



GOULBURN VALLEY SUB REGIONAL PLAN

*The **Hume Strategy** for sustainable communities*

2010-2020

A Victorian
Government
initiative



JULY 2010



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Published by the Urban Development Division
Department of Planning and Community Development
3/55 Collins Street Melbourne Victoria 3000

July 2010

Authorised by the Hume Regional Management Forum (RMF)

Printed by Stream Solutions Pty Ltd

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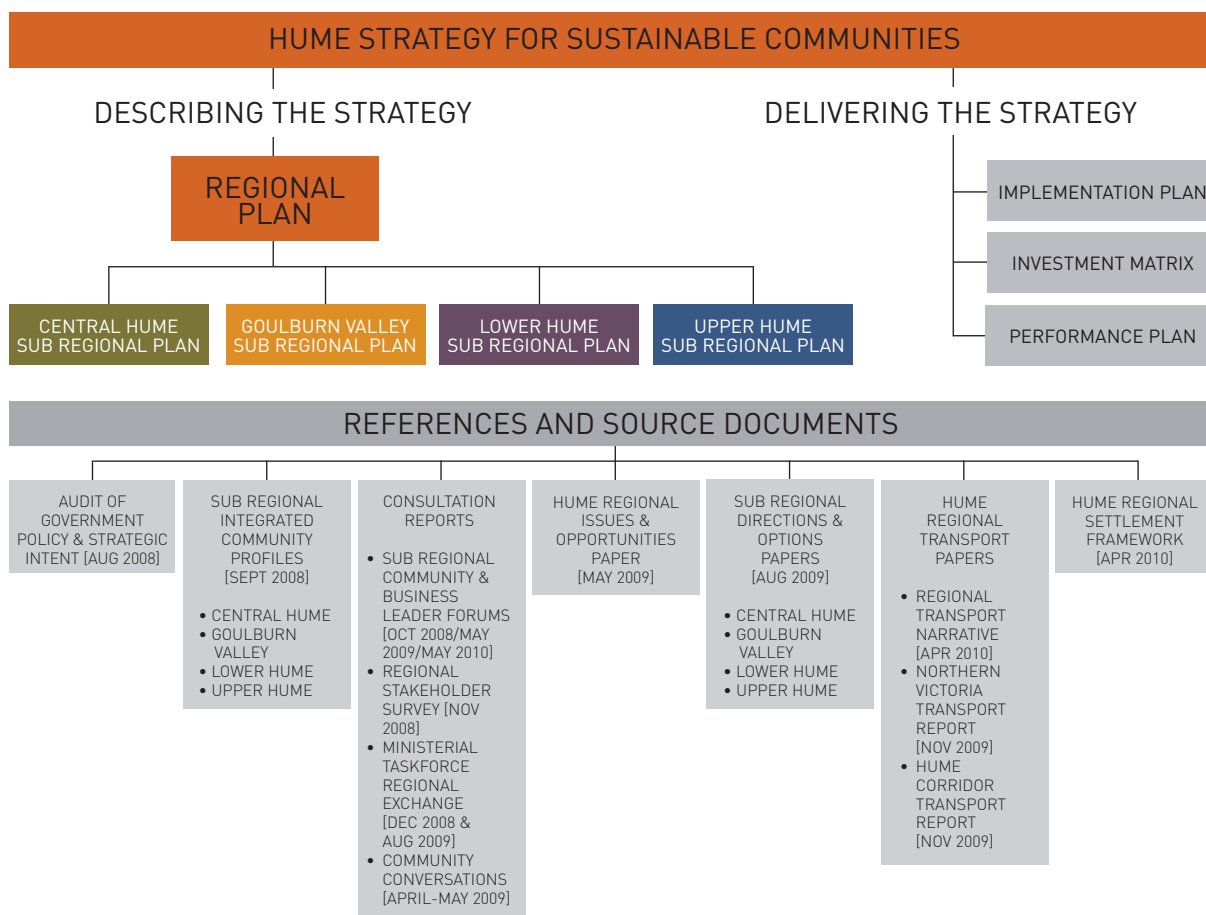
GOULBURN VALLEY SUB REGIONAL PLAN

The **Hume Strategy** for sustainable communities

The Hume Strategy for Sustainable Communities (Hume Strategy) is an integrated plan connecting the four distinct sub regions that make up the Hume Region in North East Victoria and provides a framework for long term cooperation and investment (Map 1).

The Goulburn Valley Sub Regional Plan is one of five volumes that describe the Hume Strategy and is a companion document to the Hume Regional Plan. The Goulburn Valley Sub Regional Plan sits alongside the Upper Hume, Central Hume, and Lower Hume Sub Regional Plans (Figure 1).

FIGURE 1. HUME STRATEGY DOCUMENT STRUCTURE



PREFACE



The Hume Regional Plan describes in detail the strategic framework and rationale for the directions and strategies included in all five volumes. Users are encouraged to read the regional plan prior to considering the sub regional plans because some of the higher-level strategic material has not been replicated in the sub regional documents. However, a short summary is provided below.

HUME STRATEGY: KEY COMPONENTS

VISION

The Hume Region will be resilient, diverse and thriving. It will capitalise on the strengths and competitive advantages of the four sub regions, to harness growth for the benefit of the region and to develop liveable and sustainable communities.

ACHIEVING THE VISION

The vision will be achieved by focusing effort on five key themes of environment, community, economy, transport and land use. The goals for these themes are articulated and developed further through a set of key directions. Underpinning each key direction is a series of recommendations for action at the regional level.

The five Hume Strategy themes and related goals that comprise the framework for action as set out in the Hume Regional Plan in summary are:

Environment: Natural resources protected and enhanced for current and future generations

Conserve the region's natural resources in order to protect their intrinsic values and support sustainable communities.

Communities: Healthy, vibrant and resilient communities

Strengthen communities by enhancing their liveability and sense of connectedness and improve their access to services, facilities and other opportunities.

Economic: A thriving and dynamic economy

Capitalise on the region's competitive advantages, opportunities and strengths, in order to continue to deliver prosperity and vitality.

Transport: An integrated network of efficient and high functioning transportation systems

Develop a network of integrated transport infrastructure and services in order to ensure that Hume will be a mobile region, with a capable transport system that provides quality, fast, safe efficient links for rural and regional communities.

Land Use: An efficient and sustainable pattern of urban and rural land use and development

To consolidate the development of four sub regions with high functioning networked centres, which together provide quality services and meet diverse needs. Stronger linkages will be developed between regional cities and centres and with other key cities and towns outside the Hume Region.

KEY CONCEPTS

The following key concepts underpin the Hume Strategy:

Networked settlements

The Hume Region has a relatively dispersed pattern of settlements, not dominated by a single large city. The larger towns and cities support networks of smaller settlements. The Hume Regional Plan proposes to build on this existing pattern by adopting a model of a 'networked multi-centred region', supported by integrated planning for mobility and transport.

Mobility

The major road and rail corridors and other transport links play crucial roles in connecting settlements and making services and facilities accessible to communities in the Hume Region. Equity of mobility is a fundamental objective of planning for transport and access in the Hume Region. The concept seeks to improve the ability of individuals to travel for employment, education, health, household needs and leisure. It also recognises that in some cases it may be more efficient to bring services to people, rather than people travelling to a centralised location for services.

Competitive advantage

Competitive advantages are the characteristics of a region or area that give it an edge over other comparable places. They may be natural or built assets, locational advantages or a combination of these factors. Building on competitive advantage is a fundamental tenet used in the Hume Strategy to frame actions for future success.

The Hume Strategy deals only with matters that are of strategic significance at a regional or sub regional level. To achieve this, the following criteria are applied:

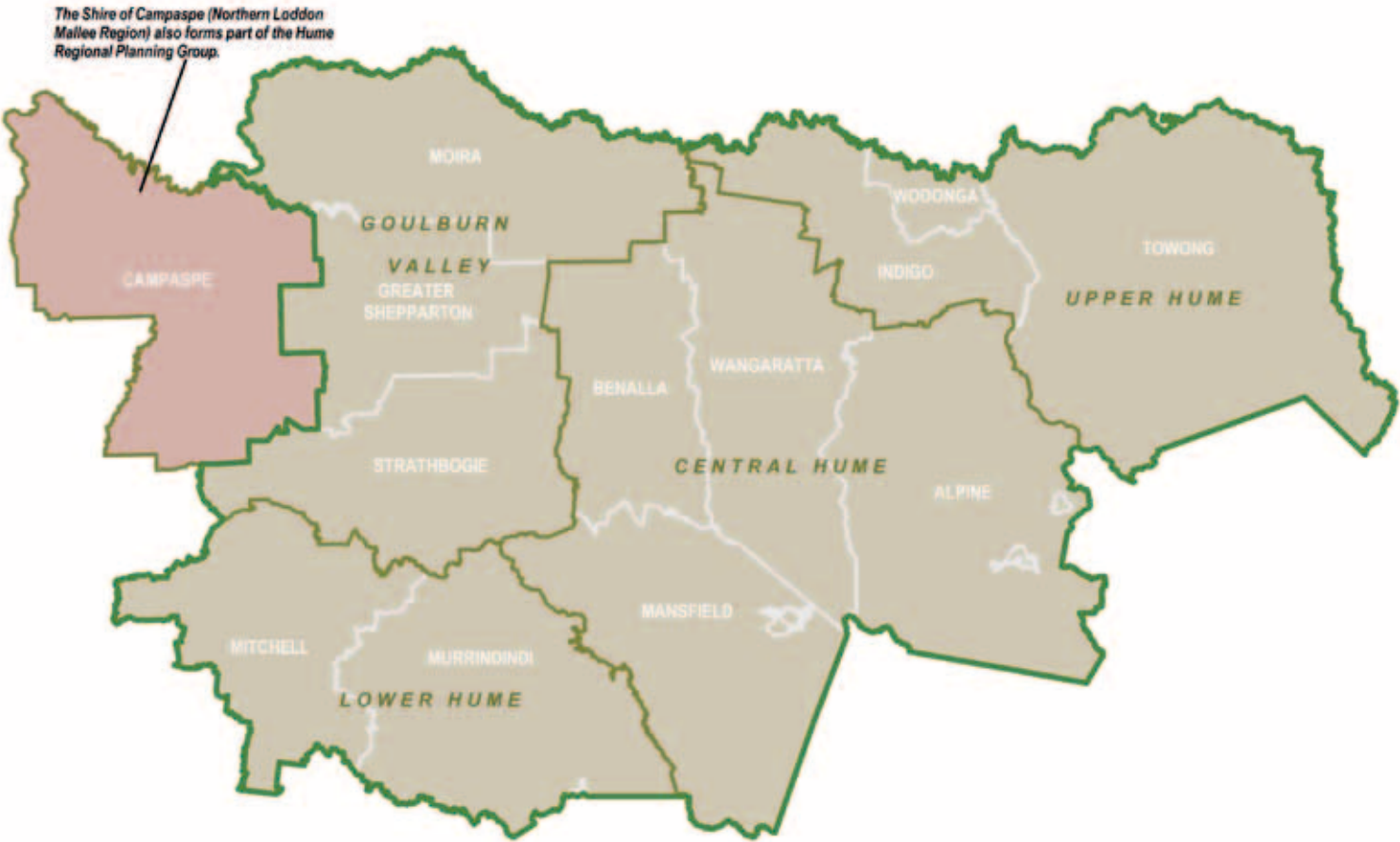
Regional: Matters that extend over or impact beyond a sub region.

Sub Regional: Matters that extend beyond a single municipality, but are unlikely to have a region wide impact.

Local: Matters that are unlikely to be significant beyond the municipality concerned.

When reading the regional plan and the accompanying recommended region level actions, it is important to appreciate that the regional recommendations apply to all sub regions. The background studies that inform the regional plan also incorporate material of relevance to each sub region. The specific actions applying to the Goulburn Valley sub region are set out below and accompany the regional level actions that are contained in Appendix 1.

The purpose of the Goulburn Valley Sub Regional Plan is to articulate specific actions for this sub region. These include recommendations for collaboration and partnerships that can benefit communities which share interests and opportunities that extend beyond a single municipality.



MAP 1. HUME SUB REGIONS

0 25 50 75
Kilometres

Hume Region Boundary
Sub Region Boundary
Local Government Area Boundary

PART 1: SETTING THE SCENE



THE GOULBURN VALLEY SUB REGION



MAP 2. GOULBURN VALLEY SUB REGION



The Goulburn Valley sub region comprises four local government areas:

Greater Shepparton City

Moira Shire

Strathbogie Shire

Campaspe Shire which is located in the Loddon Mallee Region forms part of the Hume Strategy regional planning group. For planning purposes, the Hume Regional Management Forum (RMF) agreed that Campaspe Shire would be included in the Goulburn Valley sub region because of shared interests.

