



# Swan Hill Region Economic Development Strategy 2017-2022



# Contents

Message from the Mayor Les McPhee	04
<b>1 Setting the Scene</b>	
1.1 Swan Hill Region Economic Development Strategy	05
<b>2 Economic Content</b>	06
<b>3 Regional Community Plan's Economic Priorities</b>	09
<b>4 Vision for a Vibrant Economy</b>	10
<b>5 Council's Role in Economic Development</b>	11
<b>6 Transformational Projects</b>	12
<b>7 Making it Happen</b>	14
<b>8 A Case for Change</b>	15
8.1 Expand the region's strengths	16
8.1.2 Enhance livability	16
8.1.3 Support existing business growth	18
8.2 Develop new opportunities	19
8.2.1 Renewable energy and waste	19
8.2.2 Value Adding	20
8.2.3 Attract and encourage new business	21
8.2.4 Improve tourism product and experiences	22
8.3 Take up the challenge	23
8.3.1 Transport and logistics	23
8.3.2 Industry development	24
8.3.3 Housing development	25
<b>9 Implementation</b>	26





# A message from the Mayor

The Swan Hill municipality has experienced unprecedented levels of investment over the past decade, with renewed confidence in the horticultural and agricultural sector driving this positive trend.

With population growth, low unemployment and record levels of investment, the region is cementing its position as a preferred regional location to live, work and invest.

This Swan Hill Region Economic Development Strategy 2017-2022 sets out how, as a Council, we aim to continue this prosperous outlook.

This strategy aims to facilitate future development and investment, to ultimately stimulate business and population growth in our municipality over the next five years and beyond.

The strategy has three key areas - 'Expand on strengths', 'Develop new opportunities' and 'Take up the challenge'.

There are a number of significant projects and developments earmarked to enable these objectives and visions to be realised. These include but are not limited to, solar farm and clean energy developments, expansion of horticultural and agricultural practices, the roll out of the NBN and natural gas networks, increased value-adding practices and commercial developments along the Swan Hill riverfront.

The strategy places emphasis on accelerating the availability of large land parcels suitable for residential redevelopment.

The strategy also focuses on improving livability and transport logistics, especially within our rural and remote townships.

We look forward to partnering with business, industry, key stakeholders and the community to implement this strategy, to ensure our municipality remains a prosperous and vibrant place to invest, live, work and visit.

A handwritten signature in white ink, which appears to read 'Les McPhee'.

**Les McPhee, Mayor**  
Swan Hill Rural City Council

# 1 Setting the scene

Swan Hill Region Economic Development Strategy 2017-2022 provides strategic direction for economic growth in the Swan Hill municipality over a five-year period and beyond. It aims to build on the region's strengths, capture new opportunities and address challenges to make the region a highly desirable place to invest, live, work and visit.

To ensure a vibrant and prosperous economy, the region needs to continually evolve and be responsive to change. A *Case for Change* has been developed within this strategy, providing three objectives that will enable the region to achieve this:

- **Expand on strengths**
- **Develop new opportunities**
- **Take up the challenge**

A number of significant projects underpin this strategic direction and once implemented, will assist with delivering this strategy's objectives. These include:

- **Commercial developments in the Swan Hill Riverfront precinct**
- **A new art and cultural precinct**
- **Renewable energy parks**
- **South West residential development and commercial development in Swan Hill**
- **Murray Valley Highway commercial precinct entrances**
- **Swan Hill Livestock Exchange precinct upgrade**
- **Regional community sustainability, through the delivery of Community Plan priorities**
- **Swan Hill Abattoirs expansion**
- **Bromley Road, Robinvale, upgrade**
- **Waste to energy**



## 2 Economic context

Swan Hill region is the perfect place to live, work, invest and visit. The Swan Hill municipality covers an area of over 6,100km<sup>2</sup> and is located in north-western Victoria, about 340km from Melbourne, 530 km from Adelaide and 940km from Sydney. The regional centre of Robinvale is 130km north of Swan Hill.



