



Euroa 2035 Plan

Business Enterprise Euroa

Version 1.2

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Balmattum Management
Euroa

Euroa 2035 Plan

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1. Document Statement, Method & Acknowledgements

Document Statement

Euroa 2035 Plan has been prepared specifically for Business Enterprise Euroa. The Euroa 2035 Plan structure and contents are not to be used by any party other than Business Enterprise Euroa, without written approval from Balmattum Pty Ltd Trading As Balmattum Management.

The information contained in this document has been gained from Business Enterprise Euroa members, other interested parties, and anecdotal evidence. It has been prepared in good faith and in conjunction with members of Business Enterprise Euroa and other interested parties. Balmattum Management, its servants, consultants, agents or staff, shall not be responsible in any way whatsoever to any person in respect to the document, including errors or omission therein, however caused.

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2. Method & Acknowledgements

The method used to create the Euroa 2035 Plan was to gather information from members of Business Enterprise Euroa and other interested parties via telephone conversations, emails, written submissions and meetings.

The method also included:

- Desk-top research.
- Informing Shire of Strathbogie Council and Euroa & District community of Euroa 2035 Plan.
- Considering Council's *Economic Development Master Plan 2013 – 2017*.
- Considering Goulburn River Valley Tourism's *Goulburn River Valley Destination Management Plan, April 2014*.
- Consultation with BEE members and Euroa & District community.

The Euroa 2035 Plan would not have been possible without the constructive and supportive contributions from the members of Business Enterprise Euroa and other stakeholders, thank you.

2. Executive Summary

Euroa 2035 Plan is a “blueprint for action” to ensure Euroa & District’s economy grows to provide a thriving business community and resultant jobs for the long term. Designed from a business perspective, Business Enterprise Euroa’s plan is decisive in its assessment of where we are now in terms of business strengths and opportunities as well as weaknesses and threats. Risks are evaluated and goals, including 500 new jobs, with corresponding strategies put forward as pathways to a bright future for Euroa & District. The plan concludes with a list of actions to be implemented, as well as KPIs and time frames, in order to convert a set of good ideas into reality for the benefit of Euroa & District’s residents and visitors.

3. Introduction

Business Enterprise Euroa Inc (BEE) is a not-for-profit community organisation dedicated to promote tourism and business development in Euroa & District. BEE evolved from the Euroa Tourism & Business Association Inc in 2009 and prior to that the Euroa Chamber of Commerce & Industry operated from 1994 to 1997. BEE’s membership has increased from 48 in 2012 to 70 in 2015.

This plan reflects BEE’s vision for the future of Euroa & District from a business perspective including retailing, tourism, manufacturing, agri-business and services. There are other perspectives from which to view Euroa in 2035, for example, life style, seniors, families, youth activities, environmental, health, communication, education, sport, leisure, arts, historical and cultural points of view. This plan happens to be from a business perspective which is based on the premise that the business sector underpins our local economy and thriving businesses means growing numbers of jobs for the employment of local people. More jobs means more people living and working in Euroa & District so our town will grow, become economically stronger, and a compelling place to live, raise families, age with dignity and operate businesses.

The Euroa 2035 Plan offers BEE members and community members the opportunity to become involved in charting and creating a positive course for all of us in Euroa & District. Involvement means taking up the challenge to implement the actions within this plan together with generating more ideas for further actions. Your contributions are welcome.

Reviews of the plan each 5 years in 2020, 2025, 2030 and 2035 enables checks of how we are going in achieving our goals and allows flexibility for making adjustments to keep the plan relevant where circumstances change. For example the science and technology sector inventing new devices and products providing opportunities for businesses to deliver them to domestic and international markets.

