IMAGE: NICOLE VLUG
UM2030 PHOTOGRAPHIC COMPETITION WINNER

UM2030

MASTERPLAN

UPPER MURRAY 2030 VISION PLAN

State Government
Victoria

Tumbarumba
SHIRE COUNCIL
Experience the Magic

towongshire

planisphere
PLANNING & DESIGN

ADD TEAM AND COUNCIL/STEERING GROUP CREDITS

For more detailed information about the project and the research and consultation process, please refer to the UM2030 Background Report.

PROJECT CONTROL

Status	Version	Checked PM	Checked PD	Date released
Draft Report	1	KD	JLR	
Final Report	2	PH	KD	24/05/16

CONTENTS

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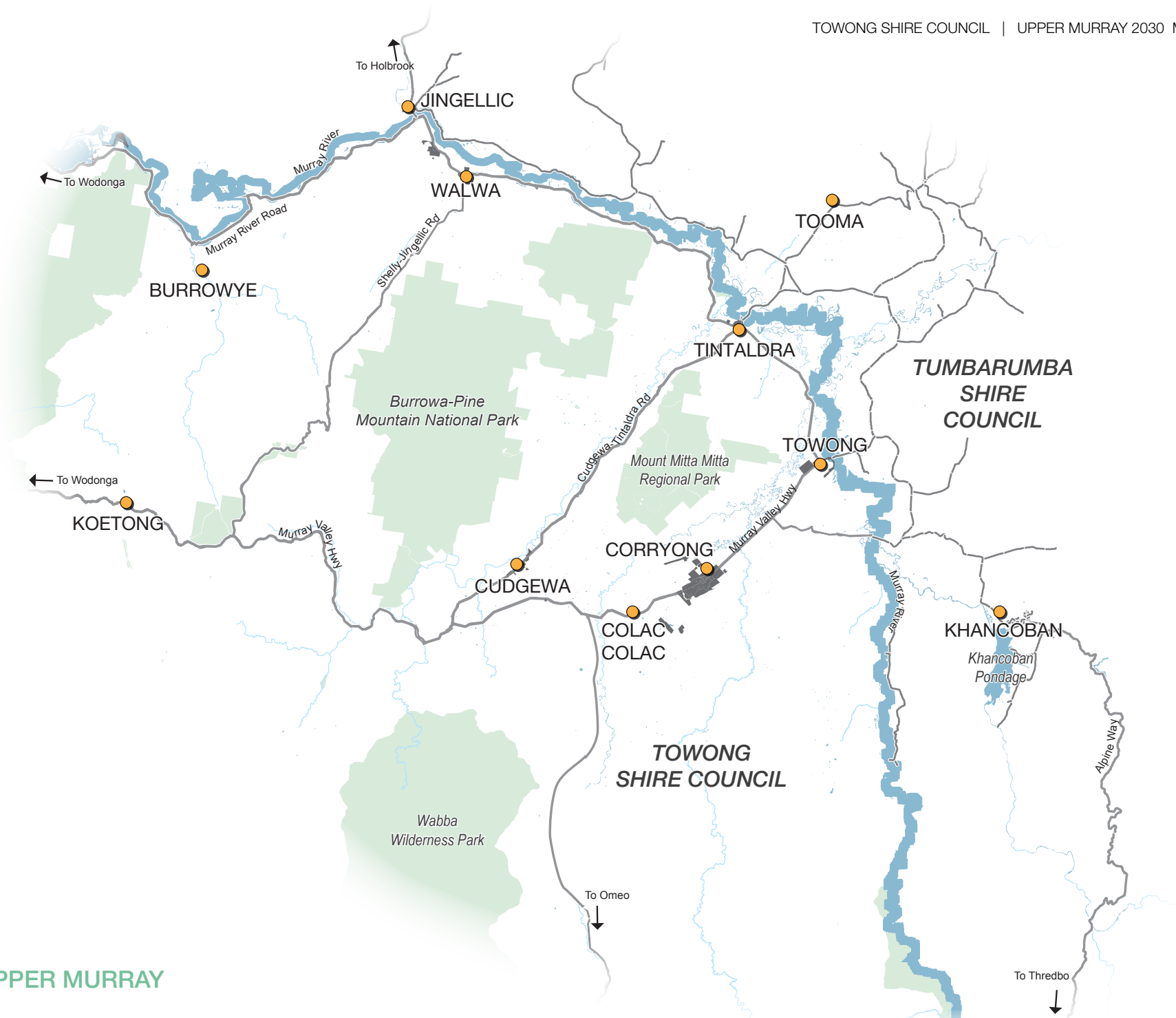# INTRODUCTION

THE UM2030 VISION PLAN

The Upper Murray 2030 Vision Plan is the outcome of a community led planning project which identifies and explores the implementation of the "game changing" projects for the Upper Murray.

It explores issues and opportunities and identifies a clear vision for the future.

In order to implement the vision a wide variety of initiatives and projects were identified and tested with the community. These have been developed into a detailed implementation plan with clear responsibilities.

Five projects have been explored in detail to kick start the plan.

To Holbrook

JINGELLIC

To Wodonga

Murray River

Murray River Road

WALWA

Shelly-Jingellic Rd

TOOMA

BURROWYE

Burrowa-Pine Mountain National Park

TINTALDRA

Cudgewa-Tintaldra Rd

Mount Mitta Mitta Regional Park

TUMBARUMBA SHIRE COUNCIL

TOWONG

To Wodonga

Murray Valley Hwy

KOETONG

Murray Valley Hwy

CORRYONG

Murray Valley Hwy

Murray River

CUDGEWA

COLAC COLAC

KHANCOBAN

Khancoban Pondage

Alpine Way

TOWONG SHIRE COUNCIL

Wabba Wilderness Park

To Omeo

To Thredbo

THE UPPER MURRAY

A COMMUNITY LED PLAN

Extensive community engagement has led to the initiatives presented in this plan. The community engagement process is detailed in the UM2030 Engagement Report.

THE STEERING GROUP

The Steering Group have provided advice and guidance throughout the process and numerous techniques have been used to gather community input.

The group comprises members from diverse background such as education, young families, health, community development, business and agriculture.

The Steering Group have been pivotal throughout the process and have engaged in tasks such as designing the engagement process, identifying stakeholders and assisting in facilitation.

CONSULTATION STAGES

Stage 1: What's our future

Stage 2: Here's your vision

Stage 3: Let's make it happen

STAGE 1: WHAT'S OUR FUTURE?

The first stage of engagement with stakeholders and the broader public was intended to:

- Advertise the start of the project

- Encourage the broader community to participate

- Create a recognisable 'look and feel'

- Ask people 'where are we now?'

- Ask people 'what do we want to achieve?'

The techniques used are shown on the opposite page.

Outcome: 500 community projects and a more thorough understanding of local and regional issues

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BULLETINS TO EVERY HOUSEHOLD
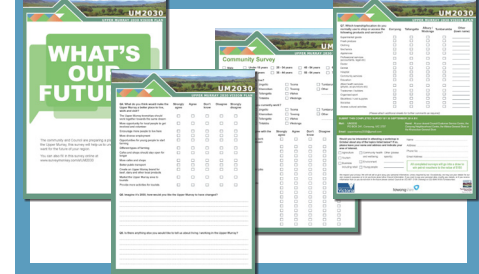

PRESS RELEASES

IN THE CORRYONG COURIER, KHANCOBAN ECHO, WALWA WORLD, WALWA EMAIL TREE, SCHOOL NEWSLETTERS AND BORDER MAIL
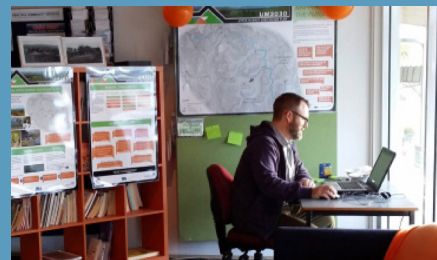
SOCIAL MEDIA

FACEBOOK, TWITTER, INSTAGRAM #UM2030

SURVEYS

COMMUNITY, BUSINESS & TOURISM SURVEYS
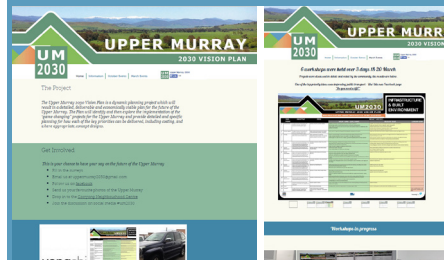
POSTERS IN SHOPS & BUSINESSES

DESIGNED WITH THE STEERING GROUP

PROJECT HUBS

IN CORRYONG, WALWA AND KHANCOBAON

WEBSITE

WWW.UM2030.COM

TARGETED COMMUNICATION

PHONECALLS & DISCUSSIONS

TOWN CRAWL

IN WALWA, CORRYONG AND KHANCOBAN

COMMUNITY DINNER

PHOTOGRAPHY AND ART

PHOTO COMPETITION AND SCHOOL ART

COMMUNITY WORKSHOPS

STAGE 2: HERE'S YOUR VISION!

