identified as the key natural asset for Horsham followed by outlying natural assets. The river has been identified by our community as vastly underutilised and as such should be a key driver for the EDU to facilitate infrastructure as a priority

Specific recommendations for content change:**2. Policy & Strategic Context**

Add a dot point

- Support & protect the 'retail' sector identified in the Industry Overview as the second largest employing sector
- Also other sectors that rank highly in different categories – see below under economic profile

4. Economic Profile

- 4.3 Due to volatility the overview should cover more than one year e.g. 5 year rolling average (pg9)

We question the use of a one year table!

The paper continues to note agriculture as the 'key' sector in the Wimmera when clearly there are other factors that support other sectors which should also be identified and examples are:

- Health Care & Social Services employs the largest number of jobs and should therefore be identified as a key area for sourcing business relocation or establishment e.g. decentralised government departments
- Manufacturing with the highest value in local sales and regional exports and imports
- Retail Trade employs the second largest number of people – second to Health Care & Social Services
- Arts & Recreation Services lists 95 jobs however we are aware of 380 trading artists – where are they identified in this data?

Critical Requirements - Clear Information Flow

The success of any activity designed to enhance the local economic environment will be greatly helped by good information flows through the council hierarchy – from the Mayor to the outside workforce, and across the range of departments and staff – from engineering and planning to customer service and between partner organisations and the local community.

The 65 actions:

- All actions should be prioritised as there are no opportunities or threats identified to drive the actions.
- There appears to be no economic modelling of the economic benefits or outcomes from the actions
- **HOW** are things going to be done? There are no clear instructions in the actions
- Actions need to have clear timelines as to when the action is to be completed, secondly who is accountable and thirdly what method will be used to determine if it was successful or not?

Recommendations and comments for change to specific actions:

- 1.1 Agree. Internal issue. What will be the measures of success?
- 1.2 Define regular. Incorporate an annual or biannual meetings with roundtable mentioned in Action 5.3 to give businesses the exposure to WDA.
- 2.1 Agree.
- 2.2 Recommend caution. CRMs were all the rage in retail 6 months ago but have now gone quiet. Potential for this to be outdated very quickly
- 2.3 Agree. Encourage use of digital media in this space. This should be constant engagement and not just "where necessary"
- 2.4 Agree. What will be the measure of success?
- 3.1 Agree. Work with business groups to identify needs and opportunities

- 3.2 Agree. Work with business groups to identify needs and opportunities
- Council could consider some funds for organisations such as Business Horsham and other progress associations in the area of networking for example – make them strategic partners as they already have runs on the board in this space.
- 4.1 DPI has previously examined a range of potential intensive agricultural activities in the Wimmera Southern Mallee (Brian Kearns). To avoid duplication, suggest discussion with DPI (or successor agency) re: review of this information and update if required. Build on work previously done with others in the municipality including WDA.
- 4.2 Agree
- 4.3 Include as part of Action 4.1
- 4.4 Agree
- 5.1 Agree as part of Action 2.1
- 5.2 RDV used to fulfil this role. Does that role still exist? If so, then the EDO needs to liaise with the RDV role rather than duplicating. Further, has a need for this type of role been identified, and if so, how?
- 5.3 A round table with all sectors would be a great initiative and something Council could facilitate
- 5.4 Agree. However avoid duplication with business groups.
- 6.1 – 6.4 Agree, assuming a need and/or opportunity for this has been previously identified and justified
- 7.1 Agree
- 8.1 Agree
- 8.2 Doesn't this pre-empt the outcome of the Plan developed in 8.1?
- 8.3 – 8.5 Agree
- 8.6 Don't disagree with this action but where is the analysis to say there is an opportunity for this?
- 9.1 – 9.2 Agree
- 9.3 Agree. Isn't this already covered in 8.1. If so then no need to repeat
- 9.4 Agree. Same as 9.3 above
- 10.1 – 10.2 Agree
- 10.3 Is there a proven need for this?
- 10.4 A strong need to redevelop the WBC has not been established in the commentary. Is there really a need?
- 10.5 Part of Action 14.2. Note that Horsham Town Hall should be mentioned here. Also television advertising must be a consideration as part of the promotional planning
- 10.6 Agree with leveraging off the Town Hall but is Ward Street the most appropriate place? It serves as the main parking for events at the Town Hall. If Roberts Avenue continues to be our main "street" venue then creating a link from Town Hall to Roberts Ave through Ward Street is required.
- 11.1 Greater definition required around Council's role in this space.
- 11.2 Greater definition required around Council's role in this space.

- 12.1 Greater definition required around Council's role in this space. Perhaps participate in identifying needs and encourage RTOs to respond to training needs.
- 13.1 Agree the need to have a good relationship but unclear on the role Council plays with regard to economic opportunities arising from the health sector as it currently stands.
- 13.2 Agree. However we are missing a huge opportunity for economic growth arising from a large expansion required in health services, particularly in aged care. There is a strong home based care system that is continually growing. Council needs to be involved in working with health service providers to scope the potential size of growth. Eg include aged care and youth dental services as a lot of money leaves our community for teen braces and orthodontics
- 14.1 Agree
- 14.2 This has been done plenty of times before. Review and update. The prospectus itself is not the answer, it's how the information is distributed and promoted which is the key.
- 14.3 Agree
- 14.4 Intrinsic part of 14.2. Would need this before redeveloping 14.2
- 15.1 Agree. Include trail running
- 15.2 Agree. Include open water swimming
- 15.3 Agree
- 15.4 Agree. Include mountain bike riding and trail running – fastest growing recreation activities at present
- 15.5 Agree
- 16.1 Do we need the word “experienced?” Work collectively with local hospitality to promote what we have. Why not encourage the use of Apps such as Trip Advisor to encourage positive feedback by diners. We are totally missing throughout this document the whole digital media opportunities to promote the municipality
- 16.2 These actions would flow from Action 16.1. Only hospitality can decide if the local produce is the quality and style of produce they wish to use. The opportunity here may be to encourage agriculture/horticulture to grow locally for the food outlets as a substitution for produce from outside the region.
- 17.1 Agree
- 17.2 Reword. Agree with dedicating staff. Prefer “facilitate” events rather than “manage” and ensure Council meets its obligations with regards to events.
- 18.1 How old is the Horsham Visitor Centre review and what are the outstanding actions?
- 19.1 – 19.5 Agree with all of these actions
- 20.1 The action totally missed the point of the commentary. Don't need to identify more land, just the parcel size.

Content comments

Page	Comment
2	It is assumed that Appendix 10.3A = Part B Future Directions
4	Map shows Horsham Township economic Assets – why not include other locations such as Natimuk and Wartook Valley. These are economic opportunities
4	Map failed to identify the Horsham Golf Course as an economic asset. The club was once a major drawcard but faces a very uncertain future. HRCC should work collaboratively with the Golf Club to enhance its economic contribution to the municipality.
6	No reference to the Interim Report of the Victorian Population Policy Taskforce June 2017 – a key document in helping identify opportunities for the municipality
7	Statement: “It can be concluded that a proportion of the population in the WSMR are moving to HRCC” is a fair conclusion but it’s nothing you can plan any action on.
7	Age Structure – huge opportunity for growth in health care particularly for aged.
8	Document is agri-centric. The data presented in Table 4.3 does not support agriculture as the number 1 economic driver in the municipality
12	Theme 1. It is an honourable objective. However there is no statement on the current capacity of council to adequately resource the proposed actions. Needs greater definition
13	Under Engagement – We are very pleased to see a strong focus on this included
15	Action 2.3 – What is the intended use of the business database?
18	Data does not support the statement that agriculture is the most important industry in WSMR!
18	Water security – larger pipelines occur within HRCC. Greater opportunity for development. However pipeline extension occurring on periphery of WMP area. Wartook extension is planned. What is its current status?
19	Disconnect between approach to Mineral Sands on pg 19 and Action 7.1 (pg22) compared with action on page 17 to “commence construction phase for mineral sands projects”.
20	Action 4.1 – Council needs to have ongoing discussion with GWM Water re: the future of the Horsham WWTP. Opportunity to utilise wastewater.
23	Under strategic considerations – address challenges facing retailers – imposing public holidays in key trading days should be included
23	Under strategic considerations – Develop hospitality and entertainment in the CAD - Roberts place was specifically set up for this yet some council departments are less than helpful in encouraging this and need to be proactive with positive engagement supporting initiatives in this and other spaces in the CAD
24	Under CAD revitalisation – The town centre services a catchment far greater than the council area – advocating for additional public holidays to close business on main trading days does not align with this statement
34	Under liveability – no mention of our location on our key natural asset the river
37	14.1 We totally support this research as a priority as its imperative we understand the actual perception not the preconceived perception
37	14.2 Again the river is not mentioned – this is our first and foremost key natural asset and we fail to see why it is not identified here
40	17.2 This is a MUST DO and should have a fresh new approach and open to including new ideas and have a ‘can do’ attitude

Content in italics are extracts from an Economic Development Guidelines document sourced by Business Horsham.

***I couldn't find much of a mention for the local housing construction businesses.

Like our business, with one or two people doesn't seem to rate a mention.

The local building industry is quite a large employer.

With our location in the State, I wonder if we should be advocating for more **public housing** for Horsham and the Wimmera?

***On Page 7 there is that negative comment about our older folks....."HRCC resident population is ageing"
A more positive way would be to say: "**HRCC residents are living longer**"

***The enthusiasm for Mineral Sands Mining may come back to bite us.

Not everyone shares such glowing support as per Page 19

*I see a difference in 'supporting' Mineral Sands Mining and 'promoting' Mineral Sands Mining.
I wonder if Strategy 7, ACTION 7.1 needs to be a bit tighter?*

***In relation to **8.4. A VIBRANT CENTRAL ACTIVITY DISTRICT: STRATEGIES AND ACTIONS**

I wonder if we need to really **encourage small business to work together**

....two examples...Membership of Business Horsham

....unity of local accommodation providers in some form of 'Association'

*****Considerations 11.3**

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 Western Highway Bypass of Horsham will proceed. The transition to a bypass will require strategies to encourage tourists and visitors to stop in Horsham for retail, accommodation and other services. There is also potential for development of highway related services on the bypass alignment.

ACTION 19.1 Lobby and advocate for passenger rail services from Melbourne to Horsham.

ACTION 19.2 Advocate for the adoption of a route for the Western Highway Bypass of Horsham

ACTION 19.3 Complete the Horsham Aerodrome Master Plan.

ACTION 19.4 Advocate for upgrades to major roads and highways.

ACTION 19.5 Advocate for dual carriageway on the Western Highway.

Thank you

From: Mark & Anne Radford [<mailto:radford@skymesh.com.au>]
Sent: Tuesday, 14 November 2017 2:11 PM
To: Angela Murphy
Subject: Economic Development Strategy

G'day Angela,

Prompted by last night's discussion about the DRAFT Strategy, further to my comments last Friday, I would also like your team to consider these changes/additions;

If my comments are considered a "Submission" then that is fine, I will sit out the discussion/decision in the Chamber.

Considerations 11.3

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 Western Highway Bypass of Horsham will proceed. The transition to a bypass will require strategies to encourage tourists and visitors to stop in Horsham for retail, accommodation and other services. There is also potential for development of highway related services on the bypass alignment.

ACTION 19.1 Lobby and advocate for passenger rail services from Melbourne to Horsham.

ACTION 19.2 Advocate for the adoption of a route for the Western Highway Bypass of Horsham

Master Plan.

ACTION 19.3 Complete the Horsham Aerodrome

ACTION

19.4 Advocate for upgrades to major roads and highways.

ACTION 19.5

Advocate for dual carriageway on the Western Highway.

From: virginia.mcleod@delwp.vic.gov.au [<mailto:virginia.mcleod@delwp.vic.gov.au>]
Sent: Friday, 17 November 2017 4:43 PM
To: Angela Murphy
Subject: Eco Dev plan comments

Hi Anglea

Apologies, took me all week to get to sit down and read the report! Hope these comments are not too late or have been captured by others.

Overall, the report highlights the main priorities for economic development in Horsham and sets out strategies and actions for economic development in Horsham for the next five years.

There are a couple of areas that I think need to have more detail which have stood out to me.