*The municipality has a population of 20,904 and services a broader catchment area of some 38,000 people.*

## The current economic environment consists of the following:



### Industry

- 2,473 businesses
- 7,927 employment positions
- Un-employment rate at 4.2%
- Total output is \$2.3 billion
- GRP is \$1.18 billion
- \$800 million in regional exports



### Infrastructure

- \$25.0 million residential building permits
- \$8.5 million non-residential building permits
- 4,492 km sealed and unsealed roads



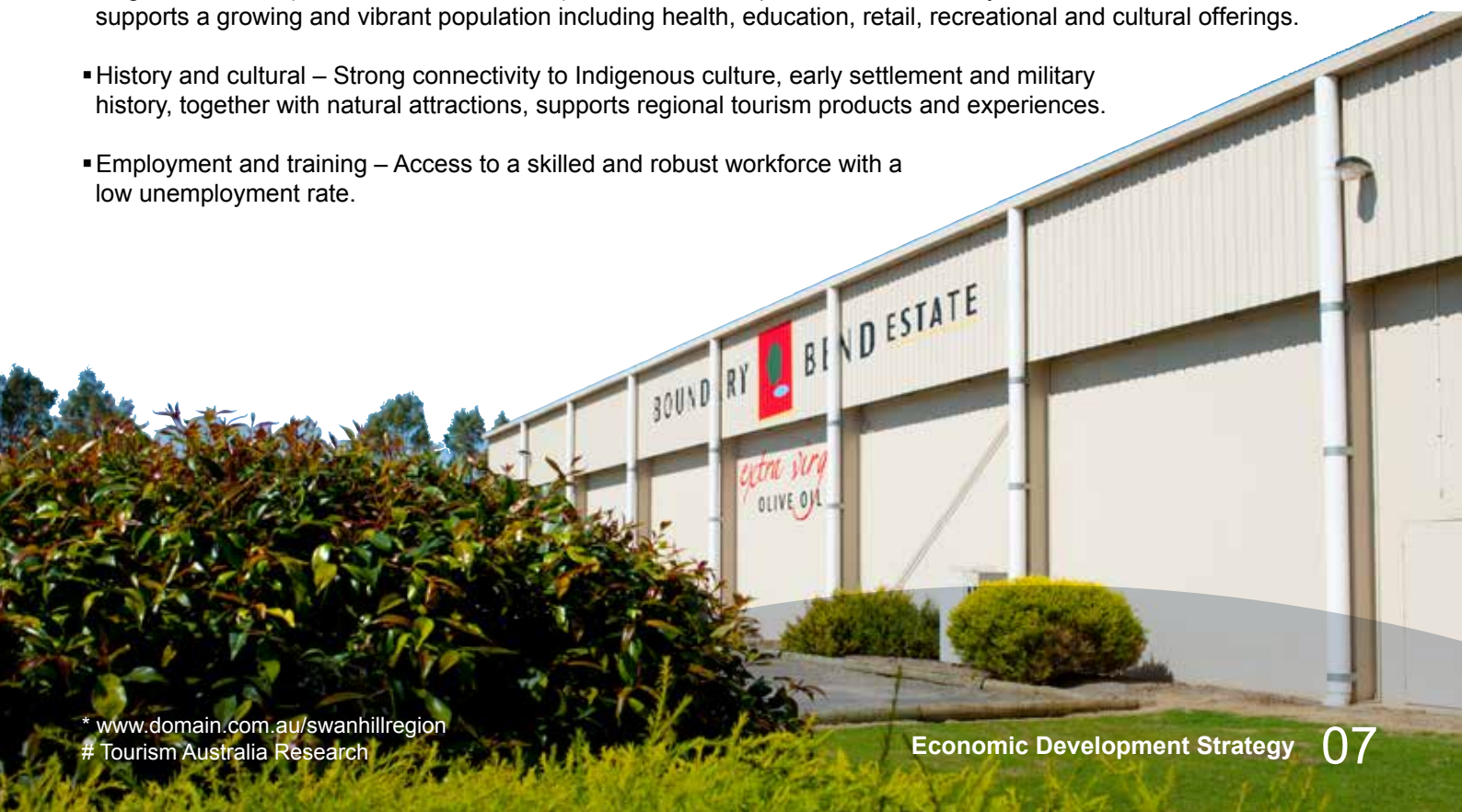
### Lifestyle

- Population of 20,904 - ERP 2016
- 11,800 rateable properties
- \$249,000 median house price the Swan Hill municipality\*
- \$265,000 median house price in Swan Hill (3585)
- \$210,000 median house price in the Robinvale region (3549)\*
- Attracting approx 663,000 visitors per year #
- Tourism sector provides \$95 million into the economy

Source: Remplan 2017

## Regional advantages

- Agriculture and horticultural – The region produces a diverse and expansive array of agricultural products, from both dryland and irrigated farms. The industry is supported by an innovative engineering and manufacturing sector, and aided by robust transport and logistics infrastructure.
- Environment- Housing affordability, a favourable climate, access to abundant natural resource including the Murray River, and connectivity to capital cities and major shipping ports are some of the major advantages.
- Regional centres (Swan Hill and Robinvale) – These centres provide the necessary infrastructure and services that supports a growing and vibrant population including health, education, retail, recreational and cultural offerings.
- History and cultural – Strong connectivity to Indigenous culture, early settlement and military history, together with natural attractions, supports regional tourism products and experiences.
- Employment and training – Access to a skilled and robust workforce with a low unemployment rate.



\* [www.domain.com.au/swanhillregion](http://www.domain.com.au/swanhillregion)  
# Tourism Australia Research

# Fast facts

## The Swan Hill Rural City municipality

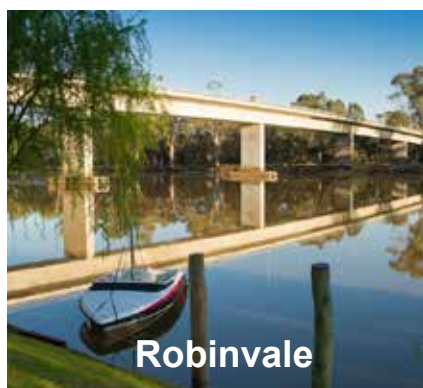
