



Murrindindi  
Shire Council

# Murrindindi Shire Economic Development Strategy

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## Acknowledgement of Country

Murrindindi Shire Council acknowledges that Murrindindi Shire exists on Taungurung and Wurundjeri Woi-wurrung Country.



We hereby express our respect for the Taungurung people and the Wurundjeri Woi-wurrung people of the Kulin Nation as the Traditional Owners of the land that encompasses Murrindindi Shire.

We pay our respects to their leaders and Elders past and present for they hold the memories, traditions, cultures and hopes of all Taungurung and Wurundjeri Woi-wurrung people.

We extend that respect to all First Nations people, including other Aboriginal and Torres Strait Islander peoples living in our Shire. Traditional Owners and Custodians have a unique and deeply spiritual connection to Country and this remains strong.

We express our gratitude for the sharing of this land, our sorrow for the personal, spiritual and cultural costs incurred through the colonisation of the land, and our hope that we can walk forward together in harmony and the spirit of reconciliation and work together as custodians of the land.

*IMAGE CREDITS:xxxxxx*







# Executive Summary

The Murrindindi Shire Economic Development Strategy (EDS) is a comprehensive five-year plan designed to improve the economic well-being and quality of life in the region.

Positioned in northeast Victoria, just over an hour from Melbourne, the Shire encompasses stunning landscapes, rich biodiversity, productive land, and streams, encompassing many towns and locations including:

## The EDS focuses on five priority areas:

- 1 Visitor Economy**

We are a thriving nature-based tourism destination with locally produced food and drink attracting diverse strong visitor numbers. Growth through increased investment in infrastructure that aligns to our proximity to Melbourne.
- 2 Agriculture, Aquaculture and Food Production**

Capitalising on ideal conditions and infrastructure for agribusiness and aquaculture investments, featuring prime grazing land, award-winning cattle farms, and a thriving aquaculture industry. Driven by favourable climate, skilled workforce, and expertise in agroforestry make Murrindindi an attractive opportunity for investors and people seeking to live farm to plate.
- 3 Business Support**

Nurturing emerging and existing diverse enterprises, benefiting from our proximity to Melbourne, offering potential for further growth across a range of sectors. We support businesses to network, share resources, buy local through a collaborative engaged network of businesses.
- 4 Sustainable Future**

We are embracing a transition towards sustainability by promoting a circular economy, renewable energy generation, and addressing the challenges of an aging population by creating economic opportunities while minimizing environmental impact and supporting community wellbeing.
- 5 Prosperous Communities**

Addressing our population's demographic challenges, such as aging population, through a range of initiatives. These include diversity of housing choice, improved transportation, education investments (including childcare and tertiary), health care and social services and embracing creative industries for community wellbeing.





Acknowledging significant macro trends, including the rise of Artificial Intelligence, Climate Change implications, accelerated Digital Transformation, the importance of Infrastructure, the growth of Remote Work, and challenges in Worker Accommodation, the economic development strategy aligns with various regional and local plans, reflecting a collaborative approach.

A rolling two-year Action Plan will be developed, structured under Council's role as a Provider, Facilitator, and Advocate. Actions are designed under SMART methodology, ensuring specificity, measurability, achievability, relevance, and time-bound parameters. The success of the strategy will be monitored through the delivery of the Action Plan, with annual reporting detailing progress. Measures, benchmarks, and metrics will ensure transparency, accountability, and continuous improvement in response to evolving economic and social conditions.

The Strategy serves as a comprehensive guide for Murrindindi's economic development, promoting sustainable growth, community prosperity, and resilience in the face of evolving global and regional dynamics.



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## Word from Council

The 2024-29 Economic Development Strategy reflects the diversity, innovation, and optimism of the Murrindindi Shire community. The strategy underpins our ambitions to be a prosperous community and this document offers a pathway to economic, environmental, and social wellbeing. Put simply, a healthy economy means a healthy community. Council has embraced its role to help establish the policy settings to deliver a favourable economic environment and herein lies a blueprint that will guide the work of the Economic Development team over the next five years.

People are at the heart of our strategy. Diverse, talented, resourceful Murrindindi people.

Ours is a region undergoing transition and the changes we're experiencing represent opportunities. Globally, digital transformation, a remote workforce, and the emergence of artificial intelligence are disruptive trends to be embraced. All the while, we acknowledge the impacts of climate change and the need to address telecommunications and built-environment infrastructure challenges to support growth and sustainability.

