



**'House of Representatives Inquiry  
into a new regional development  
funding program'**

Submission

**Regional Cities Victoria  
July 2008**

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## Introduction

Regional Cities Victoria (RCV) represents ten of the largest municipalities in Provincial Victoria. RCV's members are the municipalities of; Ballarat, Greater Bendigo, Greater Geelong, Horsham, Latrobe City, Mildura, Greater Shepparton, Wangaratta, Warrnambool and Wodonga. RCV's members come together to represent the interests of regional Victoria and are committed to the sustainable growth of their regional areas.

RCV recognises the Federal Government's commitment to national infrastructure projects will increase Australia's economic performance. The committee understands that having a national body, Infrastructure Australia, to manage these projects is of critical significance to this process.

RCV also believes that a commitment to regional infrastructure projects will work to increase Australia's economic performance. The committee recognises it is equally important to create a method for Federal, State and Local Governments to partner and deliver priority regional infrastructure projects.

RCV emphasises that any partnership fund should have a regional rather than local focus. RCV believes key elements of any new federal infrastructure funding program should:

- > Be consultative and in partnership between the three levels of government; Federal, State and Local;
- > Be based on regional strategies that have identified and agreed regional priorities; and
- > Deliver a range of projects that improve the; liveability, economic development, sustainability and environmental awareness of a region.

RCV's submission focuses on the importance of establishing an infrastructure priority for regional Australia. The following submission covers the *House of Representatives Inquiry into a new regional development funding program* terms of reference in more detail.

## Background

Australia's population is expected to increase to 28 million people by 2050.<sup>1</sup> Growth in our major capital cities will be a difficult task to manage with 1 million additional people expected to arrive in both Melbourne and Sydney by 2030.<sup>2</sup>

As the Federal and State Governments plan for this expected growth in Australia's major metropolitan areas, an opportunity exists to promote regional Australia as a liveable alternative to our metropolitan cities.

Victoria's regional cities have begun the promotion process and are experiencing growth rates of 1.2-1 percent per annum. The four fastest growing inland districts are all located within Victoria, with Mildura increasing by 2.2 percent, followed by Bendigo (up 2.0 percent), Ballarat and Shepparton (both up 1.9 percent).<sup>3</sup>

As city dwellers move to regional areas in search of the 'tree' or 'sea' change, they bring with them a range of economic drivers such as skills, equity and innovation. Their contributions to the economic development of a region are immense and their benefit to the economic development of our nation can not be overlooked.

In making the move to regional centres, however, city dwellers often bring with them the expectation of access to essential services and recreational facilities. Strong regional centres should meet these needs as well as serve as significant service hubs to surrounding smaller towns and shires. These centres should provide access to health, employment, education, commerce and recreational facilities.

RCV believes that the development of a regional infrastructure fund should contribute to genuine regional projects that will increase the liveability, economic development, sustainability and environmental awareness of regional centres thereby contributing to **the continued growth of regional centres and the economic viability of Australia's economy.**

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<sup>1</sup> ABS Data 2006

<sup>2</sup> NSW Department of Planning (Mackintosh & Parr) *NSW State & Regional Population Projections*  
VIC Department of Sustainability and Environment *Melbourne 2030*

<sup>3</sup> Regional Population Growth, Australia, 2005-06- ABS Feb 2007  
Regional Cities Victoria Submission – Regional Development Funding Program

## Terms of reference

### 1. Provide advice on future funding of regional programs in order to invest in genuine and accountable community infrastructure projects;

Regional Australia is a strong contributor to the continued development of Australia's growing economy. Regional Australia generates 65%<sup>4</sup> of Australia's export income and provides an attractive alternative to our metropolitan cities.

Australian regional centres face distinctive infrastructure challenges when delivering their contribution to the country's economic development. Good regional infrastructure supports the lifestyle of non-metropolitan communities and attracts greater investment and job opportunities.

The concept of a one-size-fits-all approach to infrastructure solutions for our country will not work. This approach will not meet the needs of Australia's varying regional centres and does not take into account the important work done by State and Local Governments in developing strategies with agreed regional priorities. Regional infrastructure challenges must be solved by on-the-ground experts who have stakeholder informed understanding and solutions.

The development of a regional infrastructure fund, based on a partnership of tri-government funding is a method of managing these challenges. Any future program that invests in regional Australia should draw on a regionally based approach such as the 'AusLink' program, which has specified terms of acquittal and operations. The program should also recognise and adopt the current regions held and understood by Victoria.

Funding should be given to projects that are part of agreed strategic regional plans. Infrastructure projects should be funded in partnership with all levels of government when they demonstrate the ability to improve the: liveability, economic development, sustainability or environmental awareness of a region.

- > **Liveability:** Projects that provide an adequate social return to the region, that builds on key regional strengths and enjoys community and industry support.
- > **Economic Development:** Projects that attract investment, that create jobs and stimulate regional economic growth, and facilitate the integration of the region into global markets, including the opportunity for export or import.

<sup>4</sup> [http://www.alp.org.au/download/now/071120\\_\\_\\_\\_regional\\_development\\_for\\_a\\_sustainable\\_future.pdf](http://www.alp.org.au/download/now/071120____regional_development_for_a_sustainable_future.pdf)  
Regional Cities Victoria Submission – Regional Development Funding Program

- > **Community Sustainability:** Projects that engage the local community and work to address problems generated by the ageing population, social exclusion and the drought.
  
- > **Environmental Enhancement:** Projects which are environmentally aware and sustainable.

RCV suggests that the value of such projects range in value from \$5-\$30m, see *Appendix A* for the suggested list of projects and their projected value.

## 2. Examine ways to minimise administrative costs and duplication for taxpayers;

The Victorian State Government has developed strong working relationships with regional Local Governments and their local communities. RCV believes this practice has developed into an effective model for investing in regional centres.

The model includes:

- > A dedicated body for regional development whose officers are accessible, consultative and practice responsiveness and instructive dialogue;
- > A dedicated fund for delivering regional infrastructure grants;
- > A forum for regional stakeholders to work on local priorities; and
- > The development of regional strategies to map out and plan these priorities.

RCV sees the Federal Government as the missing tier in this model. The Federal Government should partner with Local and State governments funding genuine regional infrastructure projects, thereby reducing administrative costs and duplications. Applications for grants to the federal regional infrastructure fund would be based on key projects listed in existing regional / sub-regional plans which already have agreed regional benefit and extensive scrutiny from Local and State Governments. Descriptions of the components of this model are as follows:

**Regional Development Victoria (RDV):** established as a statutory body by the Regional Development Victoria Act 2002. The primary purpose of RDV is to facilitate economic, infrastructure and community development in provincial Victoria. RDV delivers a broad range of economic development programs and business referral services through its Melbourne office and eight regional offices located throughout the state<sup>5</sup>.

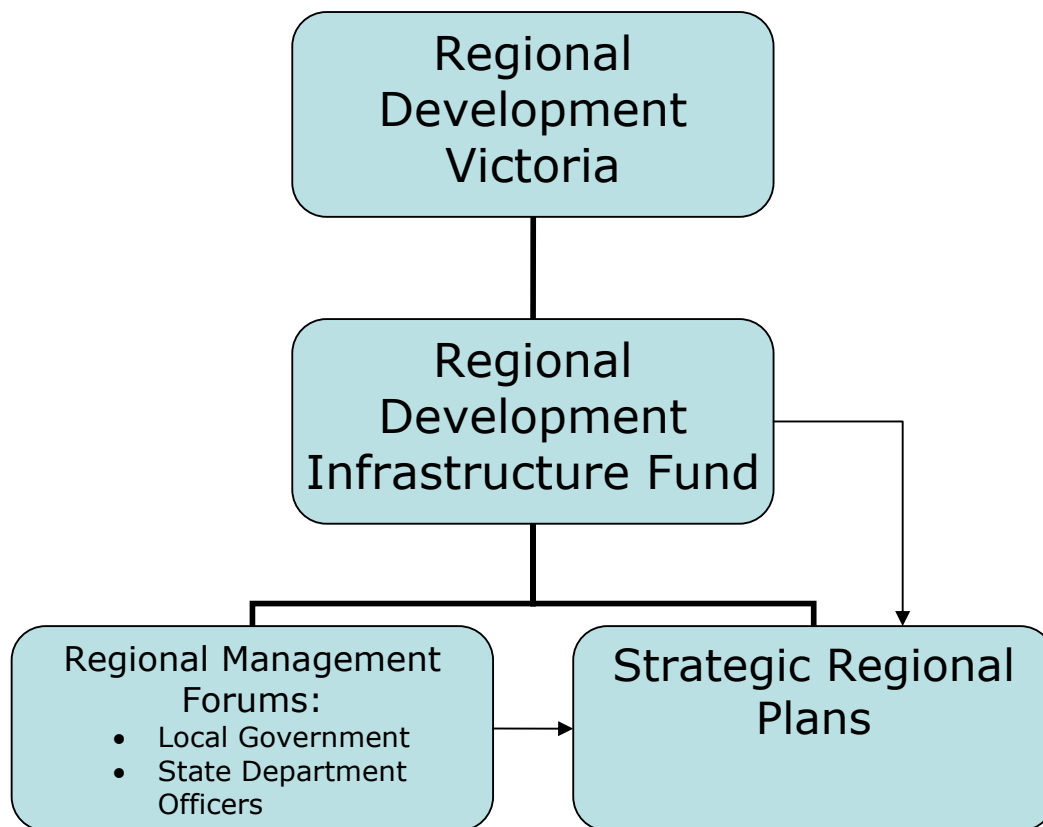
**The Regional Infrastructure Development Fund (RIDF):** established in December 1999 as a major program contributing to the revival of rural and regional Victoria. The fund was established under the authority of the Victorian Regional Infrastructure Development Fund Act 1999. It is a trust fund within the Public Account, and is administered by Regional Development Victoria. The primary purpose of this entity will be to facilitate economic and community development in rural and regional Victoria. Grants for capital works that benefit and support the development of rural and regional Victoria and are primarily in the nature of new employment opportunities and capital investment. See *Appendix C* <sup>6</sup>

<sup>5</sup> <http://www.business.vic.gov.au/BUSVIC/LANDING//pc=pc=SEC12.html>

<sup>6</sup> <http://www.business.vic.gov.au/BUSVIC/LANDING//pc=pc=SEC12.html>  
Regional Cities Victoria Submission – Regional Development Funding Program

**Regional Management Forums (RMFs):** established for senior officers from each State Government department and CEOs of councils in each of the eight Victorian regional areas, to meet and work on regional priorities. The RMFs engage with regional community stakeholders to develop an understanding of issues which would benefit from a joined-up response involving State and Local Government and community agencies working together. They also develop proposals for addressing priority issues in each region that involve integrated planning and service delivery<sup>7</sup>.