- Freeway
- Highway
- Major Arterial
- Rail
- River
- Water Body
- Hume Region Boundary
- Sub Region Boundary
- LGA Boundary
- Public Land

0 10 20 30
Kilometres

STRATEGIC CONTEXT

The Goulburn Valley sub region, with a land area of 14,287 square kilometres, in 2006 had a population of 134,200 residents.

The Goulburn Valley has been a steady performer in terms of population growth since the 1980s, but growth rates are lower than those recorded for Lower Hume, which is experiencing significant peri-urban development, and Upper Hume where there is strong population growth in Wodonga and its peri-urban hinterland in Indigo Shire. The Goulburn Valley sub region is serviced by Shepparton-Mooroopna and there are numerous other towns such as Tatura, Murchison, Cobram, Numurkah, Yarrawonga, Nagambie, Euroa, Violet Town, Avenel as well as Echuca and Kyabram in Campaspe Shire (Map 2).

Greater Shepparton grew at an average rate of one per cent per year between 1996 and 2006. With a total population of 35,981, Shepparton-Mooroopna is the largest urban centre in the Hume Region, although it is not as large as the cross-border centre of Albury-Wodonga, which has a combined population of 76,200. Moira Shire has grown steadily since the 1980s largely due to the lifestyle attraction of towns along the Murray River.

Strathbogie Shire's proximity to Melbourne and its wine making and equine industries have made it a popular weekend tourist destination and the landscape is attractive for those seeking a rural getaway. The Shire also contains intensive industries such as poultry growing. In Campaspe Shire, Echuca is growing strongly, while other parts of the Shire remain relatively stable.

Moira and Campaspe Shires are located on the alluvial flood plains of the Murray, Goulburn and Ovens rivers. These systems provide fertile agricultural land, desirable tourist locations and important habitats for native species and ecosystems. Moira and Campaspe Shires also contain significant portions of Victoria's new River Red Gum national parks, the Gunbower, Barmah, Lower Goulburn River and Warby-Ovens National Parks. The Box Ironbark forests of the Goldfields bio-region extend into the western end of Strathbogie Shire.

Key water assets in the Goulburn Valley sub region include the large Goulburn, Broken, Murray and Ovens river systems, which provide significant environmental and recreational benefits as well as economic value. The Goulburn Murray catchment is widely regarded as the food bowl of the Murray Darling Basin, even though it represents only 2.1 per cent of the basin's total area. Anticipated changes in temperature and rainfall will have economic and social impacts requiring mitigation and adaptation to ensure sustainability.

Shepparton is the key centre in the Goulburn Valley sub region for tertiary, mainstream and specialist health, cultural and higher-education services. Currently Melbourne University runs the Dookie Agricultural College and a School of Rural Health in Shepparton and La Trobe University's Shepparton campus offers courses in arts,

business, commerce, education and nursing. The sub region is serviced by TAFE campuses at Shepparton and Echuca. Adult Community Education (ACE) organisations are significant contributors to the number of Registered Training Organisations (RTOs) in the sub region and are well placed as locations in communities for training partnerships. There are six Adult Community and Further Education (ACFE) registered providers in Greater Shepparton (of which three are RTOs), one in Strathbogie and four in Moira (of which three are RTOs).

A distinctive feature of the Goulburn Valley is the cultural diversity of its population. Shepparton-Mooroopna has the largest Indigenous population in provincial Victoria. There is also a relatively large Indigenous population in settlements along the River Murray within Moira and Campaspe Shires. The sub region is home to a number of people from other culturally and linguistically diverse backgrounds. Many second and third generation European migrants and newer first generation migrants from Africa, Asia and the Middle East have settled in the Shepparton-Mooroopna, Cobram and Kyabram areas. The sub region provides specialist Indigenous education and Adult Multicultural English Services (AMES) in key areas.

The Goulburn Valley has a strong rural economy based on irrigated and dry land agriculture, grazing, viticulture and forestry. In other areas particularly in Strathbogie Shire, there is a significant equine industry.

The Goulburn Valley sub region is of national significance for dairying and horticulture and supports a large fruit and vegetable processing industry, estimated to generate \$1.7 billion annually. It provides a significant amount of employment across the sub region. The State Government's Northern Victoria Food Bowl Irrigation Modernisation Project (NVIRP) is investing \$2 billion to secure water savings and drive efficiencies in water delivery into a new era of competitiveness. The goals of the project include modernising irrigation water supply infrastructure and improving farm water use efficiency, to increase farm viability and productivity and support regional economic development.

A shrinking rural workforce and population decrease in smaller rural communities is occurring alongside strong growth in Shepparton, Echuca, Cobram, Numurkah, Nagambie and Avenel. In some rural areas of the sub region there is a significant gap in the population profile, with young adults under represented.

The Goulburn Valley sub region is a significant transport hub with a high level of freight movements and volume. The alignment for the proposed Melbourne to Brisbane inland rail is to be determined by the Commonwealth Government. There are two options being canvassed, the Hume transport corridor through Albury-Wodonga and the Goulburn Valley transport corridor through Shepparton. Should the Goulburn Valley corridor alignment be selected, it would strengthen the business case for rail gauge standardisation for freight and passenger movements in this corridor.

PART 2: THE GOULBURN VALLEY SUB REGIONAL FRAMEWORK FOR ACTION



ENVIRONMENT THEME

NATURAL RESOURCES PROTECTED AND ENHANCED FOR CURRENT AND FUTURE GENERATIONS

CONTEXT

The Goulburn Valley sub region's significant water assets include the Goulburn, Broken, Murray, Campaspe and Ovens Rivers, and Broken Creek, as well as the Barmah National Park and other national parks and reserves. The Plains Grassy Woodlands ecosystems also have significant biodiversity values. Protecting and enhancing these assets, as well as wetlands, remnant areas of native vegetation and other environmentally sensitive features will continue to be a significant challenge to communities in the context of extended drought and increasing temperatures.

Climate change and extreme weather conditions have had a considerable impact on the sub region's agricultural activities in the fruit, dairy, grain, poultry, horticulture and wine industries. Although climate change adaptation will need to be driven from within local communities, councils in the Goulburn Valley sub region have a major role in helping local communities adapt to climate change. They can take the lead in developing and implementing adaptation strategies relevant to their local communities. For example, emission reduction targets could be set at a local government level and incorporated in to council and community action plans.

Uncertainty concerning the introduction of a price on carbon emissions and its application to the agricultural sector has the potential to put significant pressure on industries in the sub region. The dairy industry is likely to be particularly vulnerable, as it is already suffering from the prolonged drought, reduced water security, increasing fuel prices and the lingering effects of the global economic downturn.

Bio-geographic regions—or 'bioregions'—are the basis for planning and managing biodiversity in Victoria. The Goulburn Valley sub region includes a number of bioregions including: Murray Fans, Victorian Riverina, Goldfields, Northern Inland Slopes, Central Victorian Uplands and Highlands–Northern Fall.

In the Goulburn-Broken catchment the vast majority of the native vegetation has been cleared for agricultural development and timber supply. Today, only 30% of the pre-European vegetation cover remains, mostly on public land in the south of the catchment. In the Victorian Riverina bioregion, up to 97% has been cleared. A vast majority of the native vegetation remaining is found on private land and is of poor quality due to limited diversity, and lack of understorey and ground layer vegetation. While there are some large blocks of remnant native vegetation — over 1,000 hectares in size — most are in very small patches measuring less than one hectare. Weed control programs need to be flexible in order to adapt to changing conditions and able to identify and reduce the social, environmental and economic impact of weeds not currently listed as regionally prohibited or controlled.

The Goulburn and Murray Rivers deliver irrigation water supply through channels within the sub region. The Northern Victoria Irrigation Renewal Project will achieve a major upgrade to Northern Victoria's outdated and inefficient irrigation infrastructure. The upgrade will improve water delivery management and irrigation services, and recover much of the water now being lost through leaks, evaporation and system inefficiencies. Water access and security is critical to the livelihood of agricultural producers in the sub region. The sub region's agricultural base depends heavily on a reliable water supply and has been affected by the prolonged drought and changing water availability.

The cost of energy has been steadily increasing with a significant portion of residential and non-residential income assigned to energy costs. Increasing energy prices can have indirect impacts on the health and well being of the elderly and the economically disadvantaged. Food processing, milk and transport industries form the main economic base of the sub region and are significantly affected by increasing energy prices.

Investigation into renewable energy sources and expansion of reticulated supply would provide greater security and affordability for communities and industry within the sub region.

The Hume Strategy identifies the following four key directions under the environment theme - *Natural resources protected and enhanced for current and future generations*:

- 1 Anticipating and adapting to the effects of climate change**
- 2 Managing our water resources sustainably**
- 3 Protecting native habitat and biodiversity**
- 4 Harnessing renewable energy sources, reducing greenhouse gas emissions and pursuing innovative waste management approaches**

Related priority strategies and actions that have significance at the Goulburn Valley sub regional level are presented on the following pages.

KEY DIRECTION 1

ANTICIPATING AND ADAPTING TO THE EFFECTS OF CLIMATE CHANGE

PRIORITY STRATEGIES

- 1.1 Reducing the Hume Region's carbon footprint
- 1.2 Being informed about climate change
- 1.3 Local leadership supporting local initiatives
- 1.4 Harnessing opportunities
- 1.5 Integrated planning approaches

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following action has been identified as significant to the Goulburn Valley sub region.

- 1.1.GV1: Implement the Goulburn Broken Greenhouse Alliance Strategic Plan.
- 1.3.GV1: Support an expansion of existing community sustainability projects and initiatives, for example 'Violet Town Eco Living Project'.

KEY DIRECTION 2

MANAGING OUR WATER RESOURCES SUSTAINABLY

PRIORITY STRATEGIES

- 2.1 A water view for the region
- 2.2 Water management through innovation
- 2.3 Water guiding planning outcomes
- 2.4 Valuing ecosystem services of rivers, streams and wetlands

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 2.1.GV1: Promote and build on the Goulburn Valley as a sub region of excellence in water efficiency, through industry and government partnerships, the Northern Victoria Irrigation Renewal Project, and the On-Farm Irrigation Efficiency Program.
- 2.3.GV1: Investigate opportunities for implementing the Lower Goulburn Floodplain Management Strategy.

KEY DIRECTION 3

PROTECTING NATIVE HABITAT AND BIODIVERSITY

PRIORITY STRATEGIES

- 3.1 Management of regional biodiversity
- 3.2 Land use planning and biodiversity
- 3.3 Protection and management of native habitat
- 3.4 Education, incentives and community

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 3.2.GV1: Ensure high environmental standards are applied to all aspects of planning for protection of the sub region’s significant River Red Gum forests including the Lower Goulburn and Barmah areas.
- 3.3.GV1: Investigate and develop weed control management programs for key weeds with a social, environmental or economic impact, not listed as regionally prohibited or controlled weeds, such as Caltrop and Arrowhead.
- 3.4.GV1: Investigate opportunities for incentives for biodiversity conservation on private land to include corporate sponsorship or grants.

KEY DIRECTION 4

HARNESSING RENEWABLE ENERGY SOURCES, REDUCING GREENHOUSE GAS EMISSIONS AND PURSUING INNOVATIVE WASTE MANAGEMENT APPROACHES

PRIORITY STRATEGIES

- 4.1 Regional energy planning
- 4.2 Energy and innovation
- 4.3 Regional energy action
- 4.4 Waste management and innovation

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 4.1.GV1: Trial wind energy projects within the sub region, in particular Strathbogie Shire. Investigations should consider constraints such as connection to the grid, management of native vegetation and benefit-cost analysis.
- 4.1.GV2: Investigate the viability of establishing a commercial level solar generation and/or bio-fuel facility within the sub region.
- 4.1.GV3: Further investigate opportunities for geothermal energy within Moira Shire.
- 4.2.GV1: Support an expansion of existing sustainable energy projects, for example ‘Murchison Goes Solar’ and ‘Shepparton Goes Solar’ projects.
- 4.3.GV1: Pursue expansion of waste to energy industries within the sub region.
- 4.4.GV1: Support creation of a Renewable Energy Hub to co-locate industries, aimed at maximising resource use efficiency and minimising waste generation.

COMMUNITIES THEME

HEALTHY, VIBRANT AND RESILIENT COMMUNITIES

CONTEXT

The Goulburn Valley sub region has nearly 45 per cent of the Hume Region's total population and has been growing by an average of 0.8 per cent per year over the past decade. Continued population growth is forecast. The major settlements in the sub region are Shepparton, Mooroopna, Tatura, Yarrawonga, Echuca, Kyabram and Cobram, with Shepparton being the major service centre.

