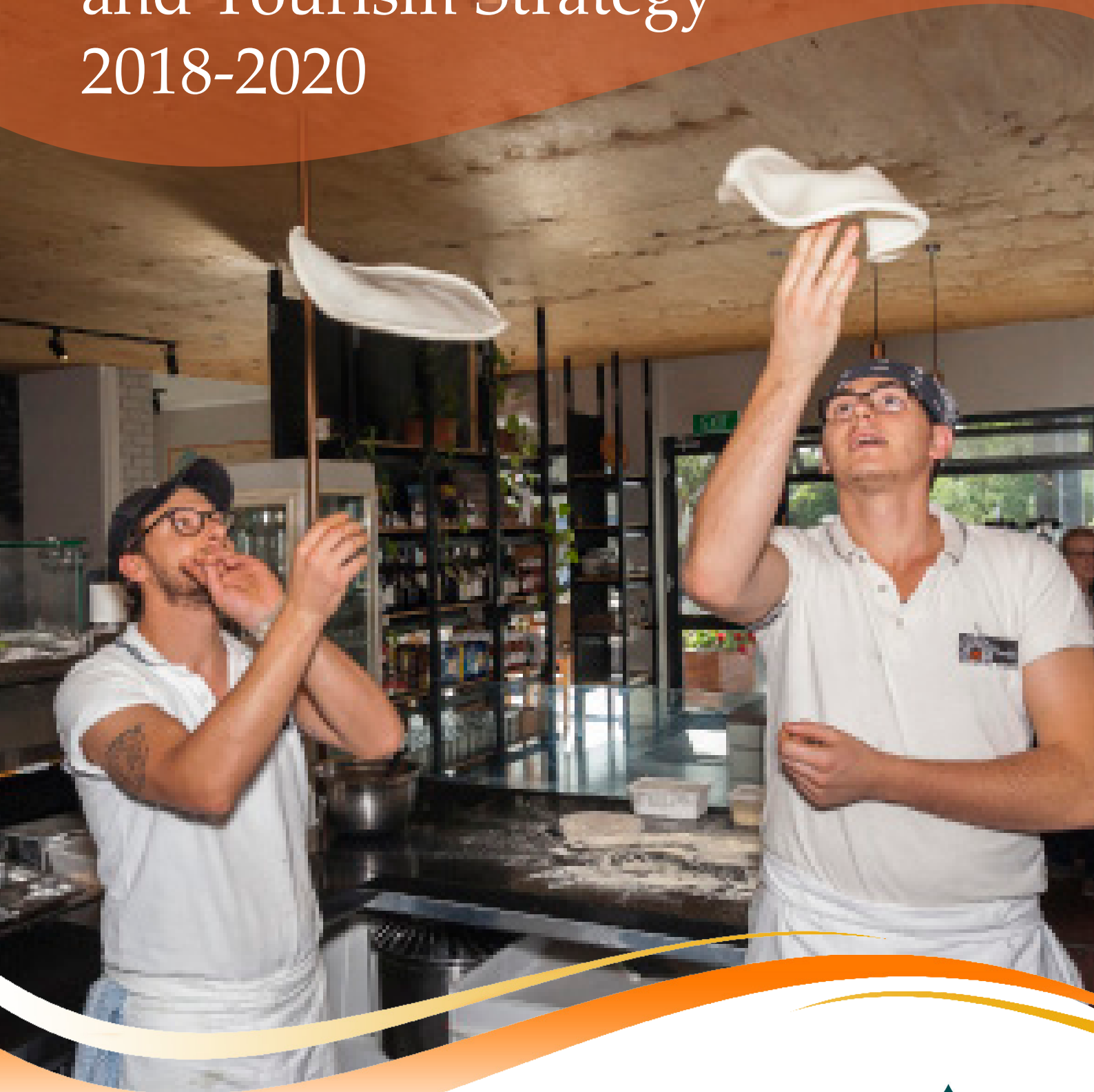


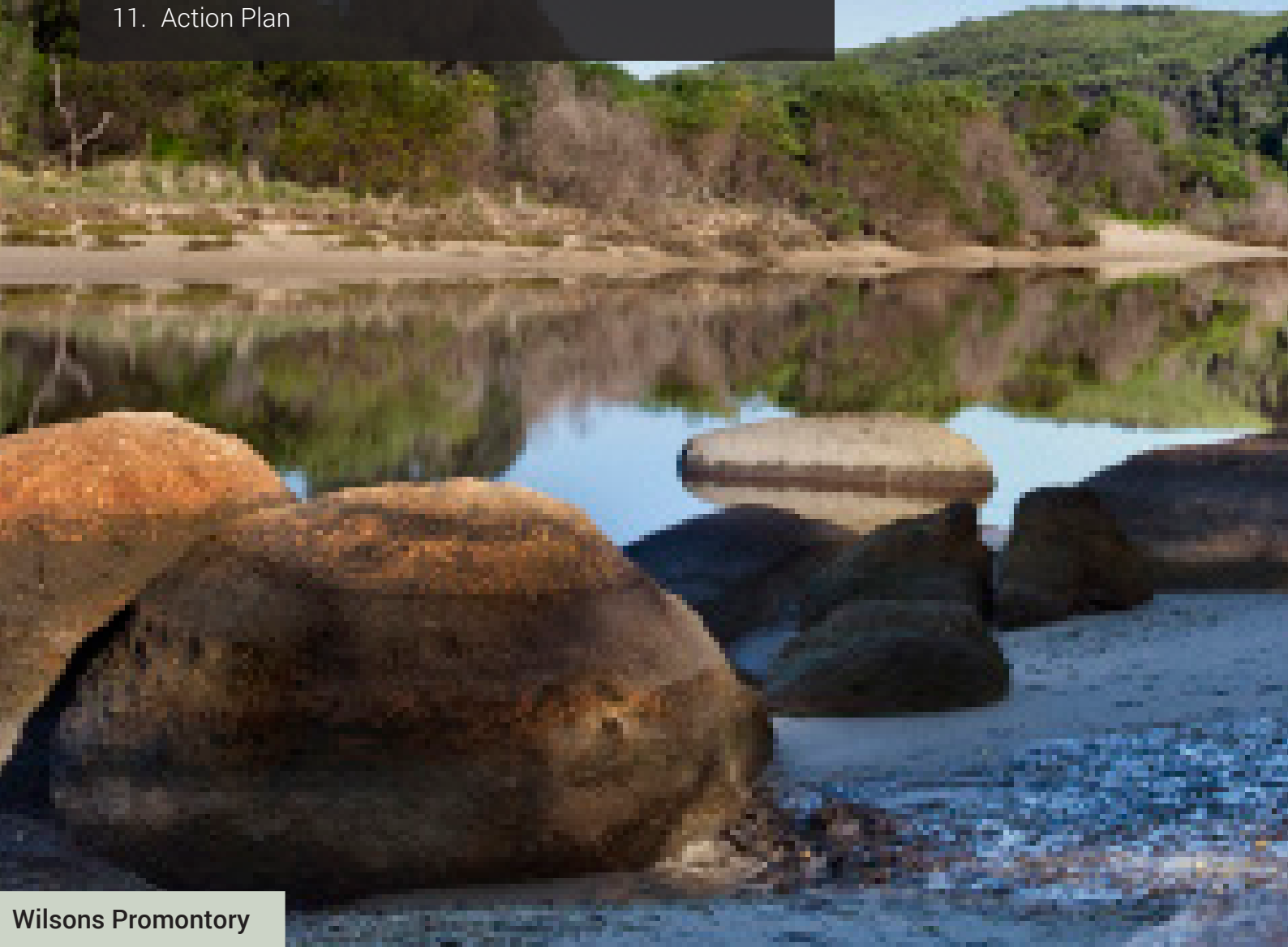
SOUTH GIPPSLAND SHIRE COUNCIL

Economic Development and Tourism Strategy 2018-2020



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A key objective in the South Gippsland Shire Council Plan 2017-2021 is “Strengthen Economic Growth and Prosperity”. The Economic Development and Tourism department will take the lead in ensuring this objective is achieved. Council aims to implement its Economic Development and Tourism Strategy in an environmentally, socially and financially responsible way.

Strengthen Economic Growth and Prosperity

Objective Overview

A strong, resilient and growing regional economy with vibrant commercial precincts where businesses are supported and jobs created.

Our region's agricultural, value adding, food production and manufacturing sectors are promoted and supported, recognising that the diversity and strength of these industries is the major economic base for the Shire.

Attracting businesses, investments, tourism and new residents will grow the Shire. A well-planned Shire that identifies areas for population growth, protects natural resources and agricultural land, guides development, considers climate change and encourages sustainable economic growth - all supported by appropriate infrastructure. The unique character of our smaller towns is recognised and supported.

The South Gippsland Advantage

South Gippsland Shire has a strong and growing economy of national significance. The local economy is underpinned by the agricultural sector and the region is renowned for its “clean and green” food production and living. South Gippsland, also known as Prom Country, has a growing visitor