We want to build on our economic strengths and so the visitor economy, agriculture, and food production have focus. The business support priority area acknowledges our diversity of capability and aims to elevate local enterprise by supporting the attraction and retention of skilled people, addressing the issue of housing availability, and access to childcare and aged care. It's vital that residential, commercial, and industrial land is readily available for the anticipated economic growth.

This strategy has been shaped by many voices. Thanks to your feedback, we have a plan for the future of our local economy including a range of initiatives that we've identified together that position Murrindindi to seize future opportunities that will drive economic success.

Our vision is vibrance and resilience, supporting the aspirations of everyone in our community.

Murrindindi is the home of possibilities. Murrindindi is open for business.





# Glossary

## **Backward Linkages**

Capture the interconnection of an industry to other industries from which it purchases its inputs in order to produce its output.

## **Business Victoria**

Part of the State Government Department of Jobs, Skills, Industry and Regions (DJSIR).

## **Business and Industry Groups**

Previously referred to as Local Business and Tourism Associations (LTBA). These organisations represent the interests of member businesses. Can be industry or geographically based (town or region).

## **Circular economy**

A systems solution framework that reduces material use, redesigns materials to be less resource intensive, and recaptures “waste” as a resource to manufacture new materials and products.

## **Destination Management Plan (DMP)**

A shared statement of intent to manage a destination over a stated period, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources.

## **Economic development**

Programs, policies or activities that seek to improve the economic well-being and quality of life for a community through innovation, job creation and business support.

## **Innovation**

In economic terms, innovation describes the development and application of ideas and technologies that improve goods and services or make their production more efficient.

## **Key worker housing**

Housing to support workers across the broader public sector; support / ancillary workers in healthcare, education, and emergency services; workers who support the labour force (e.g., childcare) and aged care workers and, low paid workers who are important for local economies, such as hospitality and retail workers.

## **Liveability**

Livability is the sum of the factors that add up to a community’s quality of life— including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreation possibilities.

## **Net zero emission**

Refers to achieving an overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere.

## **Registered Training Organisation (RTO)**

Registered Training Organisations (RTOs) deliver nationally recognised training in the Vocational Education and Training (VET) sector.

## **Regional Import / Export**

Regional import refers to the process of bringing goods and services into Murrindindi. Whereas regional export refers to the process of sending goods or services produced within Murrindindi to external markets.

## **Seasonal Workers**

Temporarily positions only available at a specific time of year. These jobs are often in sectors whose business models rely on transient conditions, such as winter tourism, agriculture, and cyclic manufacturing.

## **Tourism North East (TNE)**

Tourism North East is one of twelve Visitor Economy Partnerships (VEPs), established at the directive of the Victorian State Government. Tourism North East is the peak tourism organisation for North East Victoria, the region known as Victoria’s High Country.

## **Visitor Economy**

Encompasses businesses and services catering to both domestic and international tourists in Australia. It is defined as economic activity generated directly, indirectly, or through visitor interactions with destinations outside their usual environment.

## **Visitor Yield**

Also known as visitor expenditure or tourist expenditure, refers to the total economic value generated by tourists during their visit to a particular destination or region. It includes the money spent by tourists on various goods and services.



# Introduction

## Region

Murrindindi Shire is located one and a half hours to the north-east of Melbourne, in the Central Victoria region and covers an area of 3889 square kilometres.

Murrindindi Shire is a place of unique natural beauty and rural character, with mountainous and heavily forested land making up nearly 50% of the total land area, consisting of State Forest, Parks and Reserves and some private forest.

The landscape consists of flat grazing land in the large river valleys, mountainous southern and eastern ranges, like the alpine areas around Lake Mountain Alpine Resort, and the Goulburn River flows through the Shire.



**WITH A POPULATION OF 15,197 (ABS, 2021), THE SHIRE INCLUDES THE FOLLOWING LOCATIONS:**

Acheron	Granton	Murrindindi
Alexandra	Highlands	Narbethong
Buxton	Homewood	Pheasant Creek
Cathkin	Kanumbra	Rubicon
Castell	Kerrisdale	Strath Creek
Caveat	Killingworth	Taggerty
Devils River	Kinglake	Taylor Bay
Dropmore	Kinglake Central	Terip Terip
Eildon	Kinglake West	Thornton
Fawcett	Koriella	Toolangi
Flowerdale	Limestone	Whanregarwen
Ghin Ghin	Maintongoon	Yarck
Glenburn	Marysville	Yea
Gobur	Molesworth	



The region's proximity to Melbourne allows residents to enjoy the country lifestyle, with ready access to markets, workforce, connections, and services in the city.



