



# **ECONOMIC DEVELOPMENT STRATEGY**

2008 - 2011

**REVISED IN- HOUSE SEPTEMBER 2009**

**PREPARED BY:**

**THE REGIONAL DEVELOPMENT COMPANY**



**APRIL 2008**



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**OUR VISION:**

The Rural City of Wangaratta is a well planned regional hub which is socially and environmentally sustainable.

It is renowned for its lifestyle and liveability. Positive leadership will drive and support the vision, stimulating optimism and creating wellbeing.

**OUR MISSION:**

Wangaratta Unlimited is committed to encouraging new investment and creating the right environment for new and existing businesses to achieve their aspirations for growth.

**Wangaratta Unlimited**

**Economic Development Strategy**

**2008 – 2011**



**STRATEGIES**

**DESIRED OUTCOMES:**

As a result of working towards this vision, we will see:

- A strong and vibrant business community (regional hub) consisting of a diverse range of small, medium and large enterprises capitalising on the key competitive strengths of our region
- Balanced population growth around 1-1.5% per annum
- Increased recognition, credibility and positive perceptions of Wangaratta Unlimited and its role in economic development and leadership
- Diverse and flexible education and employment base
- The Rural City of Wangaratta will be recognised for its lifestyle and liveability attributes: increasing quality of life and enhancing population growth and retention

<b>Reinforce Wangaratta’s position as a regional hub</b>	<b>Encourage balanced population growth</b>	<b>Provide business advocacy and leadership development</b>	<b>Stimulate optimism and build “brand strength” for Wangaratta</b>	<b>Build on our competitive advantages</b>	<b>Further strengthen our education and employment base</b>
Identify and understand catchment components (agribusiness, retail, transport and logistics, industrial, commercial / services); Develop and implement strategies for investment attraction for each key sector; Develop support infrastructure; Link with other Councils and government agencies; Communicate regional hub concept, in keeping with recommendations from the Hume Region Sustainable Community Plan	Benchmark growth with comparative regions; Assess current demographics and trends and determine targets; Focus on workforce sustainability; Attract more government agencies to complement regional hub strategy	Provide opportunities for businesses to improve competitiveness; Develop leadership opportunities; Partner with other organisations to develop and enhance leadership; Advocate for leadership recognition and support; Develop mentoring program; Build the leadership capacity of the Wangaratta Unlimited Board; Raise the profile of Wangaratta Unlimited	Develop a Marketing Strategy and Implementation Plan; Communicate success stories; Host events to encourage a sense of optimism	Promote and further develop assets; Leverage land mark developments (eg Ovens Riverside; new Performing Arts Centre; Facilitate the development of investment ready land; Provide momentum and leverage opportunities	Provide a collective voice for businesses and industry employment needs; Build on our education assets; Build employment base by encouraging a broad range of industry

## Introduction

Wangaratta Unlimited, the Rural City of Wangaratta's economic development arm, is committed to encouraging new investment and creating the right environment for new and existing businesses to achieve their plans for growth.

The Wangaratta Unlimited Advisory Committee is an eleven member Board representing business in the Rural City of Wangaratta. Board members include Mr Stephen Oxley (Chairman), Mr Greg Larkins (Deputy Chairman), Mr Jock Vance, Mr John G Brown, Mr Ken Butterworth, Mr Max White, Mr Michael Carlile, Ms Hayley Cail, Ms Lisbeth Long, Mayor Roberto Paino and Cr Bernard Young.

The objectives of the Board are to:

- Promote, enhance and generate sustainable economic development within the Rural City of Wangaratta;
- Develop and maintain viable economic development strategies and associated performance measures for the Rural City of Wangaratta; and
- Promote, facilitate and coordinate opportunities for economic development and associated employment growth in line with the Rural City of Wangaratta's economic development strategies and Council Plan objectives.

The Board of Wangaratta Unlimited developed this Strategic Plan for 2008 – 2011 over a series of workshops and meetings conducted in late 2007.

This Strategic Plan sets the future agenda for economic development for the Rural City of Wangaratta and is the result of analysing the current roles and objectives of Wangaratta Unlimited; reflecting on the influences on the economy of the Rural City of Wangaratta; developing a future vision and desired outcomes; determining key strategic directions and priorities for action.