As with other Hume sub regions, population growth and demographic characteristics vary within the Goulburn Valley. The sub region also shares the objective of developing responsive and appropriate social services and infrastructure. Common challenges include: rural ageing; the influx of 'tree change' retirees; the needs of refugees in terms of settlement support services; the effects of concentrations of social housing in regional cities and centres; and a desire to stem the movement of young people away to capital cities and major regional cities. The sub region also has some unique local requirements.

Goulburn Valley sub region has an opportunity to build on its strong tertiary and adult education sector, including student accommodation, which is continuing to grow and develop. The sub region has the potential to capitalise on a solid education and industry base in health, agricultural production, irrigation, and food processing. Creating an environment where students can move between primary, secondary and higher education through seamless transitions including transition between courses, is an opportunity for the Goulburn Valley sub region. Further, the sub region has a considerable and growing population of Indigenous people as well as new residents from countries such as Iraq, Afghanistan and the Horn of Africa. It is important that all individuals from Indigenous communities and those from culturally and linguistically diverse backgrounds have equitable access and can participate in learning development opportunities through culturally appropriate programs and pathways.

Identified priorities for the sub region are: providing and maintaining social and community infrastructure; mental health services; aged care services and accommodation; and access and mobility services to suit a changing population. Access to lifestyle, educational and employment opportunities are also important.

The large Indigenous population and level of cultural diversity is a valued characteristic of the Goulburn Valley which provides both challenges and opportunities. Consideration is required for service access and delivery, particularly for people experiencing relatively poor social, economic and health outcomes and for new arrivals. Cultural diversity also provides a variety of skills, experience, knowledge and opportunities which are a potential asset to communities and to the economy of the sub region.

Within the Hume Region, Shepparton and Mooroopna have the largest number of people experiencing relatively high disadvantage. Pockets of relatively high disadvantage are also found in Yarrawonga, Cobram, Euroa, Numurkah and Tatura, in addition to a number of smaller settlements, particularly in Moira Shire. Reducing disadvantage and building strong resilient communities is a priority of the Goulburn Valley sub region.

Fairley Leadership operates from a base in the Goulburn Valley sub region and provides community leadership development as well as opportunities for ongoing community strengthening and development through an extensive network of community and business leaders that extends beyond the sub region.

The Hume Strategy identifies the following four key directions under the communities theme - *Healthy, vibrant and resilient communities*:

- 5 Embracing learning for life**
- 6 Providing appropriate and accessible social services and infrastructure**
- 7 Developing innovative and flexible service delivery models**
- 8 Strengthening communities, increasing resilience and enhancing liveability**

Related priority strategies and actions that have significance at the Goulburn Valley sub regional level are presented on the following pages.

KEY DIRECTION 5
EMBRACING LEARNING FOR LIFE

PRIORITY STRATEGIES

- 5.1 Create 21st Century spaces for communities through growth and sharing of resources
- 5.2 Provide opportunities for young people to engage with learning through multiple pathways and seamless transitions
- 5.3 Foster a culture of excellence and aspiration in learning

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 5.2.GV1: Strengthen Shepparton’s role as a tertiary education hub which includes integration of existing student services and facilities where appropriate for the seamless transition of students between learning environments.
- 5.2.GV2: Investigate and prepare assessments of the possibility for further development or creation of new Centres for Higher Education and Research in the Goulburn Valley in the areas of irrigation engineering, food technology and food processing as hubs for research, training and development.
- 5.2.GV3: Develop partnerships with industry to address gaps in learning and skill development needs in areas such as food technology and engineering.
- 5.3.GV1: Support the needs of the Goulburn Valley sub region’s culturally diverse communities to ensure equity of access to high quality education for young people and their retention as community members.

KEY DIRECTION 6
PROVIDING APPROPRIATE AND ACCESSIBLE SOCIAL SERVICES AND INFRASTRUCTURE

PRIORITY STRATEGIES

- 6.1 Build networked communities
- 6.2 Expand service access pathways
- 6.3 Develop and renew services and infrastructure
- 6.4 Enhance participation in arts, culture, sport and recreation

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 6.2.GV1: Service access and provision to be inclusive of and responsive to the relatively large Indigenous population.
- 6.2.GV2: Provide better coordinated settlement support services for people from refugee and culturally and linguistically diverse backgrounds in the Goulburn Valley. Ensure the areas of education, health and clinical support needs are incorporated into coordination measures.

KEY DIRECTION 7

DEVELOPING INNOVATIVE AND FLEXIBLE SERVICE DELIVERY MODELS

PRIORITY STRATEGIES

- 7.1 Sub regional service and infrastructure planning
- 7.2 Service coordination and resource sharing

SUB REGIONAL ACTIONS

Apart from the regional actions listed in Appendix 1 of this plan, there are no specific actions identified as significant to the Goulburn Valley sub region.

KEY DIRECTION 8

STRENGTHENING COMMUNITIES, INCREASING RESILIENCE AND ENHANCING LIVEABILITY

PRIORITY STRATEGIES

- 8.1 Engagement and capacity building of people and places
- 8.2 Housing diversity and local amenity
- 8.3 Safer and capable communities

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 8.1.GV1: Community strengthening activities within the Goulburn Valley sub region to be inclusive of and responsive to the relatively large Indigenous population and people from other culturally and linguistically diverse backgrounds.
- 8.1.GV2: Promote the benefits of community leadership capability provided by Fairley Leadership.
- 8.2.GV1: Explore models for coordinated and cost-effective provision of short term accommodation in Shepparton for tertiary students and seasonal workers.

ECONOMIC THEME

A THRIVING AND DYNAMIC ECONOMY

CONTEXT

The Goulburn Valley sub region's economy is strongly driven by agricultural production. The number of farms in the area exceeds the number of farms in other parts of the Hume Strategy study area, as does the total value of agricultural production. The dairy and beef industries account for a high proportion of this value throughout the sub region, although wool and meat (both sheep and cattle) dominate in Strathbogie Shire. Major food-processing companies are located in the sub region, including SPC Ardmona, Campbell's Soups and Unilever.

Opportunities for developing new business and strengthening and expanding existing enterprises will be achieved by: capitalising on the proximity of settlements to the Goulburn Valley and Hume transport corridors for road and rail transport; a stable, skilled and culturally diverse workforce; key major infrastructure renewal and upgrades particularly in irrigation and transport; investigating the latent capacity of existing commercial / industrial areas; the attractiveness of the area for skilled migrants to settle in; and identifying and planning for new commercial / industrial / residential capacity. This approach will realise opportunities to maximise the sub region's competitive advantages in freight, logistics and distribution.

The Goulburn-Broken catchment is widely regarded as the food bowl of the Murray Darling Basin. The main primary industries are horticulture, dairy, cropping, viticulture, wool, forestry and grazing (sheep and beef). The Goulburn Valley currently produces in the vicinity of 80% of the Hume Region's farm-gate agricultural production and approximately 90% of the Hume Region's agricultural based manufacturing production. Most of the agricultural products produced in the sub region are processed locally through cannery and packing factories.

Drought, climate change, reduced water availability, and global economic forces, will continue to bring significant challenges for maintaining the wealth of the irrigation region. The Northern Victoria Irrigation Renewal Project will lead to new efficiencies in agriculture yet land that will no longer be irrigated requires attention also. Dookie campus is important as a location for higher education and research. Service sector activities such as retail trade, health care and construction are also significant contributors to the sub region's economy. Shepparton, being the major retail centre within the sub region, has a range of national brand retailers and major anchors.

Tourism has become an important industry and employer, assisted by proximity to Melbourne and the natural attractions of the sub region. Summer tourism based along the Murray River corridor at settlements that include Echuca, Cobram and Yarrawonga, along with nature based tourism and food and wine products are substantial contributors to the local economy and offer the capacity for future expansion. The establishment

of the 'Murray River Regional Tourism Board' (MRRTB) represents an opportunity to elevate tourism in the sub region as well as collaborate on mutually beneficial tourism activities with adjoining shires in New South Wales. Nagambie and Yarrawonga have large water based activity areas with a constant water supply available. Expansion of on and off-road cycling trails throughout the sub region will add to the variety of the tourism experience and has the potential to stimulate new economic activity.

The Hume Strategy identifies the following four key directions under the economic theme – *A thriving and dynamic economy*:

- 9 Strengthening a capable workforce**
- 10 Adapting and diversifying agriculture in an environment of change**
- 11 Facilitating research and innovation in tourism, manufacturing and industry to encourage new and evolving business**
- 12 Developing information and communications technology [ICT] and energy infrastructure that builds on existing competitive advantages**

Related priority strategies and actions that have significance at the Goulburn Valley sub regional level are presented on the following pages.

KEY DIRECTION 9

STRENGTHENING A CAPABLE WORKFORCE

PRIORITY STRATEGIES

- 9.1 Matching skills to employment needs
- 9.2 Improving, expanding and retaining a skilled workforce
- 9.3 Fostering links between schools, employers and post compulsory education providers
- 9.4 Stimulating business and jobs growth

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 9.1.GV1: Develop targeted, culturally appropriate employment and training strategies for Indigenous and CALD persons.
- 9.2.GV1: Ensure the sustainable ongoing resourcing for settlement support services to assist the integration of skilled migrants and their families into the Goulburn Valley sub region.
- 9.2.GV2: Market the Goulburn Valley sub region as an attractive location to live, work and invest.
- 9.2.GV3: Implement a plan for workforce development that expands the availability of engineering and planning expertise in the sub region.
- 9.3.GV1: Promote Dookie campus as a centre for higher education and research.
- 9.4.GV1: Target state significant business and industry to locate and expand in the Goulburn Valley sub region.
- 9.4.GV2: Provide incentives for business to trial diversification opportunities.

KEY DIRECTION 10

ADAPTING AND DIVERSIFYING AGRICULTURE IN AN ENVIRONMENT OF CHANGE

PRIORITY STRATEGIES

- 10.1 Supporting the next generation of agricultural opportunities
- 10.2 Ensuring the future viability and adaptability of productive rural land

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley Sub Region.

- 10.1.GV1: Advocate for critical freight transport infrastructure upgrades consistent with the Northern Victoria Regional Transport Strategy.
- 10.1.GV2: Facilitate the coordinated marketing of the 'Goulburn Valley Foodbowl' concept to attract further investment into agribusiness within the Goulburn Valley.
- 10.2.GV1: Ensure land use planning protects productive agricultural land from fragmentation and inappropriate developments through partnerships with key agencies.
- 10.2.GV2: Resolve the future of the 'new' dry-land, land that is no longer irrigated.

KEY DIRECTION 11

FACILITATING RESEARCH AND INNOVATION IN TOURISM, MANUFACTURING AND INDUSTRY TO ENCOURAGE NEW AND EVOLVING BUSINESS

PRIORITY STRATEGIES

- 11.1 Strengthening a tourism industry that builds on the competitive advantages of the Hume Region
- 11.2 Facilitating leadership in innovation, research and development
- 11.3 Identifying development capacity that will contribute to stimulating industry expansion

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 11.1.GV1: Support the creation and operation of the Murray River Regional Tourism Board.
- 11.1.GV2: Develop a Goulburn Valley sub regional strategy for recreation tourism bicycle paths that is linked to a Hume Region wide cycling strategy. Elevate the profile and potential of cycle infrastructure to take advantage of the Murray River environmental and tourism experience.
- 11.2.GV1: Support proposals for research into the areas of irrigation, hydrology, civil construction, agriculture and health.

KEY DIRECTION 12

DEVELOPING ICT AND ENERGY INFRASTRUCTURE THAT BUILDS ON EXISTING COMPETITIVE ADVANTAGES

PRIORITY STRATEGIES

- 12.1 Securing world class ICT infrastructure and services for the Hume Region
- 12.2 Establishing the future of the Hume Region as a centre of excellence for renewable energy technology and infrastructure

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 12.2.GV1: Investigate the sub region's potential for commercial grade solar and bio fuel production.

TRANSPORT THEME – AN INTEGRATED NETWORK OF EFFICIENT AND HIGH FUNCTIONING TRANSPORTATION SYSTEMS

CONTEXT

Shepparton is an important transport hub in the Hume Region's transportation systems. The Goulburn Valley transport corridor is a major route to inland New South Wales and Queensland. The sub region is traversed by a number of major roads including: the Hume Freeway; and the Goulburn Valley, Midland, Murray Valley and Northern Highways.