Despite construction contributing the second highest to Horsham's economy in 2017, it seems to be only mentioned very lightly in the report. I would suggest including construction in one of the themes to ensure it has been some consideration as to how the construction industry is foreseen in the next five years- will it be maintained, or is it a dying industry? I would assume it will be maintained through the development of the CBD revitalisation, the WIFT and other major developments etc.

I feel that the education sector could be better established in the report. The location of the Federation Uni is very close to the CBD which is an advantage. Potential benefits could include encouraging university students into the CBD to help with its activation, and to integrate education assets into Horsham's branding.

I can't seem to find the Background Discussion Paper which is what the Plan is based on. I presume that policy alignment with Federal, State and Local Policy was addressed more specifically in this background report, as it seems to be mentioned on a high level in the Plan.

As for the structure of the report - naming consistency is required throughout the document i.e. the CBD revitalisation study is named differently on two occasions. It was a little confusing as to whether the report has been completed (in which it should have a date after the title of the document), or whether it was a study that is to be completed.

Thanks for giving us a look at it, appreciate the chance to be involved. This will work in nicely with the MSS review too (let's catch up about that soon).

Thanks

Virginia McLeod | Manager, Grampians Regional Planning Services | Statutory Planning Services
Planning | Department of Environment, Land, Water and Planning

Level 3, 402 Mair Street, Ballarat, Victoria, 3350
| T: 0428 678 165 | Virginia.Mcleod@delwp.vic.gov.au



From: Anne Donovan
Sent: Tuesday, 21 November 2017 8:50 PM
To: Angela Murphy
Subject: Strategy feedback

Hi Angela

Thanks for meeting with me today- good chat!

As discussed, here are some dot points:

Parking Strategy

- Could we please change the language from disability parking to accessible parks please.
- Accessibility parks- it currently reads that no further action is required as there are enough parks.
- There might be enough in terms of numbers of accessibility , but if we could introduce an action to audit the accessibility parks so that we can address issues of:
 - Are they in the right location – in terms of services, catchments etc
 - Do they require any cap works- such as curb and channelling
 - Are they wide enough
 - Is the amenity right
 - Right angles for footpath etc
 - Are they suitable for drivers with mobility issues
- General amenity- can we add something about improving the amenity:
 - Improving shade- through street planting, verandas and shade in Council owned car parks
 - Increasing shade might encourage people to park and walk – where possible
- Legibility :
 - Address street signage clutter and introducing more streamlined signage- consider accessibility in this- use symbols rather than text
 - Way finding
 - Increase walkability and linkages
- Charge points- for mobility scooters and e- cars. Identify suitable locations

Eco Dev Strategy

- Need to identify role of Town Hall as an arts precinct – in the Strategy and maps
- Strengthen the role of arts and cultures role to the economic participation and prosperity of Horsham:
 - Town Hall- regional events
 - Nati Fringe
 - Cultural tourism
 - Small events
 - Role of artists/makers/entrepreneurs on the economy
- Destination tourism and its role. This could be:
 - Heritage
 - Art
 - Nature based tourism etc
 - Experiences- bush walking, rock climbing etc
- Need something about inclusion- that opportunities for all leads to improved prosperity etc
- Role of Council:

- Employer
- Support training
- As a consumer- how can Council lever of this and get better economic outcomes
- Social procurement

Please let me know if you need further information

Many thanks
Anne

From: Chris McClure
Sent: Thursday, 12 October 2017 2:30 PM
To: Matthew Gould
Cc: Angela Murphy
Subject: Sports Tourism in the draft EDS

Hi Matt,

On reflections and given the strong partnership with Sports Marketing Australia could there be a specific paragraph placed in the Draft EDS to recognise this and the Economic outcomes that come from sports tourism?

It could fit on page 35 under Festivals and Events.

It would also help support any applications for funding for sporting facilities or for sport clubs.

My latest SMA report, in table format, is attached.

Cheers

Chris

Chris McClure
Coordinator Tourism and Events



Victoria's Tidiest Town 2015 and 2016

P.O. Box 511, Horsham, VIC 3402

chris.mcclure@hrcc.vic.gov.au

(03) 53829 702

0428 357 220



Date	Event	Event visitors from outside the region	Cost	Benefit
March 2016	National Motocross Championships	1,650	\$8,000	\$484,000
March 2016	Southern Regional Ultimate Challenge (Frisbee)	380	\$4,500	\$71,000
October 2016	Bushwalking Victoria Federation Walks weekend	280	\$7,000	\$110,000
October 2016	Dragon Boats Regatta	300	\$6,000	\$134,000
November 2016	Grampians Challenge Adventure Race	150	Nil	\$33,000
April 2017	Nitro Circus live (Total attendance 6,000)	3,000	\$12,000	\$855,000
September 2017 (scheduled)	Grampians Challenge Adventure Race	150	\$5,000	\$33,000
September 2017 (Scheduled)	National Junior Motocross Championships	2,000	\$2,000	\$988,000
February 2018 (Scheduled)	Victorian Masters Squash	280	\$7,000	\$91,000
September 2018	Darts Victoria Team Championships	420	\$5,000	\$201,000

(Scheduled)				
October 2018 (Offered)	NRL Victorian Masters Tournament	410	\$2,500	\$175,000
November 2018 (Offered)	Food Truck Carnival (Total visitors expected is 8,000)	4,300	\$12,000	\$1,300,000
November 2018 (Offered)	Dragon Boats Regatta	300	\$6,000	\$134,000
TOTAL		15,000	\$73,000	\$4,960.00

Horsham Rural City Council
Civic Centre, 18 Roberts Ave
PO Box 511
HORSHAM VIC 3402

HORSHAM RURAL CITY COUNCIL	
FILE No	HIS/2017/00001
REF	LAUREN COMAN
13 NOV 2017	
REG. No	
COPIES	

Submission to Horsham Economic Development Strategy

10 Nov 2017

The opportunity to comment on the draft Horsham Economic Development Strategy 2017-2011 (October 2017) is welcomed and an opportunity to address deficiencies and proposed actions with council would also be welcomed, in particular, the recommendations (Actions) listed in theme 6.

General comments

Noting the history of council with consultant's reports, it is unlikely anything will change between the draft presented for comment and the final document accepted by council. There is an expectation council will do what it wishes to regardless of community sentiments, such is the culture in council and the somewhat cynical but realistic view that has developed in the community.

There is an expectation not to expect any change to the draft from submissions, such is the lack of confidence in council and expectation that council will sell the community short on what is best for the municipality. When councillors are not cognisant of and fail to fully understand the issues contained in reports they sign off on, there is little confidence in the best outcomes being achieved.

The draft should be considered by council only as an initial framework document that requires further development and public consultation to address several deficiencies and recommendations that are in direct conflict with current council policies.

Either the document requires amendment or council policies need to change. It is a document that council should note and accept as requiring further work, but not adopt in its current form.

The draft is light on substance and short on clear direction and, like many consultant's reports, it is not very useful in providing a clear direction that are outcomes-based and a requirement for an annual audit conducted to quantify any achievements that relate to the strategy. What will be its relevance in a year, two and more? Given past performance, it is unlikely to have much relevance to what council actually does.

The content does not reflect what was discussed at meetings in the draft preparation stage. It is unclear what guidelines were specified for the consultants.

The draft lacks integration and work is required to address clear gaps in the knowledge base as a precursor to (any) further development of the strategy, should it be accepted beyond noting.

The Group offers its collective community expertise is assisting council to reach objective outcomes, particularly in relation to the Aerodrome and planning for new local road infrastructure and a bypass that integrates all highways and other passing through Horsham.

Specific comments

The draft strategy should reflect the goals specified in the current Council Plan as the key guidance document with a statutory perspective: 1. Community and cultural development; 2. Sustaining the economy; 3. Asset management; 4. Governance and Business Excellence; 5. Natural and Built Environments.

Theme 6. Economic infrastructure. The following comments relate to this section of the report. The section is a grab-bag of items and actions that simply fail to fit current council positions.

Something has to give: either the draft is significantly amended, council policy positions have to change, or both.

Significantly, there is a necessity for a specific economic study to evaluate the potential effect on business in Horsham from a bypass (or other similar road infrastructure). Despite assertions for decades of a (potentially) negative economic impact of a bypass (based on perceived distance "away" from town) there has been no study conducted to determine (attempt to quantify) the potential economic outcomes (impacts or benefits).

This has not been addressed and is a key deficiency in the draft strategy. The report conveys an impression the consultants fail to have a good understanding of the local economics, as written in objective 11.1. "will towards attracting investment in critical infrastructure projects" is a nice open-ended hollow statement without direction. Mere waffle words devoid of substance.

The considerations in 11.3 fail to provide a solid foundation for one year, let alone for a four-year strategy. Exactly how does the Western rail project be a "key infrastructure priority, when the economics and numbers of travellers suggest it should be an item, but not a key priority. Exactly what significant change it will make, and return on investment, to the economy of Horsham and Wimmera is unclear.

The dual carriage freeway item and the "many businesses are **still** very reliant on heavy vehicle transportation" is an oxymoron. This will not change. Moreover, the trend to more heavy vehicles is inevitable. Upgrade of the Western highway "The upgrade of the Western highway would also encourage greater self-drive visitation between Melbourne and Adelaide". What, exactly, is that supposed to mean?

An example of simply too little substance, too much rhetoric, muddle thinking and lack of substance.

The short section on **the** bypass, (not **a** bypass) is disjunct and lacks any substance. Exactly what "A separate strategy will be required to manage the transition to **the** bypass, etc" has no clear context or direction (in keeping with the rest of the document). It will be more waste of resources if council touch it. Locally developed concepts should be the priority for consideration, not yet another consultancy and wasted resources that deliver nothing of substance and use.

The WIFT is another lost opportunity in conflict with other council "priorities" (wish lists!). Already reaching siding capacity yet no plan for extension, no plans for a bulk loading siding; no

plans for a passenger rail siding/station (yet a wish to move the rail line out of Horsham - exactly where to?). A classic example of no idea of or expertise in strategic planning within council.

The aerodrome section also contains half-truths and untruths. "A draft Masterplan (sic) is underway.." This is false and has originated from council staff with a (not very) hidden agenda, as has been the case all along with the bypass planning. The facts (where the truth lies) are: The draft Aerodrome Master Plan (AMP) was proposed for adoption and rejected. It was therefore declared redundant in 2016. It can therefore not be, "underway". Council need to address the issue of confidence and trust between itself and the community.

Council went "back to the future" in July 2017 by reverting to a position it held in 2015. This precedes the draft AMP (and HITS stage 1). Therefore, the 2010 Aerodrome Business plan is the only document that has currency.

Strategy 19.

What exactly does, "lobby, advocate and attract funding" mean? There is no direction in this. It's meaningless waffle devoid of substance. This is not a strategy as it lacks clear definition and direction.

Action 19.2. This is in direct conflict with the current policy, as of July 2017. Either it goes, or the policy position changes, or both. While the Group welcomes an opportunity for community consultation, it should be for a bypass (not option D) and locally-generated options should be investigated to achieve the best possible long-term outcome for the municipality.

Action 19.3. This should be removed for the reasons specified above. Instead, it could be replaced by: The 2010 Aerodrome Business Plan will be updated to a Master Plan by the local aviation expertise in conjunction with council.

The Local Government Act requires this and it is a moral responsibility of this council to ensure this is achieved. Further comments could be made aside from the above. For brevity, other issues could be raised if an opportunity is provided by council by merely noting, not adopting, the draft strategy.

Note: This submission is a collaborative effort with input from a number of members of the Group.



Kevin Dellar
Chair, Wimmera Community Leadership Group
10 November 2017

(Address for any correspondence from council, send to - Barbecues Galore, 58 Darlot Street)



Wimmera Business Centre

62 Darlot Street

Horsham, Vic 3400

Horsham Rural City Council

Att: Economic Development Manager

Roberts Avenue

HORSHAM, Vic 3400

9th November 2017

To Whom It May Concern;

I am writing to you on behalf of the Wimmera Business Centre Advisory Committee regarding the draft Economic Development Strategy.