economy. Its natural assets (including Wilsons Promontory and Agnes Falls), cultural sites and trails, beaches and dramatic coastline, rail trails and villages and small towns continue to impress around one million visitors annually. South Gippsland has a thriving economy of over 7000 businesses including manufacturing, construction, retail, education and health which contribute to an annual output of about \$3 billion.



South Gippsland's population is projected to grow to 38,000 by 2031 while its core economic strengths are likely to remain the same. With an "open for business" approach, Council's strong advocacy program for priority infrastructure and investment projects aims to enhance the development of the region.

Council has a wide range of economic objectives to assist positioning South Gippsland as a great place to live, work, invest and visit. This Economic Development and Tourism Strategy (The Strategy) will be achieved in a sustainable and financially responsible way that allows flexibility and responsiveness in an ever-changing economic environment.

The Strategy is based on three strategic goals:

Strategic Goal 1- Business Attraction and Development

Strategic Goal 2- Business Support

Strategic Goal 3- Promotion, Marketing and Networks

A range of programs have been developed to deliver these strategic goals and an updated action plan outlines Council's implementation of the Economic Development and Tourism Strategy.



South Gippsland Shire Council is dedicated to improving the economic prosperity of the region, enriching the lives of those who live, work, invest and visit here.

It is acknowledged that each community in South Gippsland has a unique set of opportunities and challenges.