The topography of the region plays an important role in determining the pattern of local roads. With the exception of part of Strathbogie Shire, the flatter terrain generally has higher population concentrations in major centres and denser road networks. Goulburn Valley sub region has a total of 642km of declared roads, the highest for any of the Hume Strategy sub regions, and a relatively high ratio of roads to population.

Freight transport in the sub region is largely driven by the haulage of primary produce - including milk, fruit, vegetables, grain, cereals, livestock, meat and quarried materials - to processing facilities and distribution centres. Manufacturing, processing, packaging, and construction industries also utilise road freight.

The Northern Victoria Regional Transport Strategy is a partnership plan developed by the sub region's councils as well as adjoining councils in Loddon Mallee Region. The document contains detailed local transport related priority projects and action plans.

Further, the Goulburn Valley transport corridor alignment option for the proposed Melbourne to Brisbane inland rail is supported by stakeholders in the Goulburn Valley sub region. Efforts to secure this alignment will be advanced by these stakeholders. Airports in the sub region are mainly used for tourism and passenger transport but have the potential to play a more significant role in the local economy.

The Hume Strategy identifies the following four key directions under the transport theme – *An integrated network of efficient and high functioning transportation systems*:

- 13 Enhancing integrated planning for mobility**
- 14 Developing a proficient land transportation system**
- 15 Linking communities through improved public transport and transport linkages**
- 16 Strengthening the sustainability of the transport system**

Related priority strategies and actions that have significance at the Goulburn Valley sub regional level are presented on the following pages.

KEY DIRECTION 13

ENHANCING INTEGRATED PLANNING FOR MOBILITY

PRIORITY STRATEGIES

- 13.1 Plan and advocate for a high quality regional transport system
- 13.2 Building an integrated transport system

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 13.1.GV1: Implement key sub regional actions in the Northern Victoria Regional Transport Strategy.
- 13.1.GV2: Local authorities work with Department of Transport in planning for public transport access into existing, infill and new residential developments.
- 13.2.GV1: Continue the implementation of actions documented in the Shepparton (Public Transport) Network Review.

KEY DIRECTION 14

DEVELOPING A PROFICIENT LAND TRANSPORTATION NETWORK

PRIORITY STRATEGIES

- 14.1 Accelerating the completion of high standard road links
- 14.2 Delivering important rail infrastructure
- 14.3 Future-proofing existing transport routes by maintaining a high level of service

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley Sub Region.

- 14.1.GV1: Construct the Strathmerton deviation.
- 14.1.GV2: Fast track critical Murray River bridge crossings on the major road links at Echuca and Yarrawonga.
- 14.2.GV1: Advocate for the proposed Melbourne to Brisbane inland rail alignment to be constructed in the Goulburn Valley transport corridor.
- 14.2.GV2: Investigate the need for rail freight network access in Strathbogie Shire.
- 14.2.GV3: Consider utilisation of existing rail freight infrastructure for passenger service provision.
- 14.2.GV4: Reinstate the passenger rail line from Strathmerton to Cobram including converting the Seymour – Shepparton – Tocumwal rail line from broad gauge to standard gauge.

KEY DIRECTION 15

LINKING COMMUNITIES THROUGH IMPROVED PUBLIC TRANSPORT AND TRANSPORT LINKAGES

PRIORITY STRATEGIES

- 15.1 Enhance key transport linkages between settlements
- 15.2 Provide safety upgrades of the region's land transportation system

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 15.1.GV1: Secure additional peak travel time commuter services in and out of Shepparton to/from Melbourne
- 15.1.GV2: Provide Shepparton – Mangalore – Melbourne transport services.
- 15.1.GV3: Increase the frequency of the Benalla to Shepparton public transport service level.
- 15.1.GV4: Strengthen public transport linkages between Moira, Campaspe Shires and settlements in southern NSW.
- 15.1.GV5: Provide a Kyabram / Tatura to Shepparton public transport commuter service.
- 15.1.GV6: Provide a Murchison / Toolamba to Shepparton public transport commuter service.
- 15.1.GV7: Evaluate the pilot low level Euroa to Shepparton public transport service.
- 15.2.GV1: Implement asset upgrades for key infrastructure consistent with the Northern Victoria Regional Transport Strategy.

KEY DIRECTION 16

STRENGTHENING THE SUSTAINABILITY OF THE TRANSPORT SYSTEM

PRIORITY STRATEGIES

- 16.1 Develop travel options to increase public transport patronage
- 16.3 Partnerships for delivering the Hume Region transportation system

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley Sub Region.

- 16.1.GV1: Review the funding and functional delivery of the Goulburn Valley and the Working Transport (Campaspe) Transport Connections Program in order to maximise the outcomes from allocated funding.
- 16.1.GV2: Improve Sunday public transport services from the Goulburn Valley sub region to Bendigo.
- 16.2.GV1: Ensure the Freight Quality Partnership working group incorporates representation from the adjoining councils in Loddon Mallee that are participants in the Northern Victoria Regional Transport Strategy.

LAND USE THEME – AN EFFICIENT AND SUSTAINABLE PATTERN OF URBAN AND RURAL LAND USE AND DEVELOPMENT

CONTEXT

Irrigated and dry land agriculture is a major contributor to the economy of the Goulburn Valley sub region. Agriculture generates direct and indirect employment opportunities and there is an established value-adding manufacturing and processing sector that services domestic and international markets.

Land use planning has a significant role in protecting prime agriculture land in the sub region, especially from residential encroachment through house lot excisions, rural-residential subdivisions and urban sprawl. The Rural Land Use Strategy undertaken jointly by Shepparton, Moira and Campaspe in 2008 is a significant initiative to protect productive agricultural land from fragmentation and inappropriate development. The strategy was adopted by Moira and Campaspe Shires in 2009 but has not been adopted by Greater Shepparton City Council. Moira and Campaspe Shires are considering proposals for implementing the strategy.

Many small settlements in the sub region are the service centres for surrounding agricultural areas. The future of these settlements depends on the economic viability of agriculture. There is a need for long term strategic planning to enhance the sustainability of these settlements.

Manufacturing and transport play a significant role in Goulburn Valley sub region. These sectors face challenges that include: a shortage of appropriate industrially-zoned land; restrictions on expansion in some areas due to inappropriate zoning; accommodating the increasing size of transport vehicles; inadequate truck-parking areas; waste-disposal issues; and conflicts with non-industrial uses. Many of these problems can be resolved effectively by local planning, but others need a sub regional approach.

A sub regional industrial land use strategy could contribute to clarifying the major issues, quantify the current and future demand and supply of different types of industrial land, identify appropriate locations for provision of land, and develop implementation strategies.

The Hume Strategy identifies the following four key directions under the land use theme – *An efficient and sustainable pattern of urban and rural land use and development:*

- 17 Directing future population growth to settlements with the greatest capacity to accommodate it
- 18 Maximising the use of existing infrastructure and services and facilitating strategic investment in future infrastructure and services
- 19 Retaining productive rural land for agriculture and other compatible rural uses
- 20 Ensuring efficient use of land use planning resources in the region

Related priority strategies and actions that have significance at the Goulburn Valley sub regional level are presented on the following pages.

KEY DIRECTION 17

DIRECTING FUTURE POPULATION GROWTH TO SETTLEMENTS WITH THE GREATEST CAPABILITY TO ACCOMMODATE IT

PRIORITY STRATEGIES

- 17.1 Facilitate and plan for growth in regional cities and centres as the key drivers for growth and service delivery in the region supported by a network of district towns, towns and villages
- 17.2 Manage growth in small settlements

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 17.1.GV1: Prepare an Industrial Land Use Strategy for the Goulburn Valley sub region.
- 17.1.GV2: Align the Northern Victoria Irrigation Renewal Project with municipal strategic land use plans.
- 17.1.GV3: Prepare a detailed sub regional settlement plan for Shepparton-Mooroopna and the key settlements in its population catchment. This plan should address environmental, economic and community issues and requirements for physical and social infrastructure and determine the extent of and location of population growth.

KEY DIRECTION 18

MAXIMISING USE OF EXISTING INFRASTRUCTURE AND SERVICES AND FACILITATING STRATEGIC INVESTMENT IN FUTURE INFRASTRUCTURE AND SERVICES

PRIORITY STRATEGIES

- 18.1 Coordinate service delivery in strongly linked settlements
- 18.2 Plan for growth in settlements within relatively close proximity to Melbourne

SUB REGIONAL ACTIONS

Apart from the regional actions listed in Appendix 1 of this plan, there are no specific actions identified as significant to the Goulburn Valley sub region.

KEY DIRECTION 19

RETAINING PRODUCTIVE RURAL LAND FOR AGRICULTURE AND OTHER COMPATIBLE RURAL USES

PRIORITY STRATEGIES

- 19.1 Manage land use in rural areas to sustainably accommodate all rural land uses

SUB REGIONAL ACTIONS

In addition to the regional actions listed in Appendix 1 of this plan, the following actions have been identified as significant to the Goulburn Valley sub region.

- 19.1.GV1: Continue to develop and implement rural land use strategies at a local/sub regional level. Rural land use strategies for areas in the Goulburn Valley sub region should specifically consider the following factors:
 - > Protecting prime agricultural land from inappropriate development, including house lot excisions, subdivisions and urban sprawl.
 - > The demand for rural residential development and options for the provision of adequate rural residential opportunities.
 - > The protection of local amenity.

KEY DIRECTION 20

ENSURING EFFICIENT USE OF LAND USE PLANNING RESOURCES IN THE REGION

PRIORITY STRATEGIES

- 20.1 A regional / sub regional partnership approach to strategic land use planning
- 20.2 Training of land use planning professionals and increasing the availability of expert advice

SUB REGIONAL ACTIONS

Apart from the regional actions listed in Appendix 1 of this plan, there are no specific actions identified as significant to the Goulburn Valley sub region.

(NOTE - ALL ACTIONS LISTED IN THE TABLE BELOW ARE ACTIONS OF SIGNIFICANCE FOR IMPLEMENTATION IN THE GOULBURN VALLEY HUME SUB REGIONAL PLAN)

PART 3: APPENDIX LIST OF REGIONAL AND GOULBURN VALLEY SUB REGIONAL ACTIONS



NATURAL RESOURCES PROTECTED AND ENHANCED FOR CURRENT AND FUTURE GENERATIONS		
Key Direction	1	Anticipating and adapting to the effects of climate change
Priority Strategy	1.1	Reducing the Hume Region's carbon footprint
Actions of regional significance	1.1.1	Development of a comprehensive and integrated Regional Climate Change Strategy, consistent with Victoria's Climate Change White Paper, detailing reduction of greenhouse gas emissions, climate change adaptations, and opportunities for green industry development.
	1.1.2	Undertake social, environmental and economic impact assessment of the consequences of a changed Hume Region climate.
	1.1.3	Investigate the utility and potential scope of a Regional Carbon Management Plan which directs and coordinates the Hume Regions response to climate change, through the economic, social and environmental assessment of identified regional opportunities.
	1.1.4	Investigate impact of Carbon Pollution Reduction Scheme on local agriculture and industries.
	1.1.5	Commit Hume Region to incorporating high levels of energy and water efficiency in all major projects and both industrial and residential developments.
	1.1.6	Critically identify, analyse and promote economic opportunities resulting from climate change which provide competitive advantages for the region.
	1.1.7	Investigate transferability of Climate Change Adaptation Research Projects (for example the Alpine and Towong Shires Climate Change Adaptation Project) occurring within the region.
	1.1.8	Investigate potential for the setting of regional and sub regional targets to reduce carbon emissions.
Actions of sub regional significance	1.1.GV1	Implement the Goulburn Broken Greenhouse Alliance Strategic Plan.
Priority Strategy	1.2	Being informed about climate change
	1.2.1	Investigate and develop programs to tackle climate change applied through an integrated, multi-disciplinary approach, based on knowledge and science.
	1.2.2	Establish a 'Centre of Excellence' for climate change with a 'think tank' of technical experts to generate evidence and research into climate change impacts in specific areas or industries, building on the significant amount of environmental, agricultural and social science research undertaken already in response to sustainability and climate change issues.
	1.2.3	Strongly support analysis of available information and science for the development of climate change adaptation programs and strategies.
	1.2.4	Investigate opportunities for adaptive integration between sectors, for example carbon sequestration/forestry/biolinks/riparian management/water quality.
	1.2.5	Develop a 'Climate Watch' program for schools and community groups modelled on the 'Water Watch' program.
	1.2.6	Develop an online Clearing House which provides a range of tools such as a library of natural resource management information relevant to the Hume Region, for example state and local plans, policies and strategies.
Priority Strategy	1.3	Local leadership supporting local initiatives
Actions of regional significance	1.3.1	Create better links between government and community, promote and support local leadership on climate change to inform future thinking about local initiatives.
	1.3.2	Establish a Hume Regional Climate Change Forum comprising a network of leaders in community, government and business to build capacity for the region to adapt to climate change and provide leadership, coordination and advocacy for coordination of sustainability and climate change responses.
	1.3.3	Explore the development of a web based tool for community to access up to date information on regional climate change mitigation and adaptation and to promote regional events and opportunities.
	1.3.4	Promote and build the capacity of community sustainability and climate change networks by offering practical support for participants, such as training opportunities and funding grants.
Actions of sub regional significance	1.3.GV1	Support an expansion of existing community sustainability projects and initiatives, for example 'Violet Town Eco Living Project'.
Priority Strategy	1.4	Harnessing opportunities
Actions of regional significance	1.4.1	Support local government to address climate change collectively by building economies of scale for initiatives such as bulk purchasing of energy, to support local leadership to harness new opportunities.
	1.4.2	Support local government to form partnerships with government, community groups, and greenhouse alliances to deliver climate change mitigation and adaptation initiatives that are practical and community based.
	1.4.3	Promote innovative and collaborative approaches to environmental sustainability and climate change through support for local government programs and initiatives.
	1.4.4	Investigate development of energy emission data tracking systems to accurately report greenhouse emissions in state and local government facilities, with corresponding targets to reduce greenhouse emissions, consistent with international, national, state and local targets.
	1.4.5	Climate change reporting and energy emissions data to be integrated into state and local business planning and reporting.