**Regional Plans:** are the result of a collective approach involving state and local governments as well as community leaders working together to identify priorities, opportunities and strategic actions at sub regional and regional levels. The plans provide a framework for liveability and sustainable growth, enabling the region to grow and adjust to change over time. The plans also include visions, financial inputs and key projects. See *Appendix D*



<sup>7</sup>



**4. Examine the former government's practices and grants in the Regional Partnerships Program after the audit period of 2003-2006 with the aim of providing advice on future funding of regional programs.**

The following documents are a list of projects that were granted Federal Government funding under the Regional Partnerships Program from three of the following RCV organisations from the period 2003- 2007:

<b>Region</b>	<b>Appendix</b>
> Sunrasia Mallee Region	E
> Gippsland Region	F
> North East Victoria Region	G

## **Recommendations to the House of Representatives Inquiry into a new regional development funding program:**

RCV recommends the following to the House of Representatives Inquiry into a new regional development funding program:

1. That a regional development funding program be developed and implemented;
2. That the fund be consultative and in partnership between the three levels of government; Federal, State and Local;
3. That the fund be based on the Regional Development Victoria model and recognise the regions currently understood by the Victorian State Government; and
4. That the fund deliver a range of projects identified in regional and sub-regional plans that improve the; liveability, economic development, sustainability and environmental awareness of a region.

## Appendix A

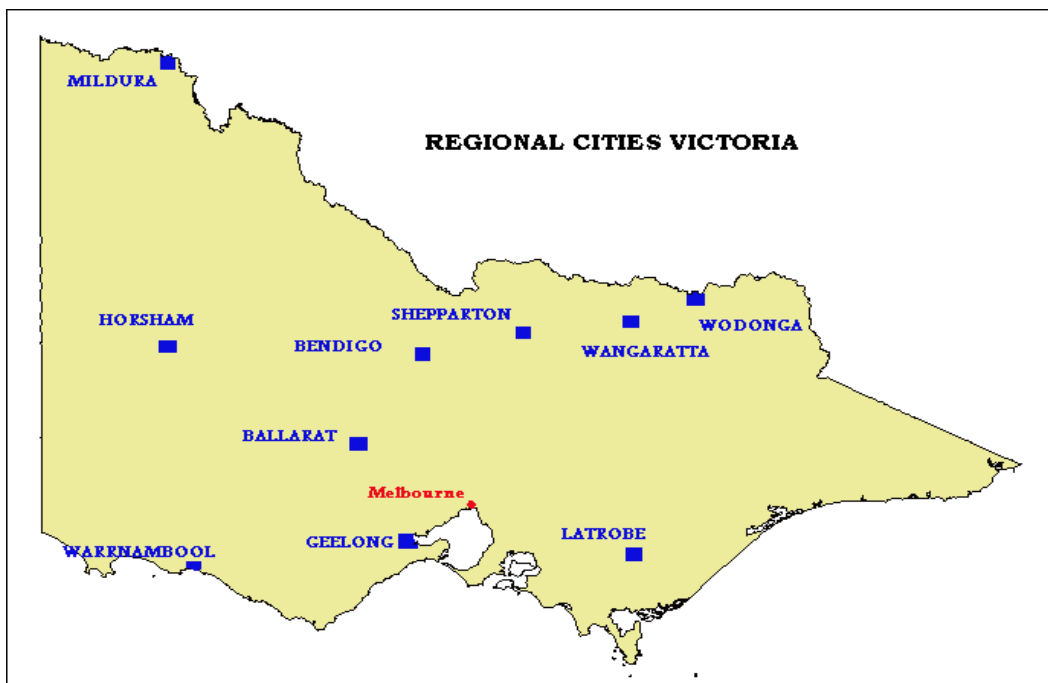
### Who are the Regional Cities of Victoria?

The Regional Cities Victoria (RCV) Group was formed in 2000 to represent Provincial Victoria through a single voice.

RCV are comprised of ten of the biggest municipalities in Provincial Victoria, representing the communities in and around:

- Ballarat
- Greater Bendigo
- Greater Geelong
- Horsham
- Latrobe City
- Mildura
- Greater Shepparton
- Wangaratta
- Warrnambool
- Wodonga

RCV is committed to sustainable growth in regional Victoria. We believe that liveability factors such as arts and culture, a strong economy and strong communities are critical to attracting populations to live and work in provincial areas.



### Growth – Population and Economy

- The Regional Cities contain 13% of Victoria's population, or just under 700,000 people.
- Our largest regional city, Geelong has a population larger than the city of Hobart, with 207,515 people in 2006.
- The cities are home to important natural resources and industries, such as:
  - Major manufacturing
  - Food Processing
  - Agriculture and Viticulture
  - Dairy Industries
  - Wheat and Grain Industries
  - Biotechnology (Geelong)
  - Mining (Bendigo)

## Appendix B

Criteria	Projects	Cost Range
<b>Liveability</b>		
<ul style="list-style-type: none"> <li>• <b>Lifestyle Population attractors</b></li> <li>• <b>Access to services</b></li> <li>• <b>Housing affordability</b></li> <li>• <b>Urban renewal</b></li> </ul>	<ul style="list-style-type: none"> <li>• Arts centres</li> <li>• Aquatic centres</li> <li>• Sports ground redevelopment</li> <li>• High level regional parks</li> </ul>	<ul style="list-style-type: none"> <li>• \$8.5 – 30m</li> <li>• \$25m- 30m</li> <li>• \$5/6m – 10m</li> <li>• \$5m</li> </ul>
<b>Economic Development</b>		
<ul style="list-style-type: none"> <li>• <b>Transport</b></li> <li>• <b>Urban renewal</b></li> <li>• <b>Energy and communication</b></li> <li>• <b>Tourism</b></li> </ul>	<ul style="list-style-type: none"> <li>• Intermodal freight terminals / airports</li> <li>• Upgrades, streetscapes, industrial relocations</li> <li>• Visitor Information Centres / conference centers / maintenance for current tourism sites</li> </ul>	<ul style="list-style-type: none"> <li>• \$10m-15m</li> <li>• \$5m-10m</li> <li>• \$5m -30m</li> </ul>
<b>Sustainable Communities</b>		
<ul style="list-style-type: none"> <li>• <b>Changing urban environment</b></li> <li>• <b>Ageing population</b></li> <li>• <b>Social Inclusion</b></li> <li>• <b>Decreasing tax base</b></li> <li>• <b>Water</b></li> <li>• <b>Use of renewable resources</b></li> <li>• <b>Public transport</b></li> </ul>	<ul style="list-style-type: none"> <li>• Special medical hubs for regions</li> <li>• Community inclusion facilities</li> <li>• Regional waste management facilities</li> <li>• Water projects</li> <li>• Public transport resources</li> </ul>	<ul style="list-style-type: none"> <li>• \$10-15m</li> </ul>
<b>Environmental Enhancements</b>		
<ul style="list-style-type: none"> <li>• <b>Vegetation renewal</b></li> <li>• <b>Renewable energy</b></li> <li>• <b>Climate change – increased sea levels</b></li> <li>• <b>Managing and rehabilitation</b></li> </ul>	<ul style="list-style-type: none"> <li>• Street lighting</li> <li>• Water pipes</li> <li>• Irrigation</li> <li>• Sea barriers</li> </ul>	<ul style="list-style-type: none"> <li>• \$30m+</li> </ul>

**Appendix C - RIDF**

# Regional Infrastructure Development Fund Guidelines

## General Information

The objective of the Regional Infrastructure Development Fund (RIDF) is to improve the competitive capacity of regional Victoria and enhance economic development through investment, job creation and the promotion of export opportunities.

The RIDF was established by the *Regional Infrastructure Development Fund Act 1999* (the "Act") as a Trust Fund in the Public Account. This arrangement is considered by the Government to be clear, transparent and accountable and shows the sincerity of its commitment to using funding available for the purposes for which it was intended.

The RIDF provides support for capital works in regional communities to:

- support new industry development
- link transport infrastructure
- improve tourism facilities
- better link regional Victoria to new opportunities in education and Information and Communication Technologies (ICT) infrastructure.

Applications are considered against published evaluation criteria. Project proposals will need to demonstrate the applicant's ability to meet a significant number of the following criteria:

- Economic
- Socio-economic
- State and Regional Priority
- Project Feasibility and Delivery
- Victorian Industry Participation Policy (VIPP)
- Financial.

## Priority Initiatives

In implementing the RIDF, the Government has also identified a number of priority initiatives to be considered through the Fund. These current priority initiatives relate to:

- Arts and Cultural Facilities Infrastructure
- Aviation Infrastructure
- Biofuels Infrastructure
- Dairy Farm Gate Infrastructure
- Intermodal Freight Infrastructure
- Local Ports Infrastructure
- Local Roads to Markets Infrastructure
- On Farm Energy Infrastructure
- Pathways Infrastructure
- Rural Showgrounds Infrastructure
- Small Towns Development Infrastructure
- Stock Over/Underpass Road Infrastructure
- Water for Industry Infrastructure

Further information on these priority initiatives is available via a [RIDF Priority Initiatives Fact Sheet](#).

## Inter-Departmental Committee

Applications are considered by an Inter-departmental Committee who is responsible for making an appropriate recommendation to relevant Ministers.

## Guidelines

### What projects are eligible?

Projects of a capital nature, irrespective of size which meet the specified eligibility criteria and which add to the economic / socio-economic asset base of a region, municipality or local area.

Examples of capital works, whether partly privately or publicly funded may include the following:

- Industry development including physical works to facilitate economic development.
- Transport improvements including roads, rail, ports or airports of strategic regional significance.
- Tourism related capital works for new and improved facilities.
- Strategic education and ICT infrastructure.

## Regional Infrastructure Development Fund Guidelines

### What projects are not eligible?

- Requests for retrospective funding, where projects have been completed or have commenced construction prior to receiving funding approval
- Ongoing operating costs or salary subsidies
- Projects requiring ongoing funding from State Government once completed
- Projects undertaken by the private sector as a result of Government contractual arrangements
- Projects requiring full funding where funding is normally provided from state, commonwealth and/or local Government sources
- Feasibility studies, business plans, cost benefit analyses and economic impact studies.

