

CORANGAMITE SHIRE
**ECONOMIC
DEVELOPMENT
STRATEGY**
2017-2021

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ACRONYMS

ABS	Australian Bureau of Statistics
EDS	Economic Development Strategy
GDP	Gross Domestic Product
IVS	International Visitor Survey
NBN	National Broadband Network
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme
NVS	National Visitor Survey
TRA	Tourism Research Australia

GLOSSARY OF TERMS

Business Survey

Online survey that was sent to all businesses operating in Corangamite Shire. The survey was open between July to October 2016, with 47 responses received.

Food and Fibre

Typically includes farming, fishing, forestry, food and beverage, and textile, clothing and footwear manufacturing.

Great South Coast Region

Including the Local Government Areas of Corangamite Shire, Glenelg Shire, Moyne Shire, Southern Grampians Shire and the City of Warrnambool.

Output

Consists of those goods or services that are produced within an establishment that become available for use outside that establishment, plus any goods and services produced for own final use.

Value added

Represents the marginal economic value that is added by each industry sector in a defined region. Value-Added is calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector. Value-Added by industry sector is the major element in the calculation of Gross Regional Product.

1. INTRODUCTION

In 2011, Council adopted an Economic Development Strategy 2011-2016 for Corangamite Shire. It identified the following directions as its framework:

- Drive population growth to create a self-sustaining and vibrant community
- Capitalise on the Great Ocean Road by drawing visitors north through product and infrastructure development and marketing
- Capitalise on the strength of the Shire’s dairy industry
- Diversify the economy through investment attraction and promotion of innovative land use
- Improve workforce capacity and productivity through education and training
- Enhance township vitality by developing vibrant and diverse retail centres

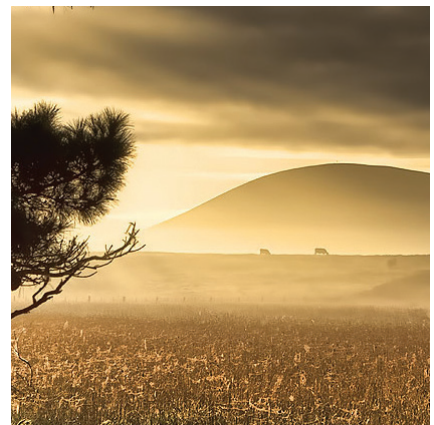
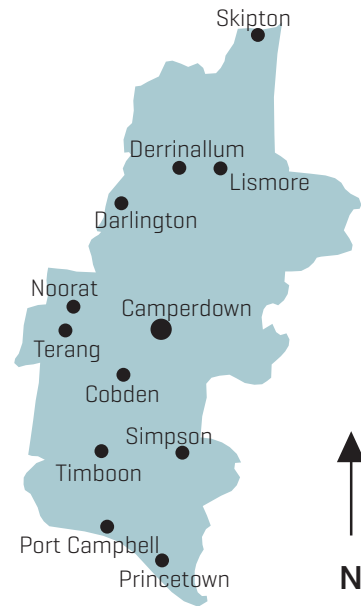
In 2016, the Shire commenced development of a new Economic Development Strategy 2017-2021.

This involved a review of the existing strategic directions. Extensive stakeholder engagement was undertaken, including face to face interviews with business owners/managers to canvass economic development issues in the Shire and a detailed survey of businesses needs was undertaken. The survey quantified economic development issues.

The Economic Development Strategy 2017-2021 will set out a five-year vision for the Corangamite Shire, providing economic development guidance for both Council and stakeholders. This Economic Development Strategy builds on the previous Strategy 2011-2016.

This strategy document is supported by a detailed Background and Discussion Paper, which was prepared in October 2016.

Corangamite Shire





2. CURRENT SITUATION

The Shire economy is characterised by a significant agriculture and manufacturing sector, with the dairy industry at its core. The dairy sector includes businesses across agriculture (dairy farming) and manufacturing (butter and dairy product manufacturing and milk and cream processing), reflecting a strength of the region in food production and food processing.