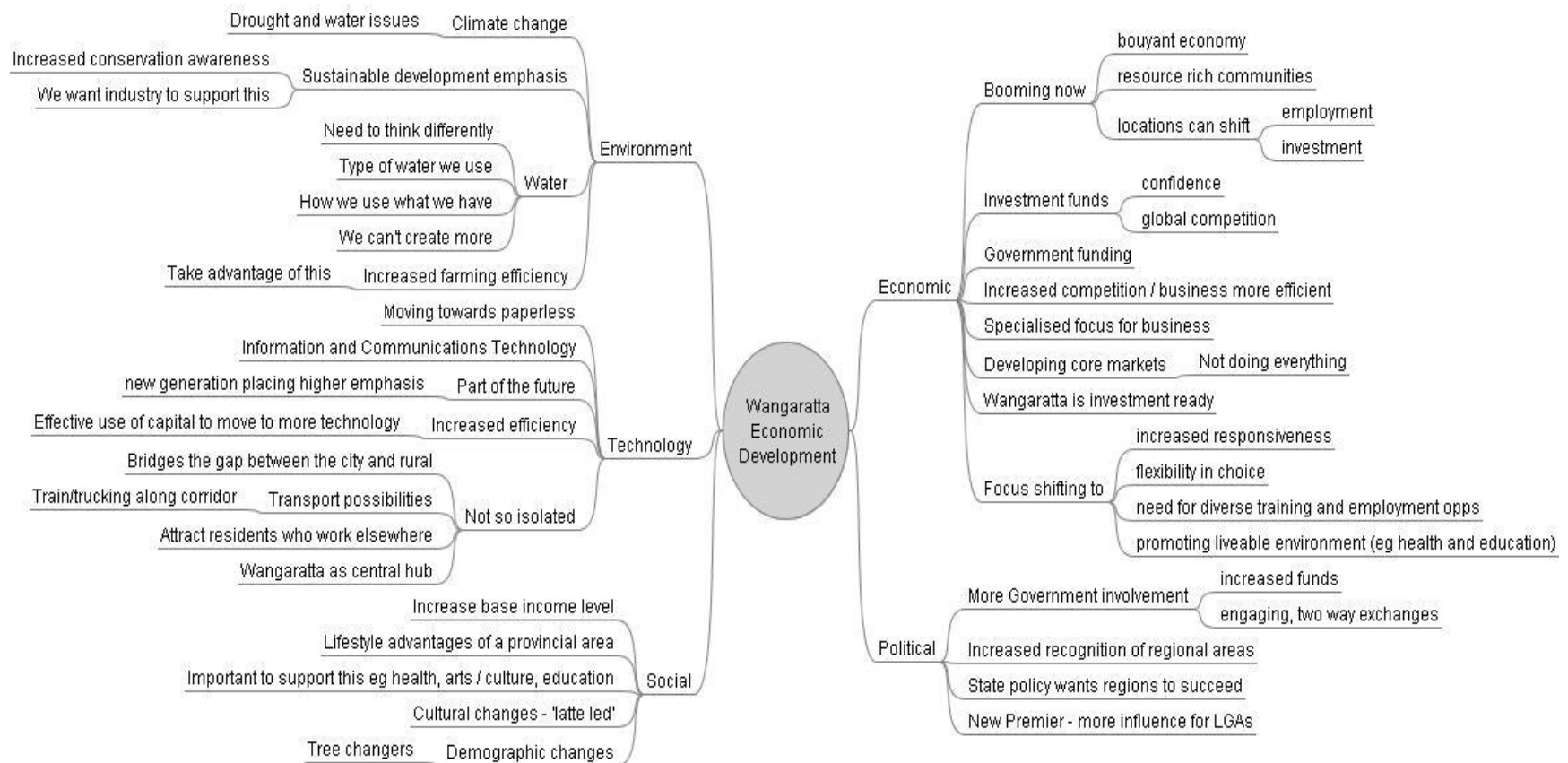
It is intended that this document will form the basis of a 3 year rolling plan, and at the end of each year, the plan will be reviewed to:

- Monitor progress
- Evaluate outcomes
- Respond to emerging opportunities / trends
- Establish priorities and detailed action plans for the following year

This process will ensure that a current plan will be in place each year to link with the Council Planning Process. It will also continue to build on the goodwill and support of the Wangaratta Unlimited Board, Councillors and senior staff which has characterised the development of this Strategic Plan.