The Wimmera Business Centre (WBC) began operation in 1997, an initiative of the Horsham Rural City Council overseen by a Committee of Management. The WBC is a small business incubator which provides premises, advice, services and support to new and growing businesses to assist them to become established and profitable. The ultimate goal of a Business Centre is to help develop sustainable businesses, which in turn can improve the wealth and prosperity of the wider Community.

During its 20 year existence, the WBC has supported new and existing businesses throughout the Horsham Rural City Council and surrounding Shires by creating local opportunities for training workshops, seminars and private consultations. The Centre offers education and training across a range of topics including but not limited to social media, digital marketing, record keeping, employment, administration, financial strategies and customer service.

The WBC Advisory Committee commends the Horsham Rural City Council on developing an Economic Development Strategy. After reading through it, the Committee believes the Strategy doesn't specify or acknowledge work already addressed by the Wimmera Business Centre. Therefore on behalf of the Advisory Committee I request the following points be noted:

- Page 13, section 6.3 Considerations of the Economic Development Strategy. The Business Support Services; Networking and Training section outlines what HRCC could be doing, however the WBC has been providing the support services for the past 20 years.

- Page 13, section 6.3 Considerations of the Economic Development Strategy. The NEIS program is currently offered through RMIT unless funding/tenders should change in the future. Enquires are directed to RMIT and forms are available from the WBC.
- Page 15, Strategy 2, Action 2.1 puts forward the creation of an up-to-date business database. The Horsham Rural City Council offers a Business Directory currently managed by the Wimmera Business Centre. Whilst this requires continued maintenance and an upgrade, the WBC should be a nominated lead/partner.
- Page 15, Strategy 2, Action 2.3: The development of a regular newsletter needs to be in conjunction with the WBC whom already have an established database and regular newsletter. On a bigger scale the newsletter needs to be supported by other business support services including Business Horsham and the Wimmera Development Association.
- Page 15, Strategy 3, Action 3.1: Facilitation of education and training within the business community. As previously mentioned the WBC offers education and training across a range of topics including but not limited to social media, digital marketing, record keeping, employment, administration, financial strategies and customer service. Whilst these can be irregular depending on facilitator availability, local requirements, etc. a number of training sessions and workshops are still offered throughout the year.
- Page 15, Strategy 3, Action 3.2: Facilitate networking events. Business Horsham generally offer one networking session a year whilst the WBC currently offer internal networking opportunities. However the WBC are working on other possible networking opportunities across business sectors.
- Page 25, Section 8, Theme 3: Wimmera Business Centre. The Advisory Committee suggests the second paragraph be rephrased to ensure it is not outdated upon final publication of the Economic Development Strategy. The Advisory Committee suggests the following: "The Centre accommodates a diverse range of businesses throughout its 18 spaces for rent as well as 2 rooms for casual hire.

Overall the Advisory Committee felt the Economic Development Strategy lacked acknowledgement of the services already provided by the Wimmera Business Centre. Should you wish to discuss this with me, please feel free to do so on 0428 673 562.

Kind Regards,



DON CARTER

Chair, Wimmera Business Centre

62 Darlot Street

HORSHAM, Vic 3400

From: Susan Surridge
Sent: Friday, 13 October 2017 12:13 PM
To: Matthew Gould; Angela Murphy
Subject: Comments on draft Eco Dev Strategy

Hi Angela, Matthew

I have taken the opportunity to review the draft Eco Dev Strategy – mainly from the perspective of support for future grant application.

Attached are some specific pages where I think we should add comments to strengthen some areas that will relate to key funding applications in the future (and there is also just a couple of typos)

My comments are around the following:

- An Exec Summary would be useful at the front for quick reference
- A Summary of just the Actions combined into an Action Plan as an appendix would also be useful for quick reference
- More description on the timeline for Actions. i.e. how is short, medium and long term defined. The final page of the attachment is an example of an action plan that lists commencement year for actions over the next five years – this is just a thought???
- Two key areas that need a specific Action (for grant writing purposes)
 1. Sports Tourism – support for infrastructure improvements and in the short term the Motorcycle Club and the Indoor sports centre
 2. WIFT precinct development over the next 5 years – as this will be the focus of industrial land development over the next 5 years??

Hope these comments are useful. Happy to discuss further

Susan

3. DEMOGRAPHICS

POPULATION



Horsham Rural City's population is growing at approximately 0.7% per annum. Between 2006 and 2016 the resident population increased from 18,498 to 19,887 (+7.5%).

This is moderate population growth when compared to Regional Victoria. Over the same period, Regional Victoria's population grew by approximately 12%.

Between 2016 and 2031, the population of Horsham Rural City is forecast to increase by 0.6% per annum, reaching a total population of approximately 21,800 by 2031.

Between 2006 and 2016, the population of the Wimmera Southern Mallee 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.

AGE STRUCTURE



Horsham Rural City's resident population is ageing. Between 2016 and 2031, the proportion of residents aged over 65 years is expected to increase significantly in HRCC. The proportion of 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.

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%).

HOUSING AFFORDABILITY



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 less than Victoria (63%).

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 most advantaged in Victoria (out of 80). In Regional Victoria, Horsham is ranked 18th most advantaged (out of 47 LGA's).

**Can we add: Significant pocket of disadvantage in Horsham North (1st decile ranking)*

5. ECONOMIC DEVELOPMENT FRAMEWORK

5.1. VISION

Horsham Rural City will actively engage and support its existing business base and continue to improve the wealth and wellbeing of its residents.

The City will build on its strong economic base, whilst diversifying the economy through facilitating investment and business attraction in existing and emerging industry sectors.

5.2. KEY THEMES

THEME 1	Best Practice in Economic Development	<i>Horsham Rural City will be a leader in economic development practices and embed a proactive open for business attitude across the organisation</i>
THEME 2	Primary Industries	<i>Horsham Rural City and its partners will continue to facilitate growth in primary industries including agriculture, processing, mining and renewable energy</i>
THEME 3	A Vibrant Central Activity District	<i>Horsham Central Activity District will continue to develop into a vibrant hub which supports services for Wimmera residents and visitors. The Central Activity District will become increasingly attractive for the services sector, professional and creative businesses and entrepreneurs.</i>
THEME 4	Public Sector Industry	<i>Horsham's health and education sector will continue to develop to meet the needs of the Wimmera Region and provide high quality services to the community</i>
THEME 5	Destination Horsham	<i>Horsham will become a strong recognisable brand in key markets and be renowned for its liveability, quality service sector, strong community values, food and creative industry. Tourism product and events will develop to drive visitors to the region to explore nature based assets and attend unique events and festivals.</i>
THEME 6	Economic Infrastructure	<i>Horsham Rural City will work towards attracting investment in critical infrastructure projects that support the economy including passenger rail services, dual carriage highway and Horsham Bypass, WIFT, the Aerodrome and IT/telecommunications.</i>

*Add * regional, state, national and international sporting events*

6.3. CONSIDERATIONS

ROLE IN ECONOMIC DEVELOPMENT

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 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; and
- Township improvements (e.g. streetscape beautification).

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 that there is minimal overlap in economic development activities 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 broader region.

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

ENGAGEMENT

Engaging and supporting ^{with} ~~with~~ existing businesses is a critical component for the local economy. *typo

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 consider organising 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.

Council could provide the following support services:

- 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.
- 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.

STRATEGY 13 Ensure Health Care and Medical Services are servicing the needs of Horsham and the broader region

Actions

ACTION 13.1 Continue to engage and develop a close relationship with the Wimmera Health and the community sector as one of Horsham's key employers.

Care Group
1

Lead and Partners

Planning & Economic Development / Wimmera Health Care Group

Timeframe

Ongoing

**Typo*

ACTION 13.2 Advocate for the preparation of a Master Plan for the Health and Medical Precinct on Bailie Street. This will investigate redevelopment of the Hospital to meet current and future need and also plan for other community and health services in the precinct.

Planning & Economic Development / Technical Services / Community Development

Medium to long term

10. THEME 5: DESTINATION HORSHAM

10.1. OBJECTIVE

Horsham will become a strong recognisable brand in key markets and be renowned for its liveability, quality service sector, strong community values, food and creative industry. Tourism product and events will develop to drive visitors to the region to explore nature based assets and attend unique events and festivals.

add regional, state, national + international sporting events

10.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Improve awareness of Horsham throughout Victoria and South Australia;
- Lack of destination brand;
- Ensure there is a coordinated and collaborative approach to marketing and branding ;
- Need for marketing and promotional content for Horsham to attract visitors, residents, workers and businesses.
- Tourism product development;
- Provision of visitor services.

TARGETS AND MONITORING

- Develop a destination brand for Horsham.
- Increase in domestic and international visitation.
- Increase in average length of stay.
- Increase in visitor yield.
- Investment in tourism product development.

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

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.

FESTIVALS AND EVENTS

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, motocross, and art and cultural events.

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.

Add a sentence on sports tourism

** Sport tourism is a significant economic driver and brings in an estimated average of \$1.6 million tourist dollar per annum.*

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 example of 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 regions 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 economy 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.

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, as well as Mount Zero 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.

This iconic natural asset does not have much of a presence in Horsham or Natimuk and could be improved to leverage further off the asset. Opportunities to be considered include:

- Tours to Mt Arapiles via Natimuk from Horsham (e.g. rock climbing, abseiling);
- Development of soft adventure tourism (bushwalking, mountain biking and road cycling tracks and trails);
- Accommodation – to be located in Natimuk (e.g. eco cabin/glamping);
- History/heritage and indigenous interpretation, and
- Cycling trail connection between Horsham, Natimuk and Mt Arapiles.

Horsham is in close proximity to a major network of waterways, which include Lake Toolondo, Lake Bellfield, Lake Wartook, Green Lake, Taylors Lake, Rocklands Reservoir, Lake Fyans and Natimuk Lake.

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.

ACCOMMODATION

Based on accommodation preferences for 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.

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

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.

A number of elements need to be considered with regard to this issue:

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

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

INTERSTATE VISITOR MARKETS

An opportunity exists for Horsham to attract a greater proportion of visitors from South Australia. Horsham is located approximately 420 km from Adelaide, and is considered the approximate midpoint between Melbourne and Adelaide.

Marketing Horsham as a destination to visit, live and work should be extended into South Australia.

STRATEGY 16 Promote the development of food and beverage tourism leveraging from regional produce strengths

Actions		Lead and Partners	Timeframe
ACTION 16.1	Attract experienced hospitality operators to Horsham to establish destination dining.	Planning & Economic Development	Medium term
ACTION 16.2	Encourage the use of local produce in restaurants and cafes by: <ul style="list-style-type: none"> - Providing information to local producers in conjunction with local produce stores promoting opportunities to sell locally; - Develop a regional produce brand; and - Encourage the use of native ingredients. 	Planning & Economic Development	Ongoing

STRATEGY 17 Develop Horsham's calendar of festivals and events

Actions		Lead and Partners	Timeframe
ACTION 17.1	Commission the preparation of a Horsham Events Strategy that includes the following: <ul style="list-style-type: none"> - Audit of existing festivals and events; - Audit of existing event venues; - Assessment criteria for new and existing events, which considers factors such as number of attendees, proportion of visitors, economic implications, and alignment with destination brand; and - Prioritisation for event procurement and development. 	Planning & Economic Development	Medium term
ACTION 17.2	Dedicate a staff member within the EDU who is responsible for managing existing events, as well as procuring new events.	Planning & Economic Development	Short term

Action 17.3 Include a specific strategy/action for development of sports tourism market (Use extract from Tourism Masterplan)

- Include support of infrastructure improvements to facilitate this

- short term priorities - Horsham Motocross facility Upgrade

- Horsham Indoor sports stadium

STRATEGY 20 Ensure adequate delivery of land for employment to support industry growth

Actions

Lead and Partners

Timeframe

ACTION 20.1 Commission the preparation of an Industrial Land Strategy, which includes the following:

Planning & Economic
Development / Technical
Services

Medium term

- Location of industrial zoned land;
- Historical level of industrial land development activity;
- Amount and location of available supply of industrial land (years of supply);
- Assessment of the suitability of land;
- Land and infrastructure requirements to attract investment.