Council has a responsibility to economic development under the Local Government Act which includes:

- To promote the social, economic and environmental viability and sustainability of the municipal district;
- To improve the overall quality of life of people in the local community, and
- To promote appropriate business and employment opportunities



South Gippsland has a thriving economy of over 7,000 businesses including manufacturing, construction, retail, education and health which contribute to an annual output of over \$3 billion.



Agnes Falls



The private sector is the key driver of economic activity and a significant amount of investment and employment is generated by existing businesses in the Shire. High quality infrastructure is vital for both the attraction of new business and for existing business to compete in a highly competitive economic climate.

Council's economic development function has a key role in assisting during periods of economic downturn, emergencies, natural and man-made disaster which affect business. There are a wide range of economic development 'tools' and services available to assist, advocate, enable and empower business and the broader community.

Flexibility is required when dealing with the rapidly and ever-changing areas of social, technological, economic, political and environmental change.

Economic Development and Tourism Networks

Council works closely with a wide range of stakeholders who have key roles in economic development such as: the Federal and State Governments, government agencies, neighbouring Councils, business leadership groups and chambers of commerce, industry associations, infrastructure and education providers, the community and business.



Issues and Trends

South Gippsland has experienced major economic, social and environmental change over the past 20 years and it is likely that this will continue. Based on recent history, it is possible to identify future issues and plan accordingly.

Global

The world population is continuing to grow and demand for food and other resources, particularly from countries such as China and India, is continuing to increase. As China and India grow economically, so will their global influence. Globalisation will continue to create new business opportunities which will influence the local economy and employment trends.

State

Melbourne's population will grow closer to South Gippsland as it expands beyond the south eastern suburbs which are among the largest growth areas in Victoria. Greater connectivity through upgraded roads and quality telecommunications will allow South Gippsland to connect with national and world export markets. The development of Melbourne ports will also provide new economic opportunities.

Local

South Gippsland's population will continue to increase creating opportunities, however it will also require provision of infrastructure to support this growth. An aging population will present challenges but could lead to new business opportunities in the aged care, tourism and retail sectors. Varying lifestyle choices will lead to greater emphasis on striving for a work/life balance and therefore flexible working arrangements will contribute to new ways of earning income for residents. The rising cost of energy will require ongoing responses from business and government and the drive to lower carbon emission will be a strong focus as the region searches for alternate energy sources and greater efficiencies.

The digital economy and connectivity will become more important and have a greater impact on the smaller, more isolated communities in the region. It will also allow new residents to work remotely as they balance their lifestyle and professional needs. Innovation and new technology development will continue and create new industry sectors and businesses.

The tourism market in South Gippsland is seasonal, leading to issues of business sustainability during the quiet months from April to November. Increased infrastructure and environmental management must be available for the peak season. The international market for inbound visitors will continue to fluctuate based on currency and security issues, however there is large scope for development of nature based, cultural, and food and beverage experiences.

Economic Overview

South Gippsland has a total output estimate of \$3 billion with a total employment estimate for South Gippsland is 10,000 jobs.

Output

These infographics show the gross revenue generated by businesses and organisations in South Gippsland.



Manufacturing has an output of \$615 million, equivalent of 19% overall output. Food product manufacturing is \$448 million of this.



Agriculture, Forestry and Fishing has an output of \$610 million, equivalent of 18.7% overall output. Beef and Dairy Cattle, Sheep and Grain is \$500 million of this.



Construction has an output of \$385 million, equivalent of 11.8% overall output.



Rental, Hiring and Real Estate Services has an output of \$295 million, equivalent of 9% overall output.



Health Care and Social Assistance has an output of \$146 million, equivalent of 4.5% overall output.



Electricity, Gas, Water and Waste Services has an output of \$131 million, equivalent of 4% overall output.



Wholesale Trade has an output of \$115 million, equivalent of 3.5% overall output.



Transport, Postal and Warehousing has an output of \$111 million, equivalent of 3.5% overall output.

Employment

These infographics show the number of employees whose place of work is located within South Gippsland.



Agriculture, Forestry and Fishing provides 2,307 jobs, equivalent of 20.7% overall workforce.



Health Care and Social Assistance provides 1,277 jobs, equivalent of 11.4% overall workforce.



Retail Trade provides 1,048 jobs, equivalent of 9.4% overall workforce.



Construction provides 947 jobs, equivalent of 8.5% overall workforce.



Manufacturing provides 925 jobs, equivalent of 8.3% overall workforce. 670 jobs are in Food Manufacturing.



Education and Training provides 860 jobs, equivalent of 7.7% overall workforce.



Accommodation and Food Services provides 638 jobs, equivalent of 5.7% overall workforce.



Transport, Postal and Warehousing provides 460 jobs, equivalent of 4.1% overall workforce.

Source: REMPLAN Economic Modelling and Planning December 2016

Primary Industries

Agriculture

High rainfall and fertile soils contribute to making South Gippsland one of the most important food production regions in Australia.

Approximately 10% of Victoria's dairy farms are located in South Gippsland and it is the largest employer in the Shire. The Victorian Livestock Exchange (VLE), located in Koonwarra, is one of the largest regional saleyards in Victoria and is a major hub for livestock distribution throughout the Shire and beyond.

Beef farming has become a major industry and is worth an estimated \$100 million to the region. Although less recognised, sheep farming and sheep cheese manufacturing is increasing in profile. Farm-gate sales at a new award winning agri-tourism business in Moyarra links the agricultural and tourism sectors. There is also a growing interest in the development of poultry farming, and although smaller than other parts of Gippsland, South Gippsland has a significant area of timber production.