# Background and purpose

The 2024 Murrindindi Economic Development Strategy (EDS) responds to the significant changes in the business and employment environment due to the impact of Covid-19 pandemic, impacts from natural disasters, cessation of native timber harvesting, global economic trends, and cost-of-living. The Strategy is a five-year plan to support business and employment in Murrindindi, with a rolling two-year action plan.

## Strategy Development

From October to December 2023, we asked our business and community to help shape our Economic Development Strategy. We received feedback via a survey, ideas board, focus groups and pop-up kiosks.

We received responses via ideas board, survey contributions and over 100 participants at pop-ups held throughout the Shire. Four focus groups were held to explore the priority areas.

The engagement confirmed the five priority areas and assisted in the development of the outcomes and direction for the Strategy.



## What is economic development?

Economic development typically refers to growing and supporting an economy. This means growth in economic activity such as increased regional exports of agricultural and manufactured products, value adding to products and services locally or more visitors spending money on retail, hospitality offerings, attractions, and activities.

Growth, in turn, allows businesses to invest in new equipment, hire more people and pay higher wages. Greater economic activity also means higher government revenues and more money to spend on better quality services for the community. Economic development enables a higher standard of living and improved amenity for our community.

The Strategy will provide a future state for Murrindindi Shire aligned to our unique strengths and opportunities. This will go beyond just economic growth and the number of jobs. Growth requires a well-functioning and integrated economy that supports opportunities for all and stays within environmental boundaries to allow for a stable climate and healthy ecosystems.

Economic prosperity is also closely linked to the liveability of an area. Supporting local communities, town centres, industrial precincts, agribusiness, events, visitation, and access to high-quality infrastructure and services enables a strong economy and vibrant communities.



# Strategic Alignment

Murrindindi Shire is one of six local government areas included in the Goulburn Regional Partnership as well as being one of the twelve local governments in the Hume Regional Development Australia region.

Murrindindi is also part of Victoria's High Country Tourism Region, promoted by Tourism North East.

Murrindindi is the closest municipality to Melbourne within these regions. This competitive advantage provided opportunities to align our economy with Greater Melbourne, while also being part of regional Victoria.

## THE STRATEGY HAS BEEN DEVELOPED THROUGH ALIGNMENT WITH RELEVANT PLANS AND STRATEGIES. THESE INCLUDE.

Regional Plans	Murrindindi Council	Local Plans	Strategic Plans
Goulburn Regional Economic Development Strategy 2022	Murrindindi Council Plan 2021-2025	Community Plans (ongoing program in partnership with local Communities)	Lake Eildon Master Plan 2020
Hume Regional Plan 2010-2020 (Lower Hume Sub Regional Plan 2010-2020)	Municipal Public Health and Wellbeing Plan 2021 – 2025	<ul style="list-style-type: none"> <li>• <i>Marysville 2020-2022</i></li> <li>• <i>Yea 2020</i></li> </ul>	Yea Structure Plan 2014
Victoria's High Country Destination Management Plan 2023 – 2033	Murrindindi Shire Tourism and Events Strategy 2019 (superseded into this Strategy)	<ul style="list-style-type: none"> <li>• <i>Eildon 2022-2027</i></li> <li>• <i>Toolangi-Castella 2022</i></li> </ul>	Eildon Structure Plan 2016
Tourism North East (TNE)	Murrindindi COVID-19 Business Recovery Plan 2020 (superseded into this Strategy)	<ul style="list-style-type: none"> <li>• <i>Thornton and Rubicon 2023-2028</i></li> <li>• <i>Glenburn 2023-2028</i></li> </ul>	Housing and settlement strategy 2022
Experience Victoria (Visit Victoria) 2033	Murrindindi Economic Development Strategy 2011 – 2016 (superseded into this Strategy)	Marysville and Triangle Economic Strategy 2020	Local Development Strategy – Context analysis & Entrepreneurial development (WIP)
Great Victorian Rail Trail Strategic Development Plan			Climate Change Action Plan 2023
			Reflect Reconciliation Action Plan 2023 – 2024
			Waste and Resource Recovery Strategy 2030

## THE STRATEGY IS PART OF A SUITE OF MATERIAL THAT INCLUDES:

### Murrindindi Snapshot (October 2023)

summary of relevant economic and social data from 2021 Census and other sources

### Action Plan

a rolling two-year Action Plan aligned to the Outcomes of each of the Priority Areas

The Strategy should be read in conjunction with these two documents and in the context of the Plans and Strategies mentioned above.