- Is Australia's largest producer of table grapes, pistachios and olives.
- Has the largest concentration of stone fruit production in Australia.
- Accounts for approximately 70% of Australia's almonds.
- Is the second largest producer of wine grapes in Victoria.
- Is home to the company that processes 80% of Australia's olive oil production.
- Is home to one of Australia's biggest carrot producers.



# 3 Regional community plan economic priorities

Through Council's Community Planning process, regional towns have the chance to play an active role in identifying initiatives and delivering real economic outcomes for their community.

Regional communities in the Swan Hill municipality have highlighted the following initiatives as key economic priorities. These will be referred to as potential actions in the implementation phase of this strategy.



**Robinvale**

- Improve streetscape – Bromley Road
- Increasing housing accessibility



**Nyah/Nyah West**

- Improve streetscape in Nyah and Nyah West trails



**Woorinen**

- Walking trails
- Access to town sewerage
- RV friendly status



**Lake Boga**

- Swan Hill to Lake Boga Active Trail
- Catalina Park redevelopment
- Continuation of the active trail around the lake foreshore



**Beverford and Ultima**

- Enhance community facilities



**Piangil**

- Improved streetscape – Mallee Highway



**Boundary Bend**

- Street beautification
- Active trails



**Manangatang**

- Town beautification
- Active transport



**Wemen**

- Enhance community facilities

# 4 Vision for a vibrant economy

This strategy aims to facilitate and enhance the region's economy now and for the foreseeable future by making Swan Hill region

- ...a vibrant place for business growth and development
- ...a vibrant place to live and invest
- ...a vibrant place to visit and play

By 2022, the Swan Hill region will be recognised as an Australian leader in:

- Solar clean energy facilities
- Production of almonds, pistachios, olives, table grapes and stone fruit

The region will also be renowned for its innovative manufacturing practices and its historical and nature tourism based attributes.