### What are the eligibility criteria for projects?

Submissions need to demonstrate the applicant's ability to meet a **significant** number of the following criteria:

- Economic
- Socio-economic
- State and Regional priority
- Project feasibility and delivery
- Victorian Industry Participation Policy (VIPP)
- Financial

#### (a) Economic

You should demonstrate clearly how the proposed project will address each of the following:

- Attracts investment and complements other investments in your region.
- Creates jobs and stimulates regional economic growth.
- May facilitate the integration of your region into global markets, including opportunities for export or import replacement.

#### (b) Socio-economic

You should demonstrate clearly how the proposed project will address each of the following:

- Enjoys relevant community and industry support.
- Is consistent with environmentally sustainable development.
- Builds on identified key regional strengths.
- Provides an adequate social return to the community.

#### (c) State and Regional Priority

You should demonstrate how the proposed project is consistent with:

- Objectives and key outputs of local or regional economic development strategies.
- The Government's stated policy commitments to provincial Victoria.

#### (d) Project Feasibility and Delivery

You should clearly demonstrate:

- That all legal, land tenure, planning and environmental issues have been identified and resolved (or satisfactory resolution strategies are in place).
- Access to project management experience in both the developmental and operational phases of the project.
- That project risks have been identified and strategies are in place to manage them.

#### (e) Victorian Industry Participation Policy (VIPP)

Applicants applying for a grant greater than **\$1 million** are required to complete a Victorian Industry Participation Policy (VIPP) statement. This statement includes three reporting requirements: the level of local content; the number of new jobs created; and possible skills and technology transfer

## Regional Infrastructure Development Fund Guidelines

generated by the project. A standard clause will be contained within the legal agreement requiring grant recipients to meet the level of local content, as outlined in the VIPP statement.

### (f) Financial

Projects should maximise funding support from a range of sources, including commonwealth and local government, community, private sector and regional organisations.

You must be able to demonstrate that the viability of the project is not dependent on ongoing funding or continuing government support.

Where future operating costs are an issue, the applicant needs to clearly demonstrate how those costs will be underwritten without recurrent subsidy from State Government sources.

All project costs included in the application must be exclusive of GST. The grant to be paid by the Department of Innovation, Industry and Regional Development will be "grossed up" by the amount of GST, provided the applicant provides details of registration for the GST, or proof of exemption from being required to register.

### Competitive Neutrality

All successful applications to the RIDF from a Government body, including local governments, government departments and government business enterprises, will be required to comply with the Competitive Neutrality Policy Victoria, in respect of any commercial goods or services offered by the body as a result of the grant.

### Who can apply?

Applications will be considered from councils, State Government, regional infrastructure providers, regional organisations, business groups, educational institutions and the private sector located in regional Victoria (see below for definition of "Regional Victoria").

All applications other than those from Budget Sector Government Agencies will require formal support

from the councils impacted by the project in regional Victoria. Preference may be given to councils that group together to develop a funding proposal.

### How is 'regional Victoria' defined?

Regional Victoria is defined as the area within the municipal districts of the following councils established under the Local Government Act 1989

Alpine Shire Council  
 Ararat Rural City Council  
 Ballarat City Council  
 Bass Coast Shire Council  
 Baw Baw Shire Council  
 Benalla Rural City Council  
 Buloke Shire Council  
 Campaspe Shire Council  
 Central Goldfields Shire Council  
 Colac-Otway Shire Council  
 Corangamite Shire Council  
 East Gippsland Shire Council  
 Gannawarra Shire Council  
 Glenelg Shire Council  
 Golden Plains Shire Council  
 Greater Bendigo City Council  
 Greater Geelong City Council  
 Greater Shepparton City Council  
 Hepburn Shire Council  
 Hindmarsh Shire Council  
 Horsham Rural City Council  
 Indigo Shire Council  
 Latrobe City Council  
 Loddon Shire Council  
 Macedon Ranges Shire Council  
 Mansfield Shire Council



## Regional Infrastructure Development Fund Guidelines

Mildura Rural City Council  
 Mitchell Shire Council  
 Moira Shire Council  
 Moorabool Shire Council  
 Mount Alexander Shire Council  
 Moyne Shire Council  
 Murrindindi Shire Council  
 Northern Grampians Shire Council  
 Pyrenees Shire Council  
 Borough of Queenscliffe  
 South Gippsland Shire Council  
 Southern Grampians Shire Council  
 Strathbogie Shire Council  
 Surf Coast Shire Council  
 Swan Hill Rural City Council  
 Towong Shire Council  
 Wangaratta Rural City Council  
 Warrnambool city Council  
 Wellington Shire Council  
 West Wimmera Shire Council  
 Wodonga Rural City Council  
 Yarriambiack Shire Council

- Provide broad public benefit
- Are sustainable – financially, environmentally and socially in the long term
- Demonstrate financial viability and a strong case for funding
- Are a State or Regional Priority
- Maximise funding support from a range of sources
- Are ready to be implemented.

### Lower Priority Project Proposals

- Can be implemented through another Government funding program
- Do not relate to the key areas of focus of the RIDF
- Do not have a demonstrable social and economic benefit
- Are not environmentally sustainable
- Are not ready for implementation
- Are not a state or regional priority
- Do not maximise funding support from other sources.

Regional Victoria also includes the Alpine Resorts area, which is not included in any municipal district.

### Application Prioritisation

Applications that are eligible for funding under RIDF guidelines and that meet the eligibility criteria, are initially allocated higher or lower priorities on the following basis:

#### Higher Priority Project Proposals

- Rate highly in terms of demonstrable project benefits related to new employment, investment and exports (or import replacement)

It should be noted that these criteria are employed in the initial prioritisation process, with further detailed evaluation and assessment of priority project proposals following.

Where appropriate, project applications may be referred to an alternative funding program.

### Inter-Departmental Committee

The Regional Infrastructure Development Fund Inter-departmental Committee (RIDC) is responsible for making an appropriate recommendation to the Minister for Regional and Rural Development regarding all project

## Regional Infrastructure Development Fund Guidelines

applications. In the case of or projects seeking funding of \$2 million or more, applications supported by the RIDC will also be forwarded to the Minister for Finance, for authorisation of the Minister for Regional and Rural Development's approval.

The RIDC is chaired by Regional Development Victoria and includes representatives from the Department of Premier and Cabinet and the Department of Infrastructure. The Department of Treasury and Finance also are represented when projects seeking funding of \$2 million or more are considered.

Where relevant, comments and advice will be sought from a range of state Government departments and agencies.

### Conditions

Successful applicants will be required to enter into a funding agreement detailing all funding obligations and conditions, including special conditions depending on the nature of the funded project.

If funds are to be provided to a non-Government organisation the financial viability of that organisation and its ability to manage and complete the project must be demonstrated.

A completion report, including an independently prepared Audit Certificate detailing the total cost of the project, must be submitted to Regional Development Victoria on completion of the project.

Projects must commence within one year of the offer of the grant. If a project does not commence within this first year, the grant will be reviewed.

### Evaluation

After completion of the project, applicants must submit annual evaluation reports assessing the success of the Project in meeting its stated objectives.

Annual evaluation reports may be required for up to three years following completion of the funded project.

Successfully funded projects may be required to contribute information on project outcomes for use in RDV evaluation reviews and/or for marketing collateral.

### Regional Infrastructure Development Fund

Regional Development Victoria  
GPO Box 4509 Melbourne 3001  
[www.business.vic.gov.au](http://www.business.vic.gov.au)  
[RIDF@rdv.vic.gov.au](mailto:RIDF@rdv.vic.gov.au)

For information in regard to this program and your nearest office, contact the Victorian Business Line on 13 22 15.

**Appendix D – Regional Plans**

# GIPPSLAND REGIONAL DEVELOPMENT STRATEGY



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  - 9 Priority: Improved access and connectivity
  - 11 Priority: Long-term land use planning
  - 12 Priority: Economic growth
  - 14 Priority: Improved awareness and appreciation of Gippsland
  - 15 Priority: Improved access to relevant information and data
  - 16 Priority: Education and Training
  - 17 Priority: Community Planning and Development
  - 18 Priority: Improved implementation
  - 19 Regional Indicators
  - 20 Implementing the Gippsland Regional Development Strategy
-



## Introduction

The Gippsland Regional Development Strategy is an initiative of the Gippsland Local Government Network (GLGN), consisting of the six Gippsland based Councils:

- Bass Coast Shire Council
- Baw Baw Shire Council
- East Gippsland Shire Council
- Latrobe City Council
- South Gippsland Shire Council
- Wellington Shire Council

The GLGN has received financial and in-kind support from Regional Development Victoria, the Department of Victorian Communities and the Gippsland Area Consultative Committee in preparing *the Strategy*.

The GLGN Councils anticipate ongoing growth for Gippsland. They are committed to the challenge of ensuring growth contributes to the development of a dynamic, fair, sustainable and more liveable Gippsland that is globally and nationally competitive. This Strategy is their response to this challenge.

*The Strategy* will be driven by the GLGN Councils in partnership with a range of relevant agencies, institutions and community organisations.

*The Strategy* does not override the strategic agendas of GLGN member councils. It aims to enable the GLGN Councils to effectively pursue outcomes that increase their capability to deliver relevant economic, environmental and social outcomes for Gippsland's communities.

*The Strategy* recognises that GLGN Councils have strategic interests outside of the Gippsland Region. The strategy does not require the GLGN Councils to forgo these interests. Rather, it provides an agenda relevant to the mutual interests of the GLGN Councils.

Finally, *the Strategy* endeavours to integrate and/or leverage a wide range of existing initiatives of both the GLGN and the Victorian State Government.



## What is the Gippsland Regional Development Strategy?

*The Strategy* is a strategic framework that identifies priorities, outcomes and needs associated with the long-term, sustainable development of the Gippsland Region.