The second stage of consultation involved taking the projects and initiatives that were received from the community during stage 1 and prioritising them using a set of criteria which was developed with the Steering Group.

RANKING CRITERIA

Community members were asked to rank each initiatives as follows:

SCALE OF IMPACT

5 - This idea is game changing (it would transform the Upper Murray)

3 - This idea will have a significant impact

1 - This idea will have some impact

COMPLEXITY:

5 - This idea could be implemented by local stakeholders and the community

3 - This idea could be implemented over time with agreement from a number of stakeholders

1 - This idea would involve numerous stakeholders and be complex to deliver
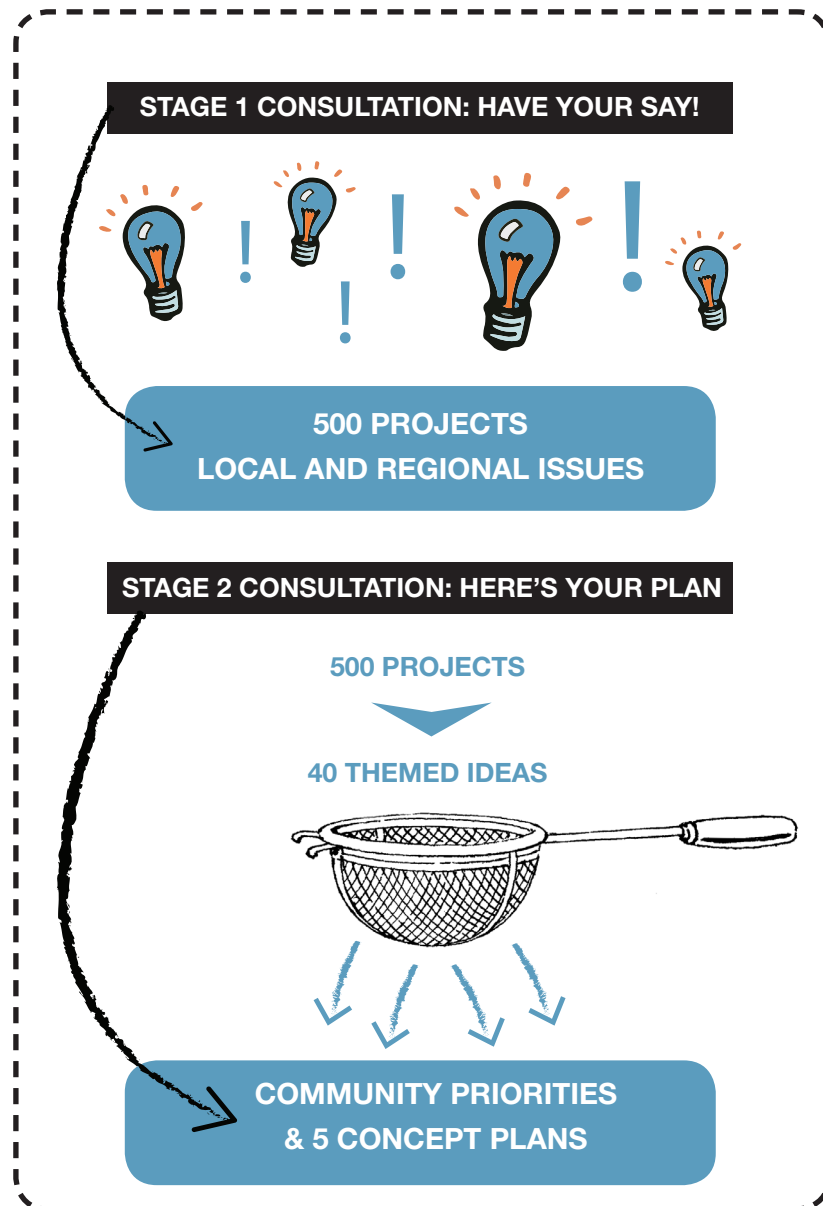
REGIONAL BENEFIT:

5 - This idea would benefit the whole Upper Murray

3 - This idea would benefit more than 1 town

1 - This idea would benefit a small area

6 workshops were held over 3 days focussing on the themes that had been developed during the stage 2 consultation.

Transport was arranged from Khancoban and Walwa to Corryong to ensure that anyone who wanted to attend was able to attend.

Outcome: Prioritiesd community initiatives and 5 concept plans

STAGE 1 CONSULTATION: HAVE YOUR SAY!

500 PROJECTS
LOCAL AND REGIONAL ISSUES

STAGE 2 CONSULTATION: HERE'S YOUR PLAN

500 PROJECTS

40 THEMED IDEAS

COMMUNITY PRIORITIES
& 5 CONCEPT PLANS

STAGE 3: LET'S MAKE IT HAPPEN!

The third stage of consultation will be the presentation of the implementation plan and concept designs back to the community for feedback.

There will then be opportunities for community members to remain involved through implementation inititiatives.

OUR 2030 VISION

The Upper Murray is known throughout the nation as a place of extraordinary natural beauty and unsurpassed mountain views. The region's focus is the Murray River, which has shaped the landscape and the people who live beside it.

The Upper Murray is home to resilient communities who work collaboratively towards a shared vision.

The Upper Murray 'brand' is well known to tourists and foodies reflecting a pristine environment, 'real' Australian experience and quality agricultural product.

There is a range of employment and education opportunities that support a diverse, resilient and healthy community. Quality health and social networks reinforce a sense of belonging and support.

Local food is plentiful and affordable. Arts and cultural experiences are celebrated throughout the year.

Local townships within the Upper Murray have a strong character, are walkable, local and friendly, offering services to the local market and tourists alike.

OBJECTIVES

GOVERNANCE & IMPLEMENTATION

The Upper Murray 2030 Vision Plan is embraced and implemented through collaboration between communities and governments

Communities have the skills, capacity and resilience to both influence and adapt to change

The Upper Murray 2030 Vision Plan sets out a clear path for the future that influences government decisions

INFRASTRUCTURE & BUILT ENVIRONMENT

Townships and settlements have a strong character, are accessible to all, walkable, local and friendly

Access to environmental and landscape assets supports their enjoyment and protection

The Upper Murray is well connected, both digitally and physically, supporting the prosperity and wellbeing of the region

BUSINESS & INDUSTRY

The Upper Murray Brand is well recognised and trusted

The Upper Murray offers a diverse range of employment opportunities

Agriculture within the Upper Murray embraces innovation and a new generation of farmers

Tourists are welcomed to the Upper Murray; tourist amenities are well signposted, well maintained and provide benefit for the local community

Options are available for young people to find education and employment within the region

WELLBEING & LIVEABILITY

The Upper Murray communities have the skills, services, facilities and resources needed to fulfill their aspirations

A variety of housing types are available for an ageing population and the wider community

Arts and culture are celebrated, contributing to quality of life, wellbeing and sense of place

The Upper Murray is home to a diverse, healthy, active and resilient community

Local, healthy food is plentiful and affordable

OUR PRESENT AND OUR FUTURE

OVERARCHING ISSUES

The key challenges facing the region are the decreasing population, ageing community profile and the economic dominance of the agricultural sector. These long-term trends underpin many of the economic and social issues raised during the consultation process. Key demographic trends include:

- Population decrease across the region;

- Relatively older population with a median age of 50, which is expected to continue to age into future with a shrinking in the working age population;

- Loss of young residents to larger regional centres seeking job and education opportunities; and

- Changing family composition with a reduction in the number of families with children.

These trends in many respects reflect an economy that currently lacks diversity and which is dominated by the agricultural sector. Although the health and education sectors are growing, there are primarily serving the local population rather than drawing new revenue to the region.

Maintaining existing infrastructure and delivering services presents challenges in the context of an ageing and dispersed population.

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PAST STRATEGIC WORK

Past strategic work undertaken for the region supports the diversification of the economic base, which is primarily agricultural in nature. This responds to forecasts of population decrease for settlements in agriculture-dependent areas.

While agriculture will continue to play a significant role in the Upper Murray economy, the shift towards a multifunctional rural landscape is recommended.