*Action 20.2 Staged development of WIFT Precinct site
to provide industrial sites for development
over next 5? years*

Short/Medium

RENEW

Actions

Destination marketing

Project actions	Project involvement	Start year (Financial Yr)					
		2015	2016	2017	2018	2019	ongoing
1.1 Identify and promote clear branding that highlights the character of Bondi Junction and key commercial village centres	<i>Positioning Waverley</i> <i>Ombudsman, Governance & Civic</i> NSW Trade and Investment Destination NSW Tourism Australia		✓				•
1.2 Promote Waverley's competitive advantage to attract new business	<i>Positioning Waverley</i> <i>Clean and Attractive Waverley</i> Destination NSW NSW Trade and Investment		✓				
1.3 Improve supply of essential information about the local area across a variety of communication mediums for domestic and international visitors	<i>Positioning Waverley</i> <i>Enriching Waverley</i> <i>Digital Waverley</i> Destination NSW Tourism Australia	✓					

Place management

Project actions	Project involvement	Start year (Financial Yr)					
		2015	2016	2017	2018	2019	ongoing
2.1 Review business satisfaction with Council services across a range of industry sectors (for example an annual survey)	<i>Positioning Waverley</i> <i>Clean & Attractive Waverley</i>		✓				•
2.2 Examine and deliver opportunities to improve local experiences through basic services (for example: interactive maps, cross promotions and online solutions and other relevant information)	<i>Positioning Waverley</i> Destination NSW Tourism Australia		✓				
2.3 Review the overall place management and function of commercial and village centres	<i>Clean & Attractive Waverley</i> <i>Positioning Waverley</i> <i>Ombudsman, Governance & Civic</i>			✓			

POLICY FILE

CATEGORY: CHIEF EXECUTIVE OFFICER'S POLICIES

SUBJECT: Electronic Gaming Machines

NO: 6

Council at its meeting on 16th April, 2012 adopted the following policy:-

POLICY:



Horsham Rural City Council Policy on Electronic Gaming Machines

Contents

HRCC Policy Position	3
Purpose	3
Council Context	3
Legislative Context	3
Electronic Gaming Machines in the HRCC municipality	3
Social and Economic Impact of EGMs in HRCC	5
HRCC Procedures	7
Compliance Responsibilities	8
Related Policies	8
Appendix A	9

HRCC Policy Position

Horsham Rural City Council aims to minimise the negative impact of Electronic Gaming Machines (EGMs), while acknowledging that EGMs contribute to the community's recreational and social fabric.

Council will work with the community, service providers and venue operators to best manage the location and operation of EGMs, to promote responsible gambling and community wellbeing.

While Council is cognisant of the fact that EGM licences are distributed by the Victorian Government on a per capita basis, we will advocate for no further EGM licences to be made available in the municipality, and we will encourage a reduction in the number of licences being used if that opportunity arises.

Purpose

Horsham Rural City Council acknowledges that there are both benefits and disadvantages created by Electronic Gaming Machines (EGMs) in the municipality. Council also acknowledges that EGMs are only one of several gambling outlets across the municipality.

This Policy sets out Council's preference for housing EGMs in community clubs, which can have a positive recreational, social and economic impact on the community. However this Policy also aims to highlight the large body of evidence cataloguing the negative impacts that EGMs can have on the community, in particular the health, finances and family of problem gamblers.

The Victorian Government regulates EGMs and sets limits on the number of machines allowed in each municipality, and Council acknowledges that the current limit of 148 is an appropriate maximum cap for Horsham Rural City, based on 10 EGMs per 1000 adults.

Council acknowledges that EGMs are legal, already exist in our community and need to be managed in such a way as to protect the health and wellbeing of the community. Council believes this policy can provide guidance on its preferred location and operation of EGMs, as well outline the benefits of stakeholders working together to best meet community needs.

Council Context

This Policy reflects HRCC's vision and will have an impact on the Planning Scheme as Council's aim is to amend Clause 22 of the Planning Scheme to include the guidelines contained within this policy. This policy will also impact the Community Development work of Council.

Legislative Context

In Victoria, regulation of the gaming industry and activities is the responsibility of the Victorian Commission for Gambling Regulation (VCGR). The Gambling Regulation Act 2003 is a key piece of legislation designed to govern the conduct and licensing of gaming. Another important piece of legislation is the Planning and Environment Act 1987. Through this legislation, Councils manage gambling issues in relation to planning approvals for venues and in minimising harm to communities from gambling.

Electronic Gaming Machines in the HRCC municipality

HRCC has 147 machines, located in four venues (three clubs and one hotel as at February 2012). While expenditure data shows that EGMs in the municipality have a lower expenditure than others across the State, Council feels that this should not provide incentive to loosen planning regulations around the location and accessibility of EGMs.

HRCC as the regional centre for EGMs

It is important to note that the adjoining municipalities of Yarriambiack Shire, Hindmarsh Shire and West Wimmera Shire do not house any EGMs, and that residents of those Shires frequent the venues in HRCC, which is not indicated in the statistical data.

The Horsham Sports and Community Club has 2164 members who live in the adjoining LGAs mentioned above. Similarly, Horsham RSL has 258 of its 2059 members in those same LGAs. (Figures correct January 2012). This does not include visitors or, in the case of the Westside Tabaret, patrons who are not required to register their attendance.

One impact of this is that the density of EGMs in HRCC is 9.76 per 1000 adults, significantly higher than the State average and only just below the State wide limit of 10 per 1000 adults.

Expenditure

Total expenditure on the 148 EGMs located in HRCC in 2010-11 was \$ 9.3 million.

Venue	Expenditure 10-11	Expenditure 09-10
HORSHAM RSL	\$2,048,985.89	\$2,152,979.80
HORSHAM SPORTS & COMMUNITY CLUB	\$4,266,190.08	\$4,287,677.19
ROYAL HOTEL (HORSHAM)	\$1,239,589.13	\$1,301,044.27
WEST SIDE TABARET	\$1,829,622.71	\$1,810,982.29
TOTAL	\$9,384,387.81	\$9,552,683.55

Victorian Commission for Gambling Regulation website

The licences for those 148 machines were auctioned in May 2010. From August 2012, the EGM licences have been purchased by:

- Horsham Sports and Community Club - 78 machines
- Horsham RSL - 36 machines
- Horsham Racing Centre (Westside Tabaret) - 34 machines

Data shows that expenditure per machine is lower in HRCC venues than in other country and metropolitan venues.

Expenditure Details				
Rural City of Horsham - Not Capped - Country				
Year	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011
Hotels as at 30 June	1	1	1	1
Clubs as at 30 June	3	3	3	3
Expenditure	\$8,865,549.15	\$9,632,694.65	\$9,552,683.55	\$9,384,387.81
EGM as at 30 June	147	147	147	147
Expenditure Data Comparison				
EXP per EGM in HRCC	\$60,309.86	\$65,528.54	\$64,984.24	\$63,839.37
Average Victorian EXP per EGM	\$97,455.23	\$101,123.50	\$97,338.40	\$99,012.94
Average EXP per EGM for	\$65,876.10	\$61,986.49	\$56,567.14	\$53,895.18

Hotels in HRCC				
Average EXP per EGM in Victorian Hotels	\$127,213.32	\$131,456.68	\$126,157.13	\$128,473.00
Average EXP per EGM in Country Hotels	\$97,465.56	\$102,207.63	\$96,972.86	\$99,676.92
Average EXP per EGM for Clubs in HRCC	\$59,277.41	\$66,185.53	\$66,545.48	\$65,683.86
Average EXP per EGM in Victorian Clubs	\$67,991.08	\$71,007.09	\$68,228.74	\$68,871.79
Average EXP per EGM in Country Clubs	\$64,958.39	\$69,592.35	\$65,807.26	\$67,569.69

Social and Economic Impact of EGMs in HRCC

Horsham Rural City Council places high priority on the health and wellbeing of the community.

This policy aims to minimise the harm that gambling can inflict on individuals, families and communities, by encouraging best practice in responsible gambling and regulating the location and density of EGMs through the Planning Scheme.

All four EGM venues in the municipality are signatories to the State Government's Responsible Gambling Code of Conduct, which requires:

- the Code of Conduct to form part of the organisation's Policies and Procedures
- gaming staff undergo an approved Responsible Service of Gaming (RSG) course within six months of commencing employment
- gaming staff not to gamble in their place of employment
- display of signage encouraging responsible gambling of patrons
- patrons to be made aware of the passage of time and to be encouraged to take breaks from extended or intensive play
- a clear process for dealing with customer complaints
- a Self-Exclusion Program

Regional population

It is important, however, to interpret population and expenditure data in the context of the regional membership and patronage of the venues.

LGA	Adult Population	EGMs
HRCC	15055	148
Hindmarsh Shire	4641	0
Yarriambiack Shire	5869	0
West Wimmera Shire	3389	0
TOTAL	28954	148

VCGR website, 16 February, 2012

Population Stats - Rural City of Horsham			
Adult population	15,055	Adults Per Venue	3,764
EGMs Per 1000 Adults	9.76	EXP Per Adult	\$623
Population Stats - Victoria			
Adult population	4,322,850	Adults Per Venue	8,460
EGMs Per 1000 Adults	6.19	EXP Per Adult	\$613
SEIFA index of Disadvantage		SEIFA index of Advantage Disadvantage	
Score	993.32	Score	953.46
Rank in Victoria (out of 79)	40	Rank in Victoria	50
Rank for Country LGAs out of 48	16	Rank for Country LGAs out of 48	21
Unemployment - Rural City of Horsham			
Workforce	11,224	Unemployment Rate	4.9%
Unemployment	550		

VCGR website, 7 December, 2011

Economic Impact

Club venues with EGMs in the HRCC municipality have a strong commitment to returning economic benefits to the community.

- Horsham Sports and Community Club contributed \$192,790 in cash and in-kind sponsorship in 2010-2011
- Horsham RSL contributes approximately \$100,000 per annum in direct assistance through welfare payments and assistance to pensioners
- Westside Tabaret, which is jointly owned by Wimmera Racing and Wimmera Harness Racing, returns all EGM profits to nine horse racing clubs across the Wimmera as well as Horsham-based Harness racing.

Local clubs also have a positive impact on employment, with between 10 and 28 staff employed at each venue.

EGM revenue from the local hotel also contributes to the Community Support Fund, which is, in part, returned to the community through Victorian Government grants.

However, the presence of EGMs in a community does result in the redistribution of expenditure and employment within local economy.

Social Impact

The negative impact of gambling is evident in the incidence of problem gambling within the municipality, including self-identifiers, those identified by venue operators, and those who seek assistance from community service organisations.

Problem gambling is characterised by difficulties in limiting money and/or time spent on gambling which leads to adverse consequences for the gambler, others, or for the community.

Problem Gambling and Harm: Towards a National

South Australian Centre for Economic Studies and University of Adelaide

All three of the club venues in Horsham are located with 600-700 metres of lower socio-economic housing, which research shows are more vulnerable areas.

The Horsham Responsible Gambling Interest Group (RGIG) has identified women over the age of 45 and young men as particularly vulnerable to problems with EGMs. Implications of problem gambling have been identified as:

- Stress and financial hardship for the problem gambler and their family, including loss of relationships and friendships
- Increased incidence of mental health, alcohol and drug problems amongst problem gamblers
- Potential safety hazards for venue staff.

As at February 2012, Grampians Community Health advised that approximately 20 people had 'self-excluded' from Horsham's EGM venues, while approximately 75 had identified as having a gambling problem.

HRCC Procedures

Accessibility

HRCC will advocate for the maximum number of EGMs in the municipality to remain at 148.

All future applications for operation of EGMs will be considered within the following Council Guidelines. Council's aim is to amend the Planning Scheme to include the following requirements.

1. Gaming venues are prohibited from locating in shopping complexes or strip shopping.
2. Community clubs rather than hotels are the preferred venue for EGMs.
3. Gaming venues should not be located in areas:
 - a. of identified socio-economic disadvantage
 - b. within close proximity to uses associated with people's day to day activities such as convenience shops, medical centres, child care, schools and community centres etc.
4. It is more desirable for gaming venues to be located in areas:
 - a. where residents have a number of choices of entertainment and recreation facilities in the local area
 - b. where there are currently limited existing gaming opportunities for residents
 - c. where the redistribution of EGMs results in a net decrease in EGMs from an area of socio-economic disadvantage
 - d. of the Central Business District (CBD) and tourism precincts where they will be accessible to visitors to Horsham.
5. It is preferable for venues to:
 - a. restrict EGMs to less than 25% of usable floor space
 - b. provide other activities in-house that will allow a break from play
 - c. not make Automatic Teller Machines available in the venue.