# Structure of the Strategy

The Strategy has been developed through consultation and analysis of the current economic data. The Murrindindi Snapshot provides a baseline for future growth and development. The Snapshot provides an overview of the strengths, and opportunities / weaknesses of our economy.

The Strategy identifies a future state as Outcomes under five Priority Areas. The Outcomes will be delivered via a rolling two-year Action Plan. The Action Plan will guide activities over the five-year term.

## The Priority Areas are:

**1**  
**Visitor Economy**  
 We are a thriving nature-based tourism destination with locally produced food and drink attracting diverse strong visitor numbers. Growth through increased investment in infrastructure that aligns to our proximity to Melbourne.

**2**  
**Agriculture, Aquaculture and Food Production**  
 Capitalising on ideal conditions and infrastructure for agribusiness and aquaculture investments, featuring prime grazing land, award-winning cattle farms, and a thriving aquaculture industry. Driven by favourable climate, skilled workforce, and expertise in agroforestry make Murrindindi an attractive opportunity for investors and people seeking to live farm to plate.

**3**  
**Business Support**  
 Nurturing emerging and existing diverse enterprises, benefiting from our proximity to Melbourne, offering potential for further growth across a range of sectors. We support businesses to network, share resources, buy local through a collaborative engaged network of businesses.

**4**  
**Sustainable Future**  
 We are embracing a transition towards sustainability by promoting a circular economy, renewable energy generation, and addressing the challenges of an aging population by creating economic opportunities while minimizing environmental impact and supporting community wellbeing.

**5**  
**Prosperous Communities**  
 Addressing our population's demographic challenges, such as aging population, through a range of initiatives. These include diversity of housing choice, improved transportation, education investments (including childcare and tertiary), health care and social services and embracing creative industries for community wellbeing.





# Macro Trends

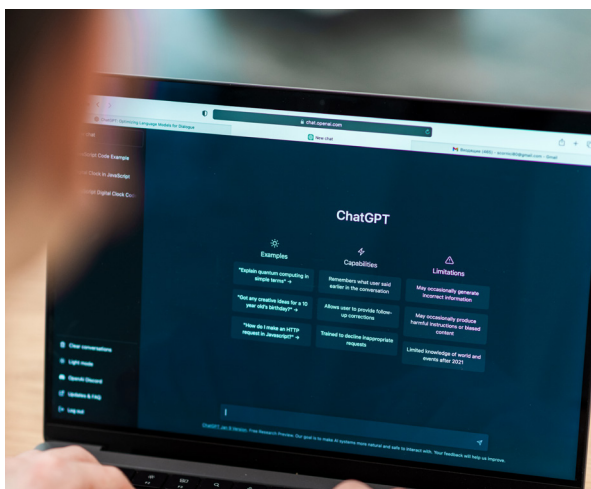
Macro trends are important to consider as they provide valuable insight into the broader forces shaping our Shire. They are essential for informed decision-making, risk management, and the pursuit of opportunities that can lead to sustainable growth and prosperity.

The following have been identified as being significant to Murrindindi Shire now and into the future. As the world changes so too will the impact of macro trends and these will need to be reviewed over the life of the Strategy.

## Artificial Intelligence

With increase in automation around data, insights and tracking the importance of understanding and interpretation are key attributes for businesses now and into the future.

The use of generative AI will see an increase over the next few years. From specialised to routine tasks AI will add productivity benefits across many industries. While there are many areas testing with various forms of AI it is not clear which industries will benefit the most and what changes will take place. We are well positioned to benefit from AI and automation with smart technologies enabling activities and value add.



## Climate Change

Climate change presents a range of risks and impacts that are expected to negatively affect our economy. These include property loss and damage, infrastructure and service costs and risks to financial stability.

Property and agricultural sectors will likely face some of the most significant challenges from climate change. This is especially significant for Murrindindi Shire along the Goulburn River plains with expectation of more extreme climate events including floods, drought, and fire. We are well positioned with access to land and water resources, to plan for and develop an economy through climate change.