The Shire subscribes to a detailed economic model that is the industry benchmark (Remplan). This provides us with the capacity to monitor the economy and model the economic impact of proposed projects. The Remplan economic model of the Shire provides a detailed picture of our economy as follows.

Agriculture, Forestry and Fishing is the largest industry sector, employing 2,198 people, contributing \$466 million in economic output and \$207 million in value added. Agriculture, Forestry and Fishing is also the largest regional export industry at \$358 million. The largest sub sector within the Agricultural sector is the Sheep, Grains, Beef and Dairy Cattle industry, employing 2,023 people, representing 30% of employment in the Corangamite Shire, as well as contributing \$397.1 million in economic output and \$189.5 million in value added.

Manufacturing is a key component of the Corangamite economy, made up primarily of dairy product manufacturing businesses and other food product manufacturing businesses. Reflecting the strength of the region for food production and processing. This sector employs 588 people, with output value of \$391 million. The largest sub sector is the Dairy Product Manufacturing Sector, employing 305 people, representing 4.5% of employment in Corangamite Shire. The sector also contributes \$198.8 million in economic output and \$38.8 million in value added. The second largest sub sector is Other Food Manufacturing, contributing \$78.8 million in economic output, \$14.3 million in value added and employing 86 people.

Other major employing industry sectors include Health Care & Social Assistance (697 jobs), Retail Trade (684 jobs), Education & Training (498 jobs), Construction (359 jobs) and Accommodation & Food Services (358 jobs).

Tourism is a major economic driver for Corangamite, particularly along the southern coast and hinterland region, driven by iconic attractions along the Shipwreck Coast including the 12 Apostles, Great Ocean Road and Port Campbell National Park.

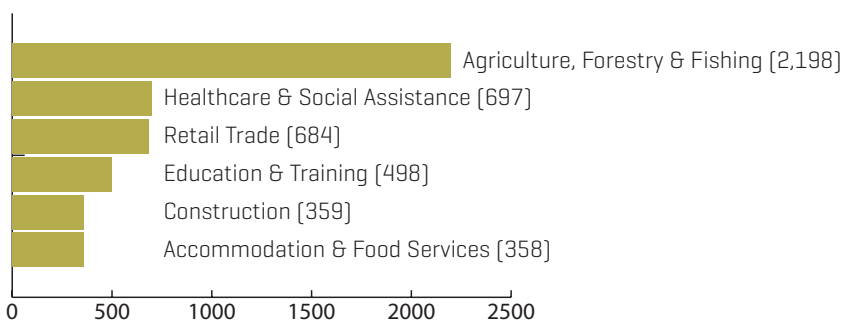
Visitation to Corangamite Shire has grown over the past 10 years, attracting an annual average of almost 350,000 overnight visitors (5-year average). There has been strong growth in international visitation to Corangamite Shire, particularly over the past 5 years, attracting almost 40,000 overnight visitors to the year ending March 2016.

The importance of the digital economy to Australians and Australian businesses is apparent with an estimated value of \$79 billion, with continued growth expected. The digital economy is becoming more and more embedded in businesses across the economy, transforming business operations, including access to markets, consumers and internal business transformation.

The provision of high speed internet access in Corangamite Shire is highly important for progressing economic development in the Shire. Access to high speed internet is important in attracting new businesses and residents to the region. High speed internet access also opens opportunities for the development of new micro start-up businesses.

Further, leveraging high speed internet to deliver visitor information is also an important consideration for economic development in Corangamite Shire.

INDUSTRY SECTOR BY NUMBER OF PEOPLE EMPLOYED



3. CONSIDERATIONS FOR THE ECONOMIC DEVELOPMENT STRATEGY



The following summarises the issues/topics given consideration in to developing the Economic Development Strategy.

ECONOMIC DEVELOPMENT LEADERSHIP

Corangamite Shire has a history in proactively encouraging business networking and industry development via its Economic Development and Tourism Unit. Opportunities to leverage growth in Corangamite have been actively pursued to the betterment of the region.