This Economic Development Strategy is aligned closely to Swan Hill Rural City Council's 2017-2021 Council Plan, which highlights five key strategic priority areas. These are:

- **Economic Growth**
- **Community Enrichment**
- **Infrastructure**
- **Governance and Leadership**
- **Environment**

Under 'Economic Growth', Council's vision is to

"... encourage new business development, provide support for business expansion and will continuously seek to help our existing businesses to prosper"

In addition to the strategic initiatives outlined further in this report, this strategy places great emphasis and importance on strengthening and promoting the unique character of the region, enhancing art and cultural assets and experiences and supporting regional communities growth and development.

The Economic Development Strategy provides the following:

- A shared vision for economic development of the Swan Hill region.
- An economic snapshot of the region.
- Agreed economic development priorities areas.
- The identification of economic development strategies, initiatives and projects.
- Monitoring mechanisms and key performance indicators (KPIs).
- Prioritisation of Council's resources to facilitate and promote economic development



# 5 Council's role in economic development

The driving philosophy underpinning this strategy is to expand our strengths, develop new opportunities and take up challenges to derive economic growth and prosperity for the next five years, 10 years and beyond.

To achieve these desired outcomes, Council's Economic Development role will be focused on: **Planning, Supporting, Advocating, Leading and Partnering.**

In line with past accomplishments, such as the rezoning of public land to accommodate commercial investments such as Bunnings and the ongoing development of Tower Hill in Swan Hill, Council will continue to lead and facilitate an environment that supports jobs and population growth for the region.

## **Tower Hill Estate - Swan Hill**

The once large vacant Council owned land close to Swan Hill's CBD is now home to over 500 new houses and a \$1.3 million community park – resulting in enormous economic and social outcomes for the region.

Total project area: 150 hectares

Total number of residences when completed: 1,100 homes

01

## **Planning**

- Rezone key parcels of land within the Swan Hill Riverfront precinct
- Undertake high level strategic planning to attract and facilitate potential development
- Implement the Swan Hill Region Rural Land Use Strategy

02

## **Partnering**

- Work collectively with internal Council departments to achieve common goals and objectives
- Develop healthy relationships with neighbouring LGAs, as well as regional and State Government officials to improve local economic outcomes
- Work with community groups to enhance the livability of our many townships
- Collaborate with industry and key stakeholders to identify and support developments

03

## **Supporting**

- Attract and facilitate potential development opportunities, especially in priority focus areas such as housing, value adding production and renewable energy
- Local business growth and future development initiatives

04

## **Advocating**

- Develop of rural townships via Council's Community Planning process
- Seek external funding opportunities with relevant authorities including State and Federal governments
- Continue a vibrant arts and cultural environment throughout the municipality
- Preserve and expand essential services such as health, education and communication services

05

## **Leading**

- Act as strong regional advocate to other levels of government
- Facilitate joint projects with key stakeholders including industry, business and community groups

Implementation of the following significant earmarked projects throughout the region will assist us to realise the vision and objectives set out in this strategy.

The map illustrates the urban layout of Swan Hill, Victoria, with a grid of streets including Pritchard St, McCallum St, McCrae St, Rutherford St, Wood St, Gray St, and Mansfield St. Key landmarks and planned developments are highlighted with icons and text:

- North:** Expansion of the Swan Hill Abattoirs (cow icon), Upgrading the Swan Hill Livestock Exchange (sheep icon), and directions to Nyah, Robinvale and Mildura.
- West:** Directions to Woorinen, Ultima and Sea Lake, and a Hospital precinct upgrade (plus icon).
- South:** Directions to Lake Boga, Kerang, Bendigo and Melbourne, a Cemetery, and South West residential and commercial development (car icon).
- East:** Murray Valley Highway commercial precinct entrances (building icon), a Police Station, and directions to Murray Downs, Moulamein and Balranald.
- Central/Local:** Solar farm (sun icon), Waste to energy (recycling icon), Alan Garden Reserve, Showgrounds, North Park, Riverside Park, and the Swan Hill Bridge.
- Waterways:** The Murray River and Little Murray River are shown flowing through the area.