NATURAL RESOURCES PROTECTED AND ENHANCED FOR CURRENT AND FUTURE GENERATIONS		
Priority Strategy	1.5	Integrated planning approaches
Actions of regional significance	1.5.1	Integrated land use and transport planning to reduce car dependency and increase use of public transport, cycling and walking as alternative modes of transport.
	1.5.2	Development of green transport projects: through the integration of sustainable transport planning into new and existing developments; and creation of TravelSmart or green transport plans.
	1.5.3	Develop an assessment tool which measures potential impacts and risks to environmental and agricultural assets as a result of climate change. Results to be mapped at an appropriate scale to inform appropriate land use planning.
	1.5.4	Investigate the information required to improve integration of climate change considerations in regional and local planning.
	1.5.5	Utilise and develop regional expertise to improve links between research institutions and regional planning and development outcomes.
	1.5.6	Develop an Environmental Constraints Assessment Tool for use in pre-planning stages to highlight environmental limitations and constraints of proposed new developments.
Key Direction	2	Managing our water resources sustainably
Priority Strategy	2.1	A water view for the region
Actions of regional significance	2.1.1	Promote best practice in efficient water usage across the region, including recycling and grey water treatment, high value water use industries, environmental allocations and consideration of water use close to the source.
	2.1.2	Improve the understanding and use of water accounting information to support local and regional planning.
	2.1.3	Apply the learnings of the Northern Victoria Irrigation Renewal Project (NVIIRP), with a view to expanding irrigation infrastructure upgrades across Hume Region to maximise social, economic and environmental benefits.
	2.1.4	Prioritise development of recycled water projects within the region such as industrial reuse, irrigation and watering systems for parks and sports grounds.
	2.1.5	Apply an integrated planning approach which utilises Hume Region water reliability information to identify gaps and opportunities and enhance planning, settlement sustainability and future growth.
	2.1.6	Ensure relevant stakeholders and communities are informed to improve understanding and influence in the development and implementation of the Australian Government's policies and strategies for the Murray Darling Basin.
	2.1.7	Develop a scientifically robust and integrated understanding of the impacts of climate change, drought and water management systems to identify and pursue improved water security measures.
	2.1.8	Improve the understanding of surface and groundwater use in unregulated systems to better inform planning and policy change options being considered.
	2.1.9	Actively participate and monitor the implementation of policies related to domestic and stock water use in the region.
	2.1.10	Ensure active participation in the implementation of key elements of the Northern Region Sustainable Water Strategy particularly where they link to regional planning matters.
	2.1.11	Undertake an integrated approach to dry inflow contingency planning across the region.
	2.1.12	Improve drinking water quality in childcare centres, schools and school camps not connected to a reticulated water supply system.
Actions of sub regional significance	2.1.GV1	Promote and build on the Goulburn Valley as a sub region of excellence in water efficiency, through industry and government partnerships, the Northern Victoria Irrigation Renewal Project (NVIIRP), and the On-Farm Irrigation Efficiency Program.
Priority Strategy	2.2	Water management through innovation
Actions of regional significance	2.2.1	Encourage and support the development of a series of demonstration projects located in new residential/commercial/industrial/agricultural developments which focus on applying and promoting new technology in water management, water sensitive urban design and best practice efficient water usage.
	2.2.2	Advocate for incentives (and other Market Based Instruments, such as tariffs, eco-labelling etc) to encourage the use of alternative water sources by local government, developers and households.
	2.2.3	Promote business opportunities related to waste water treatment, including bio-solids processing and water recycling.
	2.2.4	Develop and deliver sustainable water use programs to support landowners adapting to decreasing water availability and climate change impacts.

NATURAL RESOURCES PROTECTED AND ENHANCED FOR CURRENT AND FUTURE GENERATIONS		
Priority Strategy	2.3	Water guiding planning outcomes
Actions of regional significance	2.3.1	Consider water availability and the potential impacts of climate change, as a key driver for all future planning and development within the Hume Region.
	2.3.2	Ensure future settlement assessments consider water availability and sustainable use as an important determinant of settlement sustainability.
	2.3.3	Foster a collaborative approach between government, industry and business, to explore opportunities for water recycling and grey-water systems in existing and new developments; floodplain management; emergency response and planning for management of environmental flows.
	2.3.4	Strengthen links between local government and catchment planning with respect to water usage, quality and quantity through renewal of the Regional Catchment Strategies.
	2.3.5	Ensure new developments consider impacts on surface and ground water resources and plan to have a neutral or beneficial effect on wetlands, rivers and streams.
	2.3.6	Investigate viability of requiring new development in residential zones to have dual water supplies and integrated infrastructure rolled out for newly subdivided areas.
	2.3.7	Investigate access and availability of domestic water supplies in areas not connected to a reticulated water supply system.
Actions of sub regional significance	2.3.GV1	Investigate opportunities for implementing the Lower Goulburn Floodplain Management Strategy.
Priority Strategy	2.4	Valuing ecosystem services of rivers, streams and wetlands
Actions of regional significance	2.4.1	Improve the management of septic tanks through coordinated programs that include monitoring, education and training to overcome detrimental health and environmental impacts.
	2.4.2	Pursue funding opportunities and increase community support for the design, planning and construction of reticulated sewer systems or alternative technology sewerage solutions in small settlements across the region
	2.4.3	Encourage and support improving Index of Stream Condition and Index of Wetland Condition to higher levels to showcase the region's pristine waters.
	2.4.4	Increase quality and quantity of native vegetation in riparian areas to improve the condition of Hume Region waterways.
	2.4.5	Build on innovative programs to maintain and enhance riparian health such as willow removal and crown land frontage management agreements.
	2.4.6	Evaluate findings of the 2009 Bushfire Royal Commission to assess water quality preparedness for bushfire affected streams.
	2.4.7	Deliver water and biodiversity awareness programs to support, protect and promote the region's natural environmental assets and major river systems, to the community and visitors.
	2.4.8	Ensure the consideration of planning and development implications in the renewal of regional river health strategies by the CMA's (or the proposed Northern Rivers Natural Resource and Catchment Authority).
	2.4.9	Maximise the benefits of environmental water flows for the region through integrated planning processes.
Key Direction	3	Protecting native habitat and biodiversity
Priority Strategy	3.1	Management of regional biodiversity
Actions of regional significance	3.1.1	All regional planning for biodiversity including the protection of core assets and development of biodiversity networks or biolinks, will be consistent with Victoria's new policy direction provided in 'Securing Our Natural Future – A white paper for land and biodiversity at a time of climate change'.
	3.1.2	Establish Regional Biodiversity Networks linking biodiversity assets consistent with Native Vegetation Precinct Planning principles, for example the Wodonga Retained Environmental Network (WRENS).
	3.1.3	Development of a Regional Biodiversity Plan to guide local government in implementing conservation outcomes, consistent with DSE, CMA's (or the proposed Northern Rivers Natural Resource and Catchment Authority) and local biodiversity plans and strategies.
	3.1.4	Utilise existing mapping of biodiversity assets on private and crown land to inform a consistent and coordinated regional approach, with particular regard to management, priorities and partnerships. Results to be mapped at an appropriate scale to inform appropriate land use planning.
Priority Strategy	3.2	Land use planning and biodiversity
Actions of regional significance	3.2.1	Commit to the ongoing development of projects through the Rural Land Use Planning Program, to improve planning outcomes for significant environmental and biodiversity assets.
	3.2.2	Land use planning must consider protection, restoration and management of biodiversity values.
	3.2.3	Commit to undertaking strategic environmental strategies and programs at a sub regional and local level, including opportunities to include these in local planning schemes.
	3.2.4	Identify areas of biodiversity value within the Farming Zone and utilise planning scheme tools as appropriate to ensure protection of biodiversity assets.
	3.2.5	Investigate the application of planning scheme tools to protect biodiversity sites of high to very high conservation significance.

NATURAL RESOURCES PROTECTED AND ENHANCED FOR CURRENT AND FUTURE GENERATIONS		
Actions of sub regional significance	3.2.GV1	Ensure high environmental standards are applied to all aspects of planning for protection of the sub regions significant River Red Gum forests including the Lower Goulburn and Barmah areas.
Priority Strategy	3.3	Protection and management of native habitat
Actions of regional significance	3.3.1	Ongoing implementation of Victoria's Native Vegetation Management: A Framework for Action planning requirements to protect remnant vegetation in the Hume Region through the planning and development process.
	3.3.2	Secure funding which enables Catchment Management Authorities (or the proposed Northern Rivers Natural Resource and Catchment Authority) to provide incentives to landholders to actively manage land for conservation.
	3.3.3	Promote a collaborative approach to the identification and protection of high quality roadside vegetation, implementing existing roadside management and actively protecting and managing roadsides with medium to high conservation value.
	3.3.4	Secure core funding for local government for regionally agreed priorities to undertake the standard projects involving pest plant and animal management.
Actions of sub regional significance	3.3.GV1	Investigate and develop weed control management programs for key weeds with a social, environmental or economic impact, not listed as regionally prohibited or controlled weeds, such as Caltrop and Arrowhead.
Priority Strategy	3.4	Education, incentives and community
Actions of regional significance	3.4.1	Seek funding for incentives that encourage new or existing partnerships between landholders, community groups and government to improve management of high priority biodiversity sites.
	3.4.2	Deliver water and biodiversity awareness programs to support, protect and promote the region's natural environmental assets and major river and wetland systems, to the community and visitors.
	3.4.3	Encourage community engagement partnerships and practices which protect and enhance regional biodiversity.
	3.4.4	Build community capacity to engage with and manage the regional environment by assisting the development of 'green skills/jobs' education and training.
	3.4.5	Expansion of innovative landholder incentive programs which protect and enhance biodiversity such as Bush Tender and River Tender.
Actions of sub regional significance	3.4.GV1	Investigate opportunities for incentives for biodiversity conservation on private land to include corporate sponsorship or grants.
Key Direction	4	Harnessing renewable energy sources, reducing greenhouse gas emissions and pursuing innovative waste management approaches
Priority Strategy	4.1	Regional energy planning
Actions of regional significance	4.1.1	Develop and implement a Regional Energy Action Plan: to investigate and assess opportunities and viability of renewable energy projects; identify and develop opportunities for development of renewable energy resources across the region; seek to establish the Hume Region as a renewable energy 'region of excellence'; and pursue government and industry support for development of renewable energy projects across the region.
	4.1.2	Investigate the economic incentives and financial implications of the development of commercial solar power generation and bio-fuels throughout the Hume Region.
	4.1.3	Identify and develop proposals that establish renewable energy supplies and structures.
	4.1.4	Investigate possible carbon capture and storage facilities across Hume Region.
Actions of sub regional significance	4.1.GV1	Trial wind energy projects within the sub region, in particular Strathbogie Shire. Investigations should consider constraints such as connection to the grid, management of native vegetation and cost/benefit analysis.
	4.1.GV2	Investigate the viability of establishing a commercial level solar generation and/or bio-fuel facility within the sub region.
	4.1.GV3	Further investigate opportunities for geothermal energy within Moira Shire.
Priority Strategy	4.2	Energy and Innovation
Actions of regional significance	4.2.1	Encourage and facilitate the development of a series of energy-efficient, greenhouse friendly demonstration projects, potentially located in new residential developments, which encourage the minimisation of energy and water consumption through energy and water efficient subdivision and building design.
	4.2.2	Investigate the implementation of market mechanisms that facilitate low emission building design.
	4.2.3	Investigate opportunities to create or expand innovative projects within the Region, such as bulk solar purchasing and agricultural waste to energy conversion.
	4.2.4	Support and expand housing and industry energy auditing and retrofitting.
Actions of sub regional significance	4.2.GV1	Support an expansion of existing sustainable energy projects, for example 'Murchison Goes Solar' and 'Shepparton Goes Solar' projects.