Opportunities to expand the diversity of tourism and rural land uses may provide a range of social and economic benefits and help to achieve compact and liveable communities which efficiently use existing infrastructure.

The protection of regional assets, such as environmental and heritage sites, national parks and scenic landscapes will contribute to building a more diverse economy through tourism and reinforce the strong sense of place.

Past strategies recognise key opportunities to capitalise on the heritage, liveability, amenity and environmental significance of the region. This includes protecting significant landscapes along the Murray River and the Mitta Mitta Valley, and historic buildings and sites of cultural importance.

A summary of each the relevant strategic plans is provided in the Background Report.

LANDSCAPE AND ENVIRONMENT

The landscape character of the Upper Murray is a key asset, it offers large areas of State Forest, National Park and Conservation Reserve with sweeping panoramic views available over a diverse topography of undulating plains, fertile river valleys, rolling hills and forested escarpments

The Upper Murray is home to the crystal clear waters of the source of the Murray River. This key asset snakes through the region providing recreational opportunities and a much needed water supply.

Environmental hazards such as bushfire and flooding exist in varying degrees throughout the study area.

ACCESS

The Upper Murray is relatively distant from the nearest urban centres and nestled amongst mountains and rivers, making access to and from the region scenic and circuitous. However the growing regions of Albury-Wodonga and Wagga Wagga are less than 200km away.

The settlements within the Upper Murray are spread across a large geographic area, leading to long travel distances between services and low population densities. The small population means that public transport is not be a viable solution, leading to a high reliance on private transport.

SETTLEMENT

The region functions as a network of predominately service towns. Its distance from regional centres means that it is largely self-sufficient.

The Upper Murray townships service the needs of the agricultural, tourism and health sectors. The isolation of the network of townships means they are less reliant on the larger centres of Albury and

Wodonga, which is reflected in the high level of services, particularly in Corryong.

There are strong internal relationships between the Upper Murray townships, defined in part by their shared history and geography. The Upper Murray's relative isolation means that the local community is heavily reliant on Corryong for its essential services.

Road networks between the townships are good, but not ideal in some areas. There are strong recreational and social relationships between the townships with sports such as football and netball bringing the community together.

The decreasing population will create ongoing challenges regarding the maintenance and improvement of services and facilities. A number of recent proposals to refurbish or demolish existing facilities have been contentious.

DEMOGRAPHICS

In 2011, the Upper Murray had an estimated resident population of 2,945.

Half of the population of the Upper Murray is aged 50 years or older with a high rate of outward migration amongst the region's youth population who travel elsewhere for higher education. There were 880 families in the Upper Murray in 2011, the latest census figures show that there was a loss of 65 families with children and an increase in families without children. The loss of families with children in the region has implications for local household spending in the region and farm succession

Levels of social disadvantage vary significantly across the region with wealth and poverty starkly contrasting. Youth unemployment is an issue and education levels are significantly lower than the Victorian average.

The median household income across the Upper Murray is $800 per week, significantly lower than the Victorian average of $1,216. Tooma stands out as having the highest income levels in the region.

COMMUNITY

A wide range of social infrastructure is broadly available across the Upper Murray. Community and recreation facilities support a healthy and active community by providing central meeting places and an environment for healthy and active participation.

Health services play a major role with the Upper Murray Health & Community Services being the largest single employer. The Upper Murray Health Service and the Walwa Bush Nursing Centre fulfil a number of roles traditional provided by local government or churches. The loss of existing health services in Corryong and Walwa would have a significant negative impact upon not only health but also employment and social connections within the region.

The relative isolation of the Upper Murray has necessitated a long tradition of self-sufficiency which is still evident. This plan must seek to harness community energy and provide projects which can be delivered by the local community.

Community strength indicators highlight that residents feel engaged and supported in their community, but access to local facilities and services is of concern.

ECONOMICS

Agriculture is the dominant industry in the Upper Murray region, representing 33 per cent of employment.

Healthcare and social assistance is the second largest employing sector. Many of these jobs are associated with Upper Murray Community Health Service, the region's only hospital, and the Walwa Bush Nursing Centre.

The majority of the working population is aged over 50 years old. 64% of the region's agriculture workers are aged over 50 years, and 40% are aged over 60 years. The ageing agricultural workforce and lack of access for new farmers is a key concern for the industry and its future labour supply.

Retailers in Corryong have recently organised into a Corryong Retailers Group. Harnessing this energy and new found enthusiasm provides the opportunity to develop the service standards of the area.

TOURISM

The Upper Murray offers strong potential for outdoor tourism with vast areas of public land and breathtaking scenery. The natural and outdoor assets of the Upper Murray are the major tourism drawcards. The region is located at the foot of the Australian Alps and at the headwaters of the Murray River.

The region is interspersed with a wide range of parks of Regional and State importance that include areas of mountain bushland and natural beauty.

Currently there is limited tourism product to support and complement the region's vast outdoor assets. This limits the ability of visitors to undertake activities such as eating out at restaurants, general sight-seeing, and shopping for pleasure. This limited product also affects activities that could be engaged in, such as organised horse riding, farm tours, camping and other outdoor activities.

Given the small population, there is a lack of people available to operate tourist activities.

Accomodation options are limited with minimal investment in accommodation facilities in the region.

The Snowy Valley Way touring route provides an alternative route to the Hume Highway. In addition there are numerous scenic drives   with potential to be developed throughout the region.

The age profile of existing visitors (both daytrip and overnight) shows that visitors to the Upper Murray are generally older than visitors to Mansfield and the High Country Region. The 'grey nomads' market has grown significantly in recent years and may provide further growth in the region.

Events play a major role in attracting people to the area particularly the Man from Snowy River Festival which reportedly drew over 13,000 visitors in 2014.

THE PLAN

COMMUNITY INITIATIVES

During the first round of community consultation over 500 project opportunities were recorded. These 500 projects were then themed into 40 initiatives and taken back to the community to prioritise.

The projects were split into the following themes.

- **Business and Industry**
- **Infrastructure and the Built Environment**
- **Wellbeing and Liveability**

Tables on the following pages list these initiatives by theme. The initiatives are ordered by priority as decided by the community.

Five projects have been taken forward into more detail. These five projects were chosen through a combination of community priority and those which the study team could add most value to.

IMPLEMENTATION TABLES LEGEND	
	Short term (immediate - 1 year)
	Medium term (1 year - 3 years)
	Longer term (4 years +)
Councils	Towong Shire Council and Tumbarumba Shire Council
CNC	Corryong Neighbourhood Centre
UMHCS	Upper Murray Health and Community Services
WBNC	Walwa Bush Nursing Centre
DELWP	The Department of Environment, Land, Water and Planning (VIC)
RDV	Regional Development Victoria
DEPI	Department of Environment and Primary Industries (VIC)
UMBI	Upper Murray Business Incorporated
UMAG	Upper Murray Agriculture
RMS	Roads and Maritime Services (NSW)
DPI	Department of Primary Industries (NSW)
DPE	Department of Planning and Environment (NSW)

KEY THEMES

During the course of the project it became clear that successful delivery of the Upper Murray 2030 Vision Plan will be dependant on the support and involvement of the community.

The plan should:

- **Have long term delivery actions in place. This could be co-ordinated through a community board and would ideally be driven by a dedicated, paid position**

- **Place overarching emphaisis on the strengthening of the identity of the Upper Murray region through community governence and branding**

- **Deliver a range of projects across different themes, some of which can be delivered by the local community**

- **Encourage collaboration between towns and community members. Parochialism has been identified as a significant barrier to positive change**

- **Encourage external input into the delivery of the plan. This can be through mentoring programs or positions on the UM2030 community board**

- **Demonstrate that the Upper Murray is 'open for business'**

CHOICES

Choices must be made. There is a limit to what can be delivered. Council budgets and capacity to deliver are constrained and while the community can take on some responsibilities, our research has shown that the ageing demographic and small population numbers can lead to community burn out.

The importance of the health sector to the Upper Murray should not be unterestimated. The loss of the Upper Murray Health and Community Services or the Walwa Bush Nursing Centre would have wide repercussions on health, jobs and community services throughout the region. This should be considered when choices need to be made.

The initiatives within this chapter have been prioritised by the community and appear in their prioritised order. A set of criteria was developed in order to rank the projects, criteria included: scale of impact, complexity and community benefit. These criteria are presented on page 6.

RESPONSIBILITIES

Responsibilities for delivering the Upper Murray 2030 Vision Plan are detailed in the implementation tables on the following pages.

The Upper Murray community has developed to be resilient with strong social connections and a desire to make their own decisions.