4. Profile of Euroa & District

Euroa & District is a picturesque gateway to North East Victoria comprised of the town of Euroa and surrounding districts conveniently located on main road and rail transport links and ideally situated half way between Melbourne and Albury/Wodonga. Local Aboriginal Ngurelban people named this area as “Yera-o” meaning “joyful”¹ an appropriate and accurate name for Euroa. European settlement brought people to farm the land in 1838 commencing Euroa & District’s significant contribution to agriculture including development of the Merino sheep breed by Eliza and William Furlonge, Janet Templeton and families^{2 3} triggering 177 years of quality wool production continuing to this day.

Euroa & District’s population of around 4,000 comprises about 40% of Strathbogie Shire’s population⁴ and in 2014 the Gross Regional Product for Strathbogie Shire, a measure of wealth generated by individuals, organisations and businesses, was \$389 million.⁵ Employment of Euroa & District’s residents is estimated at 1,653 in 2015⁶. In 2011 there were 1,367 businesses within Strathbogie Shire divided between 917 in the Eastern area of the Shire and 450 in the Western area. Agri-businesses comprised the largest group at 655 businesses⁷ or 48%.

As a key economic driver within Strathbogie Shire, Euroa & District’s primary producing agri-businesses produce sheep, wool, cattle, chickens, eggs, other livestock, cereals and other crops, and fruit for local consumption and export beyond Euroa & District. Local industries include equine, engineering, excavation, construction and bricks manufacturing, as well as businesses adding value to some primary products, for example wine making and stock feed operations. Many local businesses directly support our farmers including transport, livestock sales, veterinary services and rural supplies.

Euroa's retail precinct is unique in that the integrity of the Binney and Railway Streets shopping area has remained intact for over 130 years. A number of local retailers are multi-generational indicating the strength and resilience of their enterprises. Euroa's wide range of private and government service businesses and organisations, including Shire of Strathbogie Council, offer residents and visitors convenience and quality of services from day-to-day consumables to education, health care, aged accommodation, sport, leisure and tourism. Euroa & District's business services cover a wide range of requirements including banking, insurance, accounting, business consultants, legal, real estate, marketing, and office equipment, furniture and supplies.

As an ideal visitor destination, Euroa & Strathbogie Ranges area received over 181,000 visitors in 2012 representing 6% of the Goulburn River Valley Region. Tourism contributed \$424 million to the Goulburn River Valley Region and it's estimated on average that domestic day trip visitors spend \$96 per trip and domestic overnight visitors spend \$176 per trip.⁸ Euroa & District's natural and heritage assets add value to resident's lifestyles and attract visitors looking for different and unique discoveries and experiences. Festivals and events are features of the Euroa & District social calendar where locals and visitors get to enjoy the very best in food, beverages, entertainment, arts, crafts, local produce, accommodation, and genuinely warm and welcoming customer service.

5. Euroa & District in 2035: Goals & Strategies

Looking ahead 20 years into the future of Euroa & District from a business perspective, here are goals to be achieved by 2035 together with strategies to achieve those goals.

Goals

Goals are future situations that Euroa & District businesses would like to experience.

1. Thriving and sustainable business community.
2. Greater links between local primary producers, processors and manufacturers adding value, and retailers. Local businesses servicing regional, national and global markets.
3. Growth of existing businesses and an increase in the number of agricultural, manufacturing, tourism and service businesses offering demand driven high quality goods and services.
4. Create 500 full time/part time jobs⁹ within Euroa & District. The majority of new jobs to be generated by businesses together with jobs created within community organisations and government.
5. Retain existing employment levels in Euroa & District as at 2015.
6. Population of approximately 5,000 in Euroa & District¹⁰.
7. Widespread reputation as a place of choice for operating innovative, technologically advanced and sustainable businesses, and for providing interesting and meaningful employment.
8. Experiences of customers, workforce and local community are positive.

These goals are possible where the business and wider community:

- Discuss and agree on plans for creating positive business outcomes.
- Work together to implement plans, and
- Drive into reality a market relevant, energetic, environmentally sustainable, financially viable and job creating business community.

Strategies

Strategies are pathways for achieving goals and are supported by actions listed in section 8.