NATURAL RESOURCES PROTECTED AND ENHANCED FOR CURRENT AND FUTURE GENERATIONS		
Priority Strategy	4.3	Regional energy action
Actions of regional significance	4.3.1	Develop a Hume Region application for Regional Infrastructure Development Funding (RIDF) to extend the natural gas network consistent with this plans 'networked centres' model, to nominated towns within the Hume Region through the Natural Gas Extension Program (NGEP).
	4.3.2	Investigate and develop opportunities for a local waste to energy industry within the Hume Region.
	4.3.3	Encourage development to be located in clusters for efficient use of energy to enable efficient and cost effective provision of energy infrastructure, to ensure opportunities to maximise resource use efficiency and minimise waste generation.
	4.3.4	Implement data tracking systems to measure the Hume Region's current carbon emissions and establish targets for a reduction in emissions.
Actions of sub regional significance	4.3.GV1	Pursue expansion of waste to energy industries within the sub region.
Priority Strategy	4.4	Waste management and innovation
Actions of regional significance	4.4.1	Use state and local planning frameworks to support regional waste management plans and ensure that land use planning decisions are consistent with and encourage regional waste management plans and suitable buffers for waste management facilities are protected and maintained.
	4.4.2	Investigate opportunities for the development of innovative re-use and recycling enterprises (for example organics and crushed concrete), and incentives for industries actively reusing products.
	4.4.3	Investigate and implement outcomes for improved efficiencies in the transport of waste, both within and from the region.
	4.4.4	Regional support and recognition of community initiatives for waste awareness and management.
	4.4.5	Develop strategies to increase waste diversion from landfill, consistent with the State Government's 'Towards Zero Waste Strategy'.
	4.4.6	Promote opportunities and advocate for reuse of resources (formerly waste).
Actions of sub regional significance	4.4.GV1	Support creation of a Renewable Energy Hub to co-locate industries, aimed at maximising resource use efficiency and minimising waste generation.
HEALTHY, VIBRANT AND RESILIENT COMMUNITIES		
Key Direction	5	Embracing learning for life
Priority Strategy	5.1	Create 21st Century spaces for communities through growth and sharing of resources
Actions of regional significance	5.1.1	Reform infrastructure through regeneration of existing resources to support 0 – 24 year olds learning needs.
	5.1.2	Develop new learning infrastructure in 'greenfield' settlements as integrated centres. Identify opportunities to collaborate with other learning sector providers such as the Catholic and Independent schools sector on potential resource sharing.
	5.1.3	Build integrated hubs at town and village settlement level that include schools as possible spaces for community facilities and services. .
	5.1.4	Advocate for 21st Century technology access and resourcing to all Hume Region schools, parents and students.
Priority Strategy	5.2	Provide opportunities for young people to engage with learning through multiple pathways and seamless transitions
Actions of regional significance	5.2.1	Increase the availability and diversity of education pathways and tertiary education opportunities and involve industry leaders to strengthen training and boost capacity in key economic sectors.
	5.2.2	Further develop Centres for Higher Education and Research in the tertiary education sector, particularly in relation to climate change and natural system impacts that build on strengths and address needs at sub regional level
	5.2.3	Expand locally accessible and relevant learning and leadership opportunities as a mechanism to attract and retain young people, and harness the capabilities of older residents.
	5.2.4	Identify barriers to school retention / completion and tertiary entrance, and implement strategies to improve educational outcomes for young people in Hume Region.
Actions of sub regional significance	5.2.GV1	Strengthen Shepparton's role as a tertiary education hub which includes integration of existing student services and facilities where appropriate for the seamless transition of students between learning environments.
	5.2.GV2	Investigate and prepare assessments of the possibility for further development or creation of new Centres for Higher Education and Research in the Goulburn Valley in the areas of irrigation engineering, food technology and food processing as hubs for research, training and development.
	5.2.GV3	Develop partnerships with industry to address gaps in learning and skill development needs in areas such as food technology and engineering.

HEALTHY, VIBRANT AND RESILIENT COMMUNITIES		
Priority Strategy	5.3	Foster a culture of excellence and aspiration in learning
Actions of regional significance	5.3.1	Develop a Hume 'Regional Education Framework' that addresses quality, outcomes and sustainability issues so as to promote excellence and aspiration in learning.
	5.3.2	Advocate for resources to undertake the pilot project to build regional aspirations towards participation in higher education.
	5.3.3	Develop and increase e-learning and blended delivery options to improve locally available adult learning opportunities.
	5.3.4	Build the skill levels of adult education practitioners to ensure high quality adult education options are available locally.
	5.3.5	Guide and strengthen the capacity of adult education providers to recognise and respond to government and industry priorities.
	5.3.6	Promote opportunities for greater integration of community based education with community engagement initiatives.
	5.3.7	Strengthen the capacity of adult education providers, including TAFE, ACE, schools and higher education, to identify and address legitimate and recognised needs within the community.
Actions of sub regional significance	5.3.GV1	Support the needs of the Goulburn Valley sub region's culturally diverse communities to ensure equity of access to high quality education for young people and their retention as community members.
Key Direction	6	Providing appropriate and accessible social services and infrastructure
Priority Strategy	6.1	Build networked communities
Actions of regional significance	6.1.1	Undertake transport and telecommunications developments that link communities to services in regional cities and centres and along major transport corridors.
	6.1.2	Develop plans for key growth areas that integrate population planning with transport and telecommunications development.
	6.1.3	Provide walking and cycling paths, and associated infrastructure, within and between settlements to support mobility and healthier lifestyles.
Priority Strategy	6.2	Expand service access pathways
Actions of regional significance	6.2.1	Develop regionally accessible 'centres of excellence' in sub acute health care.
	6.2.2	Develop a regional integrated cancer centre.
	6.2.3	Employ innovation and flexibility in transport and telecommunications infrastructure and service delivery to provide stronger community connections to mainstream and specialist services.
	6.2.4	Develop service delivery models that assist people in smaller communities who currently have to travel long distances to access services including sub regional service delivery networks built upon partnerships with service providers, business, community and government.
	6.2.5	Mainstream and specialist health and community services to be supported to develop culturally appropriate strategies that are sensitive to the needs of Indigenous people and others from culturally and linguistically diverse backgrounds.
	6.2.6	Increase community support for older people and strengthen the aged care service skill base.
Actions of sub regional significance	6.2.GV1	Service access and provision to be inclusive of and responsive to the relatively large Indigenous population.
	6.2.GV2	Provide better coordinated settlement support services for people from refugee and culturally and linguistically diverse backgrounds in the Goulburn Valley. Ensure the areas of education, health and clinical support needs are incorporated into coordination measures.
Priority Strategy	6.3	Develop and renew services and infrastructure
Actions of regional significance	6.3.1	Ensure settlement plans investigate services and infrastructure requirements to keep pace with population growth, changing demography and emerging needs. These plans must consider water and waste water requirements as well as energy efficiency innovations.
	6.3.2	Expand aged care services and infrastructure to support regional population growth and changing demographics.
Priority Strategy	6.4	Enhance participation in arts, culture, sport and recreation
Actions of regional significance	6.4.1	Provide access to community arts programs, events and facilities. Develop opportunities for activities and facilities that can provide a range of recreational, gathering and creative pursuits.
	6.4.2	Foster a culture of civic participation in festivals and events so as to contribute to encouraging and celebrating community life.
	6.4.3	Develop sub regional strategies for development of significant cultural infrastructure such as performing arts centres.
	6.4.4	Develop sub regional strategies for development of significant recreational infrastructure such as recreation/leisure centres and aquatic centres.

HEALTHY, VIBRANT AND RESILIENT COMMUNITIES		
Key Direction	7	Developing innovative and flexible service delivery models
Priority Strategy	7.1	Sub regional service and infrastructure planning
Actions of regional significance	7.1.1	Audit and evaluate the various human service delivery models that currently operate in Hume Region.
	7.1.2	Review service delivery planning based on the 'networked centres' model. The review should consider demography, catchments, communities of interest and priority needs at the sub regional, regional and state level.
	7.1.3	Develop a 30 year regional profile to forecast requirements for each social service, including skill requirements and transport implications.
	7.1.4	Prepare a Hume Region plan for Mental Health.
	7.1.5	Prepare a long term integrated Aged Care Plan for Hume Region. The plan must incorporate significant consideration for dealing with dementia as a major social disease.
	7.1.6	Develop plans for the provision of community, health and education facilities as part of planning for growth and ensuring accessibility to communities in adjacent areas, with planning to be integrated with transport and telecommunications development.
	7.1.7	Develop and link benchmarks for infrastructure and service delivery to functionality of settlements.
	7.1.8	Ensure learning by participants is built into planning and delivery of community engagement activities.
Priority Strategy	7.2	Service coordination and resource sharing
Actions of regional significance	7.2.1	Continue to plan and resource the Hume Region 'Closing the Gap' requirements to improve the lives of Indigenous people,
	7.2.2	Investigate the social, economic and environmental benefits of 'community hubs' in larger towns and enhancing schools and halls in smaller communities for co-locating community facilities, encouraging social interaction and improving access, efficiency and flexibility.
	7.2.3	Pursue sub regional approaches to future community and primary health services that includes workforce training and management needs. Ensure the sub regional specific impacts of tourism are built into future service delivery models.
	7.2.4	Remove access barriers and inefficiencies resulting from cross-border service delivery and infrastructure issues.
	7.2.5	Continue with the agenda for the integration of all health services in Albury / Wodonga.
	7.2.6	Develop models and tools to guide integration of social and health planning with the key strategic statutory planning requirements for local government.
	7.2.7	Develop a regional attraction strategy for medical and allied health professionals.
Key Direction	8	Strengthening communities, increasing resilience and enhancing liveability
Priority Strategy	8.1	Engagement and capacity building of people and places
Actions of regional significance	8.1.1	Undertake community strengthening activities that are appropriate and tailored to local needs.
	8.1.2	Adopt and adapt place-based engagement models to community planning and strengthening projects.
	8.1.3	Provide incentives and resources that enable the development and expression of community leadership.
	8.1.4	Implement strategies to strengthen engagement of new residents and young to middle aged adults in volunteering.
	8.1.5	Reduce socio-economic disadvantage and build resilience in the most vulnerable locations by engaging affected communities in action to improve service access and responsiveness and participation in education, training and employment.
	8.1.6	Embed a culture and approach to education in the region's community development and engagement initiatives.
	8.1.7	Develop a regional adjustment assistance framework including strategies and tools that can be used flexibly by communities which need to manage the social and other impacts of change.
Actions of sub regional significance	8.1.GV1	Community strengthening activities within the Goulburn Valley sub region to be inclusive of and responsive to the relatively large Indigenous population and people from other culturally and linguistically diverse backgrounds.
	8.1.GV2	Promote the benefits of community leadership capability provided by Fairley Community Leadership Program.

