

DRAFT - Economic Development Strategy 2022-32
Detailed Action Plan

All costs and timeframes are indicative and subject to future investigation. Outcomes of actions may require further funding, which will be sought through internal and external bids

Action #	Action description	Action Intent	Council Role	Lead Department	Supporting Department	Timing	Funded	Cost estimate (upfront/one off)	Cost estimate (ongoing)	Cost Overall (upfront plus ongoing for duration of implementation 10 years)	Funding Implications	
PRIORITY 1: IDENTITY, LEADERSHIP AND COLLABORATION												
1.1	Prepare a Brand Identity Strategy that develops an iconic umbrella brand for Yarra Ranges and a brand promise that will clarify, leverage, elevate and support the regions environment, social and economic values	Nationally and globally raising brand awareness through a strong and differentiated Yarra Ranges identity, showcasing the unique, diverse and balanced economy.	Provider and Facilitator	Customer & Communications	Economic Development, Community	2-3 years	No	\$100,000.00	\$0.00	\$100,000.00	Part FTE Resource required: development, implementation, tracking and optimisation of supporting marketing and communications campaigns.	
1.2	Register a place-based provenance trademark, backed by a Yarra Ranges Provenance Plan <i>Cross reference 1.1 Prepare Brand Identity Strategy</i>	Raise brand awareness of Yarra Ranges' commerce and trade offerings - domestically and internationally - beyond our established reputation as a premium wine region	Provider and Facilitator	Customer & Communications	Economic Development and Investment	3-5 years	No	\$50,000.00	\$0.00	\$50,000.00		
1.3	Ensure industry engagement and business responsiveness are incorporated across Council operation through: •Developing regional networks of business groups, trader groups, and industry organisations •Foster partnerships, alliances, and collaborations across council, government, industry, education institutions, community organisations, and the broader community	Reinforce Council's commitment to economic development, industry engagement and business responsiveness. Resilient, connected and collaborative networks of businesses, investors, community, and government achieving positive economic outcomes	Provider and Facilitator	Economic Development and Investment	Whole of Council	1 year and ongoing	Part	\$0.00	\$85,600.00	\$856,000.00	Part FTE Resource required: development, implementation, tracking and optimisation of supporting marketing and communications campaigns.	
1.4	Increase capacity and awareness of Council's business concierge services including:	A single-point-of-contact, responsive and effective customer service experience with streamlined processes, and clarity of information. Providing expert advice and assistance, reducing time, stress, and cost for businesses and investors. Resilient, connected and collaborative networks of businesses, investors achieving positive economic outcomes	Provider	Economic Development and Investment	Customer & Communication, Planning & Building, Instructure Services, Safer Communities, Design and Place	Ongoing	No					development, implementation, tracking and optimisation of supporting marketing and
	Ongoing					Yes	\$0.00	\$208,000.00	\$2,080,000.00	Note: Business case to justify any FTE growth required in future as service demand expands or enhances.		
	1 year and ongoing					No	\$0.00	\$10,000.00	\$100,000.00	\$10K per year - \$2500 per quarter.		
1.5	Deliver programs and develop resources to build local business capacity and capability in applying principles of regeneration.	Actively support businesses regardless of size and industry sector, in the transition to sustainability, zero carbon and circular economy models.	Provider and Facilitator	Environmental Stewardship	Economic Development and Investment, Customer & Communications	1 year and ongoing	Yes	\$0.00	\$0.00	\$0.00	Funded through the Liveable Climate Plan. Part FTE Resource required: development, implementation, tracking and optimisation of supporting marketing and communications campaigns.	
1.6	Establish an Economic Leadership Taskforce comprised of industry and chaired by the Council CEO, to that will advise Council on delivering positive and lasting economic outcomes to the opportunities and challenges facing the Yarra Ranges economy.	Strengthen Council-Industry engagement and collaboration. Ensure that the Strategy remains relevant and aligned with Industry needs. Additional accountability and transparency on the implementation of the Strategy.	Provider, facilitator, Advocate	Economic Development and Investment		1 year and ongoing	No	\$0.00	\$1,200.00	\$12,000.00	Hosting 6 meetings per year (4 x Taskforce and 2 roundtable). Part FTE Resource required: development, implementation, tracking and optimisation of supporting marketing and communications campaigns.	
1.7	Develop a series of community pulse engagement activities (ensuring accessibility and connection to a broad range of community), that routinely monitor community matters and sentiment.	Increased participation and improved economic outcomes by and for the Yarra Ranges Community	Provider	Customer & Communications	Economic Development	1 year and ongoing	Yes	\$0.00	\$0.00	\$0.00	Part FTE Resource required: development, implementation, tracking and optimisation of supporting marketing and communications campaigns.	
PRIORITY 2: TRADE, COMMERCE AND WORKFORCE CAPABILITY												
2.1	Review Council's planning scheme through a regenerative economic lens to facilitate appropriate business expansion, land use intensification, and adaptive re-use.	Strengthen State and Local Government planning provisions to support business expansion, land use intensification, and adaptive re-use.	Provider, Advocate	Design and Place	Economic Development and Investment, Planning and Building, Environmental Stewardship, Infrastructure Services	2-3 years	No	\$100,000.00	\$0.00	\$100,000.00	Resource or funding required to complete the review	
2.2	Ensure an integrated tourism approach that aligns with the Brand Identity Strategy and the Destination Management Plan <i>Cross reference 1.1 Prepare Brand Identity Strategy and 1.2 Register a place-based provenance trademark</i>	Coordinated strategic plans that take a balanced approach to leverage and support tourism and visitor economy opportunities, that care for and respects our residents, creates low-impact visitor experiences, protects our natural environment, celebrates our cultural diversity and shares our social values	Advocator,	Economic Development and Investment	Customer and Communications, Recreation and Active Living, Creative and Connected Communities	2-3 years	Yes	\$50,000.00	\$489,016.00	\$4,940,160.00	Yarra Ranges Tourism Partnership.	