### The Strategy:

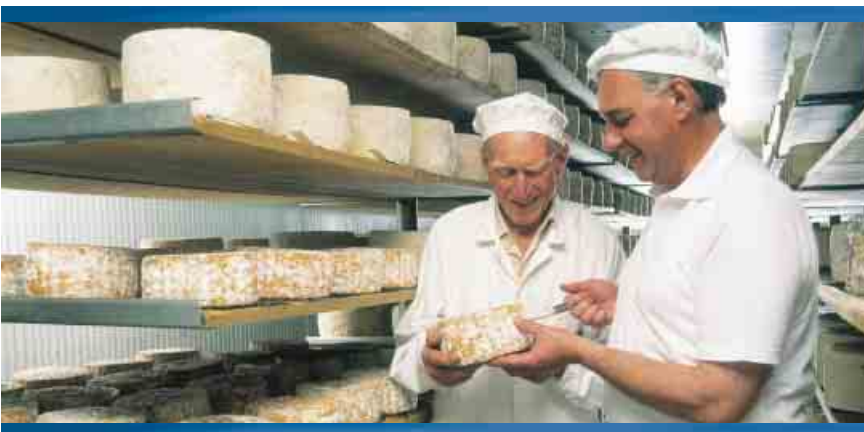
- Articulates an overarching *Vision* for Gippsland consistent with the aspirations of the GLGN Councils and their respective communities
- Espouses a set of clear *Key Principles* underpinning development in the Gippsland Region and ongoing decision-making
- Recognises a number of *Key Outcomes Areas* that represent key themes for regional development in Gippsland consistent with the overarching *Vision* and *Principles*
- Identifies a range of *Priority Needs* to be addressed to achieve the *Key Outcomes*
- Identifies a range of regional projects that address the outcomes and needs associated with sustainable development in Gippsland. These regional projects will enable GLGN to more effectively deliver strategic outcomes and priorities for their respective communities



## Preparation of the Gippsland Regional Development Strategy

The preparation of *the Strategy* has involved the following key activities:

- The identification, incorporation and integration, of other key regional strategies
- An analysis of key documentation from the GLGN Councils
- An analysis of the Gippsland regional economy
- A review of the capability of Gippsland's key infrastructure
- Consultation with a range of agencies, institutions and community organisations
- Consultation with a number of sectors key to the sustainable development of the Gippsland Region
- The conduct of a Strategic Planning Workshop with a range of stakeholders from the GLGN and Gippsland's Regional Management Forum







## Regional Vision

*Gippsland is a dynamic Region, harnessing the community's full capabilities, abundant physical resources and remarkable diversity to offer a range of exciting opportunities and great lifestyle choices*

The focal point of *the Strategy* is the vision for the Gippsland Region.

Gippsland makes a significant contribution to Victoria and beyond, through a range of means including energy resources, agricultural production, major manufacturing, its natural environment and tourism. It is ***Victoria's Powerhouse***.

*The Strategy* is designed to pursue this vision, leverage Gippsland's capability and potential and reinforce Gippsland's ability to deliver desired outcomes for Gippslanders, and play a key role in a successful future for Victoria.



## Key Principles for Regional Development in Gippsland

A framework of key principles underpins the Gippsland Regional Development Strategy. These principles have, and will, guide the decision-making associated with *the Strategy* including prioritising areas of focus, identification of needs and the choice and implementation of regional projects.

The *Key Principles* have emerged from an analysis of stakeholder consultation, the values of GLGN and the critical factors to effective regional development.

<b>Collaboration</b>	Regional development in Gippsland will foster effective communication and partnerships between government, agencies, industry and community
<b>Sustainability</b>	Regional development in Gippsland will ensure the long-term viability of Gippsland and its key assets and resources
<b>Liveability and Fairness</b>	Regional Development in Gippsland will promote quality lifestyles by planning for people, accepting diversity and encouraging health and wellbeing
<b>Innovation</b>	Regional development in Gippsland will add value through the development of a wide understanding of opportunities and needs, and insight and the effective use of Gippsland's economic, environmental and social resources
<b>Connectivity</b>	Regional development in Gippsland will enable Gippslanders to effectively connect to one another, to services and opportunities, and to the rest of the world
<b>Risk Management</b>	Regional development in Gippsland will recognise, and effectively mitigate risk to Gippsland's key regional economic, environmental and social assets



## Key Outcome Areas

*The Strategy* has identified the following framework of Key Outcome Areas which represent the main aims of regional development in Gippsland. Each Key Outcome Area represents a theme of strategic interest necessary to achieving the Regional Vision consistently with the Key Principles.

The Key Outcome Areas (KOAs) identified each have their own set of challenges and required actions but are also interdependent. Achievement in one Key Outcome Area will add value to others.

### **KOA 1: Enabling strategic delivery**

*This Strategy* will enable an improved ability of local government, agencies, institutions, industry and the community to effectively pursue their strategic priorities

### **KOA 2: Managed growth and improved liveability**

*This Strategy* will encourage positive growth and improved liveability. It will foster improvement in the ability of the region to anticipate growth and accommodate it appropriately

### **KOA 3: Targeted investment**

*This Strategy* will pursue and facilitate investment that enhances Gippsland's competitive characteristics and capability and foster a wide appreciation of the opportunities that Gippsland can offer

### **KOA 4: Improved capacity and capability**

*This Strategy* will foster Gippsland's, and Gippslander's, ability to identify, and capitalise on opportunities and effectively manage change

### **KOA 5: Integrated planning**

*This Strategy* will support an integrated approach to managing economic, environmental and social issues

### **KOA 6: Enhanced environmental values**

*This Strategy* will pursue the balance and enhancement of Gippsland's natural and built environments

## Regional Priority Needs

*The Strategy has identified a range of Priority Needs to be addressed with respect to achieving the Vision, adhering to the Principles and delivering against the Key Outcome Areas.*

Gippsland's priority needs are:

- Water security
- Improved access and connectivity
- Long-term land use planning
- Economic growth
- Improved access to relevant information and data
- Education and Training
- Community Planning
- Improved awareness and appreciation of Gippsland
- Improved implementation

Fulfilling the needs of the region will be addressed through a range of regionally significant projects. The projects in this strategy have been coupled with the region's priority needs and considered in conjunction with the range of strategies, programs and projects already underway in Gippsland.

Of particular relevance to the regional projects are a range of Victorian State Government initiatives emanating from the following policy frameworks:

- Moving Forward; Making Provincial Victoria the Best Place to Live, Work and Invest
- A Fairer Victoria
- Meeting our Transport Challenges; Connecting Victorian Communities – Provincial Victoria
- Our Environment – Our Future

These policy frameworks offer a range of initiatives that can provide resources for the regional projects and/or need to be incorporated into their implementation.

The regional projects are intended to:

- Be true to the Regional Vision and Key Principles;
- Enable delivery in the Key Outcome Areas and address the Priority Needs; and
- Support a balance of economic, social and environmental outcomes.



### Priority: *Water security*

Gippsland's economic prosperity and growth rely on access to water. The recent release of the Central Victorian Water Strategy makes the definition of Gippsland's long-term water requirements an imperative. By defining its water needs the region can more effectively articulate key priorities, identify strategic outcomes and advocate for policy change and investment in water security.

#### PROJECT 1: DEVELOPMENT OF A GIPPSLAND WATER STRATEGY

<b>Aim</b>	Ensuring long term water security for Gippsland
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>• Identification of long term water requirements</li> <li>• Identification of strategies to conserve, protect and deliver appropriate water supply</li> </ul>



### Priority: Improved access and connectivity

Gippsland needs ready, reliable and efficient access and connectivity to continue to be globally and nationally competitive. This includes access to markets, suppliers, services, opportunities and activities. Access is needed for industry and for visitors but also for Gippslanders within the region.

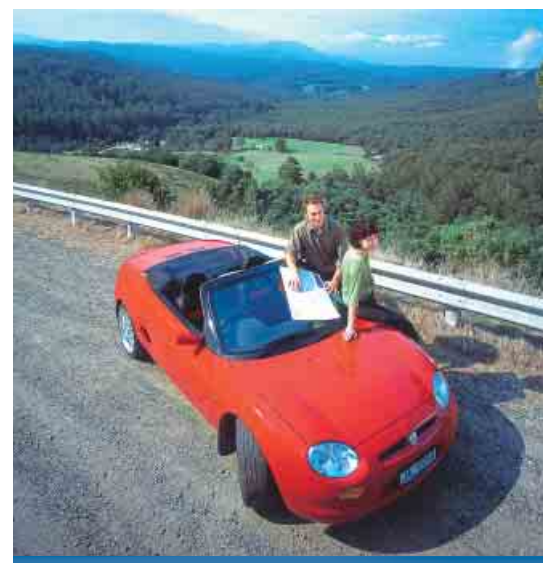
This access and connectivity requires ongoing improvements to roads, freight infrastructure, public transport and telecommunications.

The Gippsland Infrastructure Audit Discussion Paper, completed by GHD in 2005 identified a number of key issues relating to Gippsland's infrastructure including:

- Population growth is already placing increased demand on community infrastructure including leisure facilities, schools and hospitals
- Aging population (and the subsequent demand on related facilities and services)
- Skills shortages
- Increases in freight
- Public transport
- Unsealed roads
- Poor telecommunications
- Bridge condition and capacity

### PROJECT 2: ROAD & FREIGHT INFRASTRUCTURE PROJECTS

<b>Aim</b>	Improve access to, from and within Gippsland
<b>Key Outcomes</b>	<p>Delivery of key transport infrastructure improvements with respect to:</p> <ul style="list-style-type: none"> <li>• Town bypasses:             <ul style="list-style-type: none"> <li>- Traralgon</li> <li>- Sale</li> <li>- Bairnsdale</li> </ul> </li> <li>• Princes Highway upgrade: Traralgon to Sale</li> <li>• Intermodal facilities:             <ul style="list-style-type: none"> <li>- Morwell</li> <li>- Bairnsdale</li> </ul> </li> <li>• Access to the Port of Hastings</li> </ul>





### PROJECT 3: THE DEVELOPMENT OF A PUBLIC TRANSPORT IMPROVEMENT STRATEGY

<b>Aim</b>	Improve access to services and opportunities
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>• Identification of current capacity and capability</li> <li>• Identification of long term needs</li> <li>• Effective integration of public transport requirements into growth strategies and future development</li> <li>• Encouraging greater uptake of public transport</li> <li>• Identification of immediate improvements</li> <li>• Identification of relevant improvement strategies/projects</li> </ul>

### PROJECT 4: INFORMATION AND COMMUNICATION TECHNOLOGY IMPROVEMENT PROGRAM

<b>Aim</b>	Delivery of improved ICT capability
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>• Identification of current capability</li> <li>• Identification of long term needs</li> <li>• Growing the awareness, and understanding, of the opportunities and benefits possible through utilisation of effective use of ICT</li> <li>• Identification of immediate improvements</li> <li>• Identification of relevant improvement strategies/projects</li> </ul>

### Priority: Long-term land use planning

Gippsland's development capacity is inextricably related to future land use. For Gippsland to develop effectively as an economic unit, region-wide planning is required. Gippsland must ensure the region has sufficient land supply, for a range of uses, in locations facilitating favourable social, economic and environmental outcomes.