## Priority focus areas include:

### Riverfront precinct Swan Hill

- Connecting the Swan Hill riverfront precinct to the CBD
- Development of vacant land for commercial purposes

### Swan Hill bridge

- Working in partnership with Murray Council, Vicroads, State and Federal Governments and key stakeholders to progress the implementation of the Swan Hill bridge

### Renewable energy

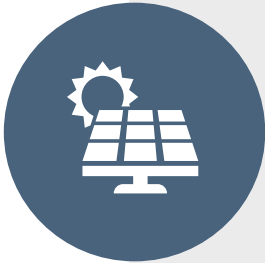
- Becoming solar capital of Australia – Including Blackwire Reserve, Bannerton and Wemen solar farms

## Transformation projects throughout the municipality include:



# 7 Making it happen

Projects currently under construction that will support initiatives within this strategy include:



## **Solar farm developments**

Three major solar farms earmarked for construction during 2017/2018 consisting of:

- Approximately 200 MW
- Capital investment of over \$250 million
- Approximately 650,000 PVC panels
- Over 200 jobs during construction phase alone
- Enough clean energy for approximately 100,000 homes



## **Horticultural / agricultural developments**

Planned expansion in 2017/18 includes:

- 50,000 hectares for land earmarked for new developments, including almonds, table grapes, pistachio and vegetables.
- One million new almond trees
- Approximately 500 new jobs



## **New infrastructure developments**

Over \$50 million allocated for future infrastructure projects for the region in 2017/18 alone, including but not limited to:

- Swan Hill Modernisation Project
- Swan Hill Abattoirs expansion
- Swan Hill Regional Livestock Exchange redevelopment
- Active Play Precinct in Swan Hill Riverside Park
- Connecting the Swan Hill riverfront precinct to the CBD



# 8 A case for change

A number of factors have significantly affected the region's economy over the past decade, including the effects of climate variability, water allocation and entitlement uncertainty, and minimal population and job growth.

The local economy is heavily reliant on the manufacturing and agriculture sectors, with about 40 per cent of total output and almost 30 per cent of employment derived from these two industries.

Ongoing challenges with housing accessibility, a skilled workforce, education, health, connectivity, freight, and tourism products highlight the need for a more diverse and innovative local economy.

## The Swan Hill region's economy in 2022 will consist of these economic characteristics

*A Case for Change refers to the strategic focus and direction for the region's economy to overcome challenges and grow and expand, not only for the next five years, but for the next 10 years, 20 years and beyond.*

Underpinning this new focus are the following objectives

- **Expand on strengths**
- **Develop new opportunities**
- **Take up the challenge**

Priority focus areas, strategic initiatives and significant projects earmarked in this strategy have been selected to ensure Council's available resources will have maximum impact on the region's future economic prosperity. Their delivery will be via a co-ordinated approach, leveraging partnerships and actively advocating.



### Industry

- 2,500 businesses
- 8,200 employment positions
- Un-employment rate at 4.0%
- Total output is \$2.50 billion
- GRP is \$1.20 billion
- \$900 million in regional exports



### Infrastructure

- \$40 million in commercial and residential building permits
- \$100 million in solar park investment



### Lifestyle

- Population of 21,000
- Attracting 700,000 visitors per year

## 8.1 Expand on the region's strengths

### Rationale

*It is imperative the region takes full advantage of its 'traditional' strengths and provides an environment to expand, grow and capture opportunities, now and in the foreseeable future.*

*For a strong and diverse economy, the region must also explore opportunities to expand and spread its core economic base. This will be achieved by supporting business development, as well as providing lifestyle opportunities.*

### PRIORITY FOCUS AREAS

#### 8.1.2 Enhance livability

#### 8.1.3 Support existing business growth

#### 8.1.2 Enhance livability

Swan Hill and Robinvale enjoy an attractive natural setting along the Murray.