Horticultural food production has grown significantly, which is evident in the snow pea and celery growing industries. Other horticultural production includes potatoes in the eastern part of the shire near Mirboo North, wine grapes, olives and a variety of herbs. South Gippsland is growing in popularity for its award winning wines, especially the pinot noir for which it is internationally recognised.

"South Gippsland is an extraordinary place to live and do business. Being involved in the Gippsland Business Awards has opened doors to new networks and business opportunities throughout Australia for us"

Darren Chandler, Managing Director GEM Industrial Services



Primary Industries

Mining

Although a small employer, mining is a significant contributor to economic output of South Gippsland. This is primarily due to the servicing of the Bass Strait oil and gas platforms by EXXON Mobil from its Barry Beach facility. South Gippsland is also home to an important extractive industry, sand is sourced in the western part of the Shire near Nyora and there is a significant amount of stone and crushed rock quarrying close to Leongatha.

South Gippsland has excellent opportunities for growth and investment in horticulture, agriculture, manufacturing, tourism and retail. Local community and government organisations recognise the region's potential and are committed to promoting and facilitating sustainable development.



Secondary Industries

Manufacturing

Manufacturing, which is closely linked to the agricultural sector, has the largest economic output of any industry in South Gippsland.

There are three large dairy facilities, emphasising the strength and importance of the dairy industry in South Gippsland. The Shire also has an important engineering sector and agricultural supplies sector which includes stockfeed and pasture management.

Food Manufacturing

Key food production businesses in South Gippsland include:

- Murray Goulburn - dairy
- Burra Foods - dairy
- ViPlus Dairy - dairy
- GBP Australia - abattoir
- Select Produce - snowpea producers
- Freshzest - herb growers
- Schreurs - celery growers

Advanced Manufacturing

South Gippsland has a range of advanced manufacturing businesses whose services are sought after across the state. These highly skilled businesses have invested heavily in machinery and equipment and have strong capabilities in engineering, metal fabrication and transport equipment.

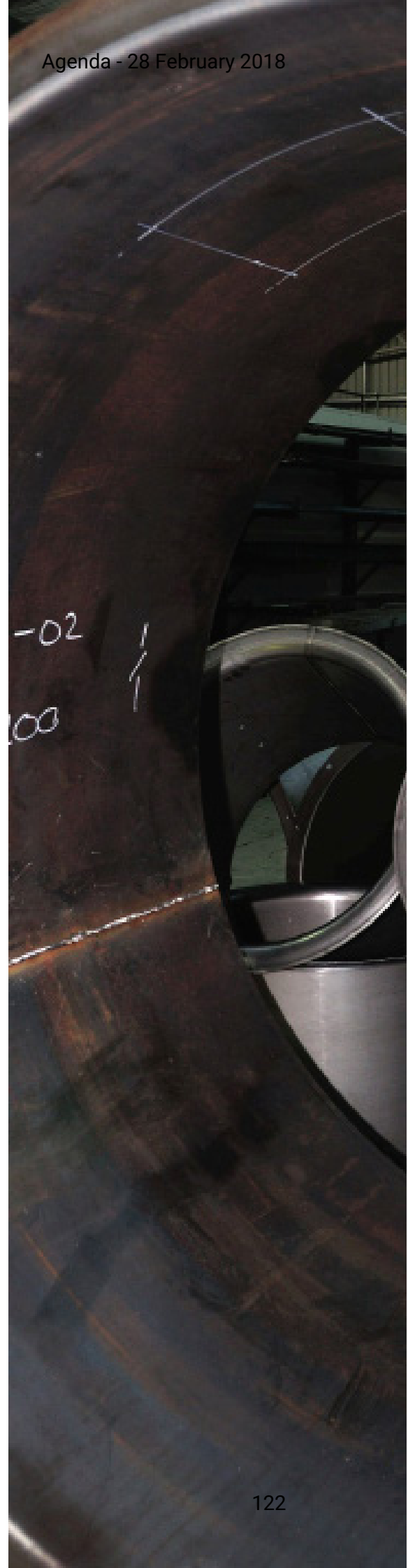
Construction

The construction sector has the fourth highest output in South Gippsland and is a major employer in the Shire. Domestic house construction continues to increase, adding economic value through ownership and property rental. This sector has the potential to grow as the population expands.

Transport and Warehousing

The transport sector is vital for the distribution of goods including fresh produce and livestock throughout the region to national and export markets. Due to increased food production and other industries including engineering and fuel distribution, the Shire has an important transport fleet. Port Anthony, a private port which is adjacent to the EXXON Mobil facility in Barry Beach has substantial potential for growth in employment. South Gippsland has an aerodrome located south of Leongatha which has potential for further business growth and employment.

South Gippsland has the opportunity to leverage from important infrastructure development occurring in the south eastern parts of Melbourne including the Port of Hastings and the growth areas including Bakenham, Berwick and Koo Wee Rup.



Service Industries

Retail

The retail sector is the second highest employer in South Gippsland and is closely linked with accommodation and food services. As a rural shire, the retail sector ranges from supermarkets in the larger towns to boutique stores in the smaller villages and coastal towns.