#### PROJECT 5: REGIONAL LAND USE/GROWTH STRATEGY

Aim	Support sustainable growth and land use across Gippsland
Key Outcomes	<ul style="list-style-type: none"> <li>• Identification of regional growth projections and related issues, needs and requirements</li> <li>• Identification of appropriate locations for accommodating growth and economic activities</li> <li>• Development regional scale policies and processes for managing sustainable growth and land use including:               <ul style="list-style-type: none"> <li>- Rural Land Use Strategies</li> <li>- Commercial and Industrial Land Supply Strategies</li> <li>- Urban Design Frameworks or Local Structure Plans</li> <li>- Integrated Land Use and Public Transport Planning</li> <li>- Integrating Land Use Strategies with Community Infrastructure Needs</li> <li>- Settlement Patterns and Utility Service Infrastructure</li> </ul> </li> </ul>







### Priority: *Economic growth*

Energy supply capability is an important aspect of regional economic development. There is a significant challenge in balancing the utilisation of energy resources with:

- Economic development;
- Environmental sustainability and responsibility; and
- Maintaining Gippsland as an attractive place to live and work.

Infrastructure connections within and between regions will need to meet demands from new and existing industry. Road, rail and transmission networks traversing the region will need to not only be maintained but improved if products are to be moved throughout the region and to Melbourne, interstate or internationally (see fig.13-1 on opposite page).

### PROJECT 6: ENERGY SUPPLY INFRASTRUCTURE

<b>Aim</b>	Improved access to reliable energy supply
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>• Identification of current capability</li> <li>• Identification of long term needs</li> <li>• Identification of immediate improvements</li> <li>• Identification of relevant improvement strategies/projects</li> </ul>

Within the Gippsland economy there is a significant gap between the goods and services sourced within the region and those imported into the region. This gap is estimated to be around \$3.3 Billion annually, within this significant import replacement and value adding opportunities already exist.

Economic analysis has identified potential opportunities for import replacement in the following industry sectors:

<b>Agriculture</b>	\$153m
<b>Manufacturing</b>	\$115m
<b>Tourism</b>	\$31m

Analysis of forward supply chains gaps has identified further opportunities for the Gippsland economy. However, filling forward supply chain gaps means creating markets for goods and services already produced in the region but not yet in demand (see fig. 13-2 on opposite page).

### PROJECT 7: IMPORT REPLACEMENT PROGRAM

<b>Aim</b>	Leveraging import replacement for economic growth and improved capability
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>• Further investigation and understanding of import replacement opportunities including industry engagement</li> <li>• Disseminating information to relevant industry sectors</li> <li>• Incorporating information into investment attraction programs</li> </ul>

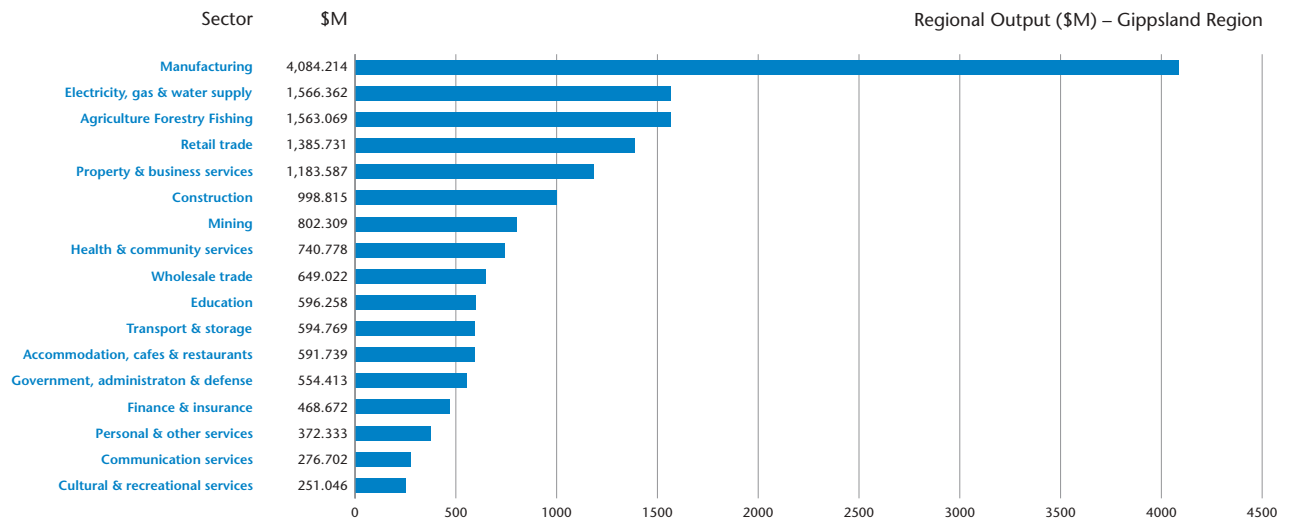


Fig. 13-1: Regional Output for the Gippsland Region

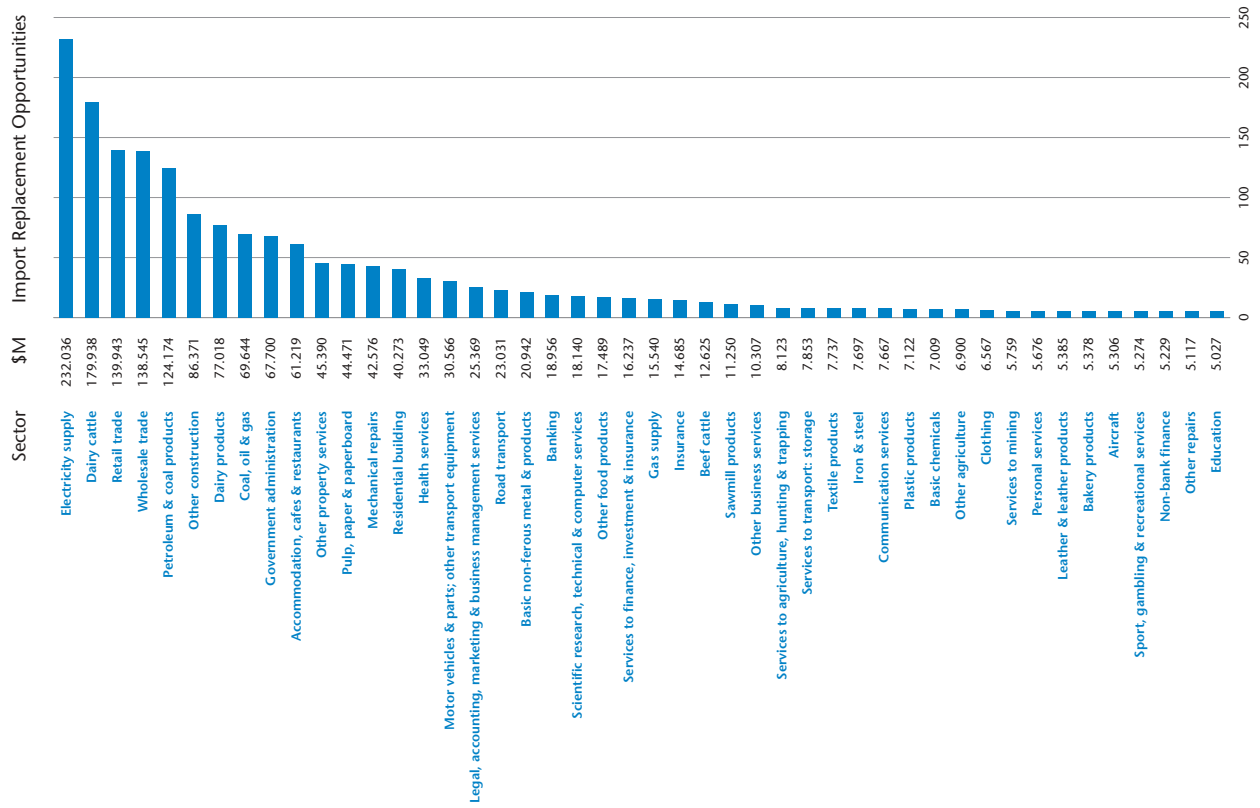


Fig. 13-2: Import replacement, opportunities (Backward linkages)



### ***Priority: Improved awareness and appreciation of Gippsland***

There is an ongoing need to increase awareness of the opportunities and benefits Gippsland has to offer and their value with 'investors' of all types.

#### **PROJECT 8: MARKETING AND BRANDING STRATEGY**

##### **Aim**

Growth in the awareness and appreciation of Gippsland and its related opportunities and benefits

##### **Key Outcomes**

- Identification and development of key offers
- Identification and development of target market sectors and segments
- Identification, development and integration of appropriate marketing channels
- Development of an effective brand and branding strategy





### **Priority: *Improved access to relevant information and data***

A wide range of Gippsland based service providers and industry need improved access to economic, environmental and social related information and data. This facilitates improved decision-making, strategic planning and service delivery.

Over the years, a wealth of information and research has been conducted on the Gippsland region giving rise to numerous strategies. Improved access to this body of information and the outcomes of these strategies would benefit regional efficiencies, increasing competitiveness and productivity.

#### **PROJECT 9: DEVELOPMENT OF AN INFORMATION MANAGEMENT PROCESS**

<b>Aim</b>	Improved access to relevant economic, social and environmental related information and data
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>• Identification and development of effective processes for sharing information</li> <li>• Enabling efficient public domain coverage</li> <li>• Identification and development of appropriate tools for information capture and dissemination</li> </ul>



### **Priority: Education and Training**

Gippsland's education and training providers identified the region as well served by a wide range of training providers. They believe the focus for addressing regional skills needs should be:

- Developing an improved and wider understanding of the region's current and future skill needs
- Seeking appropriate resourcing to provide additional training where demand is beyond current capacity
- Encouraging industry and the community to make a greater investment in training

### **PROJECT 10: SKILLS DEVELOPMENT STRATEGY**

<b>Aim</b>	Improved workforce capability
<b>Key Outcome</b>	Identification of strategies and programs to ensure appropriate investment in skills development by industry, education and training providers, and the Gippsland community

## Priority: Community Planning and Development

The diversity within the Gippsland Region requires community planning processes able to identify and deliver responses to localised needs and aspirations.