While Local Government will be instrumental in providing resources and funding it was important to indentify quick win projects which could be led by the local community.

ENGAGEMENT

The Upper Murray 2030 Vision Plan is a product of extensive community energy. Implementation of the plan should harness this energy and ensure that the community have a key role to play in making things happen.

A collective approach, commitment to implementing the UM2030 Vision and to working together to overcome parochialism are needed by all stakeholders, along with methods to maintain and increase engagement with the Plan.

GOVERNANCE & IMPLEMENTATION

Strong leadership to pursue long-term outcomes and effective management are critical to the success of the Upper Murray 2030 Vision Plan. The enthusiasm and commitment generated by the Plan needs to be harnessed and nurtured to see the implementation through inevitable hurdles.

Many competing interests need to be balanced. Local Government's role in carefully balancing these interests, providing many of the resources and some of the funds, and making the hard decisions is undeniable. However, this Plan should be driven by the energy of the community.

OBJECTIVES

- The Upper Murray 2030 Vision Plan is embraced and implemented through collaboration between communities and governments

- Communities have the skills, capacity and resilience to both influence and adapt to change

- The Upper Murray 2030 Vision Plan sets out a clear path for the future that influences government decisions

THE UPPER MURRAY BRAND

The Upper Murray Brand was seen as a critical initiative by the community and one which would encapsulate a number of themes and projects, including:

- The establishment of a Community Board to oversee the UM brand

- Creating a well-recognised 'look and feel' for the Upper Murray that would distinguish the region

- Creating a one stop shop website for services and products from the Upper Murray, including a tourism booking service

- Encapsualting quality standards across sectors including tourism, agriculture and retail

- Assist in value adding and marketing the agricultural product

	INITIATIVES	PROJECTS	PRIMARY RESPONSIBILITY	OTHER RESPONSIBLE AGENCIES / STAKEHOLDERS	NOTES
1.1	ESTABLISH A COMMUNITY BOARD TO IMPLEMENT THE PLAN AND DEVELOP THE UPPER MURRAY BRAND	Prepare an operating framework for the establishment of an Upper Murray Board	Councils	Steering Group	Council should provide ongoing support until board is established
		Develop a skills matrix to identify suitable candidates for board membership			
		Advertise for board membership, using the skills matrix to ensure an appropriate balance of experience and interests			
		Establish a governance framework and financial model to ensure financial sustainability			
		Develop the Community Board so that it is prepared to assume responsibility for implementing UM2030 and overseeing the UM Brand			
		Employ an Executive Officer to implement the Upper Murray Brand			
1.2	CREATE AN UPPER MURRAY BRAND	Audit existing websites and promotional material to understand existing situation	Councils transitioning to the Community Board	Steering Group	
		Design graphics and text to be used across all tourism and agricultural products in collaboration with producers and retailers			
		Develop quality standards and auditing procedures to support the brand			
1.3	DEVELOP A COMMUNICATIONS PLAN TO SUPPORT IMPLEMENTATION OF THE UM2030 VISION	Place a community notice board in each town with a dedicated community member responsible for updating information	Upper Murray Health	CNC Councils	It is understood that Upper Murray Health have started to implement some of these initiatives
		Create an online community calendar that can be easily updated by community members - to eventually be hosted on branded UM website			
		Review existing methods of communication and identify options for streamlining			
		Develop a communications plan to streamline the exchange of information throughout the community, including disaster communication			
		Identify any skills gaps for example social media and organise training			
		Identify any infrastructure gaps, e.g. conference facilities			
1.4	REDUCE RED TAPE	Engage with Upper Murray communities to identify perceived regulatory impediments to economic diversification	Councils	DELWP DPE RDV	
		Input community feedback into regular planning scheme reviews			
		Lobby State and Federal Government to reduce unnecessary red tape			
1.5	DEVELOP A PLAN TO ENSURE RESIDENTS OF THE UPPER MURRAY FEEL ENGAGED BY THE LOCAL COUNCILS	Nominate Council staff as dedicated Upper Murray liaison officers	Councils	Steering Committee	Steering Committee to work with Councils to maintain communications
		Provide support for community board during establishment			
		Review physical and on-line Council presence within the Upper Murray to improve visibility and ease of communication			

BUSINESS & INDUSTRY

Employment is a key issue for residents of the Upper Murray and one which drives the underlying issue of population decrease as young people leave in search of education and employment.

The plan must strive to deliver a diverse employment base which offers full time work at award rates. Diversification is also key for the agricultural sector, as are the issues of succession planning, access into farming through leasing arrangements, value adding and supporting existing enterprise through the Upper Murray brand.

Tourism holds a great deal of potential for the Upper Murray, the natural assets and other attractions of the Upper Murray must be improved and promoted to ensure that there is a tourism product available for visitors to the region.

Local businesses are optimistic about the future of their businesses and must be supported and encouraged to work collaboratively towards the UM2030 vision.

Distance to markets, red tape issues and poor physical and technological linkages have been raised as key constraints to business. Some of these issues are tackled within the Governance and Implementation section and Infrastructure and Built Environment section.

The following tables outline projects focussing on business and industry, these projects have been prioritised by the Upper Murray community.

OBJECTIVES

- The Upper Murray Brand is well recognised and trusted

- The Upper Murray offers a diverse range of employment opportunities

- Agriculture within the Upper Murray embraces innovation and a new generation of farmers

- Tourists are welcomed to the Upper Murray; tourist amenities are well signposted, well maintained and provide benefit for the local community

- Options are available for young people to find education and employment within the region

	INITIATIVES	PROJECTS	PRIMARY RESPONSIBILITY	OTHER RESPONSIBLE AGENCIES / STAKEHOLDERS	NOTES
2.1	**IMPROVE EXISTING TOURISM FACILITIES AND IDENTIFY NEW OPPORTUNITIES** *(Refer to specific projects such as tracks and trails in 'infrastructure')*	Prepare a tourism strategy to identify target market segments and accommodation and infrastructure needs	Councils	Tourism North East VicRoads RMS Visit Victoria	Information should appear as part UM2030 branding
		Audit and map camping and RV sites (free and fee-paying)			
		Create concept designs to address infrastructure gaps			
		Develop a number of tourist loops with appropriate signage for specific user groups, eg RV's. Motorcyclists, cyclists			
		Review planning scheme to identify and address any barriers to tourism development			
2.2	**CREATE AN UPPER MURRAY BRAND**	Refer to **Governance and Implementation**			
2.3	**ENCOURAGE AND SUPPORT EXISTING BUSINESSES AND RETAILERS TO WORK TOGETHER AND SUPPORT THE UM2030 VISION**	Conduct training workshops in social media and customer service for local retailers and businesses	Councils transitioning to Community Board	CNC	
		Regularly survey visitors to identify visitation trends and identify gaps in tourism offer and service standards			
		Create a rota system to ensure that there are services open to the public on evenings and weekends			
		Target Council economic development and tourism activities to address service gaps			
		Engage retailers and operators in the creation of the Upper Murray brand			

	INITIATIVES	PROJECTS	PRIMARY RESPONSIBILITY	OTHER RESPONSIBLE AGENCIES / STAKEHOLDERS	NOTES
2.4	DEVELOP VALUE ADDING STRATEGIES FOR UPPER MURRAY'S AGRICULTURAL PRODUCT	Research current methods of getting product to market and lessons from previous co-op experiences	UMBI transitioning to Community Board	Councils (UMAG) Tourism North East Riverina Tafe	It is noted that UMAG is currently not operational. There is a gap in provision of a group dedicated to developing agriculture in the region Information should appear as part UM2030 branding
		Pilot using the Open Food Network to directly reach consumers			
		Research 'paddock to plate' and other initiatives in similar locations across Victoria			
		Map existing farmgate sales, markets and food outlets			
		Create an Upper Murray co-op of producers			
		Develop and implement a consistent brand for Upper Murray produce			
		Create an information package about on-farm tourism including: regulations, examples of successes elsewhere, marketing materials			
2.5	SUPPORT EXISTING AGRICULTURAL ENTERPRISE AND WORK TOWARDS JOB CREATION THROUGH DIVERSIFICATION AND EDUCATION	Review planning schemes to support vision, encourage agricultural diversification and agricultural tourism; and reduce barriers	UMBI transitioning to Community Board	Councils (UMAG) Riverina Tafe Specific landowners	
		Audit and map existing producers and value-adding industries within region			
		Work with the Riverina TAFE, local schools and land owners to develop a pilot horticultural site on the river flats in Corryong			
2.6	ADDRESS KNOWLEDGE GAPS WITHIN THE AGRICULTURAL SECTOR AND UPSKILL EXISTING AND FUTURE FARMERS	Identify existing and emerging skill, labour and expertise gaps	UMBI transitioning to Community Board	Councils (UMAG) Riverina Tafe Local Schools	
		Discuss education requirements with existing providers such as the CNC, Riverina TAFE and local schools			
		Run training workshops in social media for existing producers			
		Survey local producers to understand and address any particular skills gaps			
		Organise field trips to learn about technological innovations			
		Lobby local schools to include agricultural education within the curriculum			
		Work with the Riverina TAFE and other institutions to create a centre of agricultural excellence within the Upper Murray			