Retail provides additional benefits as they are generally located in the hub of town development and contribute much of the town identity. Retail is often located amongst community activity, interaction and services.

South Gippsland seeks to reduce retail "leakage" to major centres in Melbourne and on the outskirts of Melbourne. Local residents also shop in regional locations. Online trade is also impacting the local retail sector and increasing the share of the trade.

Arts and Culture

South Gippsland's arts, culture and creative industry delivers economic benefit to the region through:

- local galleries and boutique outlets
- home based creative businesses
- networks
- events

It is supported by a skilled, innovative and geographically diverse arts community and has a positive impact on the health and well-being of residents and visitors to the region.

South Gippsland offer a broad range of shopping, from large retail to small boutique as well as fresh produce direct from the producer. Art, books, gifts, sports gear, home-wares, hardware, furniture and more can be found in the region.



Bread and Pickles, Meeniyan

Service Industries

Education and Health

The education sector in South Gippsland has been the recipient of significant Government investment and is important as an attractor of families and people of all ages. The Specialist School in Leongatha completes an education precinct which includes a Catholic primary and secondary college, a government primary and secondary school, a Christian school, TAFE and a range of pre-school facilities.

The health and community services sector is vital for the health and wellbeing of the region and is a major contributor to the local economy. It is the fourth largest employer in the Shire and likely to increase in line with population growth. Leongatha has a new hospital which provides patient care and services including urgent care, obstetrics, minor procedures, chemotherapy, x-rays and specialist appointments.

These high quality education and health services are critical in attracting new residents.

The new Leongatha Hospital which opened in 2014 was a \$30 million project providing high quality care across the area in conjunction with Korumburra and Foster hospitals.



Leongatha Hospital

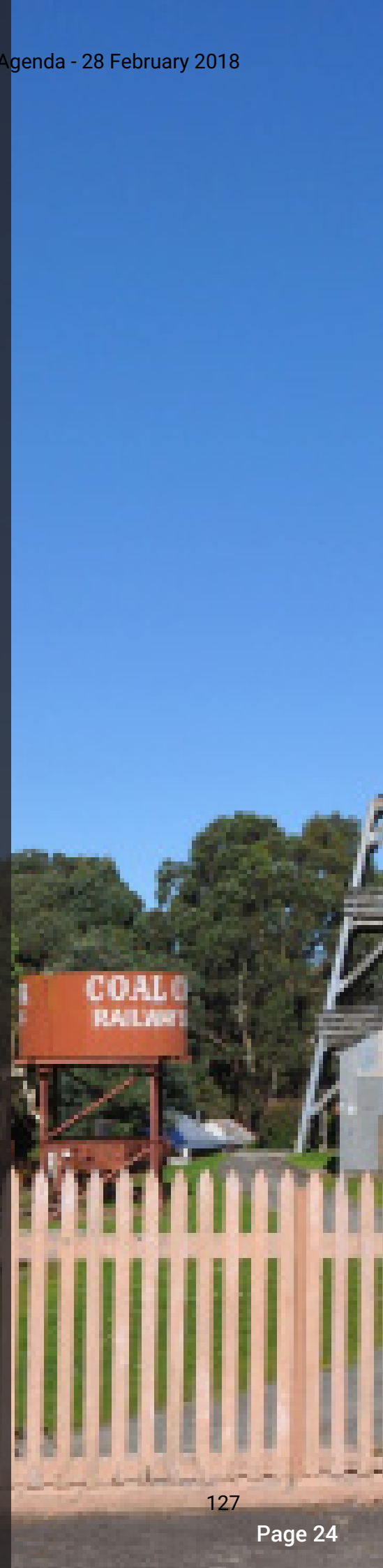
Service Industries

Tourism

Tourism is one of South Gippsland's emerging sectors. With approximately one million visitors to the region annually, including people on business and seeing their family and friends. The region offers world recognised nature based attractions including beaches, rain forest and spectacular mountain ranges.

The region's Visitor Information Centres (VICs) provide information which increases the visitor experience and spend. South Gippsland's greatest natural icon is Wilsons Promontory and is home to high quality and boutique accommodation. There are many opportunities to advocate for growth in infrastructure in this sector through Council's priority projects and major initiatives process.

Tourism provides a number of significant economic and social benefits to the Shire and many of these businesses are noted for giving exceptional customer service which encourages repeat visitation. Tourism increases the viability of business in towns where there may not be consistent patronage. Entertainment venues, food establishments, farm gate enterprises and boutiques gift stores can expect higher patronage during peak season between the months of November and April. This leads to increased employment and enhances the liveability of residents who enjoy extended trading hours and more frequent entertainment.



Local cultural heritage and arts are located throughout the shire in a number of private and public galleries and local craft and farmers markets. Coal Creek Community Park and Museum in Korumburra showcases South Gippsland's history as the largest cultural heritage site in the shire. It is an icon in South Gippsland that unites visitors and the community with local historical experiences through events and education. The region's small villages are home to a wide range of arts, crafts and giftware including jewellery, sculpture, paintings, specialised clothing, locally made soaps, and home grown goods. There is significant scope to further develop these areas.



Coal Creek Community Park and Museum

Service Industries

Tourism

Tourism is a vital contributor in resident attraction as many people often take a 'try before you buy' approach before making a permanent move to the region after holidaying in rural villages or coastal towns such as Loch, Venus Bay, Walkerville, Sandy Point or Waratah Bay. Many new tourism businesses, like wineries, eateries, accommodation and retail outlets are established by new residents and they often immerse themselves in the community through sporting activities and volunteerism.