Discussion with the relevant council officers from GLGN Councils identified that *the Strategy* should:

- Foster integrated community planning
- Channel common needs/major interventions
- Involve non-council providers
- Plan for integrated transport solutions – improved access to services/opportunities

### PROJECT 11: COMMUNITY PLANNING FOR LIVEABILITY AND A FAIRER GIPPSLAND

<b>Aim</b>	Foster a sense of safety, wellbeing and community inclusion through effective community planning in the Gippsland Region
<b>Key Outcomes</b>	<ul style="list-style-type: none"> <li>• Identification and development of operational and structural processes:             <ul style="list-style-type: none"> <li>- Required for government to respond and facilitate response to community priorities</li> <li>- That will benefit from the input and experience of range of stakeholders</li> <li>- That will cater for the Gippsland's diversity</li> </ul> </li> <li>• Development targeted funding that will support projects and strategies identified through the community planning process</li> </ul>

### PROJECT 12: REGIONAL RECREATIONAL FACILITIES STRATEGY

<b>Aim</b>	Improved access to recreational opportunities
<b>Key Outcomes</b>	Identification of the need, type and location of regional scale recreational facilities





### Priority: Improved implementation

It is anticipated that Working Groups (see implementation section) will be formed to implement each of the Regional Projects. They will:

- Develop a full scope for the project
- Business plans identifying the specific actions required to pursue appropriate support and funding,
- Identify and engage relevant stakeholders (including industry)
- Establish timeframes and responsibilities.

Overview of the likely impact of the Regional Projects

Regional Projects	Impacts					Key Principles					Key Outcome Areas					Priority Needs						
	Economic	Social	Environmental	Collaboration	Sustainability	Liveability and Fairness	Innovation	Connectivity	Risk Management	Enabling Strategic Delivery	Managed Growth	Targeted Investment	Improved Capability	Integrated Planning	Enhanced Environmental Values	Long Term Land Use	Economic Growth	Water Security	Improved Access to Relevant Information/Data	Improved Awareness & Appreciation	Improved Implementation	Improved Access & Connectivity
Regional Land Use/Growth Strategy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Gippsland Water Strategy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Road/Freight Infrastructure Projects	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Public Transport Improvement Strategy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
ICT Improvement Programs	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Marketing and Branding Strategy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Information Management Process	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Energy Supply Infrastructure	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Import Replacement Program	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Skills Development Strategy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Regional Recreational Facilities Strategy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Gippsland Community Planning Process	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

● Major      ● Significant      ● Supporting

Fig. 18-1: Overview of the likely impact of the Regional Projects

## Regional Indicators

The following regional indicators will be developed and used to monitor economic, social and environmental change in the Gippsland Region and to evaluate the impact of the Regional Projects.

### Gross Regional Product

This will enable an ongoing understanding of the characteristic, capacity and capability of the Gippsland regional economy.

### Employment

This will enable an ongoing understanding of the level of employment, the types of skills being employed and the types of skills needed.

### Wages per Capita

This will provide an indication of prosperity and identify the relative benefits of working and living in Gippsland.

### Population Growth and Mix

This will enable a monitoring of population and demographic change in order to identify impacts, targeted immigration and future requirements.

### Community Wellbeing

This will involve a basket of indicators relating to community wellbeing including community development, health and levels of involvement and participation.

### Health of Key Environmental Assets

This will monitor the health and capacity of a range of key environmental assets including water, air and flora and fauna. It would also monitor community behaviours with respect to environmental management activities such as recycling and water and energy usage.

### Investment – Public and Private

This will track the type and level of investment in the economy, infrastructure development and residential growth.

### Visitation

This will track the level of visitation to the Gippsland Region and include monitoring the demographics, destination, activities and yield of visitors.







## Implementing the Gippsland Regional Development Strategy

An implementation approach for the Gippsland Regional Development Strategy has been developed in consultation with a range of key stakeholders. The recommendations reflect the need to improve implementation of regional scale projects and support this with an appropriate allocation of resources.

### Principles

The following principles will underpin the implementation of *the Strategy*:

- *The Strategy* is supported by all GLGN Councils and required implementation support is funded on an appropriately proportional basis to be determined by the GLGN executive
- Regional projects will leverage the appropriate strategies and programs already available
- Funding for regional projects will be sought from a range of sources including GLGN members where appropriate
- All regional projects involve relevant regional partnerships of GLGN Councils and/or relevant agencies

### Structure

The following structure will underpin the implementation of the strategy.

A **Gippsland Regional Development Strategy Steering Group**, comprised of GLGN – plus Gippsland Area Consultative Committee & Regional Development Victoria should have responsibility for:

- Providing overall direction to *the Strategy* implementation
- Reviewing and approving *the Strategy* implementation/updates including priorities for Regional Projects
- Advocating in support of the implementation of *the Strategy* and Regional Projects
- Developing and approving *the Strategy's* implementation support budget
- Reviewing and updating *the Strategy* as required including identification of new projects and updating project prioritisation

Individual **Regional Project Working Groups**, comprised of a member of the Gippsland Regional Development Strategy Steering Group and GLGN/Regional Management Forum representatives as appropriate, with responsibility for:

- Developing and implementing of a regional projects
- Identifying project 'champions' for each regional project
- Developing *Action Plans* for regional projects including advocacy for funding and stakeholder and community consultation

A full-time **Gippsland Regional Development Strategy Executive Officer** based at a GLGN Council, responsible for:

- Providing support to the Gippsland Regional Development Strategy Steering Group and Regional Project Working Groups
- Implementation of actions for Regional Projects as required including liaison with RMF members and other stakeholders
- Coordinating with GLGN Secretariat regarding PR/media for GRDS
- Pursuing relevant information/ research as required including identification of potential funding sources for Regional Projects
- Gathering and analysis of data relevant regional indicators
- Monitoring and reporting on GRDS budget
- Preparation of submissions and reports for Regional Project funding bodies

It is recommended that the existing **Regional Management Forum** would be involved in:

- Facilitating joined-up government intervention for *the Strategy*, resolving blockages and cutting through red tape in the region
- Participating in relevant Regional Project Working Groups
- Receiving reports on GRDS and Regional Projects

GLGN Councils:  
[www.basscoast.vic.gov.au](http://www.basscoast.vic.gov.au)  
[www.bawbawshire.vic.gov.au](http://www.bawbawshire.vic.gov.au)  
[www.egipps.vic.gov.au](http://www.egipps.vic.gov.au)  
[www.latrobe.vic.gov.au](http://www.latrobe.vic.gov.au)  
[www.sgsc.vic.gov.au](http://www.sgsc.vic.gov.au)  
[www.wellington.vic.gov.au](http://www.wellington.vic.gov.au)

A Victorian  
Government  
initiative





**Geelong Region Alliance**

# The Geelong Region Plan

A sustainable growth strategy

A sustainability plan that looks toward 2050 addressing the challenges the region will face in the areas of environment, settlement, land use, community strength, economy and the way we make things happen.



**An Overview**

## What is G21?

G21 is the alliance of a variety of independent organisations with a shared vision for the Geelong region. The Alliance includes the municipalities of Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast, along with the Victorian Government and more than 150 community and business organisations committed to securing a bright and sustainable future for the region.

G21 is an award winning model of regional development that provides:

- **A platform** for the region to speak with one voice to all levels of government.
- **A forum** to discuss 'big picture' regional issues across interest groups and municipalities.
- **Improved efficiency** by facilitating multi-agency collaboration and sharing of information and resources.
- Attraction of **additional resources** to the region by co-ordinating and prioritising projects to deliver greater value.
- **An agreed framework** for a sustainable future for regional organisations.



## What is sustainable development?

G21 adopts the definition from the 1987 World Commission on Environment and Development:

**“development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.”**



The G21 Geelong Region Plan is a collaborative approach to addressing long term regional challenges and opportunities over a timeframe beyond normal Council and parliamentary terms. It is a plan for the sustainable future of our region, developed by the people of our region.

The plan is unique in Australia and will create new opportunities for identifying and delivering projects that are strategically important to the sustainable future of our region.

## What are our region's challenges and opportunities?

The research supporting the G21 Geelong Region Plan includes information from regional, Victorian and national organisations, as well as specifically commissioned research and analysis. Major challenges for the region looking towards 2050 include:



Extensive consultation was undertaken to develop appropriate responses to these challenges and opportunities. Advice and opinions were gathered from 35 consultation forums that were attended by nearly 1000 people from more than 50 organisations. Participants included State Managers, Elected Members, Education and Business Leaders, Strategic Planners, Rural & Coastal authorities and senior representatives from the fields of transport, health, infrastructure, environment, housing, community, Indigenous and young people. In addition to this, a Community Survey attracted responses from 600 residents from around the region.

Stakeholder comment and public comment periods on the Plan attracted more than 50 written responses which contributed to the final content of the Plan.

## An agreed strategy for a sustainable future

The Plan is divided into five key Directions, each of which features a number of regionally endorsed policies that respond to the identified challenges and opportunities the region will face over the next 45 years. Each policy includes short, medium and long-term objectives designed to balance current reality with future vision.

Direction 1: **Protect and enhance our environment**



Direction 2: **Create sustainable settlements**



Direction 3: **Strengthen our communities**



Direction 4: **Refocus our economy**



Direction 5: **Make it happen**



Projects that align with the objectives will be nominated, prioritised, developed, endorsed and implemented on a case by case basis over coming months and years.

In endorsing the strategy, the alliance and government bodies have acknowledged that achieving the objectives is integral to the sustainable development of the G21 region.



## Nominating and prioritising projects

The strategy will provide the basis for the development and implementation of regional projects. G21 Geelong Region Plan nominated projects must support the short, medium or long-term objectives in the strategy and will be owned and delivered by a variety of regional organisations.

A project can originate from any regional stakeholder and must:

- Deliver regional benefits.
- Require multi-agency collaboration, and
- Address objectives of the G21 Geelong Region Plan.

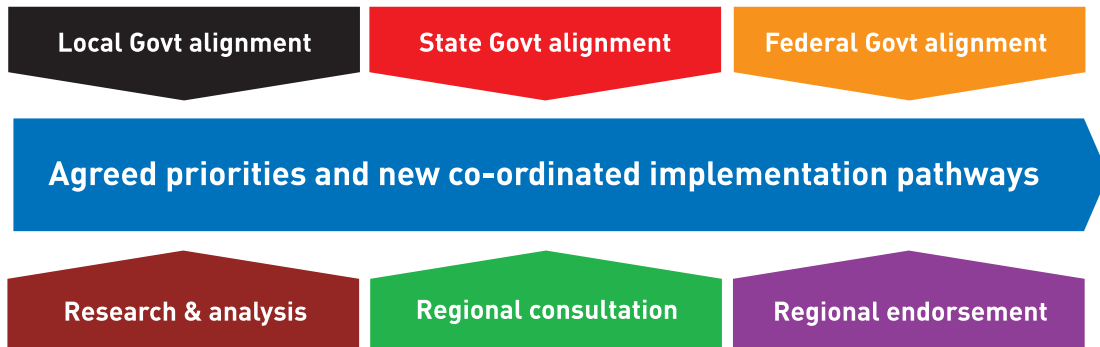
Projects will then be prioritised against criteria including:

- Social, environmental and economic benefits.
- Strategic alignment with objectives of the G21 Geelong Region Plan.
- Leadership and human resources, and
- Likelihood of funding.