The municipality needs to continue enhancing and promoting the relaxed lifestyle associated with living in the Swan Hill region, while providing the necessary infrastructure and services that is expected of a growing economy. These range from sporting facilities, parks and gardens, to events, infrastructure investments in allied health, educational services and community assets including the library and art gallery.

Enhancing the region's livability is a medium to long term endeavour and is a task that requires the support and commitment from all levels of Government, as well as local businesses, key stakeholders and community members.

### Strategic Initiatives

01

Improve and enhance regional townships' environment and facilities



02

Support the development of art and cultural facilities and experiences throughout the municipality such as public art infrastructure



03

Advocate for the development and improvement of shared paths and appropriate signage



04

Attract and facilitate significant events



05

Actively pursue opportunities that will enhance the regions recreational facilities and earmarked public space precincts



## Success in 2022 looks like



### Lifestyle

- Population of 21,000
- Attracting 700,000 visitors per year
- NBN across the municipality

### CASE STUDY

*"We're lucky to live in a region with so many diverse cultural activities and events happening throughout the year. From the Mallee Almond Blossom Festival, the Youth Arts Festival and Harmony Day, to a remarkable Performing Arts program and outstanding exhibitions at the gallery."*



*Ian Tully - Art Gallery Director  
Swan Hill Regional Art Gallery*

### Activating our strategic initiatives

- Rural Township Placemaking Strategy
- Activating Bromley Road



### 8.1.3 Support existing business growth

The size and health of existing businesses is the foundation of any successful local economy. In 2017 there were approximately 2,150 businesses registered within the Swan Hill region, ranging from entrepreneurial start-ups and family operated businesses to multinational corporations, spanning a variety of industries.

For the region's business sector to grow and prosper, an environment and culture that supports industry and business growth and development is required. In the Swan Hill region, this business support is traditionally provided by Council, supported by key partners including State and Federal Government, Swan Hill Incorporated and local traders' associations.

The need to engage local businesses will be essential in achieving this goal.

#### CASE STUDY

"Introducing new ways of thinking, sharing insights and research from other regions and reducing barriers (financial/risk) to adopting a more entrepreneurial way of thinking, will make it easier for businesses to evolve and grow in the Swan Hill region."



*Paul Dillon – Founder Mallee Rising*

## Strategic Initiatives

**01**

Facilitate programs and service to support growth in business skills and capacity



**02**

Support the growth of agriculture and manufacturing sectors through appropriate advocacy and strategic planning



### Activating our strategic initiatives

- Business workshop and networking program

### Success in 2022 looks like



#### Industry

- 2,500 businesses
- 8,200 employment positions
- Total output is \$2.50 billion



#### Lifestyle

- Population of 21,000

## 8.2 Develop new opportunities

### Rationale

To build wealth and prosperity, the Swan Hill municipality needs to facilitate an environment that attracts and embraces new opportunities and investment into the region's economy, both from the public and private sectors.

Future advances to alternative energy sources, irrigation facilities, local railway networks and broadband connection will provide the necessary catalyst for new opportunities to arise.

Targeting strategic investment opportunities as well as planning and developing the necessary capital infrastructure to support this initiative, will be the core ingredient in enabling the region to gain new ground and markets in the future.

### PRIORITY FOCUS AREAS

#### 8.2.1 Renewable energy and waste

#### 8.2.2. Value adding

#### 8.2.3 Attract and encourage new business

#### 8.2.4 Improve tourism product and experiences

### 8.2.1 Renewable energy and waste

Swan Hill region offers excellent opportunities for the generation of solar and renewable energy with flat agricultural land, high solar radiation output and good electrical network capacity. There is future scope to develop non-network energy parks that encompass various types of clean technology, including solar, geothermal, bio energy and storage.

### Strategic Initiatives

01

Explore the viability of waste to energy and waste to compost



02

Advocate for grid enhancement capacity for the region



03

Investigate and explore renewable energy investment opportunities



### Success in 2022 looks like



#### Infrastructure

• \$200 million in solar park investment

## 8.2.2 Value adding

Advancing the region's economic prosperity will be closely linked to new and expanding horticultural developments, increasing the value adding and processing of local products - and manufacturing activities. Access to alternative energy sources such as natural gas and improved transport and logistics to major ports and capital cities is expected to support growth in these areas.