Social and Economic Impact Assessment

HRCC will require all planning permit applications to be accompanied by a social and economic impact assessment, as contained at Appendix A, and available at <http://www.socialimpactsofpokies.org.au/index.php/framework/downloads> .

The Framework outlines social and economic indicators, priority populations and locational factors. Identifying which indicators are relevant and weighing them up is the point of the Social and Economic Impact Assessment, and must be done on a case-by-case basis. People using this Framework will need to use discretion to assess the risk and likeliness of each indicator, and the potential impact it will have on the community.

Locational factors and presence of any priority populations must be balanced to identify if a locations is appropriate or inappropriate for EGMs.

Once the relevant negative and positive impacts have been identified, they must then be balanced and weighed up. A logical conclusion must be drawn to assess the net impact on the community.

Partnerships

HRCC will commit to participating in a collaborative partnership with members of the Responsible Gambling Interest Group, which is co-ordinated by Wimmera Uniting Care and Grampians Community Health.

HRCC will advocate for increased funding and resources to address problem gambling issues in the region.

HRCC will work to encourage venue operators to continue their implementation of best practice principles in relation to the Responsible Gambling Code of Conduct.

Community Engagement

HRCC recognises that EGMs have an impact on the whole community, not just problem gamblers. As such, we encourage awareness raising and capacity-building activities at the community, as well as the individual level.

HRCC will consult with the community on the issue of future potential increases in the number of EGMs in the municipality, as legislated by the State Government.

Providing Recreation Alternatives

HRCC will continue to provide information to the community on alternative recreation activities, and will look to improve communication of these activities in partnership with venue operators.

HRCC will also continue to work with community through community building and renewal projects that will foster the development of alternative recreation activities.

Compliance Responsibilities

The General Manager, Planning and Promotion Services and the Manager, Community Development are responsible for HRCC compliance with this Policy.

Related Policies

This Policy should be read in conjunction with the HRCC Planning Scheme, the Sport and Recreation Plan and the Community Engagement Strategy.

Date: March 2012

Appendix A

Social and Economic Impact Assessment Framework for EGMs (Pokies) Inner Northern Working Group on Gambling

1. Quick Reference Guide			
Catchment Area			
<p><i>A catchment area is defined in order to assess the social and economic impact of EGMs (pokies) on a community. Each of the following indicators must be considered, and a clear and logical conclusion drawn from them to identify the likely catchment area of a proposed venue.</i></p>			
<ul style="list-style-type: none"> Radius of 2.5– 5km, consider if area is urban or rural. 	<ul style="list-style-type: none"> Surrounding land uses and any existing barriers 	<ul style="list-style-type: none"> Venue patronage 	<ul style="list-style-type: none"> Current traffic, transport and pedestrian routes
Location Factors			
<p><i>These location factors influence the level of impact on the local community and gambling behaviour. These factors must be weighed up to assess whether a location is appropriate for EGMs (pokies).</i></p>			
Socio-economic disadvantage	EGM density	EGM expenditure	Community attitudes to gambling
Geographical accessibility: <ul style="list-style-type: none"> EGM density Transport Surrounding land uses Convenience Rural or urban 	Venue accessibility: <ul style="list-style-type: none"> Social accessibility Number of machines Information available 	Presence of vulnerable groups (Priority Pop., below) <ul style="list-style-type: none"> Resident and visiting populations 	Alternative entertainment: <ul style="list-style-type: none"> Ensure a range of both gaming and non-gaming entertainment in the area
Temporal accessibility <ul style="list-style-type: none"> Opening hours 			
Priority Populations			
<p><i>These priority populations or vulnerable communities should be considered within any social impact assessment of EGMs (pokies). They should be considered when assessing whether a location is appropriate for EGMs (Location Factors, above). For various reasons, research has shown that these populations are more vulnerable to the harm the gambling can cause.</i></p>			
People who are socially isolated or disengaged: <ul style="list-style-type: none"> Older people Newly arrived communities 	Socio-economic disadvantage: <ul style="list-style-type: none"> Low income Education Public housing tenants Pension/paym't recipients Unemployment 	Co-morbidities : <ul style="list-style-type: none"> Alcohol and other drugs Mental health issues Family violence 	Cultural background: <ul style="list-style-type: none"> CALD background Indigenous background Newly arrived communities
Problem gamblers <ul style="list-style-type: none"> Friends and family 	Lack of financial resilience: <ul style="list-style-type: none"> Housing stress Bankruptcies 	People with cognitive impairment	Young people: <ul style="list-style-type: none"> Aged 12-25 Students International students

Gambling application kit

Economic and social impact submission

OCTOBER 2015

CD/15/460065

This package contains the application and information material for responsible local authorities to make a submission for assessment of applications for approval of gaming machines and/or gaming premises.

How to apply

Send application to:

Victorian Commission for Gambling and Liquor Regulation
GPO Box 1988
MELBOURNE VIC 3001

or lodge in person at:

49 Elizabeth Street
RICHMOND Victoria 3121

Need help?

For more information on how to apply for a liquor or gambling licence or permit:

- visit the Victorian Commission for Gambling and Liquor Regulation (VCGLR) website at vcglr.vic.gov.au
- telephone the VCGLR on 1300 182 457
- email the VCGLR at contact@vcglr.vic.gov.au



Important Information

Legislation

Section 3.3.4 and 3.4.17 of the *Gambling Regulation Act 2003* make provisions for the assessment of:

- Applications to approve premises as suitable for gaming
- Applications to amend venue operator's licences to vary the number of gaming machines for an approved venue.

For these applications to be accepted by the VCGLR, a complete copy of the application must be given to the responsible authority within the meaning of the *Planning and Environment Act 1987*, and then lodged with the VCGLR within three days.

Responsible authority can make a submission

Section 3.3.6 and 3.4.19 of the *Gambling Regulation Act 2003* allow responsible authorities to make submissions in respect of either of the above applications. The submissions should address the economic and social impact of the application on the well-being of the community of the municipal district in which the premises is located, and can also take into account surrounding municipal districts.

A submission by a responsible authority must be in the approved form. The appropriate submission form can be found on the VCGLR website.

Responsible authorities can supply any additional information to the VCGLR which may be of assistance in making an assessment of the application. The information required by the submission form is only the minimum that is required. Applicants and responsible authorities are free to communicate directly throughout the application process.

Application process

The *Gambling Regulation Act 2003* requires the responsible authority to:

- advise the VCGLR whether they intend to make an economic and social impact submission within 37 days of being advised of the application by the VCGLR
- lodge an economic and social impact submission within 60 days of being advised of the application by the VCGLR should it choose to.

Responsible authorities may request an extension of time to lodge a submission if they

believe exceptional circumstances are impeding their ability to make a submission within the prescribed 60 day period.

The *Gambling Regulation Act 2003* requires the VCGLR to determine an application at a public hearing within 60 days of either:

- being notified that the responsible authority will not make a submission
- or
- receiving a submission from the responsible authority.

As a responsible authority you may appear at the public hearing and present evidence in regard to an application. Applicants will also appear at the public hearings and present their evidence, in support of the application.

Amended applications

An applicant may amend an application for new premises approval at any time before the VCGLR gives its determination.

An applicant may only amend an application to increase the number of gaming machines in an approved venue within 30 days after giving the responsible authority a copy of the application.

Any amended applications must be given to the responsible authority and lodged with the VCGLR **on the same day**.

If an amended application is received the responsible authority must:

- advise the VCGLR whether it intends to make an economic and social impact submission within 37 days of receiving the amended application
- lodge an economic and social impact submission within 60 days of receiving the amended application, should it choose to.

An applicant cannot change the number of gaming machines sought in application for approval of premises once the first 30 days of giving a copy of the application to the responsible authority elapse.

If an amendment is made to the number of gaming machines sought the VCGLR may grant an extension of up to 30 days for the responsible authority to make an economic and social impact submission.

Application to increase gaming machines by less than 10 per cent

Applications to amend venue operator's licences to increase the number of gaming machines for an approved venue by less than 10 per cent will not be determined at a public hearing if:

- a) the responsible authority does not make a submission; or
- b) the responsible authority make a submission and the applicant and responsible authority agree to the VCGLR not conducting a public hearing; or
- c) there has not been a previous application to increase the number of gaming machines by less than 10 per cent within two years.

Matters for consideration

The matters the VCGLR will consider when determining a proposed amendment to the conditions of a venue operator's licence to vary the number of gaming machines permitted in an approved venue are set out under 3.4.20(1) of the *Gambling Regulation Act 2003*. The matters to be considered when determining an application for approval of premises as suitable for gaming are set out under section 3.3.7 of the Act.

Importantly, for either of these applications to be approved, the VCGLR must be satisfied that the net economic and social impact of the approval will not be detrimental to the well-being of the community of the municipal district in which the premises is located.

Information provided by the applicant

Part B of the applicants application form contains information specifically relating to the economic and social impact of their proposal. This information will assist responsible authorities in answering the following questions in this submission form:

2.2, 5.1, 6.2, 7.1, 8.1, 8.2, 9.1, 9.2, 10.1, 12.2, 13.1, 13.2, 15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.7 (15.4 - 15.7 for an existing venue); 15.8, 15.9 (15.8 - 15.9 for a proposed venue) and 16.7.

Guidelines for Submission

Types of impacts which may be described

A submission from a responsible authority should address economic and social impact of the application on the well-being of the community of the municipal district in which the

gaming venue is located, and can also take into account surrounding municipal districts.

Submissions can comment on the current gaming machine environment within the community, however emphasis should be placed on the specific impact which the application will have if approved. Therefore:

- the economic and social impact examined for a proposal to approve **new premises** will be that arising from the operation of an additional venue and gaming machines
- or
- the economic and social impact examined for a proposal **to increase the number of gaming machines** will be that arising from the use of additional machines in an approved venue.

At a minimum a submission should include comment on impacts as they apply to your municipal district and surrounding municipal districts. It is not necessary to provide a quantified cost/benefit analysis, however statements about impacts should be substantiated, and wherever possible supported with quantitative or qualitative data.

A brief explanation of impacts, and some other relevant explanations of terms, can be found at the back of the form. Please consult this section in completing your submission.

Further information

Please include, as an attachment to this submission, information on any matters not covered in this form which the responsible authority believe is relevant to the economic and social impact on the municipal district.

Information sources

To complete this form you may need to contact local service providers. You may also need to contact the VCGLR on 1300 182 457 or visit the VCGLR website at vcglr.vic.gov.au.

Submissions are to address the following questions:

“What is the net social and economic impact of this application?”

“Will this proposal result in net social and economic detriment to the community?”

ECONOMIC AND SOCIAL IMPACT SUBMISSION

(a) Name of responsible authority making submission:

(b) Name(s) of surrounding municipal districts:

(c) Application to which this submission refers.
Applicant name:

(Name of entity for incorporated bodies i.e. company or incorporated club)

(d) Premises or approved venue name and address:

(Name) (No) (Street)

(City/Town/Suburb) (State) (Postcode)

(e) The _____ Council DOES/DOES NOT (delete whichever does not apply) want to make a submission under section 3.3.4 or 3.4.17 of the *Gambling Regulation Act 2003*. If you **do not** wish to make a submission, complete items (a) to (f) on this page, sign in the box below and remit to the Victorian Commission for Gambling and Liquor Regulation.

<p>Name (please print): _____ Chief Executive Officer of responsible authority making submission.</p> <p>Signature: _____ Date / /</p>
--

(f) The _____ Council DOES/DOES NOT (delete whichever does not apply) support the above application.

(g) Do any of the municipal districts listed at (b) have any objection(s) to the application?

Yes No

If 'YES', attach details to this submission (attachment/page number is:/.....)