2.3	Prepare a Workforce Infrastructure and Development Plan addressing existing and emerging issues regarding access as well as, attraction and retention of a local workforce to meet current and future industry and community requirements. Workforce infrastructure includes transport, housing stock (seasonal and permanent), and digital connectivity.	Access to a quality local workforce that is productive, sustainable, inclusive and that supports and is responsive to industry and community current and future needs	Provider, Facilitator, Advocate	Economic Development and Investment	Design and Place, Infrastructure Services, Advocacy, Community Support, Creative and Connected Communities	2-3 years	No	\$100,000.00	\$0.00	\$100,000.00	Workforce Infrastructure and Development Action Plan developed and implemented
2.4	Promote and foster Yarra Ranges Career Expos to increase awareness, particularly among young people, of available career development opportunities within the Yarra Ranges	Protect and grow our younger workforce and pro-actively address perceptions of limited local choices when it comes to jobs and career pathways	Facilitator	Economic Development and Investment	Community Support, Creative and Connected Communities	1 year and ongoing	No		\$10,000.00	\$100,000.00	Leverage Government grants, Public private partnerships
2.5	Investigate and resolve barriers to facilitate the establishment of a night-time economy for Yarra Ranges that encourages the attraction and retention of younger workers	Protect and grow our younger workforce Pro-actively address perceptions of limited local choices when it comes to lifestyle Complement and support visitor economy	Provider, Facilitator, Advocate	Design & Place	Creative & Connected Communities, Economic Development and Investment, Community Wellbeing, Community Support	3-5 years	No	\$50,000.00	\$0.00	\$50,000.00	Internal funding to be sourced for investigation for reporting/consultant
2.6	In partnership with the Victorian Government support the communities of Powelltown, Yarra Junction and Warburton transition away from native timber harvesting.	Development of a Local Development Strategy leading to creation of new jobs in sustainable industries resulting in long-term economic and social benefits for each community.	Provider, Facilitator, Advocate	Economic Development and Investment	Design and Place, Infrastructure Services, Advocacy, Community Support, Creative and Connected Communities	2 years	Yes	\$500,000.00		\$500,000.00	Victorian Government funded.
PRIORITY 3: INVESTMENT ATTRACTION											
3.1	Prepare an Investment Attraction Plan and associated Prospectus.	A clear understanding of the right types of investment for our region and tools and resources required to present a coordinated, professional, proactive, and competitive approach to investment and business attraction	Provider	Economic Development and Investment		1 year	No	\$100,000.00	\$0.00	\$100,000.00	Proposed internal funding (\$\$ operational budget 2/23) for plan and prospectus development. Future internal funding could be required for sub-actions of Investment Attraction Plan.
3.2	Audit and collate a dynamic list of potential sites for regenerative development.	Strengthen Yarra Ranges' capacity to accommodate business expansion, intensification, and adaptive re-use. Activation of underused sites	Provider	Design and Place	Economic Development and Investment, Design and Place, Planning	2-3 years	No	\$75,000.00	\$0.00	\$75,000.00	Internal funding to be sourced for investigation for reporting/consultant/Subject Matter Expert. Internal funding required to produce template for fact sheets/prospectus (\$5k).
3.3	Prioritise infrastructure that increases the economic contribution of our identified opportunity industry sectors. Infrastructure priorities include: •Traffic and movement of people •Roads, Freight and produce movement •Digital connectivity •Ongoing transformation of the Bayswater Business Precinct (BBP) as a hub for innovation and excellence in advanced and specialist manufacturing	Improved liveability for residents and maximised economic returns from tourism, agribusiness, business parks and other facilities / attractions by ensuring there is sufficient supporting infrastructure	Advocator, Facilitator,	Economic Development and Investment,	Design and Place, Infrastructure Services, Advocacy, Assets and Capital Programming, Recreation and Active Living	2-3 years and ongoing	yes	\$0.00	\$30,000.00	\$300,000.00	Planning within existing resources - place plans, structure plans, capital works. Initiatives funded through capitals works and Government grants. \$30K/annum investment into BBP
3.4	Demonstrate Council's commitment to facilitating investment in opportunity industry sectors through a targeted communication campaign showcasing Council's organisational and policy reforms. Campaign elements to showcase outcomes from Actions 1.3, 1.7, 2.1, 2.3	Increased awareness and confidence in Councils commitment to helping resolve barriers and facilitate investment in the region	Provider	Customer and Communications	Economic Development and Investment, Design and Place, Recreation Active Living, Creative and Connected Communities,	1 years and ongoing	No	\$0.00	\$0.00	\$0.00	Subject to further business case a part FTE Resource would be required: development and ongoing implementation e.g. development, implementation, tracking and optimisation of a marketing and communications plan