1. Promote Euroa & District enterprises.
2. Provide strategic and operational assistance to owners and managers of local small and medium size businesses and community organisations.
3. Encourage new businesses to operate in Euroa & District.
4. Facilitate greater collaboration between local businesses to sell more locally produced goods and services domestically and globally.
5. Support construction of an environmentally sustainable industrial estate to attract new businesses and existing businesses intending to upgrade or expand.
6. Contribute to the business education of Euroa & District school and community students.
7. Consult with BEE members, Council and Euroa & District community for ideas and suggestions on sustainable business growth.

6. SWOT of Euroa & District Business Community

A SWOT Analysis lists the strengths, weaknesses, opportunities and threats linked to Euroa & District's business community and its operating environment. Risks associated with weaknesses and threats are analysed in section 7. Risk Analysis along with approaches for managing risk.

Strengths

Strengths are capabilities or unique resources:

1. Range of existing businesses including some multi-generational businesses.
2. Strong agri-business presence.
3. Euroa is conveniently located mid way between Melbourne and Albury/Wodonga on the Melbourne to Sydney railway line and Hume Freeway.
4. Significant historical and current contributions to the growth of North East Victorian economy.
5. Natural and heritage assets which are attractive to residents and visitors.
6. Affordable real estate in Euroa & District.
7. Positive lifestyle within a rural ambience and friendly people living at a relaxed pace.

Weaknesses

Weaknesses are gaps in strategic or operational capabilities, or resources that are needed but not available:

1. Euroa is perceived as a small village rather than a compelling place to operate a business.
2. Lack of community cohesion towards business growth.
3. Shortage of industrial zoned land.
4. Lack of infrastructure to facilitate business growth.
5. Euroa's electricity supply is limited in capacity and is unreliable at times.
6. Directional signage to Euroa is lacking on main roads in Euroa area, Nagambie and Seymour.

Opportunities

Opportunities are pathways within the external environment offering possible future benefits.

1. Promote Euroa & District brand as primary producing, value adding, customer focused, a comfortable place to live and an interesting place to visit.
2. Create an environmentally sustainable industrial estate to attract new businesses, including innovative, science and hi-tech enterprises, and accommodate existing businesses intending to upgrade or expand.
3. Promote tourism in Euroa & District including nature based eco-tourism, heritage buildings and history, and the long term contribution to sheep breeding and wool production.
4. Increase agricultural and manufacturing capability to strengthen economic base.
5. Develop the local equine industry.
6. Grow retail, hospitality and service sectors.
7. Enhance trading between local businesses, particularly primary producers, manufacturers and retailers to sell locally produced goods and services domestically and globally.
8. Raise awareness of Euroa & District's environmental sustainability credentials, practices and plans.
9. Strathbogie Shire is central to and borders with 7 other local government areas: Greater Shepparton, Benalla, Mansfield, Murrindindi, Mitchell, Greater Bendigo, and Campaspe offering links to broader markets and 271,000 additional people (VIF 2014).

Threats

Threats are existing or future events occurring within the external environment likely to have a negative impact.

1. New and existing businesses being attracted to alternative locations as more perceived benefits elsewhere.
2. Competition from Melbourne and nearby larger towns.
3. Climate change.
4. Potential loss of Council head office and works depot.
5. Residents leaving Euroa to pursue careers elsewhere.
6. Another global financial crisis.

7. Risk Analysis

Business Enterprise Euroa's Risk Management framework assists members in making timely and effective decisions by a process of considering risk related to operations.

(a) Definition of Risk

Risk is the possibility for identified and unidentified weaknesses and or threats to influence events that produce undesirable outcomes. Risk is considered in three ways:

- Type of danger emerging from events that may produce undesirable outcomes.
- Probability of undesirable outcomes occurring.
- Level or extent of undesirable outcomes.