	INITIATIVES	PROJECTS	PRIMARY RESPONSIBILITY	OTHER RESPONSIBLE AGENCIES / STAKEHOLDERS	NOTES
2.7	SUPPORT THE UPPER MURRAY AS AN AUTHENTIC OUTDOOR DESTINATION WHICH OFFERS A VARIETY OF ACTIVITIES	Create a group of local people who would be willing to lead tours to showcase local attractions such as fishing, shooting, walking, foraging etc	Council (capital works) transitioning to Community Board (engagement)	Tourism North East DEPI DPI	Information should appear as part UM2030 branding
		Audit and map existing infrastructure to support tourism activities			
		Create concept designs for improved infrastructure, e.g. Boat ramps, jetties, signage, accommodation			
		Support authentic tourism experiences through advertising and events			
		Work with relevant bodies to support healthy rivers and fish stocking programs			
2.8	INVESTIGATE OPTIONS FOR ON SITE/LOCAL PROCESSING WITHIN REGION	Prepare a concept design for a mobile abattoir	UMBI transitioning to Community Board	Councils (UMAG) Primesafe NSW Food Authority DELWP DPE Local businesses	
		Organise a networking event with other producers across Victoria, for example Jonai Farms and others using a CSA system			
		Investigate options for a full scale abattoir with export license at Corryong abattoir or Khancoban			
		Establish an Upper Murray co-op of producers			
		Approach DELWP for research or business development support			
		Research feasibility of working with end users (restaurants/community) to support business case and long term sustainability			
		Work with PrimeSafe to remove barriers to establishing a local food system			
2.9	CREATE PATHWAYS FOR YOUNG PEOPLE AND CAREER CHANGERS TO BEGIN FARMING	Research ways in which young people are accessing farmland across Victoria, for example stacking enterprises, training schemes	UMBI transitioning to Community Board	Councils (UMAG) Riverina Tafe	
		Identify gaps that need to be filled that are specific to producers within the Upper Murray			
		Work with the Riverina TAFE to create pilot projects for various enterprises, eg. poultry and beef			
		Develop tools to facilitate access to land by young farmers, e.g. standard lease agreements			

INFRASTRUCTURE & BUILT ENVIRONMENT

The physical infrastructure and built environment of the Upper Murray provide a foundation for the region's connectivity, economic sustainability, wellbeing and sense of place. Private and public sector investment is required to develop, maintain and enhance assets.

In the context of physical isolation, a decreasing population, and fiscal constraints affecting all levels of government, a strategic approach to capital investment is essential in the Upper Murray.

The following tables outline projects focussing on infrastructure and the built environment, these projects have been prioritised by the Upper Murray community.

OBJECTIVES

- Townships and settlements have a strong character, are accessible to all, walkable, local and friendly

- Access to environmental and landscape assets supports their enjoyment and protection

- The Upper Murray is well connected, both digitally and physically, supporting the prosperity and wellbeing of the region

	INITIATIVES	PROJECTS	PRIMARY RESPONSIBILITY	OTHER RESPONSIBLE AGENCIES / STAKEHOLDERS	NOTES
3.1	**CREATE AN UPPER MURRAY BRAND**	Refer to *Governance and Implementation*			
3.2	**CREATE AN ICONIC 'GREAT RIVER ROAD' TOURIST DRIVE**	Audit existing facilities and signage	Towong Shire Council	Steering Group	Refer to UM2030 Concept Plans
		Create concept designs for infrastructure and signage			Information should appear as part UM2030 branding
		Work with State Road and Tourism Departments to develop and promote route			
		Seek funding and implement designs			
		Promote driving route at a local level			
3.3	**DEVELOP OUTDOOR ASSETS**	Audit existing infrastructure associated with natural attractions (driving and walking routes, toilets, signage) and identify improvements required	Councils	Parks Vic NSW National Parks and Wildlife Service Community Board	Information should appear as part UM2030 branding
		Map natural assets and infrastructure across the Upper Murray			
		Publish natural assets maps online			
		Upgrade infrastructure as required			
3.4	**DEVELOP DRIVING AND CYCLING ROUTES (INCLUDING SIGNAGE) ACROSS THE UPPER MURRAY**	Audit existing signage, including all town signage and tourist signage	Councils	Parks Vic NSW National Parks and Wildlife Service Community Board VicRoads RMS	Information should appear as part UM2030 branding
		Map existing assets including cycling routes, driving routes and tourism destinations (this information could be crowd sourced from the community)			
		Design new suite of signage to complement tourism brand			
		Consult with drivers and riders to identify routes and potential improvements			
		Consult with roads authorities in both states about identified routes			
		Audit routes and identify any upgrades required to infrastructure and facilities			
		Develop a suite of consistent infrastructure and facilities at key nodes (e.g. new infrastructure at Farran's Lookout)			
		Remove redundant and excessive signage, particularly at town gateways and along major routes			
		Gradually replace signage, starting with town gateways and tourism routes			
		Ensure all signage is consistent with online and paper based collateral to ensure consistent branding			
		Implement infrastructure improvement plan over time			

	INITIATIVES	PROJECTS	PRIMARY RESPONSIBILITY	OTHER RESPONSIBLE AGENCIES / STAKEHOLDERS	NOTES
3.5	DEVELOP TOURIST AND FITNESS TRAILS	Map walking and cycling trails that connect townships, link destinations and create circular routes	Councils	Steering Group Tourism North East	Information should appear as part UM2030 branding Refer to UM2030 Concept Plans
		Map downhill mountain bike routes			
		Identify any upgrades needed to infrastructure and facilities (for example water fountains, seating, shade)			
		Identify potential locations for immersive nature trails such as canopy walks and flying foxes			
		Publish tracks and trails maps online			
		Upgrade routes and infrastructure as required			
3.6	LOBBY FOR IMPROVEMENTS TO MOBILE TELEPHONE AND INTERNET COVERAGE	Create a case for improved coverage, identify blackspots, capacity and constraints	Councils	Steering Group Community Board	
		Lobby State and Federal Governments to improve telecommunications and digital services			
3.7	BECOME 100% RENEWABLE, RELIABLE, SUSTAINABLE AND RESPONSIBLE	Investigate other community energy projects, for example Hepburn Wind	Councils	Steering Group Community Board	
		Create a working group to audit opportunities and lobby government			
3.8	LOBBY FOR HIGHWAY UPGRADES	Create a working group to audit opportunities and lobby government:	Councils	Steering Group Community Board	
3.9	CREATE TOURIST TOWNS	Create concept designs for each town refer to text following this table	Councils	Community Board	
		Implement designs			
3.10	UPGRADE CORRYONG AND KHANCOBAN AIRPORTS	Develop a masterplan for each airport which identifies upgrades needed	Councils	DPI	
		Investigate value adding opportunities such as accommodation, tourist information, scenic flights and cold storage		DEPI	
		Consult with relevant authorities to understand any constraints		Department of Infrastructure and Regional Development	
		Implement improvements			

	INITIATIVES	PROJECTS	PRIMARY RESPONSIBILITY	OTHER RESPONSIBLE AGENCIES / STAKEHOLDERS	NOTES
3.11	IMPROVE ACCESS TO THE RIVER	Identify existing river access and potential future access points and infrastructure required	Councils	Community Board DEPI DPI	Information should appear as part UM2030 branding
		Identify constraints for example ownership and planning regulations			
		Develop designs for infrastructure improvements			
3.12	AUDIT AVAILABILITY OF RENTAL PROPERTIES AND DIVERSITY OF HOUSING CHOICE ACROSS THE UPPER MURRAY	Prepare a Housing Strategy to understand existing housing supply and projected needs	Councils		
		Design a modular Dependant Persons Unit suitable for the Upper Murray climate			
		Provide support for sale of BNC lots in Walwa, eg. brochure explaining benefits of body corporate			
		Work with Council and real estate agents to investigate incentives for holiday home owners to use properties for long term rentals			
		Work with church and other land owners to identify sites for retirement and supported housing			
		Amend planning schemes to implement housing strategy recommendations			

