

LODDON CAMPASPE REGIONAL EMPLOYMENT & INNOVATION CORRIDOR PLAN

A strategic roadmap
to amplify this unique
economic region.

Prepared for Regional Development Victoria
and the Department of Jobs, Precincts & Regions
November 2022



ROADMAP OVERVIEW

Regional Development Victoria (RDV), the Department of Jobs Precincts and Regions (DJPR) and the Loddon Campaspe Regional Partnership have collaborated to develop a Roadmap¹ for the Loddon Campaspe Regional Employment and Innovation Corridor (the Corridor).

The purpose of the Roadmap is to:

- Establish a place-based vision which leverages key contextual drivers
- Identify potential future investment opportunities to support and ignite economic development; and
- Guide implementation activities and responsibilities required to realise desired development objectives in the Corridor.

The Roadmap has been formed from extensive background analysis and stakeholder engagement and is embedded as a key policy initiative in the Victorian Government's *Loddon Campaspe Regional Economic Development Strategy (2022)*.

Analysis from the background work has identified clear economic clustering and specialisation in the corridor from Clarkfield to Bendigo, and potentially extending onwards to Echuca/Moama. This activity is anchored by the Calder Freeway and concentrated in Bendigo with other key centres providing complimentary specialisation.

The Regional Employment and Innovation Corridor refers to this network that traverses the region and spatially connects its economic functions, linking the production-based economy in the north and centre with the population serving economy in the centre and south.

This Roadmap seeks to optimise its performance, leveraging its solid base of innovation-enabling infrastructure to support ongoing investment including the position of three universities, a state-of-the-art hospital, a major financial institution, substantial high-value manufacturing and a burgeoning start-up culture.

The Roadmap's central ambition is to leverage the Corridor's strategic assets, anchors and actors to build the most innovative, connected and liveable creative regional economy. This means building a better region, not just a bigger one.

To realise this ambition, five transformational objectives containing 11 focus areas have been identified.

The key objective themes are:

1. Planning for liveability and growth
2. Connecting and enabling infrastructure
3. Pathways to skills and employment
4. Innovation, entrepreneurship and investment
5. Governance and leadership

Each focus area has a series of initiatives and enabling actions, which have been prioritised into a two-year and five-year forward programme.

The Roadmap programme establishes a collective strategic agenda for the Corridor that can be used by all levels of Government, regional communities and businesses to coordinate investment and collaborate to realise shared outcomes.

Collaboration and partnership is the fulcrum on which this Roadmap is premised. A shared vision and coordinated approach to implementation is essential to realise the Corridor's potential.

Successfully delivered, collaborative action will see enhanced investment, coordinated growth and retention of the natural endowments and heritage that makes Loddon Campaspe a more productive, more liveable, more sustainable and successful regional destination.

¹ A roadmap is a strategic plan that defines a goal or desired outcome and includes the major steps or milestones needed to reach it.

GUIDING CORRIDOR TRANSFORMATION

This is the first step in a long term regional transformation agenda that is aiming to deliver the following outcomes:



Establish a place based framework

Establish a place based framework for initiating a unique 'economic region' through policy and regional strategic planning and execution.



Drive significant investment and accelerated impact

Drive significant investment and accelerated impact to attract and retain regional visitors and residents by enhancing key Corridor systems including digital, transit and community infrastructure and improving urban environments through active town centres.



Attract and strengthen 'regional' knowledge intensive industries/jobs

Attract and strengthen 'regional' knowledge intensive industries/jobs alongside growing creativity and links to arts, innovation, training – building on a concentration of artisans, designers, technologists, and informers.



Build a culture of start-ups and regional entrepreneurship

Build a culture of start-ups and regional entrepreneurship to foster the most innovative regional Corridor in the country.

Identify investment opportunities for applied research and development including linkages that leverage existing high value manufacturing, mining, agriculture, and health facilities combined with universities and other comparative advantage economic areas.

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Acknowledgment of Country

Urbis, Regional Development Victoria and the Department of Jobs, Precincts and Regions acknowledge the Traditional Owners of the lands and waters on which we live and work, and pay our respects to their Elders past, present and emerging.

We acknowledge that the Loddon Campaspe Regional Partnership region is on traditional land, including the lands of the Wurundjeri, Dja Dja Wurrung, Taungurung and Yorta Yorta People, as well as other Traditional Owner groups in Victoria who are not formally recognised.

We acknowledge the diversity of Aboriginal Victorians, their communities and cultures, the intrinsic connection to Country, the contribution and interest of Aboriginal people and organisations in developing a prosperous region.

This Roadmap builds upon the *Loddon Campaspe Regional Economic Development Strategy* in support of advancing the principles of Aboriginal self-determination and supporting communities to realise self-determined economic development objectives.

Draft

CHAPTER ONE

INTRODUCTION



LODDON CAMPASPE IN CONTEXT

The Loddon Campaspe Region is home to over 280,000 residents and more than 210,000 jobs. It sits at the heart of Victoria and is one of the most dynamic and fastest growing regional settings.