## Environmental Scan

Changes and trends influencing economic development in Wangaratta (developed by the Board of Wangaratta Unlimited, September 2007)



## Situation Analysis

The Board of Wangaratta Unlimited considered the trends and influences (as per the environmental scan) and its implications for the future role of Wangaratta Unlimited, as well as for economic development of the Rural City of Wangaratta.

Three significant statements emerged:

1. We are not about economic development at any cost, we are about sustainable development
2. Economic development is more than business investment
3. The overall challenge is our capacity to compete and attract

The detailed reflections and implications developed by the Board included:

### Politically

- We need to develop and maintain proactive Government relationships
- We have an increasing share of resources
- We are punching above our weight
- We can build on perception of innovation
- We need to be comfortable with risk
- Drive from Wangaratta Unlimited and Council is essential
- Links with Federal Government could be developed directly

### Economically

- There are opportunities across all sectors (retail, commercial, industrial, tourism, agribusiness)
- We need to focus on increasing business competitiveness and attractiveness to staff
- We are beyond being a “mill town” and need to overcome that perception
- We are currently experiencing boom times, but need to prepare for good and down times as part of our risk management
- Capital and people investment

### Environmentally

- Rural City's awareness / action / influence
- Potential developments should be looked at from TBL perspective
- We need to understand what industry is being attracted (and what are their environmental measures) as part of our assessment process
- Complexity can lead to opportunity
- We are not about economic development at any cost, we are about sustainable development

### Socially

- Economic development is more than business development
- It includes lifestyle, amenity and services (as well as industry)
- We have a legitimate role in social, cultural development, but need to determine that role (and how it fits with our development checklist)



**Technologically**

- Increased ICT has taken out the city / regional divide
- We need to advocate for increased technical capacity and reach across whole of the Rural City of Wangaratta area (comparable to other regional centres)
- Enables competitive advantage of lifestyle
- Can mean increased profitability home market
- Education and training implications
- Can look beyond normal boundaries for opportunities
- Links with environment
- Enterprise level efficiencies (influencing employment levels)
- Shift in wages and sectors

A separate analysis of the current strengths and weaknesses of the rural City of Wangaratta, and the issues and challenges facing the Rural City of Wangaratta over the next 10 years revealed the following:

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Location, lifestyle, climate, services and amenities</li> <li>• Innovative thinking, unified proactive Council, enthusiasm and passion</li> <li>• Good mixed buoyant economy</li> <li>• Hub of region</li> <li>• Local leadership and capacity, including innovative young people – young professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Old school insular thinking “why should we grow / change?”</li> <li>• Perception of lower incomes</li> <li>• Unskilled workforce dominance</li> <li>• Ageing community, loss of young people</li> <li>• Dependence on certain sectors (traditional agribusiness and textiles)</li> <li>• Sub optimal size for some facilities, retail franchisees etc</li> <li>• Water supply security</li> <li>• Skills shortages</li> <li>• Infrastructure issues, slow rail service to Melbourne, poor public transport, more money needed for roads / bridges</li> </ul>

### Critical issues and challenges over the next 10 years

<ul style="list-style-type: none"><li>• Leadership</li><li>• Full support of Council, good Government relationships, competing with the best</li><li>• Population growth, due to recognition of offering choice, liveability in Wangaratta and lifestyle increasing</li><li>• Mobile generation leaving but departed generation returning, ongoing loss of young people to Melbourne</li><li>• Changing local economy, taking advantage of economic opportunities brought about by cultural and political changes, restructure of agribusiness, change from traditional income sources, tourism opportunities, services</li></ul>	<ul style="list-style-type: none"><li>• Where's the innovation?</li><li>• Ageing population and workforce</li><li>• Workforce sustainability, staff / skills shortages due to demographic change, competition from outside for skilled people, lack of appropriate training, changing face of local economy</li><li>• Land use issues, planning scheme pressures, managing "tree change" planning restrictions</li><li>• Managing the environment, climate change, natural resource shortages</li></ul>
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As a result of this analysis, the Board determined:

#### *The role of Wangaratta Unlimited*

- Become more involved and proactive
- Make better use of the skills that exist on the Board
- Increase the profile of Wangaratta Unlimited in the community
- Take an active "role in" the development of Vision 2030
- Communicate what we are doing to the Community and Council

#### *The potential of Wangaratta*

- Opportunities exist for Wangaratta
- We can build on our strengths and competitive advantages
- Very liveable region



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*Creating the future for Wangaratta*

- Focus on the future image/brand of Wangaratta
- Achieve development but not at the expense of liveability
- Try and change the perception of Wangaratta – overcome the 'mill town' image
- A key issue for Vision 2030 is that liveability is a key driver for economic viability

## Long Term Vision

### Vision

The Rural City of Wangaratta is a well planned regional hub which is socially and environmentally sustainable.

It is renowned for its lifestyle and liveability. Positive leadership will drive and support the vision, stimulating optimism and creating wellbeing.

### Mission

Wangaratta Unlimited is committed to encouraging new investment and creating the right environment for new and existing businesses to achieve their aspirations for growth.

### Desired Outcomes

As a result of working towards this vision, we will see:

- A strong and vibrant business community (regional hub) consisting of a diverse range of small, medium and large enterprises capitalising on the key competitive strengths of our region
- Balanced population growth around 1-1.5% per annum
- Increased recognition, credibility and positive perceptions of Wangaratta Unlimited and its role in economic development and leadership
- Diverse and flexible education and employment base
- The Rural City of Wangaratta will be recognised for its lifestyle and liveability attributes, increasing quality of life and enhancing population growth and retention

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## Strategic Directions

To deliver the vision and the desired outcomes, the following strategic directions were endorsed:

Strategy One: Reinforce Wangaratta's position as a regional hub

*Identify and understand catchment components (agribusiness, retail, transport and logistics, industrial, commercial / services); Develop and implement strategies for each sector (agribusiness, retail, industrial, commercial / services, transport and logistics); Develop support infrastructure; Link with other Councils and government agencies; Communicate regional hub concept; in keeping with recommendations from the Hume Regional Sustainable Communities Plan.*

Strategy Two: Encourage balanced population growth

*Benchmark growth against comparative regions; Assess current demographics and trends and determine targets; Focus on workforce sustainability; Attract more government agencies to complement regional hub strategy*

Strategy Three: Provide business advocacy and leadership development

*Provide opportunities for businesses to improve competitiveness; Develop leadership opportunities; Partner with other organisations to develop leadership; Advocate for leadership recognition and support; Develop mentoring program; Build the leadership capacity of the Wangaratta Unlimited Board; Raise the profile of Wangaratta Unlimited*

Strategy Four: Stimulate optimism and build "brand strength" for Wangaratta

*Develop a Marketing Strategy and Implementation Plan; Communicate success stories; Host events to encourage a sense of optimism*

Strategy Five: Build on our competitive advantages

*Promote and develop assets; Leverage land mark developments (eg Ovens Riverside, new Performing Arts Centre; Facilitate the further development of investment ready land; Provide momentum and leverage opportunities*

Strategy Six: Further strengthen our education and employment base

*Provide a collective voice for businesses and industry education and employment needs; Build on our education assets; Build employment base by encouraging a broad range of industry*

## Implementation Plan

### Strategy One: Reinforce Wangaratta’s position as a regional hub

#### Why?

- Wangaratta will consolidate its position as a regional hub, and through sound strategies, innovatively grow beyond its boundaries
- Wangaratta will become a city that reaches beyond its boundaries in the delivery and range of products and services
- Wangaratta will be a city that builds a natural catchment for retail, service delivery and employment

#### Key Outcomes

- Catchment components understood and measured: retail, transport and logistics, industrial and services
- Well researched strategies developed for each key sector with a dual emphasis on growing locally based businesses and industries as well as attracting new investment
- Well established partnerships with state government, and other local government areas
- “Hubs” developed for areas of specialisation
- Support infrastructure in place to underpin investment and future growth

Objective	Actions	Responsibility	Timeframe
1.1 Identify and understand catchment components (agribusiness, retail, transport and logistics, industrial, services)	1.1.1 Undertake existing industry and service capacity audit including gap analysis by sector	BDO / WUWP	Concluded
	1.1.2 Complete Retail Audit / Strategy and Trade Area Profile	BDO / WUWP	Concluded
	1.1.3 Develop and implement a strategy to support road and rail logistics investment	EMED / BDO	June 10
	1.1.4 Undertake Feasibility Study for Wangaratta Centre for Medical Excellence	BDO / WUWP	Dec 09