HEALTHY, VIBRANT AND RESILIENT COMMUNITIES		
Priority Strategy	8.2	Housing diversity and local amenity
Actions of regional significance	8.2.1	Undertake detailed sub regional housing studies examining future housing needs (including numbers, stock type eg social / affordable, and localities) to underpin the development of local housing strategies.
	8.2.2	Prepare development plans including preferred lot sizes, variety and type of housing stock and community infrastructure requirements, and collaborate with property developers in growth areas to provide diverse and affordable housing stock which meets the spectrum of community needs.
	8.2.3	Explore opportunities in established settlements to pursue urban renewal with a focus on local assets, landscape and streetscape amenity and diversification of existing housing stock including the provision of affordable housing.
	8.2.4	Promote best practice neighbourhood and service precinct design in identified locations to enhance amenity, public areas and open spaces in towns and residential areas.
Actions of sub regional significance	8.2.GV1	Explore models for coordinated and cost-effective provision of short term accommodation in Shepparton for tertiary students and seasonal workers.
Priority Strategy	8.3	Safer and capable communities
Actions of regional significance	8.3.1	Develop and support specific region wide road toll measures.
	8.3.2	Evaluate existing safety audits with a view to preparing a region wide safety audit of key road and rail tourism network requirements. Ensure the region wide audit encompasses visitor expectations of safe travel.
A THRIVING AND DYNAMIC ECONOMY		
Key Direction	9	Strengthening a capable workforce
Priority Strategy	9.1	Matching skills to employment needs
Actions of regional significance	9.1.1	Strengthen relationships and partnerships between education providers, the community, business, government and local government agencies to more effectively roll out the State government's Skills Reform Agenda.
	9.1.2	Assist adult education providers to recognise and capitalise on the opportunities offered under the Skills Reform initiatives.
	9.1.3	Increase access by TAFE and ACE to resources available under the Skills Reform agenda.
	9.1.4	Identify best practice models of workforce development, audit the regions business capacity and develop strategies to strengthen a skilled workforce matched to the needs of a diversified economy.
	9.1.5	Stimulate immigration to the region through marketing and relocation programs that are linked to the targeting of specific workforce skill needs.
	9.1.6	Assess the utility of the 'Wangaratta' and 'Wodonga' skills and training review forums as a model for supporting industry across the Hume Region.
	9.1.7	Investigate the utility of a 'Workforce Development Group' that would include key employer stakeholders in order to advance the regions workforce development strategies. Such a group would require representation from trades as well as professional/technical occupations.
	9.1.8	Improve capacity of adult education providers to identify and meet the workforce needs identified by industry and community members.
Actions of sub regional significance	9.1.GV1	Develop targeted, culturally appropriate employment and training strategies for Indigenous and CALD persons.
Priority Strategy	9.2	Improving, expanding and retaining a skilled workforce
Actions of regional significance	9.2.1	Secure appropriate funding, promote and provide opportunities for re-skilling the existing workforce so as to contribute to building a wider skill base in the region.
	9.2.2	Support industries' ability to promote local careers and the determination of future skill needs.
	9.2.3	Increase the pool of labour supply to industry by developing focused approaches based on demographic characteristics.
	9.2.4	Implement workforce attraction and retention strategies in health and education.
	9.2.5	Investigate and recommend on transport options that provide enhanced workforce mobility and access to employment options within the region and major centres outside of the region.
	9.2.6	Develop a strategy to increase small business employers understanding of how to engage and work with young employees.
	9.2.7	Develop a strategy to provide ongoing employment options for older persons in the workforce. Such a strategy to ensure accessible transport needs is a key component.
	9.2.8	Undertake an industry wide review of regional pay structures with a particular emphasis on seasonal labour market issues.
	9.2.9	Develop and increase e-learning and blended delivery options to improve locally available adult skill development opportunities.
	9.2.10	Build the skill levels of adult education practitioners to ensure high quality adult education options are available locally.

A THRIVING AND DYNAMIC ECONOMY		
Actions of sub regional significance	9.2.GV1	Ensure the sustainable ongoing resourcing for settlement support services to assist the integration of skilled migrants and their families into the Goulburn Valley sub region.
	9.2.GV2	Market the Goulburn Valley sub region as an attractive location to live, work and invest.
	9.2.GV3	Implement a plan for workforce development that expands the availability of engineering and planning expertise in the sub region.
Priority Strategy	9.3	Fostering links between schools, employers and post compulsory education providers
Actions of regional significance	9.3.1	Further develop partnerships and models between education and industry with a focus on enhanced skills based training in schools, including Technical Education Centres. Other examples of partnerships may include graduation programs, vacation work, work experience and scholarships.
	9.3.2	Develop partnership arrangements between the providers of adult education and skills development to ensure locally available training opportunities are maximised.
	9.3.3	Expand the capacity and robustness of careers advice available to young people.
	9.3.4	Investigate the potential for a network of 'centres for higher education and research' that match industry need by sub region.
Actions of sub regional significance	9.3.GV1	Promote Dookie campus as a centre for higher education and research.
Priority Strategy	9.4	Stimulate business and jobs growth
Actions of regional significance	9.4.1	Expand the provision of 'government centres' through the regionalisation of state and commonwealth services.
Actions of sub regional significance	9.4.GV1	Target state significant business and industry to locate and expand in the Goulburn Valley sub region.
	9.4.GV2	Provide incentives for business to trial diversification opportunities.
Key Direction	10	Adapting and diversifying agriculture in an environment of change
Priority Strategy	10.1	Supporting the next generation of agricultural opportunities
Actions of regional significance	10.1.1	Develop the Alpine Valley's Agrifood Project as a means of supporting sustainable agriculture.
	10.1.2	Investigate expanding AAVAF (Australian Alpine Valleys Agribusiness Forum) or establishing a complimentary Agribusiness Forum to support the lower sub regions.
	10.1.3	Facilitate continued investment in irrigation modernisation (regional irrigation infrastructure and on-farm irrigation efficiency measures).
	10.1.4	Facilitate integrated investment in infrastructure, skills development, training and social services as a consequence of irrigation modernisation.
	10.1.5	Ensure intermodal access and efficient transport costing through upgrades to the transport network in order to simplify agriculture export and distribution to and from the major regional logistics centres.
	10.1.6	Work in partnership to support agribusiness development, transition, diversification and change including value adding of primary products, food processing, niche markets, up-take of farm technology, business skill development and alternative crops.
	10.1.7	Assist the dairy sector in responding to major climate and economic impacts on the industry.
	10.1.8	Provide a coordinated approach to structural adjustment activities across the region, building on the experience gained over recent years by the network of local government drought response coordinators and Rural Financial Counsellors.
Actions of sub regional significance	10.1.GV1	Advocate for critical freight transport infrastructure upgrades consistent with the Northern Victoria Regional Transport Strategy.
	10.1.GV2	Facilitate the coordinated marketing of the 'Goulburn Valley Foodbowl' concept to attract further investment into agribusiness within the Goulburn Valley.
Priority Strategy	10.2	Ensuring the future viability and adaptability of productive rural land
Actions of regional significance	10.2.1	Develop Hume Region specific responses to the 'Future Farms' planning project. Plan for future agricultural opportunities such as relocation of operations from other regions and Melbourne into Hume Region.
	10.2.2	Encourage state and local governments to collaborate on and consolidate existing local rural land use strategies and encourage other local studies where gaps are evident.
	10.2.3	Develop and implement regional industry strategies to assist the timber and aquaculture sectors deal with the impact of bushfires.
	10.2.4	Utilise the Ovens Aquifer and the Delatite and Goulburn Rivers to support new economic opportunities.
Actions of sub regional significance	10.2.GV1	Ensure land use planning protects productive agricultural land from fragmentation and inappropriate developments through partnerships with key agencies.
	10.2.GV2	Resolve the future of the 'new' dryland, land that is no longer irrigated.

A THRIVING AND DYNAMIC ECONOMY		
Key Direction	11	Facilitating research and innovation in tourism, manufacturing and industry to encourage new and evolving business
Priority Strategy	11.1	Strengthening a tourism industry that builds on the competitive advantages of the Hume Region
Actions of regional significance	11.1.1	Establish strategic tourism boards to ensure a cohesive regional based approach to facilitating product development and marketing.
	11.1.2	Develop and implement a Regional Tourism Strategy that draws upon the strengths of the four sub regions.
	11.1.3	Establish and coordinate sub regional tourism bodies based on the strategic competitive advantages of each sub region for the purpose of pursuing product development and marketing.
	11.1.4	Pursue tourism opportunities for Hume Region centred around eco-tourism, natural landscapes, the arts and cultural activities, high quality produce and products.
	11.1.5	Develop tourism loops, trails and drives with consistent marketing and signage.
	11.1.6	Develop a Hume Region cycling strategy to capitalise on and further develop, recreation cycling infrastructure and associated service industry to support the expansion of cycle tourism in Hume Region.
	11.1.7	Expand the provision of regional walking and cycling infrastructure for tourism purposes.
	11.1.8	Leverage the Victorian Transport Plan's commitment to funding cycling by expanding the constructed on and off road cycling infrastructure to complement tourism in the region.
	11.1.9	Maximise the regional opportunities presented by the Winton Wetlands development.
Actions of sub regional significance	11.1.GV1	Support the creation and operation of Murray River Regional Tourism.
	11.1.GV2	Develop a Goulburn Valley sub regional plan for recreation tourism bicycle paths that is linked to a Hume Region wide cycling strategy. Elevate the profile and potential of cycle infrastructure to take advantage of the Murray River environmental and tourism experience.
Priority Strategy	11.2	Facilitating leadership in innovation, research and development
Actions of regional significance	11.2.1	Take a lead role in advancing a Hume Region Framework for 'Innovation' to include Research and Development, future needs assessment, cluster development, advocacy and venture capital structures.
	11.2.2	Explore the potential and promote the concept of, 'Excellence' in research and training in areas of industry demand including climate change, health, agriculture, tourism and sport. Ensure strategic alignments exist between the concept of existing and future 'Centres for higher education and research' and regional learning hubs.
Actions of sub regional significance	11.2.GV1	Support proposals for research into the areas of irrigation, hydrology, civil construction, agriculture and health.
Priority Strategy	11.3	Identifying development capacity that will contribute to stimulating industry expansion
Actions of regional significance	11.3.1	Undertake detailed investigation of settlements in Hume region for latent and undeveloped commercial and industrial capacity. This investigation should examine future market growth potential in the intensive agriculture and industrial sectors.
	11.3.2	Direct industry development in areas capable of supporting it through access to appropriate labour and material resources, infrastructure, services and proximity to transport links.
	11.3.3	Examine and support opportunities to develop new and innovative community enterprise initiatives.
Key Direction	12	Developing ICT and energy infrastructure that builds on existing competitive advantages
Priority Strategy	12.1	Securing world class ICT infrastructure and services for the Hume Region
Actions of regional significance	12.1.1	Establish a regional project to develop a business case that seeks to maximise the reach of the NBN into Hume Region.
	12.1.2	Advocate for open access to latest generation internet technology for all settlements.
	12.1.3	Secure access to high speed broadband availability for every school age young person and their families and carers for equality of access to quality education support measures.
	12.1.4	Build and operate a telecommunications grid that extends to key 'end points' consistent with the Hume Strategy networked centres model.
Priority Strategy	12.2	Establishing the future of the Hume Region as a centre of excellence for renewable energy technology and infrastructure
Actions of regional significance	12.2.1	Undertake a region wide capability assessment of all renewable energy options.
	12.2.2	Develop regionally significant 'eco estates' as profile projects for high quality energy efficient design.
	12.2.3	Encourage research and facilities for non carbon based and renewable energy power generation within the Hume Region.
	12.2.4	Extend the natural gas grid to settlements consistent with the 'networked centres' model advocated in the Hume Strategy.
	12.2.5	Provide a secure and stable uninterrupted power supply (UPS) to meet the service business needs of all Alpine Resorts in Hume Region.
Actions of sub regional significance	12.2. GV1	Investigate the sub region's potential for commercial grade solar and bio fuel production.