In statistical terms, Tourism is not separately classified as an industry by the Australian Bureau of Statistics (ABR) as it is an amalgam of components of many industries. Most notably this includes accommodation, food and retail trade sectors. Tourism contributes over \$100 million to the local economy and supplies approximately 600 direct jobs which will increase as the sector further develops.

Key tourism assets in South Gippsland include:

- Wilsons Promontory National Park
- Agnes Falls
- Cape Liptrap Coastal Park
- Coal Creek Community Park and Museum
- Rail and walking trails
- Foster Museum
- Port Welshpool Maritime Museum
- Grand Ridge Road
- Stony Creek Racecourse

Pandesal Bakery, Meeniyan

Major Infrastructure and Investment Projects

There are a number of key infrastructure and investment projects in South Gippsland that have been recently completed, or that are currently in progress.

Completed:

- Redevelopment of the Leongatha Hospital - \$30 million project cost
- Connection of sewerage to Meeniyah, Nyora, Poowong and Loch - \$23 million State funding
- Creation of the Leongatha Education Precinct and the creation of the Trades Skills Alliance - \$7 million State and Federal funding
- Karmai Integrated Children's Centre in Korumburra - \$3.2 million State and Federal funding
- Great Southern Rail Trail between Leongatha and Port Welshpool - \$3 million State funding

- Corner Inlet Integrated Children's Centre in Foster
- New aged care facilities in Foster and Korumburra
- Upgrades to natural gas infrastructure in Korumburra and Leongatha
- Foster Streetscape works

In Progress:

- South Gippsland Highway upgrades including Black Spur / Koonwarra bends - \$50 million State and Federal funding
- Northern Towns Water Supply Project - \$30 million State funding
- Port Welshpool Long Jetty Restoration - \$10 million State and Federal funding
- Leongatha Alternate Route (highway re-alignment) - \$5 million State and Federal funding

- Major upgrades to dairy facilities including Burra Foods in Korumburra and ViPlus Dairy in Toora
- Connection to the National Broadband Network and upgrades to the mobile phone network
- New residential developments

Council's Role

The Shire has a vibrant and resilient regional economy that supports the growth of agriculture, food production, manufacturing, retail and mainstreets, arts and tourism, education and health.

The Economic Development and Tourism Steering Committee sets the direction for the Department to deliver on the Council Strategy, whilst ensuring the promotion of a "clean and green" region. It is committed to ensuring that land use planning supports orderly and sustainable development. Council is focused on ensuring a sufficient supply of suitably zoned land for commercial, industrial, agricultural, tourism and residential purposes with an efficient and integrated approvals and regulatory approach to ensure a positive experience for investors. The department supports long term business development that acts as a catalyst for future private and government investment via a strategic and integrated approach.

Council

- Encourages new opportunities and projects that have the capacity to diversify the local economy while being compatible with existing uses
- Provides a positive climate to encourage business development
- Encourages economic and employment growth by supporting and assisting existing businesses
- Encourages and supports entrepreneurial activity and start-up businesses
- Stimulates creativity and innovation
- Supports coordination and facilitation of projects of local significance

Council supports a diversified agricultural sector by working in partnership with industry groups to support agriculture and food production ensuring that South Gippsland:

- Is recognised as a centre of dairy excellence
- Remains a centre for food production
- Is not impacted by coal seam gas and other mining that adversely impacts the region's clean food image
- Gains government and industry support



Tourism

Council is committed to actively marketing and promoting South Gippsland as a destination of choice by:

- Attracting new investment, infrastructure and attractions that encourage year round visitation
- Developing nature based, historical, and cultural heritage sites
- Developing international markets through support of food, beverage and farm gate enterprises
- Promoting existing and new rail trails
- Building and strengthening local, regional and state industry networks
- Building the capacity of telecommunications and digital media

Cape Liptrap Lighthouse



Retail and Mainstreets

Council continues to ensure that the shires main towns have vibrant commercial precincts by:

- Retaining and strengthening networks with business associations and industrial precincts
- Conducting an integrated approach to promoting commercial centres business associations, streetscaping and promotional activities



Education

Council is committed to facilitating regional partnerships to provide vocational training opportunities to maintain and enhance the skills base of the workforce and fill identified gaps.



Infrastructure

Council supports:

- High speed and quality telecommunications through integrated and accessible systems and networks
- Integrated transport systems that are reliable, affordable and convenient to enable the movement of freight and people
- The advocacy and provision of modern infrastructure which supports business development including water, telecommunications, energy and waste, using innovative systems that meet community needs
- Renewed community infrastructure to attract new business and improve the quality of life for residents




Investment and Infrastructure Priorities

Council has identified priority investment and infrastructure projects for future funding.