The presence of a proactive Council is highly important to progressing economic development. This should be promoted to industry through Council's communication streams. Evidence of this includes such innovative programs as the Business Infrastructure Support Fund [BISF].

FOOD AND FIBRE AND DIVERSIFYING THE AGRICULTURAL SECTOR

Corangamite Shire is the largest milk producer within Australia's most significant milk producing region, the South-West Victorian Dairy Region. The strength of the dairy sector underpins the Corangamite economy and supports other industries in the Shire, such as agricultural services, transport & logistics and manufacturing.

Council needs to maintain a strong working relationship with its dairy farmers, processors and WestVic Dairy to provide assistance and support to the industry.

Corangamite is a key location for development of the food and fibre industry and has opportunity to drive growth in the niche food product sector, particularly through exploring opportunities of new cropping industries, generating greater output from small land holdings [intensive farming], leveraging tourism assets, growing export markets and creating new branded and differentiated products. A land capability assessment and associated market opportunities package could be a first step in leveraging private sector investment in niche food production in Corangamite Shire. This could also result in greater diversification of the agriculture sector.

The Food and Fibre sector underpins the economy of the Great South Coast and Corangamite Shire is a core contributor to this regional sector. The Great South Coast Food and Fibre Sector Strategy 2015 is the blueprint for taking the industry sector forward. Strategies to grow the value and capacity of the Great South Coast's Food and Fibre industry include:

- Lift entrepreneurialism and innovation

- Drive investment and business transition
- Increase regional value add
- Grow agri-tourism
- Build regional identities
- Champion food and fibre advocacy
- Realise the water opportunity
- Nurture food and fibre careers.

Corangamite Shire is in a strong position to leverage from the development of the sector. Particular opportunity areas for Corangamite include the development of niche food products, agri-tourism, and investigation of new cropping industries and intensive farming of small land holdings.

Corangamite Shire provides the opportunity for many niche food businesses to be vertically integrated including through provision of a produce store and agri-tourism function. Further, these businesses could leverage from and contribute to the enhancement of the 12 Apostles Gourmet Food Trail.

Opportunities to expand on the agricultural diversity, value adding to dairy production and niche agricultural products of the region are to be explored as part of the Economic Development Strategy.

THE VISITOR ECONOMY AND ACCOMMODATION

The 12 Apostles and Port Campbell National Park form one of Australia's three most recognised natural attractions (along with Uluru and the Great Barrier Reef). There is a significant amount of existing infrastructure at key tourism sites along the Great Ocean Road. The recent Shipwreck Coast Master Plan provides the blueprint for investment into the Shipwreck coast to drive economic development. The 12 Apostles Coast and Hinterland Destination Action Plan 2015-2017 supports the projects identified in the Shipwreck Coast Master Plan and specifically acknowledges the need for priority projects including the 12 Apostles Trail, the 12 Apostles Food Artisans Trail, support for geothermal spa development and events. Many respondents to the Business Survey identified this a key area of focus for economic development. There is also the opportunity to further promote and develop inland tourism, in order to encourage coastal visitation inland.

There is also opportunity to increase the provision of high quality (4 star +) accommodation in Corangamite Shire. Expanding the diversity of accommodation available in the Shire will prompt visitors to extend their stay and may convert a proportion of daytrip visitors to overnight visitors. New investment in the accommodation market would bring tourism related economic development opportunities to the Shire, both through construction impacts and ongoing economic development opportunities through employment, increased expenditure and further investment in ancillary product.

COMMUNICATIONS INFRASTRUCTURE AND REGIONAL TRANSPORT ACCESSIBILITY

The Shire benefits from a significant road network and rail transportation links.

Access to major supply routes is a key advantage for many businesses located in Corangamite Shire. It is important that road and rail infrastructure is kept to a quality standard to facilitate easy access into the region.