## Digital Transformation

The COVID-19 pandemic accelerated the adoption of digital technologies. Businesses in regional Victoria were increasingly embracing e-commerce, remote work, and digital marketing to expand their customer base.

Connectivity and access to high-speed broadband remains a limiting factor for many areas within Murrindindi Shire. The mobile network, power grid and NBN (Starlink) are enablers that will enhance the economic potential and ability for our businesses to take advantage of digital transformation. We are well positioned with our proximity to Melbourne, to grow our digital footprint, enable a work life balance to grow our economy.

## Infrastructure

Infrastructure including roads and telecommunications are important for economic development. Improved connectivity will enhance business opportunities and attract investment. Investment in aging infrastructure including roads, communications and services will unlock significant opportunities within the Shire.

## Remote work

COVID-19 pandemic was a catalyst to an immediate shift to working from home, for those who could. After the pandemic and restrictions eased many individuals and businesses took advantage of the new ways of working to incorporate remote work as a new normal.

Remote working has the potential for regional areas like Murrindindi Shire to become an alternative location to work. Many non-residential residents can now extend their stay in the Shire while still working, whilst others will work locally and participate in community life. Remote working also means businesses can take advantage of a larger pool of applicants who can work remotely, providing access to more knowledge and skills.

## Worker Accommodation

Identified in the Housing and Settlement Strategy, access to and availability of housing is a key consideration for workers. Key and seasonal workers struggle to find appropriate accommodation with a lack of long-term and high costs rentals being limiting factors.

Addressing key worker housing will enable increased investment opportunities and provide pathways for economic growth and unlock the potential for many local businesses. The Shire has good access to appropriately zoned land to accommodate growth and a mindset to support.





# Priority Areas

## 1

### Visitor Economy

Murrindindi Shire holds significant untapped potential in nature-based tourism, with its proximity to Melbourne making it a favoured adventure playground throughout the year. The region's diverse offerings, including boutique accommodation, specialty retail, arts and cultural experiences and food and wine options, complement its strong portfolio of nature-based attractions.

The Shire boasts rolling hills, national park trails, waterfalls, and pristine natural beauty that have supported a growing tourism sector for decades. Key assets across the Shire assist in attracting over 1.2 million visitors annually. The region has a diverse events calendar, which further drives visitor numbers.

Murrindindi Shire is also the gateway to the High Country's alpine resorts, with Lake Mountain Alpine Resort situated just 22km from Marysville. Lake Mountain offers snow-based activities during winter, with cycling and hiking popular during the warmer months, creating opportunities for accommodation and hospitality development.

Nature-based assets such as Lake Eildon and Kinglake National Parks, Cathedral Ranges State Park, and the Great Victorian Rail Trail also draw visitation throughout the year.

Tourism employment accounts for 9.9% of overall employment in the region, surpassing the Victorian average of 3.9% and highlighting the robustness of the visitor servicing sector.

Murrindindi Shire Council partners with Tourism North East and is promoted under the Victoria's High Country and Ride High Country brands. Victoria's High Country Destination Management Plan 2023 is a key document that supports the visitor economy in Murrindindi Shire and identifies a pipeline of projects and activities to help grow the sector.



#### VISITOR ECONOMY - OUTCOMES

- 1.1** Our tourism and visitor economy businesses are strong, supported and connected.
- 1.2** Increased investment in visitor generating infrastructure.
- 1.3** Increased visitor yield via effective and innovative marketing and promotional activities.
- 1.4** We have an annual calendar of high-quality festivals and events that attract visitors and support the local economy.
- 1.5** We will advocate for the services and investment to support tourism and enable the sector to thrive.



## 2

### Agriculture, Aquaculture and Food Production

Murrindindi Shire offers favourable conditions for agribusiness and aquaculture investments, with its climate, soil, water, and location providing prime grazing land and ideal conditions for freshwater fish production. The region's well-established and high-quality output supported by extensive infrastructure and land use planning to protect agribusinesses from urban encroachment.

The Shire is home to award-winning farms involved in beef and sheep breeding, with the Yea Saleyards serving as a regional hub for trade. These facilities open opportunities to develop processing and value-adding operations due to the ample produce grown in the area.