Council will strongly support development in key areas that include:

- Food processing
- Accommodation and Conferencing
- Eco-Tourism Accommodation and Activities including Prom Wilderness Lodge where a special use zone is in place to support the development of a Nature Retreat at Yanakie. Private sector funding is required to construct the facility which will gain significant international attention.
- Retail and Mainstreet development including the Leongatha Business Precinct Development (Bair Street)
- Port Anthony Development
- Stony Creek Undercover Equestrian/Expo Facility
- Mirboo North Pool Redevelopment
- Tourism Development Projects including the restoration of Port Welshpool Long Jetty, extension of the Great Southern Rail Trail, masterplanning for the development of the Marine Precinct of Port Welshpool including a potential Marina development and the development of Agnes Falls Reserve
- Broadband and Telecommunications
- Coal Creek Community Park and Museum infrastructure
- Return of Rail and the East/West South Gippsland Public Transport Study
- Southern Gippsland Food Futures
- Leongatha and Korumburra Revitalisation Projects



Port Welshpool Long Jetty

Implementation of the Strategy

Council will pursue its economic development objectives by collaborating with its elected representatives, staff, community agencies and industry bodies, and the through a range of programs and appropriate financial resourcing. Council provides funding to stakeholders that directly or indirectly contribute to economic development through community grants, sponsorship and grant facilitation.

Councillors and the Executive Leadership Team provide direction, resourcing and high level advocacy to achieve the objectives set out in the Council Plan. The Economic Development and Tourism Department which includes Visitor Information Services and Coal Creek Community Park and Museum work to deliver on the Council Plan and "Strengthen Economic Growth & Prosperity". Council also works in partnership with other Gippsland Councils under the Gippsland Local Government Network (GLGN) to achieve regional objectives. A leadership group oversees the ongoing implementation of the Gippsland Regional Plan (GRP).

The Economic Development and Tourism Strategy is implemented via three strategic directions:

Strategic Goal One - Business Attraction and Development

Strategic Goal Two - Supportive Business Environment

Strategic Goal Three - Promotion, Marketing and Networks



Bromley's on Main, Foster

Strategic Goal 1: Business Development and Attraction

This Strategic Goal seeks to attract new business investment, build industry sectors and retain and grow existing businesses.

1.1 Strategic Business Investment

- Develop and implement a Strategic Business Investment Program that markets to and attracts businesses able to act as catalysts for further investment. This will flow from investment and infrastructure priorities, in particular, new food processing, retail development and tourism attraction, conference centres and accommodation.
- Undertake a review of residential, commercial and industrial land supply to ensure that it is adequate to support growth.
- Support the attraction of Film and Television projects

1.2 Business Expansion and Retention

- Deliver the Business Expansion and Retention Program. This involves supporting the growth of existing local businesses through a visitation program, identification of business issues and facilitating expansion proposals.
- Recognise local business excellence by supporting the Gippsland Business Awards.

1.3 Industry Development Program

- Deliver an industry development program in conjunction with Government agencies and industry bodies that determines the best ways to support and grow key industry sectors such as agriculture, food processing, tourism, arts and culture and emerging industries.



Strategic Goal 2: Infrastructure

This Strategic Goal seeks to enhance and enable the environment for doing business through the provision of infrastructure, skills and efficient regulatory services.

2.1 Infrastructure

- Develop an Infrastructure Advocacy Program for Council's Priority Projects
- Priority Projects are identified, advocated for and aligned to State and Federal policy objectives
- Promote Town Centre development through Council's annual capital works program
- Investigate feasibility of further extensions and upgrades to the rail trails, particularly between Leongatha and Korumburra and explore opportunities to develop nationally significant trails
- Progress the development of a business case to support the establishment of a multipurpose undercover 'Equestrian / Expo Centre' at Stony Creek
- Support lobbying efforts on key infrastructure issues such as public transport and freight
- Support the introduction of cost effective energy systems to assist the development of smaller towns

2.2 Regulatory and Business Services

- Continue to support strategic directions provided by regional and State policy documents such as the Gippsland Regional Plan and Destination Gippsland Strategic Marketing Plan
- Develop a program to make doing business easier by providing an integrated response to enquiries
- Provide easily understood information on regulatory requirements
- Implement the Leongatha Industrial Land Supply Project
- Conduct Strategic Planning projects to assist business and town centre development

2.3 Skills Development

- Conduct business workshops and seminars in conjunction with local training providers
- Support higher educational attainment and vocational skills in partnership with Education providers
- Support the implementation of the Gippsland Tertiary Education Plan
- Continue support for the South Gippsland Trade Skills Alliance
- Support industry bodies seeking to improve the skills of their workforce

2.4 Emergency Response

- Continue to monitor and update the Economic Emergency Recovery Plan in conjunction with Council's Emergency Management Team and other agencies. This will include support from the Business Emergency Leadership Group

Strategic Goal 3: Networking

This Strategic Goal seeks to promote the Shire to visitors, new businesses, investors and potential residents and to work cooperatively with other groups seeking to do the same. It also seeks to support networks that will assist achieving Council's economic development outcomes.