New and existing projects aligning with the objectives of the strategy can be submitted via a web-based project information database for further consideration. Project nominations are encouraged and can be submitted at **[www.g21geelongregionplan.net](http://www.g21geelongregionplan.net)** or by completing a G21 Geelong Region Plan Project Submission Form available from the G21 office, Ground Floor, 199 Moorabool Street, Geelong, Victoria 3220.

## “Break-through” processes

New collaboration and implementation pathways are being established and used by the alliance to secure support and resources for projects. This includes new processes for State and Federal Government engagement and better co-ordination of regional stakeholders to increase advocacy, lobbying and network communication efficiencies.



Agreed priorities and co-ordinated implementation pathways will present stronger cases for funding support, creating greater likelihood of implementation and success.

The significant contributions from the networks and alliances engaged in the development and delivery of this plan are based on good will and a desire to see the region succeed. The successful delivery of the projects will require a similar level of collaboration and commitment.

The Policies

The Challenges

The Directions

- Climate change
- Population growth
- Water resources
- Waste management
- Land use



Protect and enhance our environment

- Skill levels
- Education levels
- Disadvantage
- Access to services
- Diversity



Create sustainable settlements

- Free trade pressure
- Industry transition
- Skills shortages



Strengthen our communities

- Communication
- Collaboration
- Data quality
- Attribution
- Control



Refocus our economy

Make it happen

- Respond to the challenge of climate change
- Use our water resources more efficiently
- Maintain and restore our natural assets
- Reduce our everyday environmental impacts
- Demonstrate environmental leadership

Objectives

Projects

- Minimise the amount of land used for urban development
- Create a network of well designed, safe and healthy communities
- Achieve efficiency in people and freight movement
- Provide land for industry and commerce

Objectives

Projects

- Build strong and safe communities
- Encourage healthy and active lifestyles
- Increase appreciation of diversity, arts and culture
- Improve access to services, infrastructure and affordable housing
- Address disadvantage

Objectives

Projects

- Respond to global competition
- Improve industry efficiency, innovation and commercialisation
- Reduce skills gaps and shortages
- Improve the operating environment for business

Objectives

Projects

- Influence the way we think and act
- Work together to deliver region-wide community benefits
- Use data to plan and measure progress

Objectives

Projects

## Who does what?

The G21 approach for delivery of projects is being developed to include:

- A clear set of roles and responsibilities for key players including government departments, local councils, project leaders, key regional organisations and G21 staff.
- Principles guiding the initiation of all projects claiming to address the plan.
- Guidelines for proposing and evaluating projects.
- Guidelines for delivering measurable results.
- Reporting requirements.
- Means and measures for managing progress against the objectives of the plan.
- Risk management.
- Clear processes for funding consideration, and
- Communication resources and strategies.

## Monitoring results

Indicators to monitor our progress in achieving the regional objectives have been established.

Current indicators results for all policies of the plan can be found at **[www.g21geelongregionplan.net](http://www.g21geelongregionplan.net)** and are listed against each policy in the strategy.

Indicator review intervals will be determined and incorporated into the plan's project governance procedures. Individual project measures will be determined on a case by case basis.

**The Geelong Region Plan**  
A sustainable growth strategy

**Search the Project Database**

G21 Geelong Region Plan Direction:  
All Areas

G21 Geelong Region Policy:  
All Policies

G21 Geelong Region Plan Objectives:  
All Objectives

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**The Geelong Region Plan**  
A sustainable growth strategy

**Protect and enhance our environment**

Challenges  
Policies  
Objectives  
Projects  
Indicators  
The Plan  
The Alliance  
The Region

We must bring together government, statutory authorities, community and business people in a deliberate and organised way to agree on and resolve the region's biggest environmental challenges including climate change, water supply and the health of our ecosystems.

**The Geelong Region Plan**  
A sustainable growth strategy

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**The Geelong Region Plan**  
A sustainable growth strategy

**Region Map**

Color Coding    Golden Plains    Geelong    Geelong Coast    Surf Coast

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**community profile**

home | return to the G21 Region website | site help

**Community Profile**

Select an area:  
How many people live here?  
What do we do?  
How do we live?  
Where were we born? (Birthplace countries)  
How many recently arrived?  
What language do we speak at home? (Language spoken at home)  
What is our religion? (Religion)  
What is our household income? (Weekly household income)  
What are our qualifications? (Highest education qualification achieved)  
What is the highest secondary school level we have completed? (Highest level of schooling)  
Where are we learning? (Education institute attending)

Current population estimates  
Residential development  
Migration  
Index of disadvantage  
Working population  
Reports  
Explanatory notes  
Site help  
Staff access  
Other websites...  
Forecast id (population forecasts)  
GIS profiler  
Great South Coast profiles

Supported by the Victorian Government

Community Profile includes results from the 2001, 1996 and 1991 Census of Population and Housing.

Community Profile is designed to inform community groups, Councils, and the general public. To achieve this, the Profile is presented in a simple, clear tables and charts with concise factual data.

The first release of 2006 Census data by the ABS occurred on 27 June 2007. This data will take approximately 3 months to process and will be available after this time.

In the meantime, a summary snapshot of Census 2006 data for every LGA in Australia is available at [www.id.com.au](http://www.id.com.au) along with a weekly progress report.

## Further information

The G21 Geelong Region Plan is an on-line publication available at **[www.g21geelongregionplan.net](http://www.g21geelongregionplan.net)**

The website requires broadband access\* and offers the following resources:

- the **complete endorsed G21 Geelong Region Plan** strategy for viewing, searching, printing and download.
- a searchable **project database** of nominated new and existing regional projects that align with objectives of the Plan.
- Login **facility to nominate projects** and (upon acceptance) update details.
- Complete **evidence and reference** documents for viewing, searching, printing and download.
- **Indicators** aligning with the policies of the Plan.
- **Demographic profiles and forecasts** for the region.
- Physical **maps** and comprehensive **satellite images** of the region.
- **Contact details** and information about G21.

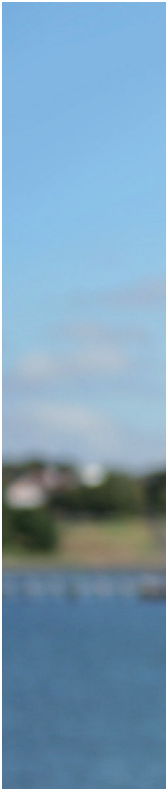
\* Broadband facilities are available to most homes and workplaces in the G21 region, as well as selected regional libraries, customer service centres and community centres. Resources from the website are also available by request from the G21 office.



## Geelong Region Alliance

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199 Moorabool Street,  
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[www.G21.com.au](http://www.G21.com.au)

[www.g21geelongregionplan.net](http://www.g21geelongregionplan.net)



**Appendix E – Sunrasia Malley projects granted under the Regional Partnerships Program period 2003- 2007**



**Sunraysia Mallee Economic Development Board  
Federal Government Funding as at June 2008**

Source of funds <i>eg Department Name</i>	Name of funding programme (if applicable)	Amount provided (\$) (GST exclusive)	Please provide brief details about the project	Source contact details	
				Salutation First name Last name	Phone number (include STD code)
Department of Transport & Regional Services	Regional Assistance Program	\$60,000	Tri-State Mineral Sands Project Officer project	Margaret Quinton	03 5448 1202
Department of Transport & Regional Services	Regional Assistance Program	\$50,000	Value Adding to the Sunraysia Food & Wine Industry project	Margaret Quinton	03 5548 1202
Department of Transport & Regional Services	Regional Partnerships	\$35,000	Grow Mildura Region – a component of the Regional Economic Profile for Sunraysia	Margaret Quinton	03 5548 1202
Environment Australia		\$540,000	Barkindji Biosphere	John Irwin	

**Appendix F - Gippsland projects granted under the Regional Partnerships  
Program period 2003- 2007**

<b>Proponent</b>	<b>Project Name</b>	<b>\$ Funding granted RP (GST incl)</b>	<b>TYPE</b>
Baw Baw Latrobe LEN	Gippsland Low Cost PCs / Green PC	71,000	Community – IT accessibility
EGSC	Paynesville Marine Industry Cluster	25,300	Business development
WSC	Rosedale Multipurpose Community Centre	528,000	Community infrastructure
BCSC sponsor for Inverloch Clocktower Committee	'Raise the Ripple'	41,250	Community / tourism infrastructure
Latrobe City Council & TRY Youth & Community Services	'Our Future, Our Place' – Construction residential houses	193,000	Employment / training
<i>East Gippsland Rail Trail Committee of Management</i>	<i>Rail Trail Project</i>	<i>660,000</i>	<i>Election Commitment 2004</i>
Koonwarra Sustainable Communities Centre Inc	KSCC Development	54,300	Subsequently withdrawn
<i>Lakes Entrance Tourism Association Inc</i>	<i>Lakes Entrance Clean Swimming Beach</i>	<i>66,000</i>	<i>Election Commitment 2004</i>

Gippsland Agribusiness Forum	Gippsland Dairy Plan Stage 2	27,500	Agribusiness development
East Gippsland Shire Council (sponsor for Gippsland Lakes Community Health)	Bruthen Medical Clinic	173,350	Rural Medical Infrastructure Fund (RMIF) – GP rooms
East Gippsland Shire Council	East Gippsland Shire Council Strategic Tourism Plan	15,000	Business Development - tourism
PS Curlip Inc	Paddle Steamer 'Curlip'	660,000	Community infrastructure - tourism / maritime history
SES Leongatha	Leongatha SES Building	25,000	Community infrastructure
Italian Australian Coordinating Committee Inc	Gippsland Immigration Wall of Recognition	40,000	Community infrastructure – tourism / public history
Jeetho Hall Committee Inc.	Jeetho Hall Restoration	55,000	Community infrastructure – heritage
LCC	Churchill & District Community Hub	880,000	Community infrastructure
SGSC	Great Southern Rail Trail – Pump House Bridge	439,406	Community infrastructure – tourism / health