(h) A copy of this submission **was** provided to the applicant on: Date / /

(i) I, the undersigned for the responsible authority making this submission, declare that all statements contained in and all matters accompanying this submission are to the best of my knowledge true and correct in every detail. I also understand that the applicant can make comment on this submission to the Victorian Commission for Gambling and Liquor Regulation.

Name (please print): _____
Chief Executive Officer of responsible authority making submission.

Signature: _____ Date / /

MUNICIPAL DISTRICT PROFILE

1. Profile of municipal district

1.1 In an attachment provide a profile of your municipal district and if there is a relationship between any profile characteristics and gaming. Items to cover could include, but are not limited to:

- local community demographics, by way of example, age distribution and trends, cultural attributes or recreational information
- economy
- tourism patronage.

1.2 Has an attachment been included? YES NO

1.3 If 'YES', attachment/page number is: /

2. Electronic gaming machines (EGM)

2.1 Total number of EGMs currently in the municipal district:
(Information available from VCGLR website.)

2.2 Number to be added by the proposal:
(EGMs sought less those recycled from within municipal district, information provided in Part B of applicant's form.)

Information to complete 2.3 to 2.8 is available on the VCGLR website.

2.3 EGMs per 1000 of the total population in the municipal district:

2.4 EGMs per 1000 (over 18 years) of the total population in the municipal district:
.....

2.5 EGMs per 1000 State-wide average:

2.6 Metro/Country average:
(Delete whichever is not applicable.)

2.7 EGMs per 1000 (over 18yrs) State-wide average:

2.8 Metro/Country average:
(Delete whichever is not applicable.)

Further information/comment:

Please provide any further information as an attachment.

2.9 Has an attachment been included? YES NO

2.10 If 'YES', attachment/page number is: /

3. Number of gaming venues

3.1 Total number of venues currently in the municipal district:
 (Information available from VCGLR website.)

3.2 Will a new venue be created by the proposal?

Information to complete 3.3 to 3.8 is available on the VCGLR website.

3.3 Persons per venue of the total population in the municipal district:

3.4 Adults per venue (over 18 years) of the total population in the municipal district:

3.5 Person per venue State-wide average:

3.6 Metro/Country average:

(Delete whichever is not applicable.)

3.7 Adults per venue (over 18 years) State-wide average:

3.8 Metro/Country average:

(Delete whichever is not applicable.)

Further information/comment:

Please provide any further information as an attachment.

3.9 Has an attachment been included? YES NO

3.10 If 'YES', attachment/page number is: /

4. SEIFA index of relative socio-economic disadvantage

4.1 Current SEIFA index value for the municipal district:
 (Socio-economic index for areas, available from Australian Bureau of Statistics via Cdata and SEIFA software can be assembled down to CD level.)

4.2.1 SEIFA index value State-wide average:

4.2.2 Metro/Country average:
 (Delete whichever is not applicable.)

4.3.1 Has the responsible authority any information it wishes to attach in relation to its citizens' economic capacity for gaming (e.g. income, wealth or savings levels)? In an attachment the responsible authority needs to use this additional economic capacity information to address how the incremental effect of this proposal may impact on the citizens of the municipal district:
 (Attach evidence to substantiate any conclusion reached.)

4.3.2 Has an attachment been included? YES NO

4.3.3 If 'YES', attachment/page number is: /

Further information/comment:

Please provide any further information as an attachment.

4.4 Has an attachment been included? YES NO

4.5 If 'YES', attachment/page number is: /

5. Venue patron profile

5.1 Describe the expected patron profile of the venue if the proposal is approved. Make reference to the following:

- do they live near the proposed venue, elsewhere in the municipal district, or do they work but not live in the municipal district
- are they from a particular socio-economic background (includes ethnicity, gender, age, income level/type)
- are they significantly different from the general population of the municipal district as described in the 'Profile of Municipal District' section
- are they already customers of other gaming venues in the municipal district?
 (Information provided in Part B of applicant's form.)

Please provide your response as an attachment.

5.2 Has an attachment been included? YES NO

5.3 If 'YES', attachment/page number is: /

ECONOMIC IMPACT ON YOUR MUNICIPAL DISTRICT**6. Gaming expenditure**

6.1 Total net EGM expenditure in municipal district for the last financial year (Net expenditure equals total money less prizes paid i.e. player losses - available from VCGLR website):

\$

6.2 Anticipated net EGM expenditure arising from this proposal over first 12 months (information provided in Part B of applicant's form):

\$

Information to complete 6.3 to 6.5 is available on the VCGLR website.

6.3 Net EGM expenditure per adult (over 18 years) of the total population in the municipal district for the last financial year:

\$

6.4 Net EGM expenditure per adult (over 18 years) for the last financial year:

State-wide average: \$

6.5 Metro/Country average: \$
(Delete whichever is not applicable.)

Further information/comment:

Please provide any further information as an attachment.

6.6 Has an attachment been included? YES NO

6.7 If 'YES', attachment/page number is: /

7. Employment

7.1 Direct gaming employment from proposal:
(Provide equivalent full-time figures. Information provided in Part B of applicant's form.)

7.2 Unemployment for municipal district (per cent):
(Information for 7.2, 7.3.1 and 7.3.2 obtainable from the Australian Government's Department of Education, Employment and Workplace Relations website)

7.3.1 Unemployment (percent): State:

7.3.2 Metro/Country:
(Delete whichever is not applicable.)

Further information/comment:

See explanation section at the end of the form for further details required.
Mention could be made of possible effects on indirect employment.

Please provide any further information as an attachment.

7.4 Has an attachment been included? YES NO

7.5 If 'YES', attachment/page number is: /

8. Infrastructure investment, development and maintenance

8.1 Value of new building or renovation works from proposal: \$
(Information provided in Part B of applicant's form.)

8.2 Value of building maintenance contracts from proposal for next 12 months:
(Information provided in Part B of applicant's form.) \$

Further information/comment:

Please provide any further information as an attachment.

8.5 Has an attachment been included? YES NO

8.6 If 'YES', attachment/page number is: /

9. Supply contracts

For new premises this will involve **all** contracts. For applications to increase gaming machine numbers, this will involve the **additional** value (if any) of contracts.

9.1 Value of supply contracts to venue for next 12 months: \$
(Information provided in Part B of applicant's form.)

9.2 Estimated proportion to be provided by suppliers from within municipal district:
(Information provided in Part B of applicant's form.) \$

Further information/comment:

Please provide any further information as an attachment.

9.3 Has an attachment been included? YES NO

9.4 If 'YES', attachment/page number is: /

10. Complementary expenditures

For new premises this will involve **all** complementary expenditures.
For applications to increase gaming machine numbers, this will involve the **additional** value (if any) of complementary expenditures.

10.1 Value of complementary expenditures for the next 12 months: \$
(Information provided in Part B of applicant's form.)

Further information/comment:

Please provide any further information as an attachment.

10.2 Has an attachment been included? YES NO

10.3 If 'YES', attachment/page number is: /

11. Shifts in expenditure

11.1 Business closures in municipal district:
 (Number in last financial year.) Unable to accurately determine

11.2 Can the responsible authority attribute any business closures to EGM expenditure? If you can, estimate how many:
 (Attach evidence to substantiate estimate.) Unable to accurately determine

11.3 Can the responsible authority attribute any decline in local business (sales) in the previous financial year to EGM expenditure? If you can, estimate the dollar value: \$
 (Attach evidence to substantiate estimate.) Unable to accurately determine

11.4.1 Anticipated impacts from proposal in first 12 months:
 (Attach evidence to substantiate estimate.)
 Closures (number):
 Unable to accurately determine

11.4.2 Decline in business (value):
 Unable to accurately determine

Further information/comment:

Please provide any further information or comment as an attachment.

11.5 Has an attachment been included? YES NO

11.6 If 'YES', attachment/page number is: /

12. Revenue distribution

Venue operator model tax structure

Under the venue operator model, a progressive tax scheme applies. The tax rate is based on each venue's average monthly gaming machine revenue, subject to the following thresholds:

Thresholds (average monthly revenue per machine)	Marginal tax rate	
	Hotels	Clubs
\$0 - \$2666	8.33%	Tax Free
\$2667 - \$12,500	55.03%	46.7%
\$12,501 +	62.53%	54.2%

Under this model, the consolidated fund is equal to the amount of tax payable for clubs and hotels.

12.1 Complete the following table using the applicable distribution schedule (hotel or club), ownership model (venue operator) and the net EGM expenditure provided by the applicant for section 6.2. In the space provided calculate the distribution of net EGM expenditure of the proposal, entered for section 6.2.

	Net EGM expenditure from proposal	
Venue	\$	If applicable
Consolidated Fund	\$	
Community Support Fund	\$	
Total	\$	

12.2 In an attachment provide further comment and information in relation to the net expenditure on EGMs that remains in the municipal district or returns to the municipal district.

(Information provided in Part B of applicant's form.)

Please provide any further information or comment as an attachment.

12.3 Has an attachment been included? YES NO

12.4 If 'YES', attachment/page number is: /

13. Tourism

The applicant may have provided some information concerning EGMs and tourism that may assist you in answering this section.

13.1 Estimated impact of gaming on tourism to the municipal district for the previous financial year:

13.2 Estimated impact on tourism from the proposal (first 12 months):
(Information provided in Part B of applicant's form.)

Further information/comment:

Please provide any further information or comment as an attachment.

13.3 Has an attachment been included? YES NO

13.4 If 'YES', attachment/page number is: /

14. Evidence of financial stress

14.1 Bankrupt persons in municipal district:

(Number in previous financial year.) Unable to accurately determine

14.2 Can the responsible authority attribute any of the above bankruptcies to expenditure on EGMs?
If you can, how many?

(Attach evidence to substantiate estimate.) Unable to accurately determine

14.3 If you answered 14.2, can the responsible authority estimate how many additional bankruptcies could be attributed to expenditure on EGMs by this proposal in the first 12 months of operation?

(Attach evidence to substantiate estimate.) Unable to accurately determine

14.4 Can the responsible authority attribute any financial stress to persons within the community to expenditure on EGMs?
If you can, how many?

(Attach evidence to substantiate estimate.) Unable to accurately determine

14.5 If you answered 14.4, can the responsible authority estimate how many more persons may come under financial stress due to the additional EGM expenditure estimated for this proposal (6.2) in the first twelve months of operation?

(Attach evidence to substantiate estimate.) Unable to accurately determine
For example: use of DHS Office of Housing data such as local rent arrears, or number of households with special payment arrangements with utilities such as water companies.)

Further information/comment:

Please provide any further information or comment as an attachment.

14.6 Has an attachment been included? YES NO

14.7 If 'YES', attachment/page number is: /

SOCIAL IMPACT ON YOUR MUNICIPAL DISTRICT

15. Social, recreational and entertainment opportunities

(Information provided in Part B of applicant's form.)

- 15.1 Estimate of funding or contributions towards improvements to recreational, entertainment or community facilities from this proposal: \$
- 15.2 Estimate of the value of sponsorship of sporting activities, social events and live entertainment from this proposal: \$
- 15.3 Estimate funding towards opportunities for particular social groups from this proposal: \$

For an existing venue:

- 15.4 Estimate the average number of patrons who attend, any part or all of, entire venue weekly:
- 15.5 Estimate the average number of patrons who use the gaming facility weekly:
- 15.6 Estimate the additional weekly patrons who may attend, any part or all of, the venue weekly due to the approval of this proposal:
- 15.7 Estimate the additional average number of patrons who may use the gaming facility weekly due to the proposal:

For a proposed venue:

- 15.8 Estimate the average number of patrons who may use, any part or all of, the entire venue weekly:
- 15.9 Estimate the average number of patrons who may use the gaming facility weekly:

Further information/comment:

Please provide any further information or comment as an attachment.

- 15.10 Has an attachment been included? YES NO

- 15.11 If 'YES', attachment/page number is: /

(NOTE: applicant to provide information where relevant.)

16. Incidence of problem gaming/residents at risk and demand for community support services

16.1 Attach a list of the names, addresses and contact numbers of all services in your municipal district that specifically or substantially deal with problem gaming.

Attachment/page number is: /

16.2 Provide in an attachment, a synopsis of the provision of services, if any, provided by the responsible authority for problem gamblers. Synopsis could include: funding provided, programs provided and counselling provided.