### Strategic Initiatives

01

Advocate for and actively pursue new businesses that are upstream processors for our local produce



### Success in 2022 looks like



#### Industry

- 8,200 employment positions
- Total output is \$2.50 billion
- GRP is \$1.20 billion
- \$900 million in regional exports

#### Activating our strategic initiatives

- Research opportunities for agricultural waste (seconds) product



### 8.2.3 Attract and encourage new business

The Swan Hill region needs to advocate and attract new business activities and investments by showcasing its competitive advantages. These competitive advantages stem from the region's geographic location, availability of natural resources, desirable climate, access to infrastructure, as well as a stable and diverse economic environment. Advances in natural gas and communication infrastructure will have positive impact on the region's competitiveness to attract business and investment in the future.

It is expected the region will continue to attract overseas investment, especially within the agricultural sector.

Marketing the region as a location of choice, will be a critical factor in attract new business and investment into the region.

### Strategic Initiatives

**01**

Strategically explore ways of identifying and attracting new business and investment opportunities

**02**

Facilitate the development of identified commercial opportunities within the Swan Hill riverfront precinct

**03**

Target relocation or establishment of appropriate government office/agencies /higher education facilities and/or attract superannuation investment opportunities

**04**

Enhance Swan Hill region's image as a preferred location to live, work and invest

### CASE STUDY

"Whilst our head office is in Swan Hill, we obtain about 70% of our clients from outside of the Swan Hill region. We established Heil Engineering Consultants in the Swan Hill region for the lifestyle opportunities



it provides as well as the availability of essential infrastructure that allow our business to reach broader markets, such as the NBN.

"Our success to date highlights the fact there are opportunities for businesses to establish themselves in the Swan Hill region and not be 100% reliant on the local market to survive."

*Ryan Heil – Project Engineer/ Director of Heil Engineering Consultants*

### Success in 2022 looks like



#### Industry

- 2,500 businesses
- 8,200 employment positions
- Total output is \$2.50 billion



#### Lifestyle

- Population of 21,000

### Activating our strategic initiatives

- Undertake a business and industry sector gap analysis
- Implement key initiatives from the Swan Hill Riverfront Commercial Development Strategy

## 8.2.1 Improve tourism product and experiences

The Swan Hill region has substantial historical based tourism assets and promotes itself as the 'The Heart of the Murray' and 'Where the River's Fun'. There is potential to expand this tourism offering and work in partnership with adjoining municipalities - to provide a unique offering that is nationally recognised.

Opportunities for growth include advancing nature-based and agri-tourism products and experiences.

### Strategic Initiatives


**01**

In partnership, develop a destination development plan to identify market gaps and future product and infrastructure investment requirements



**02**

Assist Swan Hill municipality to develop and promote itself as a tourist destination



**03**

Actively pursue activities that will develop and support creative and informative spaces in the Swan Hill region including art/cultural and tourism assets



### Success in 2022 looks like



#### Lifestyle

- Attracting 700,000 visitors per year

### Activating our strategic initiatives

- Swan Hill Region Tourism Destination Development Plan



## 8.3 Take up the challenge

### Rationale

*Moving towards 2022 and beyond, the region's economy will need to evolve and work collectively to overcome the significant challenges rural and regional centres, such as Swan Hill and Robinvale, confront now and in the foreseeable future. Further investment in the region's major infrastructure assets will be essential in addressing these challenges, in particular job creation and population growth.*

*Support around agricultural production and value adding food processing, encouraging further expansion of the region's manufacturing capacity as well as increasing the products and goods to national and international markets, will be required to take up the challenge.*

### PRIORITY FOCUS AREAS

#### 8.3.1 Transport and logistics

#### 8.3.2 Industry development

#### 8.3.3 Housing development

### 8.3.1 Transport and logistics

The region has large agricultural and manufacturing sectors that require transport and logistics services. As such, transport and logistics play an integral and enabling role in the growth and development of these two important sectors. Recent developments in rail service and networks need to be supported by a coordinated approach to freight infrastructure development and investment. These include improving connectivity of freight movements via developments such as intermodal freight transporting station and improving regional and rural road networks.