3.1 Collaboration and Branding

- In collaboration with tourism and business bodies, explore the potential for the development of an integrated tourism and business development body as a collaborative structure and process for strategic economic and business development
- Implement South Gippsland's Branding Strategy that supports the regional 'Destination Gippsland' branding and use them both to promote the Shire
- Rejuvenate the holistic and integrated approach to branding and promotion of the Shire and its unique local districts in collaboration with tourism and business bodies for tourism, resident attraction and business development
- Develop an integrated and coordinated approach to mainstreet development

3.2 Visitor Information

- Provide Visitor Information Services consistent with the review of this service. Actively promote visitor attractions, accommodation and retail establishments within South Gippsland and more widely in the Gippsland region

3.3 Visitor Marketing

- Conduct Visitor Marketing Programs in conjunction with Prom Country Regional Tourism (PCRT) and Destination Gippsland Ltd (DGL)
- Encourage media opportunities, that promote the Shire such as digital television and print media
- Promote South Gippsland at appropriate trade shows
- Support accessible tourism projects
- Promote key events that attract visitors to the Shire
- Develop nature based, heritage, arts, culture and sporting tourism products

3.4 New Resident Attraction

- Participate in the Victorian Government's Regional Victoria campaigns
- Conduct and review town marketing programs through "Live, Work and Invest" materials

3.5 Business Networks

- Support Business Networks, Chambers of Commerce and Progress Associations
- Work in partnership with key groups and agencies for the best economic outcomes

Overview

Under this Strategy a new set of deliverables will be prepared for each year of the Strategy. This will then assist with the process of developing the Annual Council Plan and the department's Business Plan.

The following outlines the deliverables for 2018-19:

Strategic Goal One: Business Development and Attraction	
Action	Implementation
1.1 Business Expansion and Retention Program	<p>A targeted program identifying and supporting business and industry who require relocation, access to growth opportunities, and introduction to new markets. This program also provides direct linkages to programs and networks including:</p> <ol style="list-style-type: none"> 1. Small Business Victoria 2. The Small Business Festival 3. Local community and Council run business events 4. Southern Business Women's Network 5. Small Business Mentoring Service (SBMS) 6. Support and sponsorship of the Gippsland Business Awards 7. Support for the implementation of Art, Culture and Creative Industry Strategy <p>Annual Program to be delivered by June 2019 with report on outcomes</p>
1.2 Strategic Investment Program	<p>Work closely with Invest Gippsland to deliver a targeted program which identifies investment priorities for South Gippsland's key sectors including:</p> <ol style="list-style-type: none"> 1. Food and Fibre (including agriculture) 2. Visitor Economy 3. Advanced Manufacturing <p>Annual Program to be delivered by June 2019 with report on outcomes</p>
1.3 Southern Gippsland Food Futures Program	<p>Facilitate and deliver programs which assist existing and potential food networks. Showcase South Gippsland's unique proposition for food growing and manufacturing and support coordinated distribution models by providing:</p> <ol style="list-style-type: none"> 1. Marketing workshops 2. Business support 3. Linkages to Small Business Victoria and other industry agencies 4. Support of Southern Gippsland Food Map <p>Annual Program to be delivered by June 2019 with report on outcomes</p>
2.1 Support Council's Priority Projects and major initiatives where relevant to Economic Development and Tourism	<p>Provide input and resources to other Council departments in the implementation of:</p> <ol style="list-style-type: none"> 1. Council's Priority Projects 2. Council's Population Growth 3. The Port Welshpool Masterplan 4. Town Revitalisation Projects

2.2 Mainstreet Program

Attachment 2.2.1

Collaborate with South Gippsland's Chambers of Commerce and Tourism associations and support the shire's mainstreet program through:

1. The collation of a business development and marketing toolkit
2. A major mainstreet development event
3. Linkages to the Small Business Festival, The Small Business Bus and other regional and State Government initiatives
4. Supporting local Chamber of Commerce and Tourism Association meetings, events and campaigns
5. Working closely with the Business Emergency Leadership Group (BELG) Annual Program to be delivered by June 2019 with report on outcomes

2.3 Dairy Industry Support Program

Continued targeted and responsive support of the dairy industry through:

1. Participation at bi-annual meeting with the Gippsland Dairy Leadership Group
2. Quarterly meeting with the South Gippsland Dairy Extension Committee
3. Sponsorship of Cows Create Careers Program
4. Sponsorship of the South Gippsland Dairy Expo
5. Liason with industry bodies including GippsDairy and Dairy Australia Annual Program to be delivered by June 2019 with report on outcomes

2.4 Advocacy for Critical Infrastructure Program

Continued advocacy for specific industry sectors including dairy, manufacturing, tourism, food and fibre and upgrades to:

1. National Broadband Network (NBN)
2. Mobile phone coverage
3. Transport (including advocacy through SEATS)
4. Energy
5. Waste and potable water

Annual Program to be delivered by June 2019 with report on outcomes

Strategic Goal Three: Promotion Marketing and Networks

Action

Implementation

3.1 Economic Development and Tourism Strategy Review

Work with Council's steering committee to implement and update the Economic Development and Tourism Strategy 2018/19

3.2 South Gippsland Branding

Implement the actions from the South Gippsland Branding Strategy by June 2019

3.3 Tourism Development and Marketing Program

Support tourism development, marketing and events through:

1. Participation in local and regional tourism marketing campaigns in partnership with Destination Gippsland (DGL) and Prom Country Regional Tourism (PCRT) and other tourism networks.
2. Visitor Services including Visitor Information Centre (VICs)
3. Cultural heritage sites including Coal Creek Community Park and Museum
4. Council's Arts and Culture Strategy
5. Review of Council's Recreational Vehicle (RV) Strategy
6. Support of the Great Victorian Bike Ride 2017
7. Brewery and Distillery Network and Marketing Development
8. Sponsorship of the Gippsland Wine Awards.

Annual Program to be delivered by June 2019 with report on outcomes



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