Responding to international demand, the region hosts leading trout, salmon, and caviar producers who have capitalised on the favourable climate and access to fresh clean water, resulting in a thriving local aquaculture industry.

With a long history in agribusiness, the region boasts a skilled workforce and a network of rural suppliers. Offering competitively priced agricultural land, protection from urban encroachment, established freight and transport capabilities, and easy market access, Murrindindi Shire provides a solid foundation for investors looking to participate in these thriving industries.

Agroforestry is an emerging industry, with a good supply of knowledge, experience, land, and water to grow this industry and value add locally.



#### AGRICULTURE, AQUACULTURE AND FOOD PRODUCTION - OUTCOMES

- 2.1** Our farming land and associated rural industry is supported, protected and productive for future agricultural purposes.
- 2.2** Our agricultural industry is strong, growing, supported, and connected.
- 2.3** Our farming practices are sustainable and future focused.
- 2.4** Our agricultural, aquacultural and farming businesses are resilient and prepared for future impacts.
- 2.5** Our agroforestry sector has expanded and is a key driver supporting the wider economy.



### 3

## Business Support

Murrindindi Shire boasts strong, successful, and diverse enterprises. Proximity to Melbourne, inspiring people, and a skilled labour pool have been key factors that have attracted and sustained light industrial manufacturing and trade services.

The largest regional export industries, aside from Agriculture, Forestry and Fishing and Visitor Economy, includes Manufacturing, Construction, Accommodation and Food Services as well as Education and Training.

The majority (98.21%) of local businesses are small to medium enterprises, employing less than 20 people. 63.84% of local businesses are non-employing sole traders.

Our local businesses include a mix of small and large-scale enterprises, including modular construction firms, automotive component specialists, hospitality, and retail. Additionally, the region's thriving houseboat manufacturing and maintenance as well as other niche manufacturing industries are expanding.

Several towns and sub-regions have current or historic industry groups that benefit the local business community through a centralised voice. Through collaboration, partnerships and establishing networks, local business will be positioned to support each other and growth in the area.

Investors across a range of industries can learn from the success of enterprises that have thrived due to well-located, affordable land and access to a capable workforce, making them ideal foundations for continued growth.



### BUSINESS SUPPORT - OUTCOMES

- 3.1** Our workforce is sustainable, skilled, and meets the needs of our industries through access to local training and development.
- 3.2** Enabling infrastructure, including connectivity, is in place to support the industries within Murrindindi.
- 3.3** Our business community is connected, engaged, collaborating, and well-informed.
- 3.4** Investing in Murrindindi will be straightforward, with clear processes and support options, attracting appropriate investments.
- 3.5** Investment opportunities are identified and promoted through investment attraction activities.

# 4

## Sustainable Future

Our economy is moving towards zero carbon emissions, a circular economy, acting on the climate emergency and a shifting community expectation towards sustainability. In addition, we support adaptation in the business community to natural events including temperature changes, bushfire, and flood. This transition towards net zero and climate resilience also present economic opportunities for us. We will take advantage of de-carbonisation, adaptation, and circular economy trends for business development.

A circular economy aims to minimize environmental impacts in production and consumption, promoting economic growth through efficient natural resource use. It emphasizes waste reduction through smart design and material recovery for reuse, enhancing the value derived from resources. This approach shifts from the linear “take, use, and discard” model to one that encourages innovation, productivity, and job creation, benefiting local, regional, and global economies while fostering social inclusion.

Our natural environment with access to flowing waterways offer opportunities around renewable energy generation. Waste into product through the circular economy is also an opportunity that can be explored. Connection and clustering along with improved technology will help to shift the Shire into a sustainable focused economy.



### SUSTAINABLE FUTURE - OUTCOMES

- 4.1** Our local businesses are aware of the implications and opportunities in transitioning towards a net zero and the circular economy.
- 4.2** Our economy has access to infrastructure and new technology that supports business and industry reach net zero.
- 4.3** Local clusters support business and industry reach circular economy goals and utilize waste into resources.
- 4.4** Promote the cultural uses and opportunities of our native forest, including traditional owners.
- 4.5** Maximise the opportunities in National Parks, forests and reserves.





# 5

## Prosperous Communities

Addressing the challenges of our population demographics, including aging population, accessibility needs, and retention of younger cohorts, is crucial for maintaining a thriving community. With a growing demand for education, and primary and allied healthcare services offering opportunities across various sectors.