Many businesses identified road upgrades and improvements as a key priority for the Shire, with the poor conditions of roads having negative impacts on business cost and efficiency.

Improvements to passenger rail infrastructure and timetabling was also identified as a key priority through the Business Survey.

The Shire is also working on a project to provide better access for High Productivity Freight Vehicles.

Quality mobile phone coverage remains a real issue in the Shire. Strong advocacy is required to improve this situation for businesses.

AN APPROPRIATELY SKILLED LABOUR FORCE

Education and training provides the Corangamite region with a multifaceted stimulus for economic development. For our residents, this is from the earliest years right through to tertiary and working lives. The emphasis on the earliest years is backed by comprehensive economic research. By increasing and diversifying the technical and trade training in the region skills shortages can be addressed, young people will remain in the region, and employment in the education sector will increase.

Access to skilled labour was identified as the third highest constraint to business growth and development in the Business Survey. Corangamite Shire can leverage existing education and training assets to address skills shortages and help to diversify the local economy. The reopening of Glenormiston College provides opportunity for the provision of education and training that aligns with the growth areas of Corangamite including agriculture, food processing, tourism and hospitality.

Supporting existing education providers and lobbying for in region higher education providers is an important consideration for retaining younger residents and increasing skills and education of the population. Expanding the breadth of courses on offer in line with business/industry demands in the region would help to retain young people in the area and make sure jobs were available for them once they had finished their education.



AGED CARE AND NATIONAL DISABILITY INSURANCE SCHEME

Changes were announced in the 2015 Federal budget to ensure aged care systems in Australia continue to meet the needs of an ageing population. The Government's Aged Care Agenda will progressively move aged care from a welfare-style system to one that empowers older Australians to choose their own care services, through a market based system. This will encourage service providers to offer competitive, high quality and innovative services.

Eligible consumers will be able to select any provider to deliver their services, with funding for the package paid to the provider selected by the consumer. Packages will be portable, allowing consumers to change their service provider, including where the consumer moves to another location.

From July 2018, the Government intends to combine Home Care Packages and the Commonwealth Home Support Programme into a single integrated care programme.

The transition in aged care from a welfare style system to a market based system will increase competitiveness in the sector and provide greater opportunities for private enterprise with reduced red tape. Given there is an ageing population in Corangamite Shire, the changes to the aged care sector may present private investment opportunities in the Shire, from which economic development can be leveraged both through investment and employment opportunities.

Progressively the National Disability Insurance Scheme will be rolled out in the Shire in 2017. This will provide an economic opportunity through changes to the funding model by the Commonwealth.

TOWNSHIP VITALITY

Township vitality is an important factor for economic development, including promoting population growth, business investment, development, and promoting tourist visitation and expenditure. Possible strategies for improving township vitality raised through consultation include:

- Advocating to shop local
- Encouraging micro business start-ups
- Promotion of unique destination shopping experiences
- Support key services in townships including healthcare
- Support the retail primacy and service roles of townships
- Encouraging festivals and events in townships
- Encouraging businesses to be open on weekends, possibly through incentives
- Encouraging restaurants to be open later at night, particularly in towns with a significant tourism role
- Expanding local markets
- Assist the establishment of small businesses in vacant shop fronts
- Streetscape and road infrastructure improvements
- Improve the diversity of the retail experience.

PLANNING'S INFLUENCE ON ECONOMIC DEVELOPMENT

Planning can be both a conduit for economic growth and necessary restriction. The Council tries to make the approval process as user friendly as possible. This process is to be continued and we also work with state agencies to facilitate timely decisions where possible.



BOUTIQUE SHOPPING

Boutique shopping has been raised as a potential driver of visitation to Corangamite, such a second hand goods and antiques, providing a niche shopping destination experience. Pombo Mart located in Pomborneit North is an example of a large unique antiques business. The Shire is unusual in that non-food retailing is not dominated by large chain stores so the stores in the Shire offer unique product.