16.2.1 Has an attachment been included? YES NO

16.2.2 If 'YES', attachment/page number is: /

16.3 In total, how many new contacts were made to these service providers in the previous 12 months?
(Attach evidence to substantiate estimate.)
Unable to accurately determine

16.4 Proportion of these new contacts with specifically EGM related problems.
(number and percent):
(Attach evidence to substantiate estimate.) Unable to accurately determine

16.5 Estimate how many new, or additional, EGM problem gamblers could be expected to contact these service providers in the next twelve months due to this proposal:
(Attach evidence to substantiate estimate.)
Unable to accurately determine

16.6 Estimate any further financial requirements, if any, of the provision of services to the additional EGM problem gamblers due to this proposal:
(Utilise estimate from previous question [16.5], again attach evidence to substantiate.) Unable to accurately determine

16.7 If an existing venue, what are its responsible gaming practices and harm minimisation strategies?
OR
If this is a proposal for a new venue, what will be its responsible gaming practices and harm minimisation strategies?
(Comments could be made on any harm minimisation (or proposed) partnerships with any local agencies.)
Please provide your response as an attachment.
(Information provided in Part B of applicant's form.)
Attachment/page number is: /

16.8.1 Does the municipality have a responsible gaming policy and/or charter? YES NO

16.8.2 Does the venue, or will the proposed venue, comply with this policy and/or charter? YES NO

Further information/comment:

Please use an attachment to provide any further information or comment, for example, on any local modelling undertaken or to expand on your answers to 16.8.1 and 16.8.2.

16.9 Has an attachment been included? YES NO

16.10 If 'YES', attachment/page number is: /

17. Incidence of gaming-related crime and social disturbance

The previous section asked for an estimate of the number of new contacts to support services, in the previous 12 months that were EGM problem gamblers (16.4).

The following questions ask for further information.

17.1.1 Can the responsible authority provide any information, in an attachment, that can attribute any criminal activity to the EGM expenditure for those problem gamblers estimated for section 16.4?

YES NO

(If 'YES', attach evidence to substantiate estimate.) Unable to accurately determine

17.1.2 Has an attachment been included? YES NO

17.1.3 If 'YES', attachment/page number is: /

17.2.1 Can the responsible authority provide a reasoned estimate, in an attachment, of how many more crimes could be attributed to any additional problem EGM gamblers (16.5) created by this proposal?

YES NO

(If 'YES', attach evidence to substantiate estimate.) Unable to accurately determine

17.2.2 Has an attachment been included? YES NO

17.2.3 If 'YES', attachment/page number is: /

Further Information/Comment:

Please provide any further information or comment as an attachment.

17.3 Has an attachment been included? YES NO

17.4 If 'YES', attachment/page number is: /

18. Relationship and emotional costs and impact on community values and lifestyle

A previous section asked for the number of new contacts, in the last 12 months, to support services that were EGM problem gamblers (16.4). The following questions ask for further information in regards to them.

18.1.1 Can the responsible authority provide any information, in an attachment, that can attribute any marital/relationship breakdown and domestic conflict to any problem gambler's (16.4) EGM expenditure?

YES NO

(Construct a reasoned response and attach evidence to substantiate any estimates.)

Unable to accurately determine

18.1.2 Has an attachment been included?

YES NO

18.1.3 If 'YES', attachment/page number is:

...../.....

18.2.1 Can the responsible authority provide any information, in an attachment, that can attribute any long-term unemployment to any problem gambler's (16.4) EGM expenditures?

YES NO

(Construct a reasoned response and attach evidence to substantiate any estimates.)

Unable to accurately determine

18.2.2 Has an attachment been included?

YES NO

18.2.3 If 'YES', attachment/page number is:

...../.....

18.3.1 If an answer was provided to 18.1.1, can the responsible authority, in an attachment, estimate how many more relationship breakdowns or domestic conflicts could be attributed to any additional problem EGM gamblers (16.5) that may be created by this proposal?

YES NO

(Attach evidence to substantiate estimate.)

Unable to accurately determine

18.3.2 Has an attachment been included?

YES NO

18.3.3 If 'YES', attachment/page number is:

...../.....

18.4.1 If an answer was provided to 18.2.1, can the responsible authority, in an attachment, estimate how many more cases of long term unemployment could be attributed to any additional problem EGM gamblers (16.5) that may be created by this proposal?

YES NO

(Attach evidence to substantiate estimate.)

Unable to accurately determine

18.4.2 Has an attachment been included?

YES NO

18.4.3 If 'YES', attachment/page number is:

...../.....

Further information/comment:

Please provide any further information or comment as an attachment.

18.5 Has an attachment been included? YES NO

18.6 If 'YES', attachment/page number is: /

19. Additional social and economic impact information

19.1 Social and economic impacts include, but are not limited to, the previous sections. Please attach any additional information that you believe is relevant to this submission. This includes the provision for the submission of any detailed modelling undertaken by the responsible authority.

Additional social and economic impact information and or comment:

Please provide any further information or comment as an attachment.

19.2 Has an attachment been included? YES NO

19.3 If 'YES', attachment/page number is: /

20. Impacts on other municipalities

20.1 In an attachment describe any anticipated social and economic impacts of the proposal on **surrounding municipal districts**. Where no page reference is provided, it will be taken to mean that no comment has been provided.

Name of responsible authority

Provide page reference in attachment

.....
.....
.....
.....

21. Community attitudinal surveys

21.1 Has the responsible authority conducted a community attitudinal survey in relation to the proposal?

YES NO

21.2 Has an attachment been provided? YES NO

If 'YES', attachment/page number is: /

22. Conclusions

22.1 The responsible authority regards the anticipated **economic** impact of the proposal on the municipal district as:

neutral beneficial detrimental

22.1 The responsible authority regards the anticipated **social** impact of the proposal on the municipal district as:

neutral beneficial detrimental

22.2 The responsible authority regards the anticipated **economic** and **social** impact of the proposal on the **well-being of the community of the municipal district** as:

neutral beneficial detrimental

22.3 The main areas of concern for the responsible authority making this submission are (indicate N/A if there are no concerns):

1.
2.
3.

22.4 These matters HAVE/HAVE NOT (delete whichever does not apply) been discussed with the applicant.

22.5.1 All of the responsible authorities surrounding the municipal district regard the impact of the proposal for gaming provision on their municipal district as:

neutral beneficial detrimental

22.5.2 If one or more responsible authorities are not in agreement with the other responsible authorities, attach details of their differing views to this submission.

22.5.3 The main areas of concern for the surrounding responsible authorities are (indicate N/A if there are no concerns):

1.
2.
3.
4.
5.
6.

22.5.4 These matters HAVE/HAVE NOT (delete whichever does not apply) been discussed with the applicant.

23. Processes and data used to prepare submission

23.1 Did the responsible authority conduct or commission any original research that has been used for this submission? YES NO

If 'YES', please provide a statement about each of the following:
Use an attachment if insufficient space.

23.2 Methodology used for the research:

.....

23.3 Limitations and difficulties arising in the conduct of the research:

.....

23.4 Assumptions or data adjustments built into research methodology:

.....

23.5 Has an attachment been included? YES NO

23.6 If 'YES', attachment/page number is: /.....

24. Consideration of economic and social impacts by other bodies

24.1 Has another body considered the proposal or a related matter? YES NO

If 'YES':

24.2.1 Victorian Civil and Administrative Appeals Tribunal YES NO

24.2.2 Other (specify): YES NO

24.2.3 If 'YES' to 23.2.1 or 23.2.2, you must provide a copy of the judgement with reasons for decision with this submission.

24.2.4 Has an attachment been included? YES NO

24.2.5 If 'YES', attachment/page number is: /.....

EXPLANATION OF TERMS

TERM

Economic impact of the proposal

EXPLANATION

Economic impact is the sum of the effects on the viability and development of the economy (of the municipal district) in the short or medium term, and how this is likely to affect the well-being of the community.

Includes consideration of **benefits** and **costs** (or favourable and adverse effects).

Economic benefits are positive effects (favourable consequences) of increased gaming provision which are likely to contribute to the growth of the economy of the municipal district and an increase in the overall wealth of the community.

Economic costs are negative effects (adverse consequences) of increased gaming provision which are likely to contribute to the deterioration of the economy of the municipal district and greater economic dependence.

Where a municipal economy shows no net gain or loss, the economic impact can be said to be neutral.

Examples of economic effects

- Bankruptcy
Incidence of gaming related bankruptcy or growing financial indebtedness.
- Community support fund
Value of grants for projects or activities in the municipal district funded from the CSF.
- Complementary expenditures
Expenditure by gaming patrons on goods/services additional to gaming expenditure and arising from their participation in this form of entertainment, e.g. consumption of meals and beverages
- Employment
The amount and type of direct new employment created e.g. in the venue. For example, number of new full-time or part time, permanent or casual positions; whether in gaming, hospitality or administration; whether wages and conditions are above the award.

Impact on net employment and types of jobs, including multiplier effects, indirect employment and job displacement.
- Infrastructure investment, development and maintenance
Building works (new premises, renovation, building maintenance, etc.) related to the new premises/venue itself

TERM**EXPLANATION**

- Local business

Businesses which may have a change in expenditure patterns due to this application.

Alternative businesses that could have arisen in the municipal district if investment was available.

Effects on other entertainment or hospitality businesses of new gaming provision.
- Loss of revenues to local economy

Value of profits/taxes from gaming that leaves the municipal district.
- Supply contracts

Value of contracts with businesses located within the municipal district to supply goods or services to the venue.
- Tourism

Value of spending by visitors to the venue and the municipal district.

Examples of social effects

- Demand for community support services

The demand for support related to problem gaming behaviours. This may be reflected in individuals seeking addiction counselling, financial counselling, or relationship counselling.
- Effect of gaming on community life/values

Effects on community life that may arise from the proposal. For example, whether new patrons will be drawn from particular demographic groups and what effects this might have.
- Incidence of gaming related crime

The potential effect of the proposal on crime in the municipal district.
- Problem gambling

The recommended definition of problem gambling adopted in Victoria is the following:

“Problem gambling is characterised by difficulties in limiting money and/or time spent on gambling, which leads to adverse consequences for the gambler, others or for the community.”

For more detail see *Taking Action on Problem Gambling, October 2006*, Victorian Government.
- Relationship and emotional impacts

Domestic violence, child abuse or neglect, divorce, depression, or suicide which may be a result of increased problem gaming.
- Social, recreational and entertainment opportunities

Increased social recreational and entertainment opportunities that have resulted from gaming at the venue (or proposed venue).

TERM	EXPLANATION
Municipal district.	District under the jurisdiction of a local government.
Municipal profile	<p>Basic data about the municipal district.</p> <p>Most of this information is available in published sources including:</p> <ul style="list-style-type: none"> • VCGLR website at vcglr.vic.gov.au • VCGA research publications (available on the VCGLR website) • Australian Bureau of Statistics publications and website.
Statistical local areas	The Statistical Local Area (SLA) is an Australian standard geographical classification defined area which consists of one or more collection districts. SLAs are local government areas (LGAs), or parts thereof. SLAs cover, in aggregate, the whole of Australia without gaps or overlaps.
Net economic and social impact	An evaluation which weighs up the positive and negative economic and social effects of the proposed change in gaming provision to estimate what the impact will be on the municipal district from the proposal.
Social impact of the proposal	<p>Social impact is the sum of the effects on the social infrastructure, social opportunities and social interactions (of the municipal district) in the short or medium term, and how this is likely to affect the well-being of the community.</p> <p>Includes consideration of benefits and costs (or favourable and adverse effects).</p> <p>Social benefits are positive effects (favourable consequences) of increased gaming provision which are likely to contribute to development of social infrastructure, social opportunities and social interaction, and an overall improvement of the social capital of the municipal district.</p> <p>Social costs are negative effects (adverse consequences) of increased gaming provision which are likely to contribute to the decline of social infrastructure, social opportunities and social interactions, and an overall deterioration of the social capital of the municipal district.</p> <p>Where the social capital of a municipal district shows no net gain or loss, the social impact can be said to be neutral.</p>

TERM**EXPLANATION****Surrounding municipal districts**

District(s) under the control of local government(s) that abut the municipal district in which the applicant's premises/venue are located.