CREATE TOURIST TOWNS: DETAILED INFORMATION

	SENSE OF PLACE	GATEWAY	ACCESS
CORRYONG	Work with main street shop owners to refresh paintwork and introduce a consistent verandah design Encourage use of underused buildings, eg. adjacent to Attree Park Encourage more street trading and dining Review street tree planting Refresh street furniture Improve shop fronts	Rationalise existing signage on entrances Enhance avenue of trees	Create a shared pathway loop through the town, linking the recreation reserve, creek and features such as the cemetery Extend railtrail to central Corryong, connect to shared trail loop Support community development of Shelley to Corryong biking and horse trails
KHANCOBAN	Improve wayfinding throughout Khancoban Redesign the central green space to create a Town Green with BBQ and other facilities Develop winter attractions such as outdoor firepits Promote fishing and improve fishing infrastructure Create interpretive signage explaining the Snowy Hydro project and the history of Khancoban Improve shop fronts	Include a sculptural element on the Alpine Way to indicate the location of the town centre and the gateway to Khancoban	Create pathways to link assets including the Town Centre , Pondage, Caravan Park and Country Club
TINTALDRA	Redesign central reservation to create a village green and link to river frontage Provide more outdoor seating in front of pub and bakery Improve river interface including creating a feature from bridge and reinstating customs house	Improve triangle of land adjacent to the Murray River Road through tree planting and signage	Promote as the terminus of the Great River Road Improve signage and links to National Parks

	SENSE OF PLACE	GATEWAY	ACCESS
WALWA	Encourage on-street dining Emphasise striking 20th century architectural features (town hall and pub) Improve facilities for children Work with shop owners to refresh paintwork	Create a strong avenue of planting	Introduce shared path to the river Improve signage to Pine Mountain Develop a shared path along the river to link with Jingellic
CUDGEWA	Frame views to mountains through new tree planting Improve facilities for children	Enhance avenue planting	Create shared pathway linkages to Walwa and Corryong
TOWONG	Celebrate view of racecourse and improve wayside stop		Create shared pathway linkages to Corryong
TOOMA	Improve landscaping around pub Improve riverbank through planting and weed removal and enhance picnic facilities Investigate camping opportunities on river bank or at recreation reserve		
KOETONG	Encourage river access and views from pub		Create shared pathway linkages to Corryong (railtrail)
JINGILLIC	Create a town square and improve landscaping in front of the General Store		Shared path alongside river to Walwa

WELLBEING & LIVEABILITY

Population decrease and ageing are fundamental issues impacting all areas of community life, including the viability of sporting teams, sustainability of community projects, and local business patronage.

It was recognised during the engagement process that there are pockets of significant social disadvantage within the Upper Murray, with the need for training and upskilling as an issue across all sectors.

Health infrastructure within the Upper Murray is valued by the community and seen as essential to social sustainability, particularly for retirees. The health services support a variety of health, wellbeing and community development activities, demonstrating a commitment to a social model of health. Changes to funding models threatens the ongoing sustainability of these services.

The following tables outline projects focussing on wellbeing and liveability these projects have been prioritised by the Upper Murray community.

OBJECTIVES

- The Upper Murray communities have the skills, services, facilities and resources needed to fulfill their aspirations

- A variety of housing types are available for an ageing population and the wider community

- Arts and culture are celebrated, contributing to quality of life, wellbeing and sense of place

- The Upper Murray is home to a diverse, healthy, active and resilient community

- Local, healthy food is plentiful and affordable

	INITIATIVES	PROJECTS	PRIMARY RESPONSIBILITY	OTHER RESPONSIBLE AGENCIES / STAKEHOLDERS	NOTES
4.1	CREATE AN UPPER MURRAY BRAND	Refer to *Governance and Implementation*			
4.2	ESTABLISH THE UPPER MURRAY AS A PLACE OF HEALTH AND WELLBEING	Identify venues in each town suitable for health and wellbeing activities such as Davis Cottage and other halls and natural areas	Councils transitioning to Community Board	CNC	Information should appear as part UM2030 branding
		Identify existing health and wellbeing practitioners and understand gaps in knowledge and infrastructure			
		Investigate the creation of wellbeing hubs in each town which should include internet access, meetings spaces, arts and wellbeing facilities			
		Market the Upper Murray as a health and wellbeing destination			
		Investigate feasibility of opening a health resort / eco lodge			
4.3	SUPPORT NETWORKING, SKILLS SHARING, UPSKILLING AND MENTORSHIPS	Develop a community capacity building and infrastructure plan (to include peer to peer training opportunities for skills sharing within the Upper Murray and a program of events involving external experts)	CNC	UMHCS Community Board	
		Encourage opportunities for local skills building and training opportunities			
4.4	INVESTIGATE OPTIONS FOR PUBLIC TRANSPORT IMPROVEMENTS	Investigate the feasibility of creating an on-line community car sharing model for the Upper Murray (e.g. Uber)	CNC UMHCS	Councils Community Board	
		Review the existing use of community buses in Khancoban and Corryong to optimise community benefit			
		Implement community car sharing system			
		Refine operation of community buses (as required)			
4.5	IMPROVE ACCESS TO FRESH AND HEALTHY FOOD	Identify suitable land in each town that could be used for community gardens	Councils	UMHCS CNC WBNC Local businesses	
		Create a database of existing growers and facilitate information exchange			
		Encourage the creation of community gardens in each town			
		Run gardening classes from each garden			
		Establish produce exchange processes			
		Work with local restaurants to supply fresh local produce			

	INITIATIVES	PROJECTS	PRIMARY RESPONSIBILITY	OTHER RESPONSIBLE AGENCIES / STAKEHOLDERS	NOTES
4.6	IMPROVE AND MAINTAIN ACCESS TO SERVICES, ENSURING NO LOSS OF CURRENT SERVICES	Work with Upper Murray Health, the Walwa Bush Nursing Centre and the CNC to identify existing services, gaps and constraints	UMHCS WBNC	Councils Community Board	
		Investigate addressing gaps through physical services and access to online services			
		Lobby State and Federal Governments for more sustainable funding models for health services, recognising their fundamental role is supporting community resilience			
4.7	ESTABLISH THE UPPER MURRAY AS A DESTINATION FOR ARTS AND CULTURE	Map the network of existing artists and arts practitioners	Councils	Community Board Regional Arts Victoria Regional Arts NSW	Information should appear as part UM2030 branding
		Identify vacant shops that could be used as exhibition spaces			
		Work with Regional Arts Victoria to create an arts based festival in the Upper Murray			
4.8	DEVELOP INFRASTRUCTURE TO SUPPORT HEALTH, RECREATION AND WELLBEING	Continue to implement recreation reserve master plans	Councils	UMHCS WBNC CNC	
		Develop walking and cycling trails as indicated within the 'infrastructure and built environment' projects list			
		Train local community members to become health and wellbeing ambassadors			
		Ensure fresh and healthy food is accessible			
4.9	ENSURE TOWNS AND ATTRACTIONS ARE ACCESSIBLE TO ALL USERS AND FACILITIES ARE AVAILABLE FOR AN AGEING POPULATION	Undertake accessibility audits to understand existing access issues and identify improvements required	Councils	UMHCS WBNC	Information should appear as part UM2030 branding
		Ensure accessibility upgrades are included in the briefs for streetscape designs			
		Implement designs			
4.10	AUDIT EXISTING COMMUNITY ASSETS AND PLAN FOR THEIR REPAIR OR REMOVAL	Map existing assets in all towns and audit existing use including; cost of maintenance, usage, condition, repairs required, health and safety issues, tenancy, potential future use	Councils		It was noted that this may cause some community concern but is a necessary action
		Prioritise improvements (projects mentioned include power upgrade to Corryong rec reserve, sewerage issues for all towns, use of Khancoban Country Club and underused buildings in Khancoban, Corryong gym upgrades)			

CONCEPT PLANS

INTRODUCTION

The Concept Plans were prepared to showcase five priority projects for the Upper Murray. The Concept Plans are intended as a roadmap to guide community activity and encourage collaboration between the proposed Upper Murray community board, governments, the private sector, services providers and authorities.

The Concept Plans came from a list of hundreds of ideas from the Upper Murray community during Stage 1 of the UM2030 Masterplan project. Each idea was ranked and prioritied by the community, and with the help of a local Steering Committee and Council. The Concept Plans chosen are just five from an enormous list to be implemented over the immediate, short, medium and long term across the Upper Murray.