There is opportunity for the Economic Development Strategy to explore niche economic opportunities, including leveraging tourism growth through promotion of unique shopping experiences. Examples include second hand goods, op shops and antique stores.

BUSINESS TRAINING

Business training can promote economic development through the provision of workshops, seminars and training that can be run in the Shire. 57% of respondents to the Business Survey indicated that they might be interested in attending local business networking and training events, followed by 20% who are interested in attending local networking and training events. Increasing the knowledge and up skilling of businesses can promote business growth and expansion. It is also a key area that of economic development that Council can influence. Highly ranked topics for business training included export and international engagement, sales performance, retail storefront design, accounting, website design and online sales.

FESTIVALS AND EVENTS

The Economic Development and Tourism Unit has developed an Events and Festivals Strategy. Key aspects of the strategy are:

- Events are an important aspect to economic development through encouraging visitation, expenditure and creating lifestyle amenity. Local events that leverage off the natural and unique assets of the Shire can showcase the regions offering and promote future visitation, expenditure, investment and can attract new residents.
- Events can also include the business events sector, which provide opportunities for businesses from the same industry to interact, share ideas and gain new knowledge. There may be opportunity for business events in Corangamite, each with a specific industry focus.

COMMUNITY DEVELOPMENT

Provision of community facilities and services promotes liveability and increases personal and community growth opportunities. The provision of quality facilities such as sports clubs, recreation and community spaces as well as infrastructure and amenity upgrades is an important consideration for economic development. These aspects can and do provide a significant economic contribution.

4. FRAMEWORK FOR ECONOMIC DEVELOPMENT

The Economic Development Strategy 2017-2021 is informed by the Background and Discussion Paper. The Strategy is built around five economic themes with supporting actions.

The following are the overarching economic development themes for Corangamite Shire:

Theme 1: Maintain Leadership in Economic Development

Theme 2: Promote Population Retention and Growth

Theme 3: Grow the Visitor Economy

Theme 4: Expand Food and Fibre

Theme 5: Develop Emerging Industries



THEME 1: MAINTAIN LEADERSHIP IN ECONOMIC DEVELOPMENT

Corangamite Shire is widely regarded as a leader in the field of economic development, through its support of business and take up of opportunities to deliver improved economic outcomes. Existing initiatives include grants programs, facilitation and organisation of training programs and workshops, organisation of networking events, communication with businesses, delivery of projects that promote economic development and marketing of the region. Focus on delivering best practice in local economic development will assist Corangamite Shire in growing existing businesses, attracting new business and investment and development of local jobs.

Continued engagement with existing businesses, providing focussed business support and improving Council processes will greatly assist in achieving the objectives of this strategy.

ACTION 1.1	Continue to develop and maintain a business database to ensure significant and effective business engagement including usage of database technology. Develop a quarterly email newsletter to go to businesses on the business database, promoting Council projects, networking opportunities and grants programs. This may include specific communications to businesses within specific industry sectors.
ACTION 1.2	Continue to deliver a program of networking events and training workshops.
ACTION 1.3	Support grants and funding opportunities for local business.
ACTION 1.4	Investigate opportunities for the establishment of an agribusiness support hub in Corangamite Shire, centred around Camperdown Dairy.
ACTION 1.5	Ensure that Council has an updated list of priority projects which it can take to funding agencies.
ACTION 1.6	Once funding is secure for priority investment projects, identify strategic opportunities for private sector investment that can leverage from major infrastructure development.
ACTION 1.7	Advocate for improvements in road infrastructure along key freight routes to reduce transport costs for business and facilitate use by Higher Productivity Freight Vehicles (HPFV) and for improved digital connectivity including mobile phone coverage.
ACTION 1.8	Focus resources, including the BISF, towards investment attraction as a priority for economic development.
ACTION 1.9	Ensure the planning framework, infrastructure and availability of zoned land supports industry attraction and rural living.
ACTION 1.10	Inform the community about the economic opportunities in Aged Care and the NDIS, including the preparation of collateral information for businesses.
ACTION 1.11	Undertake research on industry performance.
ACTION 1.12	Promote economic success in media - i.e. the Shire's low unemployment.