(b) Risk Management Framework

Elements of risk management framework:

- Actively consider risk during planning, training and operations.
- Apply a consistent method to identify weaknesses and threats.
- Evaluate risk using factors: likelihood and consequence.
- Estimate risk levels from the combination of likelihood and consequences.
- Develop risk mitigation strategies for dealing with risk.
- Monitor outcomes and compare forecast/budget to actual and adjust as required.

The following tables provide: Likelihood of events; Consequences; and Risk levels.

(i) Likelihood of an Event Occurring

Likelihood	Estimated Probability of Occurrence
Rare	Less than 5% probability of occurring
Unlikely	5 to 25% probability of occurring
Possible	26 to 50% probability of occurring
Likely	51 to 75% probability of occurring
Almost certain	More than 75% probability of occurring

(ii) Consequences

Guide for estimating level of consequences from weaknesses and threats.

Outcomes Levels	Health & Safety Impacts	Service Interruptions	Business Outcomes
Insignificant	Slight injury: First aid only.	No material disruption.	Slight impact.
Minor	Routine medical attention (up to 1 week incapacity).	Short term temporary stoppage. Build-up cleared within 1 day.	Minor delays.
Moderate	Increased medical impact (1 week to 1 month incapacity).	Medium term temporary stoppage. Build-up cleared by additional resources.	Material delays Some targets not achieved.
Major	Severe medical impact (incapacity beyond 1 month).	Prolonged stoppage of operation. Loss of business.	Major delays Serious impact on business performance.
Extreme	Multiple serious injury or death.	Long-lasting stoppage or total shut down.	Loss of customers. Closure of business.

(iii) Level of Risk

The level of risk is estimated from the combination of the likelihood of an event occurring and the potential consequence arising from the event.

	Consequences				
Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Rare	Low	Low	Low	Low	Low
Unlikely	Low	Low	Low	Medium	Medium
Possible	Low	Low	Medium	Medium	Medium
Likely	Low	Medium	Medium	High	High
Almost certain	Low	Medium	Medium	High	Extreme

(c) Risk Management Matrix

Identifying, understanding and managing risk is an essential management task. The Risk Management Matrix highlights the risks associated with weaknesses and threats and provides measures to mitigate those risks.

Risk Management Matrix			
Weaknesses	Risk	Risk Level	Measures to Mitigate Risks (Actions)
1. Euroa is perceived as a small village rather than a compelling place to operate a business.	<ul style="list-style-type: none"> • New businesses by-passing Euroa & District. • Missed opportunities for creating jobs. • Existing jobs threatened. 	High	<ul style="list-style-type: none"> • Change perception that Euroa is a small village rather than a compelling place to operate a business. Develop a marketing action plan including persuasive marketing messages to communicate the benefits of operating a business, living in and visiting Euroa & District. • Participate in activities and events promoting Euroa & District businesses. • Promote Euroa & District brand as primary producing, value adding, customer focused, affordable, a comfortable place to live and an interesting place to visit. • Create a digital booklet, <i>"Euroa a Compelling Place to Operate a Business"</i> to encourage new businesses to come to Euroa & District. Develop and publish additional booklets periodically. • Encourage a tour guide business to operate in Euroa & District offering informed and interesting tours to visitors. • Monitor and report on employment growth. • Raise awareness of Euroa & District's unique place in history for residents and visitors. For example, the culture of Ngurelban Aboriginal people, Eliza Forlonge and others' contributions to the Australian wool industry, and Euroa & District's role in the economic and social development of North East Victoria including a balanced approach to recalling the activities of bushrangers. • Promote alignment harmony of business streetscapes: Binney, Railway, Clifton and Tarcombe Streets. • Encourage longer opening hours by food and tourism businesses. • Euroa Online: Assist to improve online sales and service delivery to local and global markets.
2. Lack of community cohesion towards business growth.	<ul style="list-style-type: none"> • Mixed messages conveyed to existing and new business investors resulting in avoidance of investment. • Missed opportunities for creating jobs. 	High	<ul style="list-style-type: none"> • Participate in events promoting Euroa & District businesses. • Mentoring and training for business owners and managers on business models, finance, sales and marketing, operations and team culture. • Provide speakers for local school, and adult, community and further education business classes.