Increasing public transport will also have a positive effect on the livability and attractiveness of the region.

### Success in 2022 looks like



#### Industry

- Total output is \$2.50 billion
- GRP is \$1.20 billion
- \$900 million in regional exports

### Activating our strategic initiatives

- Develop of intermodal freight hub
- Increase passenger services on Swan Hill –Bendigo V/Line network

## Strategic Initiatives

01

Support infrastructure and services that improve the regions freight and logistics supply chains



02

Advocate and actively pursue opportunities to improve public transport services to and within the Swan Hill region



03

Advocate for private and government investment in the Swan Hill Aerodrome



04

Advocate for the development of improved cross border connections and infrastructure



### 8.3.2 Industry development

Access to a skilled workforce is essential for business growth and development. The region must continue to develop career pathways that support industry needs. Water security and affordability play an integral role in the region's economic growth and development.

Ensuring there is sufficient and appropriate level of industry and commercial zoning throughout the region will also be a critical factor in attracting new types of industries.

A strategic focus for the region will be to continue investing in the allied health and education sectors to ensure they provide the level of support required for a growing regional centre.

#### Strategic Initiatives

01

Advocate for the alignment of local education, training and services providers with the needs of businesses, industry and the community



02

Advocate and partner with local services to further enhance the regions' health and educational services



03

Encourage regional collaboration to generate new market opportunities for specific industry sectors



#### Success in 2022 looks like



##### Industry

- 8,200 employment positions
- Un-employment rate at 4.0%



##### Infrastructure

- \$40 million in commercial and residential building permits



##### Lifestyle

- Population of 21,000

#### Activating our strategic initiatives

- Education/training and employment pathway

### 8.3.3 Housing development

To achieve employment and population growth for the municipality over the next 5 years and beyond, the region needs an adequate and diverse range of housing and rental options. The development of South West precinct in Swan Hill is expected to provide the market with sufficient available land for the foreseeable future.


More suitable accommodation options are required for seasonal workers, as many current options offered are either not acceptable or difficult to obtain.

Investment and promotional material needs to be developed and a targeted campaign undertaken to attract investment into the local housing sector. Supporting initiatives to reduce or limit the issues associated with new land developments will assist the supply and affordability of land in the future.

#### Strategic Initiatives


01

Advocate for improved housing accessibility



02

Advocate for and pursue development within the aged care/retirement sectors to meet current and future demands



03

Pursue appropriate investment in short term accommodation developments



*The new South West Development Precinct in Swan Hill covers 145 ha of vacant residential land which will equate to between 1,500 to 2,000 residential lots*

#### Success in 2022 looks like



##### Infrastructure

- \$40 million in commercial and residential building permits
- 100 ha of new residential land



##### Lifestyle

- Population of 21,000

#### Activating our strategic initiatives

- Implement of South West Development Precinct in Swan Hill
- Robinvale levee bank



# 9 Implementation

Council together with its partners will play a leading role in implementing identified actions and initiatives outlined under the Case for Change.

To deliver each of the strategic themes and their priority focus areas, a practical and clear Implementation Plan has been developed. This plan provides Council with a short to medium term framework to guide future investment and collaboration with stakeholders like State and Federal governments, businesses and communities.

Under the five-year Implementation Plan, Council will undertake an annual review of activities, actions and outcomes. This review will be reported to Councillors, businesses, key stakeholders and residents.

The outcomes will be measured against actions listed within the Implementation Plan as well as against:

- 01** Business feedback captured through business engagement 
- 02** The number of economic development programs delivered 
- 03** Level of business participation in Council activities / workshops 



**Swan Hill Rural City Council**  
Economic Development Unit  
[www.swanhill.vic.gov.au](http://www.swanhill.vic.gov.au)

DESIGNED BY