The provision of housing choice, including affordable housing, plays a pivotal role in driving economic development, particularly for key workers, and finding innovative ways to support aging in place through services and alternative residential options is essential. Offering diverse choices for housing, close to Melbourne, will set apart the Shire from others.

Transportation infrastructure is vital for a robust economy, areas in Murrindindi currently lack adequate public transport, posing a need for improvement, whilst we are also advocating for road improvements.

Education plays a pivotal role in economic development. Education enhances an individual's opportunity and community's ability to foster innovation and competitiveness, warranting sustained investment. We have a network of schools across the Shire, to support families throughout lifelong learning, with Council pursuing a tertiary education centre to support studying locally.

Embracing the creative industries, which encompass diverse activities rooted in creativity and cultural value, contributes not only to economic growth but also enriches the cultural fabric of our society.



### PROSPEROUS COMMUNITIES - OUTCOMES

- 5.1** Our workforce and community can access training and development opportunities to succeed.
- 5.2** Our housing and accommodation options meet the needs of our workforce, business, and community through diverse offerings.
- 5.3** We are an attractive option for existing and new residents with businesses and services that support our community's needs.
- 5.4** We have opportunities for young people to remain in the community through education, career pathways and accommodation options.
- 5.5** We recognize the importance and relevance of creative industries to our economic and community wellbeing.
- 5.6** We have opportunities for residents to age in place and stay local.
- 5.7** We have improved transport opportunities for freight, goods and people within and out of the Shire.

# Action Plan

To deliver the outcomes under the five Priority Areas a rolling two-year Action Plan will sit separate to the Strategy. An Annual Report will be prepared to report on the outcomes each year.

Council will have a unique role to play in the delivery of the Action Plan. It is important that Council’s role is identified and understood as it relates to each action. **The following table provides three roles for Council. These will be assigned to each action in the Action Plan.**

Partners or other stakeholders will also be identified.

COUNCIL'S ROLE	
<b>Provider</b> To implement project, programs, and campaigns for use by businesses and community for a vibrant and prosperous economy	Initiate campaigns, incentives and business or educational support programs
<b>Facilitator</b> To establish partnerships and collaborate with stakeholder, to create economic participation opportunities	Partner with key stakeholders and provide contribution (knowledge, expertise, funding, network opportunities) to roll-out programs
<b>Advocator</b> To support economic and regional investment through promotion and influencing decision-making, rather than direct involvement	Educate key stakeholders including higher levels of government to address provision gaps and influence government decision making.



# Action Plan

The Action Plan will contain the following.



## Number

Unique identifier linked to the Priority Area, Outcome, and individual Action.



## Timing

When will the Action be delivered.



## Stakeholder

Who else is involved in the delivery of the Action.



## Action

Short description of the Action.



## Council Role

as table (page 19) what is the role of Council for this Action.



## Resource

where will be funding for the action come from, operational budget or via a grant or other funding source.



## Measure

How will success be measured.



## Lead

Who is responsible for the delivery of the Action, department, or partner organisation.

# SMART methodology

Each Action will be developed under **SMART methodology**.

The Action will be Specific, Measurable, Achievable, Relevant and Time-bound.



## **Specific**

the action is easy to understand and that anyone knows what will be done and who will do it.



## **Achievable**

the action is realistic given the resources and other factors. This helps set up the action for success.



## **Time-bound**

there is a clear completion date for the action.



## **Measurable**

the action is measurable. this helps determine the progress made and assists with keeping us on track.



## **Relevant**

the action makes sense and is fit for purpose. This ensures the action is related to the Outcome/s.



# Monitoring and Reporting

Monitoring and reporting on the delivery of the strategy is important to ensure that strategic goals and objectives are being met effectively.

This will involve collecting and analysing relevant data and information to assess the success and impact of strategic initiatives.

The Action Plan will identify measures; as benchmarks, targets, and metrics that will determine the delivery of the action aligned to the desired outcome.

This will ensure accountability, transparency, and the continuous improvement of the Strategy and rolling Action Plan.

The Strategy will be monitored and measured via the delivery of the two-year rolling Action Plan. Annual reporting will be prepared, to detail the progress of the Action Plan and delivery of the Outcomes under each Priority Area. The Action Plan will be updated and revised in response to the delivered actions, alignment to the identified Outcomes, and changes to the wider economic and social environment.





**Murrindindi**  
Shire Council