Risk Management Matrix

Weaknesses	Risk	Risk Level	Measures to Mitigate Risks (Actions)
3. Shortage of industrial zoned land.	<ul style="list-style-type: none"> • Loss of existing and potential businesses. • Missed opportunities for achieving business growth. • Existing jobs threatened where businesses relocate to alternative towns/cities with suitable industrial land. 	High	Advocate for construction of an environmentally sustainable industrial estate to attract new businesses and accommodate existing businesses intending to upgrade or expand.
4. Lack of infrastructure to facilitate business growth.	<ul style="list-style-type: none"> • Missed opportunities to attract new businesses. • Existing jobs threatened. • Expansion plans put on hold. • New jobs not materialise. 	Medium	<ul style="list-style-type: none"> • Prepare plan to relocate Council works depot to make available land for commercial business operations and upgrade saleyards precinct. • Transport: Support efforts to enhance road, rail and air transport links. • Create a permanent agri-business expo showcasing local farming and environmental practices, manufacturing, primary products and final goods and services. • Create an online trading platform to facilitate buying and selling of Victorian agri-business products locally and globally. • Promote construction of a heated swimming pool enabling Euroa & District residents and visitors year round enjoyment. • Business Incubator: Create a space to convert business ideas into reality. • Environment: Share information on impacts of climate change on agri-business, manufacturing and service businesses.
5. Euroa's electricity supply is limited in capacity and is unreliable at times.	<ul style="list-style-type: none"> • Gaps in customer service. • Higher operating costs. • Waste of resources. • Missed opportunities to attract new businesses to Euroa. 	Medium	<ul style="list-style-type: none"> • Develop a plan to enlarge Euroa's electricity capacity, eg linking electricity zones of Seymour and North East. • Develop a plan for alternative energy sources for local businesses.
6. Directional signage to Euroa is lacking on main roads in Euroa area, Nagambie and Seymour.	<ul style="list-style-type: none"> • Motorists unaware of Euroa as a tourist destination. • Missed spending by visitors. 	Medium	<ul style="list-style-type: none"> • Review Wayfinders' audit report on town directional signs and consider further action.

Risk Management Matrix

Threats	Risk	Risk Level	Measures to Mitigate Risks
1. New and existing businesses being attracted to alternative locations as more perceived benefits.	Lost opportunities to attract new businesses to Euroa.	High	<ul style="list-style-type: none"> • Create a digital booklet, <i>“Euroa a Compelling Place to Operate a Business”</i> to encourage new businesses to come to Euroa & District. Develop and publish additional booklets periodically. • Business Incubator: Create a space to covert business ideas into reality. • Mentoring and training for business owners and managers on business models, finance, sales and marketing, operations and team culture. • Prepare a plan to expand shopping precinct area. • Develop a plan to improve car parking facilities in shopping precinct area.
2. Competition from Melbourne and nearby larger towns.	<ul style="list-style-type: none"> • Loss of customers. • Damage to local economy. 	High	<ul style="list-style-type: none"> • Promote Euroa & District brand as primary producing, value adding, customer focused, affordable, a comfortable place to live and an interesting place to visit.
3. Climate change creating shifts in weather patterns including warmer temperatures and changes to rainfall volumes and time of year.	<ul style="list-style-type: none"> • Variable weather negatively impacting agri-business production. • Damage to local economy. 	High	<ul style="list-style-type: none"> • Environment: Share information on impacts of climate change on agri-business, manufacturing and service businesses.
4. Potential loss of Council head office and works depot.	<ul style="list-style-type: none"> • Loss of significant number of jobs. • Damage to local economy. • Growth dampened. 	Medium	<ul style="list-style-type: none"> • Prepare a plan to relocate Council works depot to make available land for commercial business operations and upgrade of saleyards precinct.
4. Residents leaving Euroa to pursue careers elsewhere.	<ul style="list-style-type: none"> • Loss of population. • Reduction in size of local economy. 	Medium	<ul style="list-style-type: none"> • Monitor and report on employment growth. • Create a digital booklet, <i>“Euroa a Compelling Place to Operate a Business”</i> to encourage new businesses to come to Euroa & District. Develop and publish additional booklets periodically.
6. Another global financial crisis.	<ul style="list-style-type: none"> • Business decline. • Loss of customers. • Loss of jobs. • Damage to local economy. 	Medium	<ul style="list-style-type: none"> • Support an increase in agricultural and manufacturing capability to strengthen economic base. • Enhance trading between local businesses, particularly primary producers, manufacturers and retailers to sell locally produced goods and services domestically and globally. • Strathbogie Shire is central to and borders with 7 other local government areas containing 271,000 people. Prepare plan to access broader markets.