Objective	Actions	Responsibility	Timeframe
	1.1.5 Identify opportunities for growth in Wangaratta businesses as part of hub concept	Part II – 1.1.1	
	1.1.6 Monitor sustainability within industry and business sector through relevant benchmarking	IDO / EMED	June 2011
	1.1.7 Collaborate with the Alp Valleys Agribusiness Forum to develop a “Marketing Prospectus” for the Food Bowl concept.	EMED	Dec 09
1.2 Develop and implement relevant attraction strategies for each sector (agribusiness, retail, industrial, commercial / services, transport and logistics) as determined in gap analysis	1.2.1 Establish needs of national businesses, and seek to address needs and attract businesses	BDO / EMED	
	1.2.2 Develop strategies: <ul style="list-style-type: none"> <li>• Retail (underway)</li> <li>• Industrial</li> <li>• Commercial / services</li> <li>• Transport and logistics</li> <li>• Agribusiness</li> </ul>	BDO / EMED	June 2011
1.3 Develop support infrastructure	1.3.1 Develop and maintain “investment ready” land bank of competitively priced, appropriately zoned and serviced industrial land	RCoW / EMED	Ongoing
	1.3.2 Pursue opportunities for enhanced water security pending outcome of Ovens Aquifer Study	CEO / EMED	Oct 09
	1.3.3 In conjunction with relevant stakeholders, develop and implement a strategy to enhance the broad band network throughout the RCoW	WUWP	July 2011

Objective	Actions	Responsibility	Timeframe
	1.3.4 Investigate potential of a public transport interchange	RCoW / WUWP	July 2010
1.4 Link with other Councils, government agencies and private sector peak industry associations	1.4.1 Continue active membership of Economic Development Association and Hume Economic Development Practitioners Forum	IDO / BDO	Ongoing
	1.4.2 Ensure Wangaratta's profile as a regional hub is recognised in the Hume Sustainable Communities Strategy	CEO / WU	June 2010
	1.4.3 Take a leading role with the further development and implementation of the Provincial Victoria marketing strategy	BDO	Ongoing
	1.4.4 Proactively liaise with government agencies and adjoining Councils to build alliances and avoid duplication	CEO / WU	Ongoing
1.5 Communicate regional hub concept	1.5.1 Use / reinforce the language and concept of Wangaratta as a regional hub	RCoW / WU	Ongoing
1.6 Attract more Government agencies to complement regional hub concept	1.6.1 Develop an attraction strategy targeting relevant agencies requiring a regional presence	BDO / WU	Dec 2009

## Strategy Two: Encourage balanced population growth

### Why?

- Balanced population growth of between 1-1.5% per annum is realistic and will see a larger, economically and socially sustainable Wangaratta in the future
- Both state and federal governments are committed to population growth
- Opportunities to encourage older workers to remain in the workforce longer; enhance skilled migration intake; and attract people to live, work and invest
- Need to overcome ageing of population and skills shortages

### Key Outcomes

- Population growth
- Workforce sustainability

Objective	Actions	Responsibility	Timeframe
2.1. Benchmark growth against comparative regions	2.1.1 Assess current demographic trends using new ABS data and benchmark against compatible regions (social, business and projected change data)	EMED / WU	July 2010
2.2. Assess current demographics and trends and determine targets	2.2.1. Research demographics and determine growth targets with regard for sustainability and liveability issues	RCoW / WU	July 09
	2.2.2. Identify and implement a targeted strategy for key sectors for growth (eg young families moving from city for lifestyle; encourage early return of former local residents etc)	BDO / WUWP	2009-10

BDO – Business Development Officer  
 WUWP – Wangaratta Unlimited Working Party  
 EMED – Executive Manager – Economic Development  
 RCoW – Rural City of Wangaratta  
 CEO – Chief Executive Officer  
 IDO – Industry Development Officer  
 WU – Wangaratta Unlimited