THEME 2: PROMOTE POPULATION RETENTION AND GROWTH

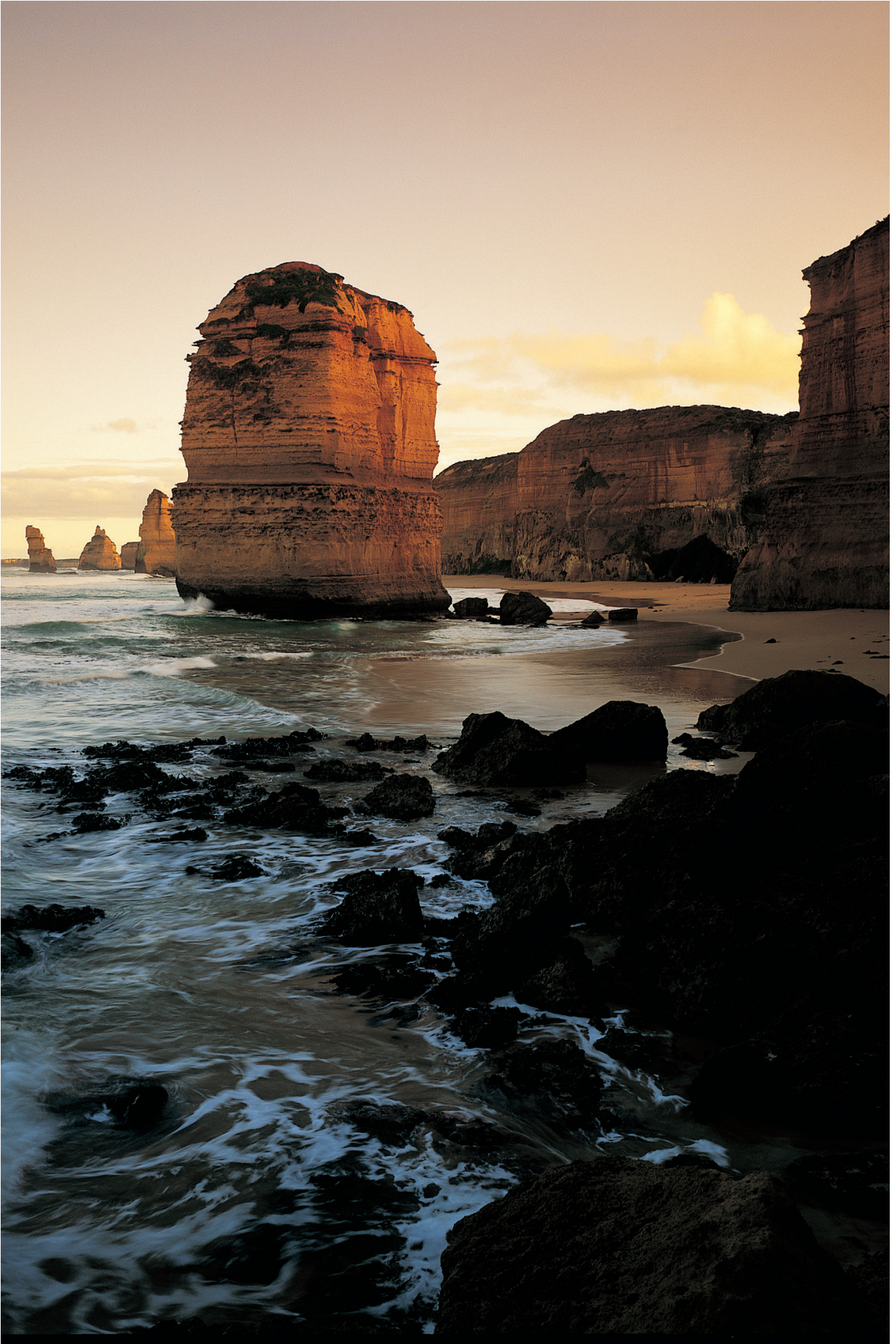
Driving population growth is essential to ensure Corangamite Shire's future economic prosperity.