AN INTEGRATED NETWORK OF EFFICIENT AND HIGH FUNCTIONING TRANSPORTATION SYSTEMS		
Key Direction	13	Enhancing integrated planning for mobility
Priority Strategy	13.1	Plan and advocate for a high quality regional transport system
Actions of regional significance	13.1.1	Establish and resource the administration of a regional coordination mechanism to oversee implementation of strategies contained in the Northern Victoria and Hume Corridor Regional Transport Strategy reports.
	13.1.2	Advocate for major investment in transport service delivery and infrastructure consistent with agreed priorities in the Northern Victoria and Hume Corridor Regional Transport reports.
	13.1.3	Develop an integrated Hume Region wide public transport 'Mobility Strategy'.
	13.1.4	Investigate the potential of settlements in Hume Region to be developed as future transit oriented development centres.
	13.1.5	Study the long term potential transport needs and opportunities that can be derived from road linkages between Canberra, Hume Region and Gippsland. Apply the findings of such research to advocate for long term infrastructure that enhances regional strengths such as rail contributing to efficiencies in agricultural exports.
Actions of sub regional significance	13.1.GV1	Implement key sub regional actions in the Northern Victoria Regional Transport Strategy.
	13.1.GV2	Local authorities work with Department of Transport in planning for public transport access into existing, infill and new residential developments.
Priority Strategy	13.2	Building an integrated transport system
Actions of regional significance	13.2.1	Identify opportunities to boost collaboration between councils, Department of Transport, VicTrack, V/Line and public transport bus operators as well as other stakeholders when considering land use planning, development or renewal opportunities on or near transport nodes such as railway stations.
	13.2.2	Investigate strategic locations in Hume Region that can add handling capacity to the nominated Freight Activity Centres (FACs).
	13.2.3	Create investment leverage opportunities resultant from the North East Rail Revitalisation and Wodonga Rail Bypass projects.
	13.2.4	Develop a networked system of key transport interchanges on the primary transport corridors.
Actions of sub regional significance	13.2.GV1	Continue the implementation of actions documented in the Shepparton (Public Transport) Network Review.
Key Direction	14	Developing a proficient land transportation network
Priority Strategy	14.1	Accelerating the completion of high standard road links
Actions of regional significance	14.1.1	Conduct a regional freight task audit.
	14.1.2	Build the Goulburn Valley Highway to M (freeway) level from Seymour to Shepparton and the Shepparton Bypass and investigate the feasibility of the Goulburn Valley Highway to M level from Shepparton to NSW border (Tocumwal).
	14.1.3	Upgrade the Echuca - Mooroopna Rd, Goulburn Valley Hwy between Seymour and Yea, Melba Hwy south of Yea, Great Alpine Road between Wangaratta and Bright. Upgrade the Murray Valley Highway to A level between Wodonga and Echuca.
	14.1.4	Plan to duplicate the Northern Highway south of Kilmore.
	14.1.5	Duplicate key sections of the Midland Highway at Shepparton east and Mooroopna west. Further analyse and identify locations that need overtaking lanes between Shepparton and Benalla.
	14.1.6	Advocate for the improvement of the main agriculture transport links in the region.
Actions of sub regional significance	14.1.GV1	Construct the Strathmerton deviation.
	14.1.GV2	Fast track critical Murray River bridge crossings on the major road links at Echuca and Yarrawonga.
Priority Strategy	14.2	Delivering important rail infrastructure
Actions of regional significance	14.2.1	Advocate for a single rail gauge standardisation.
	14.2.2	Build a bi-modal road / rail container and bulk terminal facility at the Logic Centre, Wodonga.
	14.2.3	Construct an intermodal terminal at Mooroopna on the Seymour to Tocumwal line in order to support the establishment and operation of the Goulburn Valley Freight and Logistics Centre.
	14.2.4	Maximise use of the infrastructure upgrade of the Oaklands line to distribute freight within and out of the region.
	14.2.5	Investigate the potential role and contribution of Mangalore airport in the network of Victoria's logistics capability; as contributing to Victoria's network of airport connections; and, role resultant from impacts of urban growth in Lower Hume Sub Region.

AN INTEGRATED NETWORK OF EFFICIENT AND HIGH FUNCTIONING TRANSPORTATION SYSTEMS		
Actions of sub regional significance	14.2.GV1	Advocate for the proposed Melbourne to Brisbane inland rail alignment to be constructed in the Goulburn Valley transport corridor
	14.2.GV2	Investigate the need for rail freight network access in Strathbogie Shire.
	14.2.GV3	Consider utilisation of existing rail freight infrastructure for passenger service provision.
	14.2.GV4	Reinstate the passenger rail line from Strathmerton to Cobram including converting the Seymour – Shepparton – Tocomwal rail line from broad gauge to standard gauge.
Priority Strategy	14.3	Future-proofing existing transport routes by maintaining a high level of service
Actions of regional significance	14.3.1	Upgrade and ensure the Hume Freeway is maintained and can meet the demands of the next generation HPFV task, as well as a growing public and private transport task.
	14.3.2	Ensure all transport routes are supported by high quality telecommunications infrastructure.
Key Direction	15	Linking communities through improved public transport and transport linkages
Priority Strategy	15.1	Enhance key transport linkages between settlements
Actions of regional significance	15.1.1	Improve east-west transport linkages.
	15.1.2	Investigate the need for increased public transport frequency on the Hume and Goulburn Valley transport corridors.
	15.1.3	Investigate the future role, function and contribution of the regions two most populous settlements, Shepparton and Wodonga, to a multi-centred-state in the state-wide network of Major regional cities.
	15.1.4	Aggregate and build on the work prepared under the Northern Victoria and Hume Corridor Regional Transport Strategies as a Hume Region Integrated Transport Strategy.
	15.1.5	Increase funding and frequency of public transport services across the network in order to strengthen the region's transport capability on the existing corridors as well as expand the east / west arcs.
	15.1.6	Support the development of a business case for the expansion of the Regional Fast Rail program on the major transport corridors.
	15.1.7	Consider the divergence between supply and demand in the development of regional public transport mobility strategies.
	15.1.8	Pursue feasibility studies aimed at improving links between aerodromes / airports and the transport system with the objective to add freight and passenger transport capability in the region.
	15.1.9	Promote walking and cycling as legitimate alternative modes of transport.
	15.1.10	Expand the provision of regional walking and cycling infrastructure for residents and business.
Actions of sub regional significance	15.1.GV1	Secure additional peak travel time commuter services in and out of Shepparton to / from Melbourne.
	15.1.GV2	Provide Shepparton – Mangalore – Melbourne transport services.
	15.1.GV3	Increase the frequency of the Benalla to Shepparton public transport service level.
	15.1.GV4	Strengthen public transport linkages between Moira, Campaspe Shires and settlements in southern NSW.
	15.1.GV5	Provide a Kyabram / Tatura to Shepparton public transport commuter service.
	15.1.GV6	Provide a Murchison / Toolamba to Shepparton public transport commuter service.
	15.1.GV7	Evaluate the pilot low level Euroa to Shepparton public transport service.
Priority Strategy	15.2	Provide safety upgrades of the region's land transportation system
Actions of regional significance	15.2.1	Upgrade railway stations with better bus interchanges, taxi ranks and car parks.
	15.2.2	Evaluate existing safety audits with a view to preparing a region wide safety audit of key road and rail tourism network requirements. Ensure the region wide audit encompasses visitor expectations of safe travel.
Actions of sub regional significance	15.2.GV1	Implement asset upgrades for key infrastructure consistent with the Northern Victoria Regional Transport Strategy.
Key Direction	16	Strengthening the sustainability of the transport system
Priority Strategy	16.1	Develop travel options to increase public transport patronage
Actions of regional significance	16.1.1	Promote, encourage and expand participation in the Transport Connections Program.
	16.1.2	Encourage and provide incentives for innovation in energy efficient, low carbon emission transport systems.
	16.1.3	Advocate for the provision of energy efficient, higher frequency, fast passenger services to regional cities and centres at service levels consistent with the Victorian Transport Plan.
	16.1.4	Expand community based regional bus routes consistent with the 'networked centres' model.
	16.1.5	Investigate opportunities for enhanced inter-modal timetable services alignment.
	16.1.6	Increase awareness by promoting an understanding of the available sustainable travel options in order to influence travel demand, behaviour and culture. Advocate for all public transport service contracts to require the use of a common public transport logo / branding for all Hume Region services.

AN INTEGRATED NETWORK OF EFFICIENT AND HIGH FUNCTIONING TRANSPORTATION SYSTEMS		
Actions of sub regional significance	16.1.GV1	Review the funding and functional delivery of the Goulburn Valley and the Working Transport (Campaspe) Transport Connections Program in order to maximise the outcomes from allocated funding.
	16.1.GV2	Improve Sunday public transport services from the Goulburn Valley sub region to Bendigo.
Priority Strategy	16.2	Partnerships for delivering the Hume Region transportation system
Actions of regional significance	16.2.1	Develop strong links with federal and state funding bodies and advocate for the overarching actions recommended in the Hume Strategy and its supporting documentation on transport and mobility.
	16.2.2	Regularly update the Hume Corridor and Northern Victoria Regional Transport Strategy reports. Ensure these reports and their key strategies are able to adapt to new knowledge in areas such as climate change and population growth.
	16.2.3	Maintain a continuous improvement methodology in regards to the needs for transport by engaging with and seeking advice from key community and business leaders.
	16.2.4	Establish a Freight Quality Partnership working group that encourages an environmental, economic and efficient approach to the transportation of goods within the region.
Actions of sub regional significance	16.2.GV1	Ensure the Freight Quality Partnership working group incorporates representation from the adjoining councils in Loddon Mallee that are participants in the Northern Victoria Regional Transport Strategy.
AN EFFICIENT AND SUSTAINABLE PATTERN OF URBAN AND RURAL LAND USE AND DEVELOPMENT		
Key Direction	17	Directing future population growth to settlements with the greatest capability to accommodate it
Priority Strategy	17.1	Facilitate and plan for growth in regional cities and centres as the key drivers for growth and service delivery in the region supported by a network of district towns, towns and villages
Actions of regional significance	17.1.1	Implement a rolling program of developing sub regional settlement plans..
	17.1.2	Ensure the Murray River Settlement Strategy investigates all relevant environmental, social (including health and education), economic and land use issues for managing settlements in the river corridor including the transportation network.
	17.1.3	Develop a model for urban renewal of central business areas within regional cities and centres.
	17.1.4	Identify and develop flood mitigation projects in flood prone areas in regional cities and centres and investigate the need to review floodplain management principles for settlements.
Actions of sub regional significance	17.1.GV1	Prepare an Industrial Land Use Strategy for the Goulburn Valley sub region.
	17.1.GV2	Align the Northern Victoria Irrigation Renewal Project (NVRP) with municipal strategic land use plans.
	17.1.GV3	Prepare a detailed sub regional settlement plan for Shepparton-Mooroopna and the key settlements in its population catchment. This plan should address environmental, economic and community issues and requirements for physical and social infrastructure and determine the extent and location of future population growth.
Priority Strategy	17.2	Manage growth in small settlements
Actions of regional significance	17.2.1	Investigate the impact of changes in the agricultural sector on the viability of small towns.
	17.2.2	Investigate the demand and options for a diversity of housing choice in small settlements providing housing options that may not be available in larger urban areas.
Key Direction	18	Maximising the use of existing infrastructure and services and facilitating strategic investment in future infrastructure and services
Priority Strategy	18.1	Coordinate service delivery in strongly linked settlements
Actions of regional significance	18.1.1	Investigate specific opportunities to coordinate service delivery relating to "cross-border" settlements. Ensure the Murray River Settlement Strategy which will be prepared in the near future, investigates all relevant service delivery issues for managing settlements in the river corridor.
Priority Strategy	18.2	Plan for growth in settlements within relatively close proximity to Melbourne
	18.2.1	Lower Hume sub regional strategic actions only.

AN EFFICIENT AND SUSTAINABLE PATTERN OF URBAN AND RURAL LAND USE AND DEVELOPMENT		
Key Direction	19	Retaining productive rural land for agriculture and other compatible rural uses
Priority Strategy	19.1	Manage land use in rural areas to sustainably accommodate all rural land uses
Actions of regional significance	19.1.1	Develop a model strategy framework for rural land use planning and undertake a Regional Land Use Study, building on work already undertaken by individual councils, and incorporating policy directions arising from the Future Farming Rural Planning Group. Such a study would be aligned with relevant state policy such as the Land and Biodiversity White Paper and would attempt to overlay agricultural capability, environmental constraints and opportunities, infrastructure, and economic and social issues.
	19.1.2	Continue with the implementation of new suite of rural zones by developing and implementing rural land use strategies at a local/sub regional level.
	19.1.3	Compile, and make available to landholders and investors, information on alternative agricultural enterprises and land uses potentially suitable to sub regions across the Hume Region. Information would include identification of opportunities and constraints for different enterprises, impacts of climate change scenarios on potential enterprises, and gross margin analyses.
	19.1.4	Further investigate and, where appropriate, facilitate the establishment of suitable areas zoned specifically for the development of mutually compatible intensive agricultural industries, similar to the Strathbogie Intensive Agricultural Area (SIAA) proposal.
Actions of sub regional significance	19.1.GV1	<p>Continue to develop and implement rural land use strategies at a local/sub regional level. Rural land use strategies for areas in the Goulburn Valley sub region should specifically consider the following factors:</p> <ul style="list-style-type: none"> • Protecting prime agricultural land from inappropriate development, including house lot excisions, subdivisions and urban sprawl. • The demand for rural residential development and options for the provision of adequate rural residential opportunities. • The protection of local amenity.
Key Direction	20	Ensuring efficient use of land use planning resources in the region
Priority Strategy	20.1	A regional / sub regional partnership approach to strategic land use planning
Actions of regional significance	20.1.1	Review planning schemes and identify opportunities for applying consistent approaches across local government boundaries (for example consistent residential design guidelines in places with similar characteristics or consistent approaches on either side of Murray River).
	20.1.2	Review the models, and outcome of the rural land use planning studies currently being undertaken throughout Victoria and consider how it could be used for other strategic land use planning projects in the region.
	20.1.3	Provide a consistent approach for planning policy for land use and development along major rivers and water supply catchments.
Priority Strategy	20.2	Training of land use planning professionals and increasing the availability of expert advice
Actions of regional significance	20.2.1	Enhance and support the training needs of land use planning professionals within the region.