8. Action Plan 2035

Action Plan Matrix											
No.	Actions	Due Date	KPI 2015	KPI 2016	KPI 2017	KPI 2018	KPI 2019	KPI 2020	KPI 2025	KPI 2030	KPI 2035
1	Participate in events promoting Euroa & District businesses.	Ongoing	Events	Events	Events	Events	Events	Events	Events	Events	Events
2	Mentoring and training for business owners and managers on business models, finance, sales and marketing, operations and team culture.	Ongoing	Mentoring & Training	Mentoring & Training	Mentoring & Training	Mentoring & Training	Mentoring & Training	Mentoring & Training	Mentoring & Training	Mentoring & Training	Mentoring & Training
3	Change perception that Euroa is a small village rather than a compelling place to operate a business. Develop a marketing action plan including persuasive marketing messages to communicate the benefits of operating a business, living in and visiting Euroa & District.	Dec 2016	Plan	Report	Raise awareness						
4	Promote Euroa & District brand as primary producing, value adding, customer focused, affordable, a comfortable place to live and an interesting place to visit.	Ongoing	Promote Euroa & District	Promote Euroa & District	Promote Euroa & District	Promote Euroa & District	Promote Euroa & District	Promote Euroa & District	Promote Euroa & District	Promote Euroa & District	Promote Euroa & District
5	Advocate for construction of an environmentally sustainable industrial estate to attract new businesses and existing businesses to upgrade or expand.	Dec 2020	Liaise with Council	Advocate purchase of land & re-zoning	Construct Stage 1	Construct Stage 2	Construct Stage 3	Construct Stage 4			
6	Develop a plan to enlarge Euroa's electricity capacity, eg linking electricity zones of Seymour and North East.	Dec 2016	Gather info	Plan & Report				Consult & Survey	Consult & Survey	Consult & Survey	Consult & Survey
7	Encourage a tour guide business to operate in Euroa & District offering informed and interesting tours to visitors.	Dec 2017	Raise awareness	Raise awareness	Raise awareness						

Action Plan Matrix

No.	Actions	Due Date	KPI 2015	KPI 2016	KPI 2017	KPI 2018	KPI 2019	KPI 2020	KPI 2025	KPI 2030	KPI 2035
8	Provide speakers for local school, and adult, community and further education business classes.	Ongoing	Available	Available	Available	Available	Available	Available	Available	Available	Available
9	Monitor and report on employment growth.	Ongoing	Monitor & Report	Monitor & Report	Monitor & Report	Monitor & Report	Monitor & Report	Monitor & Report	Monitor & Report	Monitor & Report	Monitor & Report
10	Raise awareness of Euroa & District's unique place in history for residents and visitors. For example, the culture of Ngurelban Aboriginal people, Eliza Forlonge and others' contributions to the Australian wool industry, and Euroa & District's role in the economic and social development of North East Victoria including a balanced approach to recalling the activities of bushrangers.	Dec 2016	Plan	Report	Raise awareness	Raise awareness	Raise awareness	Raise awareness	Raise awareness	Raise awareness	Raise awareness
11	Promote alignment harmony of business streetscapes: Binney, Railway, Clifton & Tarcombe Sts.	Dec 2016	Consult community	Plan & Report							
12	Create a digital booklet, " <i>Euroa a Compelling Place to operate a Business</i> " to encourage new businesses to come to Euroa & District. Develop and publish additional booklets periodically.	Dec 2015	Gather info & Publish					Gather info & Publish			
13	Business Incubator: Work with business and community organisations to create a space to covert business ideas into reality.	Dec 2018	Gather info	Gather info	Plan	Complete					
14	Encourage longer opening hours by food and tourism businesses.	5 yearly. Dec 2016	Consult & Survey	Report				Consult & Survey	Consult & Survey	Consult & Survey	Consult & Survey
15	Euroa Online: Assist to improve online sales and service delivery to local and global markets.	Dec 2017	Survey	Report & Training	Training & Complete						
16	Develop a plan for alternative energy sources for local business.	Dec 2016	Gather info	Plan & Report							