3.5	Investigate the viability of establishing a placed-based public benevolent institution (PBI) for the Yarra Ranges to access philanthropic funding for local projects.	Enable local philanthropists to fund local initiatives that create wealth and prosperity for the benefit of all residents across the broader community	Provider, Facilitator, Advocator	Economic Development and Investment	Advocacy, Creative and Connective Communities, Community Support	2-3 years	No	\$0.00	\$0.00	\$0.00	Within existing resources. Government grants, Public private partnerships
PRIORITY 4: INNOVATION AND ENTREPRENURSHIP											
4.1	Develop Innovation and Entrepreneurship Growth and Recognition Programs for local businesses, leaders, start-ups, entrepreneurs, and social enterprises that will: •mentor and enhance the capacity and capabilities of emerging and existing local businesses •facilitate dynamic local and global networks of collaboration between education and industry •showcase and promote local Innovation and Entrepreneurship excellence at a national and global level	Dynamic, connected and collaborative networks of businesses, industry, education and government harnessing creativity and innovation to address rising social, environmental, and economic challenges. Enhanced innovation capacity and capabilities of local industry Develop our domestic and international reputation as a region supportive of start-ups, entrepreneurs and social enterprises Opportunity to export industry knowledge for innovation and expand domestic and international trade	Facilitator, Advocator	Economic Development and Investment	Customer and communications, Creative and Connected Communities, Community Support, Community Wellbeing	1 year and ongoing	No	\$0.00	\$20,000.00	\$200,000.00	Within existing resources. Government grants, Public private partnerships
4.2	Develop an integrated model of innovation hubs, precincts, and co-working spaces.	Dynamic, connected, and collaborative networks of community, businesses, industry, education and government harnessing creativity and innovation to address rising social, environmental, and economic challenges to improve outcomes.	Advocator and Facilitator	Economic Development and Investment	Customer and communications, Creative and Connected Communities, Community Support, Community Wellbeing, Design and Place	1 year and ongoing	No	\$102,000.00	\$0.00	\$102,000.00	Part time resource for 2 years to develop and integrate a sustainable business/community led model
4.3	Establish Centres of Excellence to showcase local innovation and entrepreneurship globally Location-based venues should have multi-use facilities that accommodate experiential activities, seminars, training and innovation Virtual Centres of Excellence should bring capabilities, knowledge and expertise together from across geographical boundaries, connecting into national and global networks	Opportunity to export industry knowledge for innovation and expand domestic and international trade Continue to grow the innovation capacity of local industry Multiple centres of excellence within the Yarra Ranges fostering a culture of national and international recognition, development and continued innovation. Increased opportunities to export industry knowledge for innovation and expand domestic and international trade	Facilitator, Advocator	Economic Development and Investment	Customer and communications, Creative and Connected Communities, Community Support, Community Wellbeing, Design and Place	3-5 years and ongoing	Yes	\$0.00	\$0.00	\$0.00	Facilitation within existing resources. The establishment funding would be through Government grants, Public private partnerships

The successful implementation of this Strategy is dependent on the ongoing funding of a Communications Resource and associated marketing campaign. Specifically the following actions 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 2.4, 3.4, 4.1, 4.2, 4.3

Economic Development Officers delivering on multiple actions in Plan

Part	\$0.00	\$50,000.00	\$500,000.00	Campaign Budget (approx. \$5k per project to be shared across the year)
No	\$0.00	\$104,000.00	\$1,040,000.00	FTE
Yes		\$357,000.00	\$3,570,000.00	

TOTAL \$1,227,000.00 \$1,364,816.00 \$14,875,160.00

Funded 12,246,160
Unfunded \$2,629,000