The ABS estimates that the population of Corangamite has been declining, to an estimated 15,671 people in 2015, at an average rate of -0.7% per annum. There was population decline in some of Corangamite's main towns between 2006 and 2011, including Camperdown, Timboon and Skipton, whilst there was growth in Terang and Cobden.

Victoria in Future also estimates population decline between 2016 and 2031. However, alternative forecasts expect the population to rebound, with growth expected to occur in main townships including Camperdown, Cobden, Terang and Timboon, whilst rural areas are expected to see population decline. Strong dwelling approvals in Corangamite Shire since 2012 support this.

The Corangamite population is also ageing, with an increase in the proportion of residents aged over 50 expected to increase significantly to 2036. Conversely, there is evidence to suggest a high proportion of young residents leave the Shire once they have completed secondary school.

ACTION 1.13	<p>Promote living and working in Corangamite through the new website and other social media channels , drawing on the strategic advantages of living in Corangamite, including:</p> <ul style="list-style-type: none"> · Affordable housing · Lifestyle advantages (pristine environment and natural landscapes, pleasant climate, quality facilities and amenity) · Access to coastal environments · Quality produce · Community networks · Lack of traffic congestion · Train access to Melbourne and other large regional towns (Warrnambool and Geelong).
ACTION 1.14	<p>Prepare a high quality 'Living in Corangamite' publication that is available through Council's website and in hard copy in businesses with visitor patronage, and the Port Campbell VIC to inspire living in Corangamite Shire to visitors.</p>
ACTION 1.15	<p>Investigate targeted migration programs to address skilled labour shortages.</p>
ACTION 1.16	<p>Develop marketing materials for prospective residents.</p>
ACTION 1.17	<p>Conduct an open weekend for potential new residents.</p>
ACTION 1.18	<p>To encourage retention on new residents hold two to three new resident social gatherings in the Shire.</p>
ACTION 1.19	<p>Facilitate and support the job creation opportunities attracting investment and encouraging the expansion of current businesses.</p>



THEME 3: GROW THE VISITOR ECONOMY

The Twelve Apostles and Port Campbell National Park form one of Australia's three most recognised natural attractions (along with Uluru and the Great Barrier Reef).

There is a significant amount of existing infrastructure at key tourism sites along the Great Ocean Road. The recent Shipwreck Coast Masterplan provides the blueprint for investment into the Shipwreck Coast to drive sustainable economic development.

The 12 Apostles Coast and Hinterland Destination Action Plan 2015-2017 supports the projects identified in the Shipwreck Coast Masterplan and specifically acknowledges the need for priority projects including the 12 Apostles Trail, the 12 Apostles Food Artisans Trail, support for geothermal spa development and events.

Tourism is a major strategic advantage for Corangamite Shire, leveraging off the iconic 12 Apostles and Great Ocean Road in the south of the Shire.

The recent Shipwreck Coast Masterplan provides opportunity to leverage tourism investment to the region and drive visitation into the Corangamite Shire hinterland, leveraging off the small towns and artisan produce around the Timboon region and also some of the water based experiences on offer at one of the many volcanic lakes. Implementation of the Shipwreck Coast Masterplan was identified by many respondents to the Business Survey as a key area of focus for economic development.

ACTION 1.20	Support and facilitate the development of contemporary tourism product which appeals to target markets, including the 12 Apostles Trail.
ACTION 1.21	Implement actions from the Volcanic Lakes and Plains, and 12 Apostles Coast and Hinterland, Destination Management Plans 2016.
ACTION 1.22	Facilitate the development of high quality (4 star +) commercial accommodation in identified strategic locations.
ACTION 1.23	Facilitate increased supply of short stay accommodation in the hinterland and northern regions, particularly boutique farm stay and cottage accommodation.
ACTION 1.24	Encourage and promote festivals and events in Corangamite Shire.
ACTION 1.25	Support the implementation of a contemporary visitor servicing strategy.
ACTION 1.26	Support training and up-skilling in tourism and hospitality through Glenormiston College and other providers.
ACTION 1.27	Promote strategic marketing and advertising of tourism in Corangamite.
ACTION 1.28	Work with GORRT to develop and maintain a new 12 Apostles website.