While the Concept Plans have undergone a process of review in the stage 3 survey and engagement, they should be considered as live, working documents that can be refined and tested as needs in the region change, and as throughout implementation.

CONCEPT PLAN OVERVIEW

The concept plans are known as:

1   "**Brand**" sets the scene for the creation of an Upper Murray Brand, which will promote awareness and value for the Upper Murray region, its products and experiences.

2   "**Tourism**" highlights specific opportunities to further grow the Upper Murray as a tourism destination. Key steps which should be undertaken to further explore these opportunities are set out.

3   "**Great River Road**" describes the upgrades required in order to promote the Murray River Road as the 'Great River Road', stretching from Wodonga to Khancoban.

4   "**Town Trails**" provides concepts for walking tracks and streetscape improvements in each of the Upper Murray's towns. The concepts identify required upgrades to surfaces and amenity that will be needed to create walking paths and spaces that will be enjoyed by visitors and provide valuable recreation options for residents.

5   "**Agriculture**" gives an overview of agricultural and related enterprise within the Upper Murray and showcases opportunities for diversification, value-adding and partnerships.

Each Concept Plan is accompanied by a vision, context and suggested priority projects. The documents can be used by Council in future as a basis for funding / grant applications, and to guide priority project delivery.

The Great River Road Concept Plan is currently the subject of a grant application from Towong Shire and the concept plan was able to support that application and demonstrate the need and benefits of such a project.

STAGE 3 ENGAGEMENT

A survey was released at the same time as the draft Concept Plan documents, in early 2016. The survey was designed to seeking the Upper Murray community's feedback on the concepts presented in the five Concept Plans.

The community could view and comment on the details of the Plans. The survey had two main aims, to:

- Identify and correct any mistakes in the document, particularly on maps or in the detail of the plans; and

- Seek the Upper Murray community's feedback about whether the plans "hit the spot" so that the projects can be realised down the track.

A copy of the stage 3 survey questions, key responses and discussion relating to changes to the Concept Plans has been included in the UM2030 Engagement Report.

In addition to engagement through the Concept Plan survey, the Concept Plans and survey were shared and promoted through emails and on Facebook, in the project neighbourhood centres, in the Corryong Courier, on Council's and the project websites, and using town entrance signage and posters in local businesses.

THIS CHAPTER

This chapter contains a summary of each Concept Plans.

The five Concept Plan documents have been appended to this document but can also be read separately as independent documents.

BRANDING 2030

BRANDING PROSPECTUS

The purpose of the Branding Prospectus is to set the scene for the creation of an Upper Murray Brand, which will promote awareness and value for the Upper Murray region, its products and experiences.

This document outlines examples of regional branding from other locations in Australia and sets out objectives and KPIs for the successful implementation of a branding strategy.

BRAND SUMMARY

As outlined in the concept plan, the Upper Murray Brand will create a dual strategy that will deliver significant benefits to the primary sector and the tourism industry.

The aim of the Upper Murray Brand is to:

- Increase the value of the Upper Murray products

- Create a cohesive identity for all Upper Murray products and experiences

A secondary outcome of the Brand will be to:

- Increase and improve food and beverage related experiences for visitors to the region and the local community

- Increase and improve the experiences on offer in the Upper Murray for visitors to the region and the local community

WHAT ARE WE TRYING TO ACHIEVE?

The Upper Murray Brand was seen as a critical initiative by the community and one which would encapsulate a number of themes and projects, including:

- The establishment of a Community Board to oversee the Upper Murray brand

- Creating a well-recognised 'look and feel' for the Upper Murray that would distinguish the region

- Creating a one stop shop website for services and products from the Upper Murray, including a tourism booking service

- Encapsualting quality standards across sectors including tourism, agriculture and retail

- Assist in value adding and marketing the agricultural product.

A VISION TO UNDERPIN THE UPPER MURRAY BRAND

The Upper Murray Brand will reflect and embody the Upper Murray Vision, developed by the local community:

The Upper Murray is known throughout the nation as a place of extraordinary natural beauty and unsurpassed mountain views. The region's focus is the Murray River, which has shaped the landscape and the people who live beside it.

The Upper Murray is home to resilient communities who work collaboratively towards a shared vision.

The Upper Murray 'brand' is well known to tourists and foodies reflecting a pristine environment, 'real' australian experience and quality agricultural product.

There is a range of employment and education opportunities that support a diverse, resilient and healthy community. Quality health and social networks reinforce a sense of belonging and support.

Local food is plentiful and affordable. Arts and cultural experiences are celebrated throughout the year.

Local townships within the Upper Murray have a strong character, are walkable, local and friendly, offering services to the local market and tourists alike.

TO FIND OUT MORE ABOUT THE UPPER MURRAY BRAND, REFER TO THE "BRANDING 2030" CONCEPT PLAN APPENDED TO THIS REPORT.

UPPER MURRAY

BRANDING 2030

Farrans Lookout

TOURISM 2030

TOURISM PROSPECTUS

The purpose of the Tourism Prospectus is to highlight specific opportunities to further grow the Upper Murray as a tourism destination. Key steps which should be undertaken to further explore these opportunties are also set out.

TOURISM PROSPECTUS SUMMARY

Based on data from Tourism Research Australia, the Upper Murray Region receives an average of 211,000 domestic visitors annually. This is made up of 113,000 day trip visitors, and 98,000 overnight guests. In addition to these figures a large number of visitors stop in the region heading towards other destinations. This is due to the Upper Murray's position within the broader High Country Tourism Region, which receives over 2.3 million visitors annually. If the Upper Murray can capture a greater share of visitors to the wider region, even if just a small proportion, it will have a large impact on local visitation.

Market opportunities include the larger regional centres located close to the Upper Murray Region which may provide a more immediate market opportunity to grow visitation. In particular, Albury-Wodonga and Wagga Wagga are located within an accessible distance.

The Tourism Prospectus provides the context of existing events, activities and experiences in the Upper Murray region. It also highlights some key tourism industries that could be expanded or introduced to the region, to improve or diversify 'what's on offer' and to encourage people to "stay and enjoy" the beautiful Upper Murray.

WHAT ARE WE TRYING TO ACHIEVE?

Establishing additional tourism products within the Upper Murray was seen as a critical initiative by the community. These projects should aim to:

- Develop unique experiences which showcase the region's natural beauty

- Compel visitors to travel the extra distance to explore Upper Murray's hidden gems.

- Provide a knock on economic effect to the whole Upper Murray region through the provision of jobs and other opportunities

- Establish a high quality 365 day a year tourism product in the region.

A WIDE RANGE OF OPPORTUNITIES FOR TOURISM IN THE UPPER MURRAY

The Tourism Prospectus sets out and explores the key steps to engaging with the new or expanding existing tourism industries in the Upper Murray region:

- Gran Fondo Challenge

- Upper Murray Wilderness Adventure Lodge

- Burrowa Pine Mountain and Mitta Mitta park improvements

- Local tours

- High Country Rail Trail extension

- Development of touring trails

- Fishing in the region

- Hunting in th region

- Farmstays / eco-tourism

- Information for tourists.

The Concept Plan creates an opportunity for innovation in the local tourist industry, but also highlights the region's fantastic existing assets that may need wider promotion. Community support, such as from Upper Murray Radio, is another key strength available to the industry to promote travel in the region.

The Tourism Prospectus will support the Upper Murray brand, while enabling many opportunities for existing and emerging activites, events and experience, to participate.