Well-being of the community of the municipal district

Economic prosperity and social robustness or health of the overall community of the municipal district.

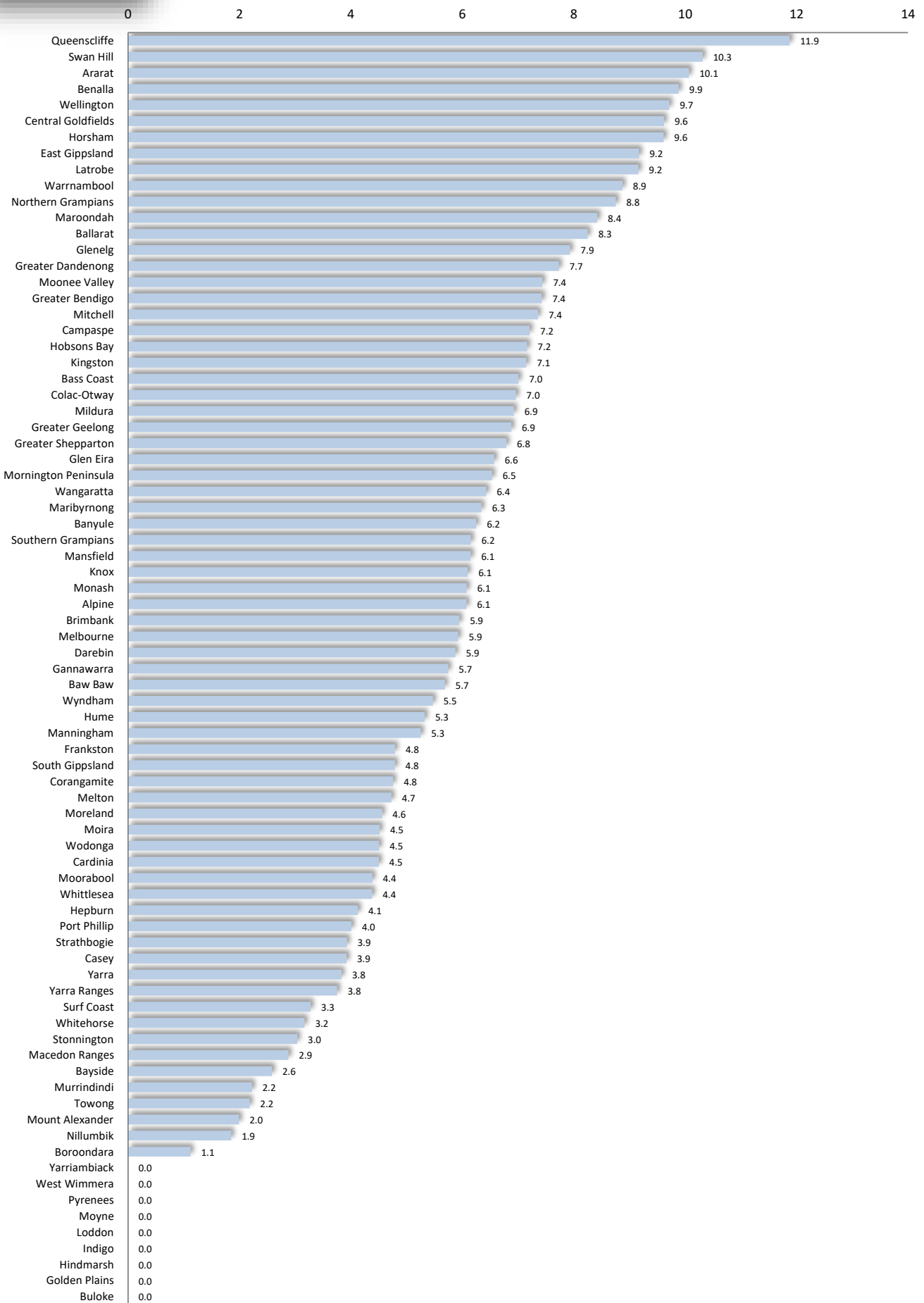
Will not be detrimental to the well-being of the community of the municipal district

When the net economic and social impact of the proposal (i.e. the sum to the incremental effects) is considered neutral or positive.

MUNICIPAL COMPARISON



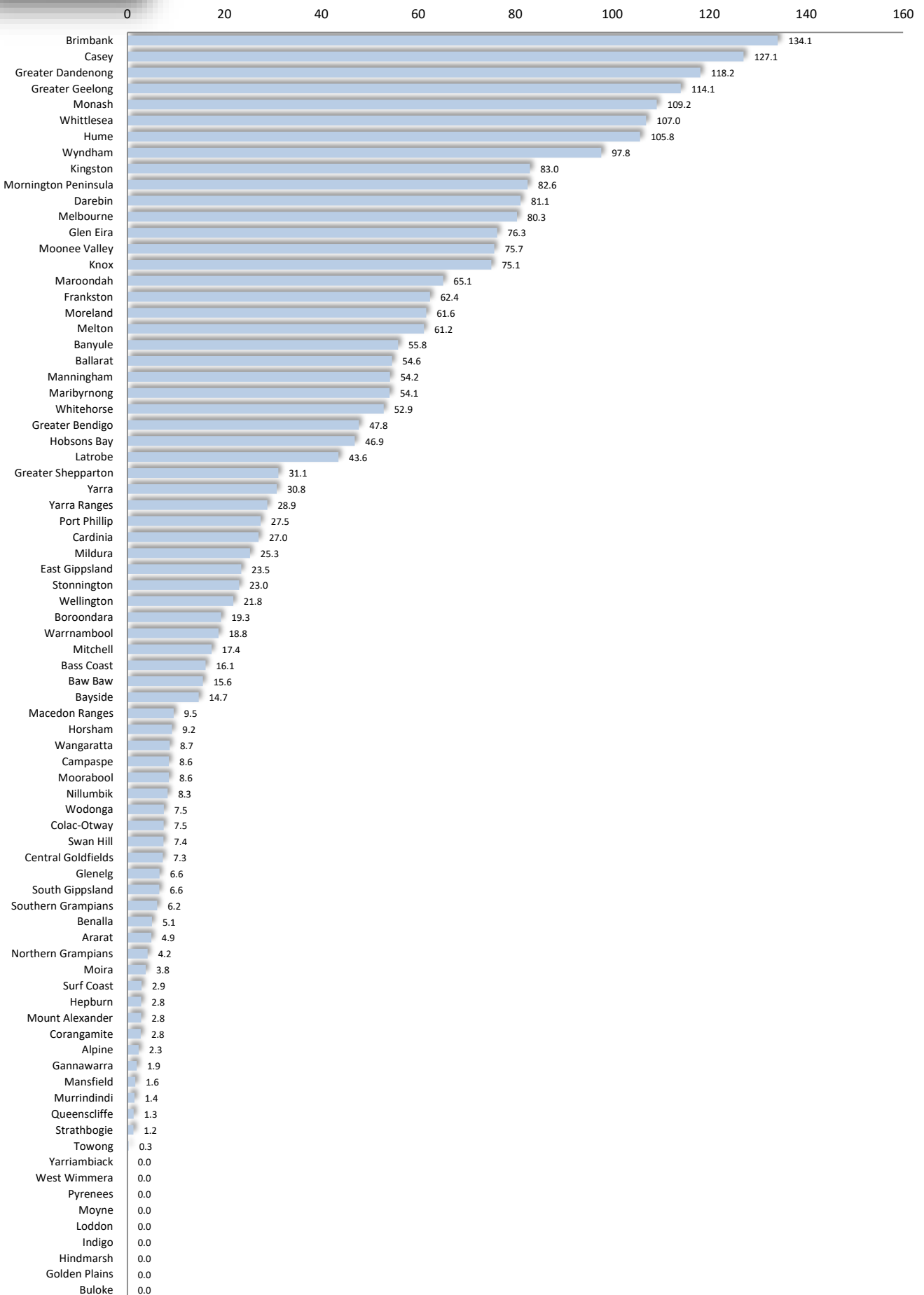
EGMs per 1,000 adults: 2016/17



MUNICIPAL COMPARISON



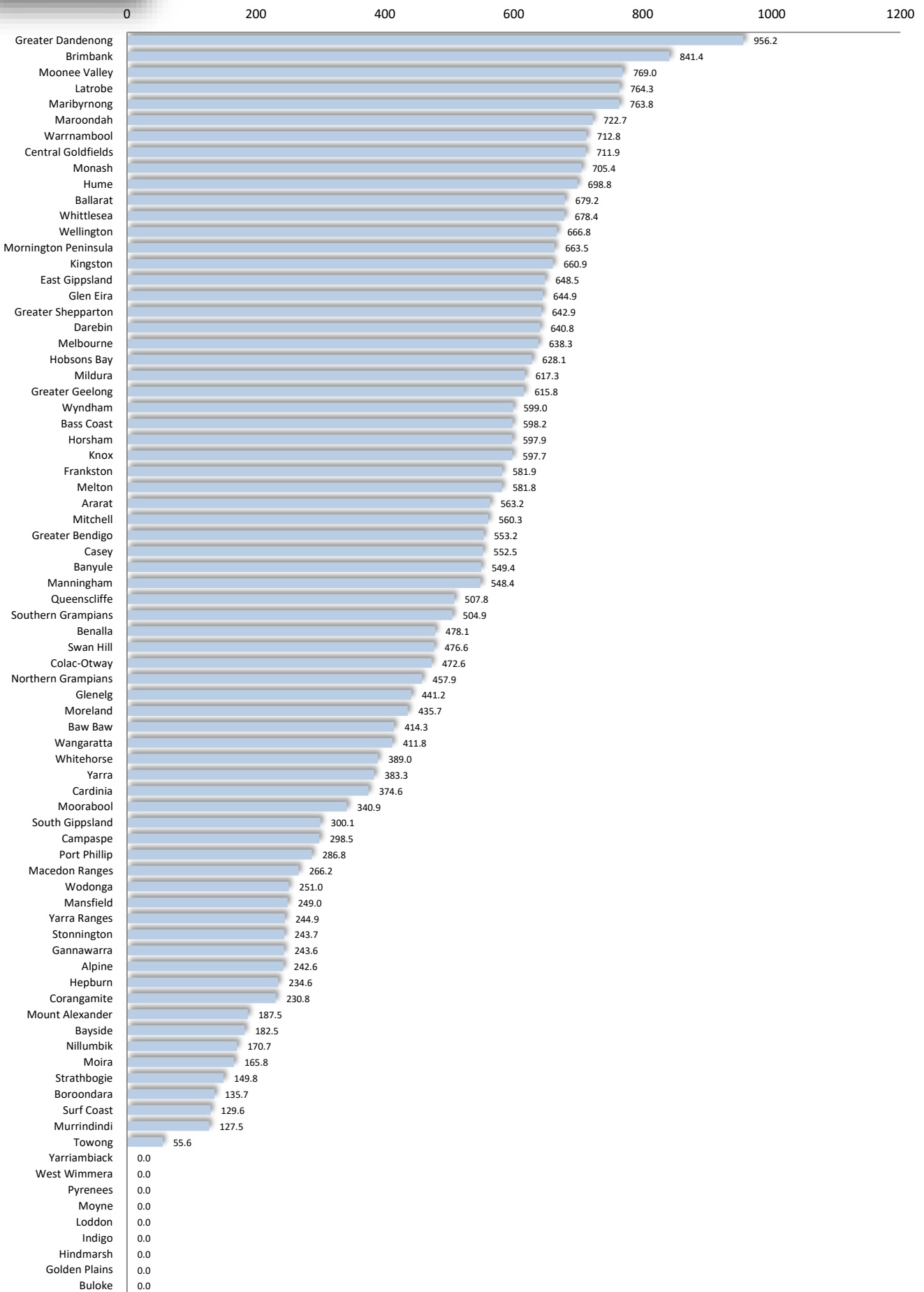
Losses 16/17 (\$Million)



MUNICIPAL COMPARISON



Losses per adult: 2016/17





MUNICIPAL COMPARISON

Per cent change in losses: 2015/16 to 2016/17