### Strategy Three: Provide business advocacy and leadership development

#### Why?

- To support existing and new business enterprises in the Rural City of Wangaratta, making the city sound and sustainable economically
- Business competitiveness and their attractiveness to staff can be built with the enterprises through training, promotions, workshops
- Lifting the profile of Wangaratta Unlimited will mean that those businesses wanting to move to the Rural City, or expand have a top of mind contact
- Leadership is a critical issue for the health, vitality and achievement of vision – and Wangaratta Unlimited has the potential to play a key role in developing leadership through its board members and identified initiatives

#### Key Outcomes

- Sustainable economic development
- Increased profile for Wangaratta Unlimited in the community
- Increased leadership development and mentoring opportunities for businesses
- Leadership demonstrated by Wangaratta Unlimited in working with the business community to achieve the 2030 Vision

Objective	Actions	Responsibility	Timeframe
3.1 Provide opportunities for businesses to improve competitiveness	3.1.1 Meet regularly with businesses to identify impediments to growth and opportunities and identify opportunities for businesses "conduit"	BDO / IDO	Ongoing
	3.1.2 Advocate on behalf of businesses to reduce barriers	EMED / WU	Ongoing
	3.1.3 Maintain active presence in Provincial Victoria campaign	BDO	Ongoing
	3.1.4 Involve the business community in workshops, information sessions and training to meet expressed needs (as identified in sectoral strategies)	BDO / IDO	Ongoing

Objective	Actions	Responsibility	Timeframe
3.2 Develop leadership opportunities	3.2.1 Review and facilitate the reintroduction of the Regional Executive Business Leadership model	EMED / WUWP	Dec 08
	3.2.2 Establish a forum to support emerging business leaders	BDO / EMED	Dec 08
3.3 Partner with other organisations to develop leadership	3.3.1 Actively partner with relevant industry associations, Alpine Valleys Community Leadership Program, Wangaratta Young Professionals to develop leadership initiatives	BDO / EMED / IDO	Ongoing
	3.3.2 Secure sponsorship, recognition where appropriate in exchange for increased profile and ability to tell the good news stories of successful business and community leadership	WU	Ongoing
3.4 Advocate for leadership recognition and support	3.4.1 Advocate for leadership funding to continue through RDV	EMED / CEO / WUWP	Ongoing
	3.4.2 Leverage the Provincial Victoria Campaign to support leadership initiatives and recognise local leaders	WU	Ongoing
3.5 Encourage a culture supportive of business mentoring	3.5.1 Identify business and business leaders (including Wangaratta Unlimited Board members) who are prepared to act as mentors (link with Skillsbank program)	WU	Ongoing

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Objective	Actions	Responsibility	Timeframe
3.6 Build the leadership capacity of the Wangaratta Unlimited Board	3.6.1 Provide opportunities for businesses / community leaders to be involved with Wangaratta Unlimited Board and strategic discussions – including focus groups, sub committees etc	WU	Ongoing
	3.6.2 Involve board members and business leaders in workshops to identify growth opportunities and determine what businesses want / expect of Wangaratta Unlimited	WU	Ongoing
	3.6.3 Ensure a breadth of representation of people and professions on Wangaratta Unlimited Board (succession planning)	WU	Ongoing
3.7 Raise the profile of Wangaratta Unlimited	3.7.1 Develop communication strategy including telling success stories; explaining the role of Wangaratta Unlimited; determine strategy for feedback; forums	BDO / EMED / WUWP	Dec 09

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 IDO – Industry Development Officer  
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## Strategy Four: Stimulate optimism and build “brand strength” for Wangaratta

### Why?

- Optimism is a perception and marketing is aimed at changing or building on perceptions
- There is a strong sense of optimism locally with current business investment, which now presents an opportunity to enhance this perception in the wider region and throughout the State

### Key Outcomes

- Marketing Strategy developed and implemented
- Increased leverage gained from Provincial Victoria and Tourism Victoria campaigns
- Employment growth
- Investment growth (from existing business and businesses attracted to the Rural City of Wangaratta)

Objective	Actions	Responsibility	Timeframe
4.1 Develop a Marketing Strategy and Implementation Plan	4.1.1 Develop a well researched Marketing Strategy which defines and articulates: <ul style="list-style-type: none"> <li>- Liveability / lifestyle attributes (refer Victorian Competition &amp; Efficiency Commission (VCEC) Index)</li> <li>- competitive advantages (refer Business Benchmarking Study)</li> <li>- Regional Cities Victoria liveability</li> <li>- Provincial Vic relocation survey</li> </ul>	EMED / BDO / WUWP	Dec 09
	4.1.2 Define target markets – linked to Regional Hub Strategy and demographic target groups	EMED / BDO / WUWP	
	4.1.3 Identify resources and partners to implement the strategy (including leveraging Provincial Victoria initiatives)	BDO	Ongoing