Action Plan Matrix

No.	Actions	Due Date	KPI 2015	KPI 2016	KPI 2017	KPI 2018	KPI 2019	KPI 2020	KPI 2025	KPI 2030	KPI 2035
17	Environment: Share information on impacts of climate change on agri-business, manufacturing and service businesses.	Ongoing	Share info	Share info	Share info	Share info	Share info	Share info	Share info	Share info	Share info
18	Support an increase in agricultural and manufacturing capability to strengthen economic base.	Dec 2020	Project scope	Seek Gov. funding	Feasibility study	Research	Report	Action Report			
19	Enhance trading between local businesses, particularly primary producers, manufacturers and retailers to sell locally produced goods and services domestically and globally.	Dec 2017	Gather info	Activities to bring business together	Activities to bring business together						
20	Strathbogie Shire is central to and borders with 7 other local government areas containing 271,000 people. Prepare plan to access broader markets.	Dec 2017	Gather info	Plan	Report						
21	Prepare a plan to expand shopping precinct area.	Dec 2019	Consult	Gather info	Gather info	Plan	Report				
22	Develop a plan to improve car parking facilities in shopping precinct area.	Dec 2017	Gather info	Plan	Report						
23	Review Wayfinders' audit report on town directional signs and consider further action.	Dec 2016	Review	Respond							
24	Prepare plan to relocate Council works depot to make available land for commercial business operations and upgrade of saleyards precinct.	Dec 2018	Gather info	Plan	Plan	Report					
25	Transport: Support efforts to enhance road, rail and air transport links.	Dec 2018	Gather info	Plan	Plan	Report					
26	Create a permanent agri-business expo showcasing local farming and environmental practices,	Dec 2020	Consult community	Consult community	Liaise with Council. Feasibility	Plan & Grant	Construct	Complete			

Action Plan Matrix

No.	Actions	Due Date	KPI 2015	KPI 2016	KPI 2017	KPI 2018	KPI 2019	KPI 2020	KPI 2025	KPI 2030	KPI 2035
	manufacturing, primary products and final goods and services.				study						
27	Create an online trading platform to facilitate buying and selling of Victorian agri-business products locally and globally.	Dec 2017	Consult community	Gather info & Planning	Construct & Complete						
28	Promote construction of a heated swimming pool enabling Euroa & District residents and visitors year round enjoyment.	Dec 2019	Liaise with council.	Liaise with council.	Liaise with council.	Liaise with council.	Liaise with council.				
29	Review Euroa 2035 Plan	5 yearly. Dec 2020						Review plan	Review plan	Review plan	Review plan