THEME 4: EXPAND THE FOOD AND FIBRE INDUSTRY

Dairy is the engine of the Corangamite Shire economy, and part of a nationally significant dairy production region. Therefore, it is important that the dairy sector is supported and that growth in the industry is facilitated. It is also important for the Council to facilitate the adding of value to the region's dairy produce, to increase the economic benefit to Corangamite.

Given the size of the dairy industry in Corangamite, there is potential to grow existing and attract new allied industries to service the needs of the producers. This may include freight and logistics, packaging manufacturers, and suppliers of agricultural equipment.

The Food and Fibre Sector is identified as one of the Victorian State Government's priority growth sectors in the Future Industries Fund and is a pillar of the Corangamite Shire economy. The region boasts a reliable climate that supports the agricultural sector, particularly pasture based farming, which is a more cost effective method that produces higher quality milk. The Food and Fibre Strategy for the Great South Coast includes strategies to develop the sector by lifting entrepreneurialism and innovation, drive investment and business transition, increase regional value add, grow agri-tourism, build regional identities, champion food and fibre advocacy, realise the water opportunity and nurture food and fibre careers.

ACTION 1.29	Support existing agricultural industry and businesses by encouraging innovation and entrepreneurialism.
ACTION 1.30	Increase value add, by encouraging investment in farms, supply chain and enabling infrastructure.
ACTION 1.31	Facilitate value adding investment in the food industry such as Camperdown Dairy.
ACTION 1.32	Strengthen engagement with the food and fibre sector to provide useful information on export markets, grants, research and opportunities.
ACTION 1.33	Explore other food opportunities to promote greater diversity in the agriculture sector and agri-tourism.
ACTION 1.34	Investigate the utility of a Land Capability Assessment.
ACTION 1.35	Advocate for the food and fibre industry.
ACTION 1.36	Encourage employment growth through actions such as the migrant employment program.

THEME 5: DEVELOP EMERGING INDUSTRIES

Corangamite Shire has an abundance of renewable energy resources and a significant supply of natural gas. There is significant natural gas infrastructure in Corangamite, including four major natural gas plants.

Corangamite Shire has several unique strengths that make it attractive for large-scale renewable energy investment:

- Strong wind particularly in the southern area of the Shire
- Moderate solar irradiance in some parts of the Shire, particularly to the north, in proximity to transmission lines
- The presence of geothermal boreholes, particularly in the south and some through the central area of the Shire, which could be investigated further
- The presence of transmission lines through Corangamite Shire, including the 66kV and 500kV Alcoa lines, make it attractive for large scale energy projects

Providing businesses with access to key services such as natural gas can also increase opportunities for economic development.

Private sector investment into renewable energy production should be considered as a potential focus of Corangamite's Economic Development and Tourism Unit.

ACTION 1.37	Support renewable energy projects throughout the Shire.
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ACTION 1.38	Investigate sustainable energy projects.
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ACTION 1.39	Support the rollout of NBN in strategic locations in Corangamite Shire, including Camperdown, Cobden, Terang and Timboon.
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5. RESEARCH AND REPORTING

Actions from the Economic Development Strategy will be included in the Corangamite Shire Annual Action Plan. Monitoring the success of the strategy will be undertaken in the context of reviewing the outcomes from the annual action plan.

Consideration should also be given in undertaking a refresh of the economic data underpinning the strategy [contained within the Background and Discussion Paper] in 2017-2018 (when the full suite of ABS 2016 Census data is available). This will provide an up to date information base.





**CORANGAMITE
SHIRE**

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