TO FIND OUT MORE ABOUT THE TOURISM PROSPECTUS, REFER TO THE "TOURISM 2030" CONCEPT PLAN APPENDED TO THIS REPORT.
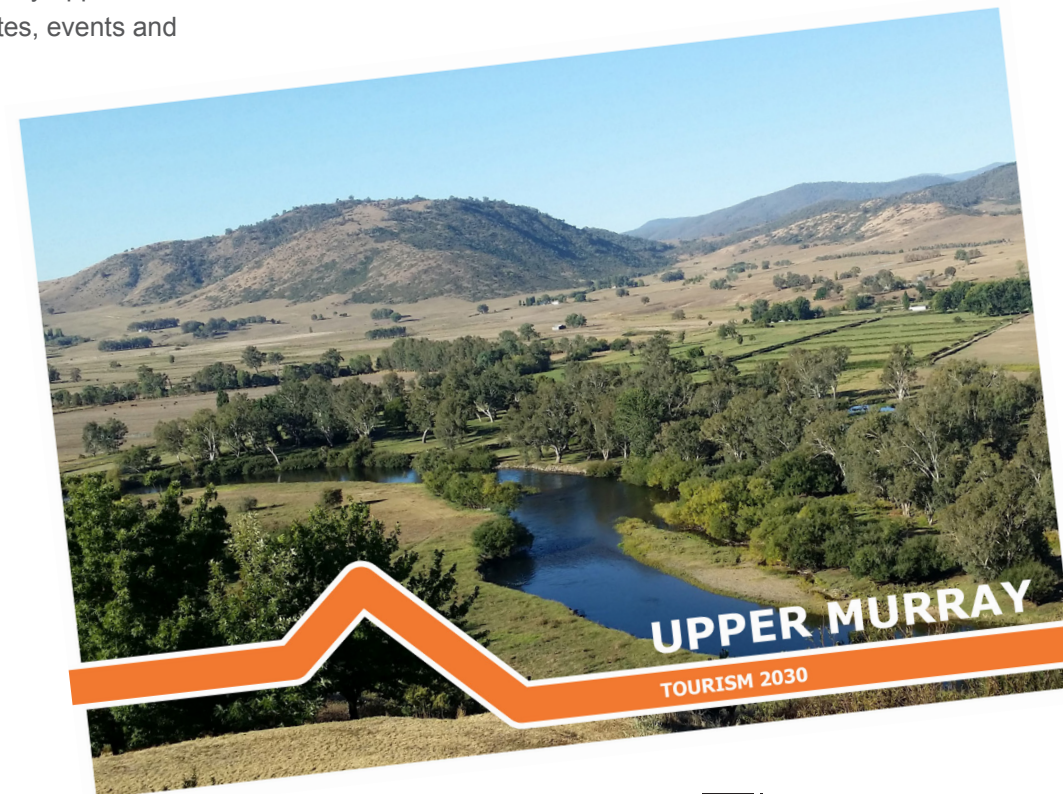
GREAT RIVER ROAD

GREAT RIVER ROAD CONCEPT PLAN

The purpose of the Great River Road Concept Plan is to describe the upgrades required in order to promote the existing Murray River Road as the 'Great River Road' touring route.

GREAT RIVER ROAD CONCEPT PLAN SUMMARY

The Great River Road project would enhance the experience of driving this route. The road connects the Upper Murray region to its surrounds, however this portion of the road is particularly spectacular and offers a unique viewing experience to see the landscape features that define the region. It could be implemented cost effectively by introducing:

- Branded signage
- Facilities including lookouts, BBQs, boat ramps, camping spots
- Gateway features.

Locating 'Great River Road' directional signage along the Hume Highway would bring attention to this alternative route and lead visitors into the Upper Murray Region via Holbrook and Jingellic.

The road passes through a number of towns which could benefit from additional visitation. Tintaldra is one key gateway to this touring experience and could be improved through gateway treatments along the Murray River Road / Main Street and Main Road intersection.

The road would also highlight access to the plethora of natural attractions within the Upper Murray, including the Burrowa-Pine Mountain National Park and recreational activities along the river itself.

The Great River Road will provide a unique touring experience which will leverage links to the major regional centre of Albury/Wodonga and assist in drawing travellers from the Hume Highway to the region. The route will deliver a number of economic benefits, including: increased visitation, disperse visitors and visitor expenditure through the region, increase the length of stay of visitors in the region, and stimulate investment opportunities for other tourism facilities to leverage from the touring route (e.g. farm gate sales).

WHAT ARE WE TRYING TO ACHIEVE?

The Great River Road was highlighted as a key opportunity by the Upper Murray community during consultation. Upgrading and promoting this route has the potential to:

- Create an iconic drive to rival the Great Ocean Road

- Add to the existing tourism product

- Provide knock on economic benefits for the wider Upper Murray

- Allow people to witness and explore the unique and breathtaking scenery that defines the Upper Murray region between Bellbridge and Khancoban.

PROPOSED UPGRADES FOR THE GREAT RIVER ROAD

Currently, there are limited facilities at stopping points along the route, with existing facilities in need of replacement. Some facilities such as Farrans Lookout have recently been upgraded and others are being progressively upgraded by the relevant authorities.

There is no signage directing tourists towards the Upper Murray Region from the Hume Highway. Signage along the road itself is infrequent and inconsistent in message.

The Great River Road Concept Plan describes potential upgrades and includes plans for these upgrades along the route of the Great River Road.

TO FIND OUT MORE ABOUT THE GREAT RIVER ROAD, REFER TO THE "GREAT RIVER ROAD" CONCEPT PLAN APPENDED TO THIS REPORT.

TOWN TRAILS

TOWN TRAILS CONCEPT PLAN

The purpose of the Town Trails Concept Plan is to provide concepts for walking tracks in each of the Upper Murray's towns.

The concepts identify required upgrades to surfaces and amenity that will be needed to create walking paths that will be enjoyed by visitors and provide a valuable recreation options for residents.

TOWN TRAILS CONCEPT PLAN SUMMARY

The towns within the Upper Murray offer charming streetscapes and many heritage buildings. Community members noted that although their towns are surrounded by the natural environment and beautiful landscapes, these are hard to get to without a car.

There is great opportunity to improve connectivity and provide for healthy activity through the creation of town trails.

These trails will link local assets and enable the local community and tourists to explore each of the Upper Murray townships by foot or bike. The trails create

an opportunity to share local history and highlight local heritage places using Town Trail locational / directional and information signage.

WHAT ARE WE TRYING TO ACHIEVE?

The creation of town trails in each town within the Upper Murray was seen as a priority project by the Upper Murray community during consultation. The purpose of these trails is to:

- Promote health and wellbeing within the Upper Murray

- Create additional opportunities for tourism

- Link local assets and provide local opportunities.

PROPOSED TOWN TRAILS

There are eight town trails proposed in the Concept Plan:

- Tintaldra
- Towong
- Corryong
- Khancoban
- Cudgewa
- Tooma
- Walwa
- Jingellic.

The Plan also sets out the costings and proposed amenities, furniture and trail surfaces for the trails.

TO FIND OUT MORE ABOUT THE TOWN TRAILS, REFER TO THE "TOWN TRAILS" CONCEPT PLAN APPENDED TO THIS REPORT.

AGRICULTURE 2030

AGRICULTURE PROSPECTUS

The purpose of this document is provide an overview of existing agriculture and related enterprise within the Upper Murray and to showcase opportunities for diversification.

AGRICULTURE PROSPECTUS SUMMARY

Agriculture is the largest industry in the Upper Murray accounting for approximately 33% of local employment and approximately $146 million in economic output. Agricultural production is divided between a relatively few large scale farming operations and a large number of small to medium grazing enterprises.

Overall there is significant opportunity for greater diversification within Upper Murray's agricultural sector. Beef and dairy accounts for approximately 78% of all agricultural production value in the region. Reinstatement of an abbatoir with the capacity to accommodate heavy 600-700kg animals will be a key service to support agriculture in the Upper Murray in future. Broad acre crops and horticulture represent under 10% of agricultural production value in the region and there may be further opportunity for expansion of high-value crops. Examples which are currently being tested include potato and hemp seed.

WHAT ARE WE TRYING TO ACHIEVE?

Agriculture forms the economic backbone of the Upper Murray and was determined as a priority focus of the 2030 Vision Plan. The future of agriculture within the Upper Murray should:

- Be part of the wider Upper Murray branding initiative
- Ensure quality standards are in place
- Attract new producers and diversify the agricultural product
- Create education and other pathways for new people to enter farming
- Focus on accommodating more intensive agriculture through supply-chain improvement.

A WIDE RANGE OF OPPORTUNITIES FOR AGRICULTURE IN THE UPPER MURRAY

The Agriculture Prospectus sets out a number of opportunities that could be explored to support or enhance the agriculture industry in the Upper Murray region.

Existing Opportunities:

▪ North East Dairy Growth Plan

▪ Dairy Opportunities

▪ Corryong Airport Upgrade

▪ Corryong Saleyards

▪ The Alpine Valley Dairy Pathways Project

New Opportunities:

▪ Regional Agricultural Industry Group

▪ Agricultural Branding

▪ Paddock to Plate Initiatives

▪ Intensive Horticulture

▪ Partnership Opportunities

▪ Dairy Production

▪ Succession Planning

▪ Education and Upskilling

▪ Upper Murray Fresh Foods

▪ Feasibility Study into Reinstating the Abbatoir in Corryong

TO FIND OUT MORE ABOUT THE AGRICULTURE PROSPECTUS, REFER TO THE "AGRICULTURE 2030" CONCEPT PLAN APPENDED TO THIS REPORT.

UPPER MURRAY
AGRICULTURE 2030