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## Strategy Five: Build on our competitive advantages

### Why?

- The Rural City of Wangaratta has numerous assets and competitive advantages including location, transport corridor, climate, lifestyle, natural retain catchment, bustling vibrant CBD, diverse industry base and infrastructure
- Leveraging these assets is a natural strategy for growth and sustainability

### Key Outcomes

- Investment ready land
- Growth based on “natural fit” and leveraging assets such as Ovens Riverside; new Performing Arts Centre

Objective	Actions	Responsibility	Timeframe
5.1 Identify and promote competitive advantages	5.1.1 Identify key liveability attributes (refer VCEC Index)	BDO / EMED	Dec 08
	5.1.2 Leverage existing industries, clusters and supply chains <ul style="list-style-type: none"> <li>- link with Strategy One</li> <li>- audit existing clusters</li> <li>- identify opportunities for new initiatives i.e. Security Foods</li> </ul>	BDO / EMED	Ongoing
5.2 Leverage opportunities from hallmark developments (eg Ovens Riverside, new Performing Arts Centre)	5.2.1 Promote Ovens Riverside	EMED / CEO	Ongoing
	5.2.2 Improve linkages between public and private sector investments (eg Ovens Riverside)	EMED / CEO	Ongoing
	5.2.3 Develop a strategy to effectively leverage benefits for businesses from events and conferences	BDO / MTD	Dec 09
5.3 Maintain an investment ready land bank	5.3.1 Plan for new subdivisions, infrastructure and raw land parcels	IDO / EMED	Ongoing



Objective	Actions	Responsibility	Timeframe
	5.3.2 Influence and drive strategic land use planning (and MSS) to ensure needs are anticipated	WUWP	June 10
5.4 Maximise leverage opportunities	5.4.1 Enhance links with State and Federal Governments and relevant peak industry associations	EMED / CEO	Ongoing
	5.4.2 Leverage broader agribusiness benefits from Security Foods project	BDO / EMED	June 2010

## Strategy Six: Further strengthen our education and employment base

### Why?

- The Rural City of Wangaratta has played a leading role in developing vocational education to meet the needs of local businesses and industry
- The development of the Technical Education Centre provides further opportunities to support individuals and businesses meet their skills requirements

### Key Outcomes

- Workforce Sustainability
- Skills for industry

Objective	Actions	Responsibility	Timeframe
6.1 Provide collective voice for businesses and industry education and employment needs	6.1.1 Review the employability skills required to successfully sustain business	IDO	Ongoing
	6.1.2 Review training needs to bring retail, hospitality and tourism skills to a level of consistent excellence	IDO / TEC IRG	June 2010
	6.1.3 Establish effectiveness of current programs including gap analysis with existing program	IDO / BDO	June 2010
	6.1.4 Identify industry needs in regard to employment	IDO	June 2010
6.2 Fully realise our education assets	6.2.1 Ensure strong representation and influence of key education bodies such as GOTAFE / TEC	EMED / CEO / WU	Ongoing
	6.2.2 In conjunction with the TEC / GOTAFE raise the image and profile of trades and vocations	WU /TEC IRG	Ongoing



Objective	Actions	Responsibility	Timeframe
	6.2.3 Maintain a key leadership role with the creation of practical links between the education sector and industry	EMED / WU / TECIRG	Ongoing
6.3 Focus on workforce sustainability	6.3.1 Work with other projects (eg Rural Skills Connect) to identify employment gaps and skills shortages	IDO	Ongoing
	6.3.2 Actively work with industry to fill gaps through targeted attraction and retention programs	IDO	Ongoing
	6.3.3 Fully implement the Global Skills for Provincial Victoria Strategy to attract skilled migrants as per Business Plan	IDO	June 2010

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 IDO – Industry Development Officer  
 MTD – Manager – Tourism Development  
 TECIRG – Technical Education Centre Industry Reference Group