Lifeline Gippsland Inc	Lifeline Gippsland Multipurpose Community Centre	550,000	Community infrastructure – support services
Nowa Nowa Community Health Centre Inc	Nowa Nowa Community Health Centre redevelopment	185,848	Community infrastructure – health
A1 Asphaltting Pty Ltd	Asphalt Manufacturing Plant, Drouin	385,000	Business expansion / jobs
Kiel Industries Pty Ltd	Latrobe Valley Plastics Factory	440,000	Business expansion / jobs
SGSC	Korumburra Drill Hall Precinct redevelopment	193,693	Community infrastructure – sport / recreation
East Gippsland Division of General Practice Sponsor on behalf of Mallacoota District Health & Support Service Inc	Mallacoota Dental Service – dental chair and related works.	186,318	RMIF – dental, remote community
Warragul RSL Sub-Branch	Warragul Community Centre & RSL Sub-branch	414,150	Community infrastructure – aged / small groups
EGSC (sponsor for B'dale & District Table Tennis Assoc.)	EG Multipurpose Sports Centre	629,200	Community infrastructure – sport / recreation

**Appendix G - North East Victoria projects granted under the Regional Partnerships Program period 2003- 2007**

The Area Consultative Committee of North East Victoria Inc. (NEVACC)

Table demonstrating success and evenness of multi-partner funding across all RPP projects :

\* Private enterprise approvals

Approved Regional Partnership Projects submitted via NEVACC	Regional P'ships \$s (GST-inclusive)	Non-Gov't Partners	Local Gov't \$'s	Other Gov't \$s	In-Kind	Total Project \$s	RPP \$1 : \$1
(01.07.03 - 13.05.08)							
Alpine High Country Marketing Campaign	\$55,000	\$162,000			\$5,558	\$222,558	4.0
Benalla & District Fire Brigade Group-Staging Area Trailer	\$10,913	\$11,066	\$1,800			\$23,779	2.2
Benalla Drill Hall Renovations	\$55,000		\$25,000	\$200,000	\$25,000	\$305,000	5.5
Cobram Community Facilities & Consolidation, Expansion & Green Linkages	\$286,000	\$150,000	\$914,000	\$1,350,000		\$2,700,000	9.4
Cobram East/Boosey Creek CFA Community Centre	\$110,000	\$19,975		\$265,000	\$2,725	\$397,700	3.6
Community Resource & Learning Centre (Wang)	\$550,000	\$500,000	\$500,000			\$1,550,000	2.8
* D & R Henderson Saw Mill Redevelopment	\$792,000	\$1,353,568				\$2,145,568	2.7
Dookie Multi Purpose Complex	\$401,500	\$100,000	\$250,000	\$670,000	\$200,000	\$1,621,500	4.0
* Enterprise Park, Benalla	\$323,949	\$799,421		\$7,359		\$1,130,729	3.5
Extension "Henderson Pavilion" & Upgrade the Farm Produce & Poultry Pavilions	\$195,322	\$200,000		\$10,000		\$405,322	2.1
Federation Park	\$383,900	\$201,000	\$50,000		\$100,000	\$734,900	1.9
* Fruitgrowers' Victoria	\$6,750	\$1,500			\$4,800	\$13,050	1.9
Glenrowan Archaeological Investigation (Ann Jones Site)	\$121,000		\$17,000	\$80,000	\$16,000	\$234,000	1.9
GV Auto Club - New Generator	\$16,500	\$22,500				\$39,000	2.4
* GV Fruit New Technology	\$1,078,000	\$4,500,000				\$5,578,000	5.2
Harrietville Power Cable Replacement	\$15,420	\$7,200			\$5,200	\$27,820	1.6
Highlands Creative Community Hall	\$56,222	\$1,810	\$3,000	\$44,976	\$17,270	\$123,278	2.2
Honeysuckle Recreational Environment Project	\$75,075	\$6,740	\$2,000	\$64,488	\$110,130	\$258,433	3.6

* Industrial Estate Improvements - Teson & Trims	\$19,187	\$16,943	\$16,943	\$16,943	\$16,943		\$70,015	3.6
Kilmore Bowling Green Up-Grade	\$95,700	\$37,701	\$3,000	\$3,000	\$31,484	\$16,200	\$184,085	1.9
Kilmore Family Community Centre (Stage 2)	\$275,000		\$200,000	\$250,000			\$725,000	2.6
Kinglake West Community Development	\$103,136		\$80,000			\$13,760	\$196,896	1.9
King's Park Community Enhancement Project	\$215,600	\$179,000	\$117,820	\$283,500	\$204,360		\$1,000,280	4.6
* Lake Mountain Snow Management System	\$495,000	\$450,000	\$10,000	\$710,000	\$20,000		\$1,685,000	3.4
Lake Rowan Community Hall	\$92,400	\$6,000	\$30,000	\$80,000			\$208,400	2.3
Mansfield Community Shed	\$84,277	\$12,587	\$4,499	\$2,000	\$24,574		\$127,937	1.5
Mansfield High Country Interpretive & Information Centre	\$261,800	\$275,000	\$275,000	\$675,000			\$1,486,800	5.7
Merrijig Community Hall - A Community Heart	\$33,000	\$15,000	\$60,000	\$220,000	\$15,000		\$343,000	10.4
Mitchell-Murrindindi-Mansfield Rail Trail	\$49,500		\$45,000		\$15,000		\$109,500	2.2
Mount Beauty Children's Centre	\$139,700	\$30,000	\$100,000	\$160,000			\$429,700	3.1
Ned Kelly Interpretive Trail & Touring Route	\$75,900		\$69,000		\$6,000		\$150,900	2.0
North Shepparton Community Hub	\$979,000	\$69,000	\$1,000,000	\$1,975,000	\$120,000		\$4,143,000	4.2
Numurkah Community Centre	\$220,000	\$262,524			\$7,500		\$490,024	2.2
Numurkah Showgrounds Redevelopment	\$550,000	\$200,000	\$500,000	\$1,000,000	\$200,000		\$2,450,000	4.5
* Olive Oil - Pressing Needs	\$275,000	\$230,000			\$32,000		\$512,000	1.9
Oxley Hall Completion of Restoration	\$72,600	\$21,000	\$65,000				\$158,600	2.2
Purchase Kelly & Lewis Locomotive 5957	\$46,300	\$1,640	\$5,000		\$7,060		\$60,000	1.3
Redevelopment of The Hub - Mooroopna	\$275,000		\$1,907,263	\$577,500	\$21,500		\$2,781,263	10.1
Ruffy Rural Fire Brigade Truck	\$27,500	\$99,600		\$35,833			\$162,933	5.9
* Rutherglen Community E Commerce Platform	\$41,933	\$30,000			\$10,000		\$81,933	2.0
Rutherglen Fire Brigades Group Forward Command Vehicle	\$16,500	\$4,000	\$1,000	\$22,000			\$43,500	2.6
Seymour Sports & Aquatic Centre Redevelopment	\$55,000		\$50,000				\$105,000	1.9
Strengthening Strathbogie	\$38,500			\$35,000			\$73,500	1.9
Swanpool Lights	\$9,942	\$10,000					\$19,942	2.0
* Taste Factory - Cobram	\$697,672	\$1,165,759	\$32,480	\$110,017	\$89,929		\$2,095,857	3.6
Violet Town GP Medical Centre (RMIF)	\$367,010	\$306,445			\$26,000		\$699,455	1.9
Waaia Community Function Centre	\$137,115	\$30,000	\$100,000	\$124,650			\$391,765	2.9



Wangaratta HP Barr Reserve Community Centre Redevelopment	\$742,500	\$80,000	\$575,000		\$20,000	\$1,417,500	1.9
Wangaratta Performing Arts Centre	\$550,000		\$4,500,000	\$2,630,590		\$8,130,590	14.8
Wangaratta Visitors Centre Multi Media Installation	\$143,000		\$259,500			\$402,500	2.8
Yarrowonga Skate Park	\$66,000	\$72,000	\$25,000			\$163,000	2.5
Yea Clock Tower Project	\$19,800	\$18,000		\$1,000		\$38,800	2.0
<i>Wallan Community Centre ("2005 Election promise") [paid from RPP]</i>	\$2,200,000		\$300,000	\$1,000,000		\$3,500,000	1.6
	\$14,003,123.00	\$11,658,978.50	\$12,094,304.50	\$12,632,339.50	\$1,335,566.00	\$52,149,312	3.7
<b>Projects approved</b>	<b>53</b>						
<b>Total Investment in NEV via RPP</b>	\$14,003,123.00			Total Investment in NEV =		\$52,149,312	
[Average RPP \$s : approval]	\$264,209.87			Average investment / project =		\$983,949	
	<b>Regional</b>	<b>Non-Gov't</b>	<b>Local</b>	<b>Other</b>	<b>In-Kind</b>	<b>Total</b>	<b>RPP</b>
<b>* Private enterprise approvals</b>	<b>P'ships \$s</b>	<b>Partners</b>	<b>Gov't \$'s</b>	<b>Gov't \$s</b>		<b>Project \$s</b>	<b>\$1 : \$1</b>
* D & R Henderson Saw Mill Redevelopment	\$792,000	\$1,353,568				\$2,145,568	2.7
* Enterprise Park, Benalla	\$323,949	\$799,421		\$7,359		\$1,130,729	3.5
* Fruitgrowers' Victoria	\$6,750	\$1,500			\$4,800	\$13,050	1.9
* GV Fruit New Technology	\$1,078,000	\$4,500,000				\$5,578,000	5.2
* Industrial Estate Improvements - Teson & Trims	\$19,187	\$16,943	\$16,943	\$16,943		\$70,015	3.6
* Lake Mountain Snow Management System	\$495,000	\$450,000	\$10,000	\$710,000	\$20,000	\$1,685,000	3.4
* Olive Oil - Pressing Needs	\$275,000	\$230,000			\$32,000	\$512,000	1.9
* Rutherglen Community E Commerce Platform	\$41,933	\$30,000			\$10,000	\$81,933	2.0
* Taste Factory - Cobram	\$697,672	\$1,165,759	\$32,480	\$110,017	\$89,929	\$2,095,857	3.6
	<b>\$3,729,491</b>	<b>\$8,547,191</b>	<b>\$59,423</b>	<b>\$844,319</b>	<b>\$24,800</b>	<b>\$13,312,152</b>	<b>3.5</b>