9. References & Notes

- ¹ *Euroa & District New Residents Pack 2014*, Strathbogie Shire Council, 2014, p. 5.
- ² *Euroa & District New Residents Pack 2014*, Strathbogie Shire Council, 2014, p. 5.
- ³ *Euroa Community Action Group Action Plan 2013 – 2017*, Euroa Community Action Group, p. 3.
- ⁴ For the purpose of estimating population and persons employed in Euroa & District, the statistical area provided by profile.id has been used: “Euroa and District includes the localities of Creightons Creek, Euroa, Kelvin View and Strathbogie, and the Strathbogie Shire parts of the localities of Gooram and Ruffy.” “Euroa and District is bounded by the locality of Molka, Cullens Road, Euroa-Shepparton Road, the locality of Moglonemby, Lawrence Road, Collier Road and the localities of Balmattum, Sheans Creek and Kithbrook in the north, the locality of Creek Junction and Mansfield Shire in the east, Mansfield Shire, Ridge Road, Penny Lane, Sinclairs Lane, Murrindindi Shire, Emu Waterholes Creek and Hughes Creek in the south, and the locality of Tarcombe, Longwood-Ruffy Road, the locality of Longwood East, Longwood-Mansfield Road, Meades Lane, the Hume Freeway, Creightons Creek and the locality of Longwood in the west.” *Euroa & District Profile*, id, profile.id, <http://profile.id.com.au/strathbogie/about/?WebID=110>. For the purpose of the Euroa 2035 Plan, Euroa & District means Euroa and surrounding districts and extends further North, East and West than the statistical area.
- Author’s calculations of estimates of Euroa & District’s population in 2015 based upon (1) *Victoria in Future 2014*, Department of Transport, Planning & Local Infrastructure, <http://www.dtpli.vic.gov.au/data-and-research/population/census-2011/victoria-in-future-2014/vif-2014-one-page-profiles>, Strathbogie Shire, and (2) *Euroa & District Profile*, id, profile.id, <http://profile.id.com.au/strathbogie/about/?WebID=110>.
- ⁵ Strathbogie Shire Gross Product, id, economy.id, <http://economy.id.com.au/strathbogie/gross-product?BMID=50>
- ⁶ Author’s calculations of estimates of Euroa & District’s number of persons 15 years and over employed in 2015 based upon (1) *Victoria in Future 2014*, Department of Transport, Planning & Local Infrastructure, <http://www.dtpli.vic.gov.au/data-and-research/population/census-2011/victoria-in-future-2014/vif-2014-one-page-profiles>, Strathbogie Shire, (2) *Euroa & District Profile*, id, profile.id, <http://profile.id.com.au/strathbogie/about/?WebID=110>, (3) *Euroa & District Profile*, id, profile.id, <http://profile.id.com.au/strathbogie/industries/?WebID=110> and (4) *Community Indicators Victoria Wellbeing Report*, http://www.communityindicators.net.au/lga_profiles, Strathbogie Shire.
- ⁷ *Shire of Strathbogie Economic Development Master Plan 2013 - 2017*, Local Government Assignments p. 18.
- ⁸ *Goulburn River Valley Destination Management Plan, Background Paper, April 2014*, Goulburn River Valley Tourism, pp. 38 & 48.
- ⁹ The goal of 500 new full time/part time jobs is based on the author’s calculations of estimates of natural growth in the number of employed persons 15 years and over of 253 by 2035 plus an additional 247 new jobs, assuming a consistent ratio of employed persons to population and that an increase in employed persons work within Euroa & District. An increase of jobs growth to 500 will require expansion in the number of jobs within existing businesses and new businesses that set up and operate in Euroa & District. In addition, to create jobs in community organisations and government. An environmentally sustainable industrial estate and upgraded electricity supply are key infrastructure required to enable existing businesses to upgrade and expand, and attract new businesses.
- ¹⁰ Author’s calculations of estimates of Euroa & District’s population in 2035 based upon (1) *Victoria in Future 2014*, Department of Transport, Planning & Local Infrastructure, <http://www.dtpli.vic.gov.au/data-and-research/population/census-2011/victoria-in-future-2014/vif-2014-one-page-profiles>, Strathbogie Shire, and (2) *Euroa & District Profile*, id, profile.id, <http://profile.id.com.au/strathbogie/about/?WebID=110>.