Six local government areas make up the Loddon Campaspe Region, including Campaspe Shire, Central Goldfields Shire, City of Greater Bendigo, Loddon Shire, Macedon Ranges Shire and Mount Alexander Shire.

The region is vast and stretches from Melbourne's northern peri-urban fringe all the way to the banks of the Murray River.

Anchored by the diverse, economic powerhouse of Bendigo, its enviable strategic location is enabled by high quality rail and road networks, inherited natural beauty and an abundance of fertile land and heritage value. These unique endowments underpin strengths in mining, agriculture, tourism, advanced manufacturing and food processing and create a powerful foundation for economic optimisation.

In relative terms, the Loddon-Campaspe region accounts for a small proportion of Victoria's population, jobs and business enterprises, but **performs a very strategic role** in the state's export economy.

The current size of the region's economy belies the **potential opportunity for it to greatly expand its contribution** to Victoria's output, especially by **expanding export-oriented sectors** and **increasing knowledge-intensive industries** which support a growing population.

Figure 1: Map of Loddon Campaspe Region, Loddon Campaspe Regional Economic Development Strategy (2022)



Loddon Campaspe forms one of nine Regional Partnerships established by the Victorian Government in 2016 and provides an aligned stakeholder platform to drive regional transformation.

Regional Partnerships consist of local community and business leaders, representatives of local government, Regional Development Australia and Victorian Government.

This collaborative governance model has a role representing the specific local development interests of the region. Alongside providing a local voice, the Partnerships provide advice directly to the Victorian Government about regional priorities so they can then be incorporated into government policies, programs and planning.

ROADMAP OPPORTUNITY

The established regional collaborative governance model provides strong oversight and leadership opportunities to support the development and implementation of a potential Corridor project.

AN ENABLING POLICY ENVIRONMENT

There is strong state government policy guidance and analytical evidence for the innovation corridor. This is complemented by alignment with the economic objectives across relevant local government economic development strategies.

The *Loddon Campaspe Regional Economic Development Strategy* (REDS) (2022) provides the highest-order economic guidance for the Loddon Campaspe Region. It identifies the region’s relative comparative advantages in its business sectors, its cultural, social and environmental attributes as well as defines the enabling factors, opportunities, challenges and policy framework through five core strategic directions for economic development:

1. *Support growth in agriculture and food manufacturing to enhance value adding throughout the supply chain*
2. *Pursue diversification of the tourism sector by leveraging natural, cultural and built endowments*
3. *Maximise gains in the “employment and innovation corridor” to attract professional services workers and entrepreneurial activity*
4. *Foster better links between education providers, industry research, employers and students to develop career pathways and a workforce that meets the future needs of the region*
5. *Leverage local opportunities to strengthen value chains and diversify into new industries, including mining, renewable energy and waste processing*

ROADMAP OPPORTUNITY

There is symbiotic relationship across the five REDS strategic directions. The Corridor has the potential to unlock opportunity across multiple economic, social and environmental objectives, including alignment with key REDS priorities for circular economy, climate adaptation, gender equity and integrating economic opportunities for Aboriginal and Torres Strait Islanders – these should be considered guiding principles for future Corridor work.

REDS Strategic Direction 3 identifies the “employment and innovation corridor” as a core strategic priority to unlock growth opportunities for the entire region.

It also identifies core opportunities and challenges to inform development of the Corridor (see Figure 2) and strategic alignment with other state and local government priorities, including the Victorian Government’s Economic Growth Strategy (2019), investment in the Bendigo GovHub and the Regional (Rail) Network Development Plan, which will improve rail service quality and capacity between Melbourne and Bendigo.

Figure 2: REIC Opportunities & Challenges, *Loddon Campaspe Regional Economic Development Strategy* (2022)

OPPORTUNITIES	
Encourage collaboration	Supporting new and established local businesses and social enterprises to collaborate and thrive through developing or expanding networks.
Population movement	Increased working from home among professional services workers has further increased the population shifts to high-amenity locations in the region.
Finance hub	The region demonstrates employment specialisation in financial and insurance services relative to regional Victoria and could support further growth opportunities.
CHALLENGES	
Access to suitable housing	Improving housing stock quality and quantity is a key mechanism to attract skilled workers. The supply in the housing market has not kept pace with increased demand and is limiting growth and increasing inequality.
Intra-regional transport	Public transport mobility across the region is substantially lower than the state as a whole and this constrains access to Bendigo – a major employment and commuter hub.
Digital connectivity	Poor digital connectivity is a challenge across the region. It constrains digital innovation in existing businesses as well as reduces attractiveness for new businesses and workers to the area.

INNOVATION CORRIDOR PROPOSITION

The Regional Employment and Innovation Corridor refers to a network of economic, social and physical infrastructure that traverses the region from peri-urban Gisborne to Bendigo – potentially stretching as far as Echuca.

The Corridor is a conceptual economic spine which demonstrates a high degree of business clustering and industry specialisation relative to other parts of regional Victoria. It is anchored by the Calder Freeway and concentrated in and around Bendigo with other key centres – particularly those to the south – providing complimentary specialist clusters.

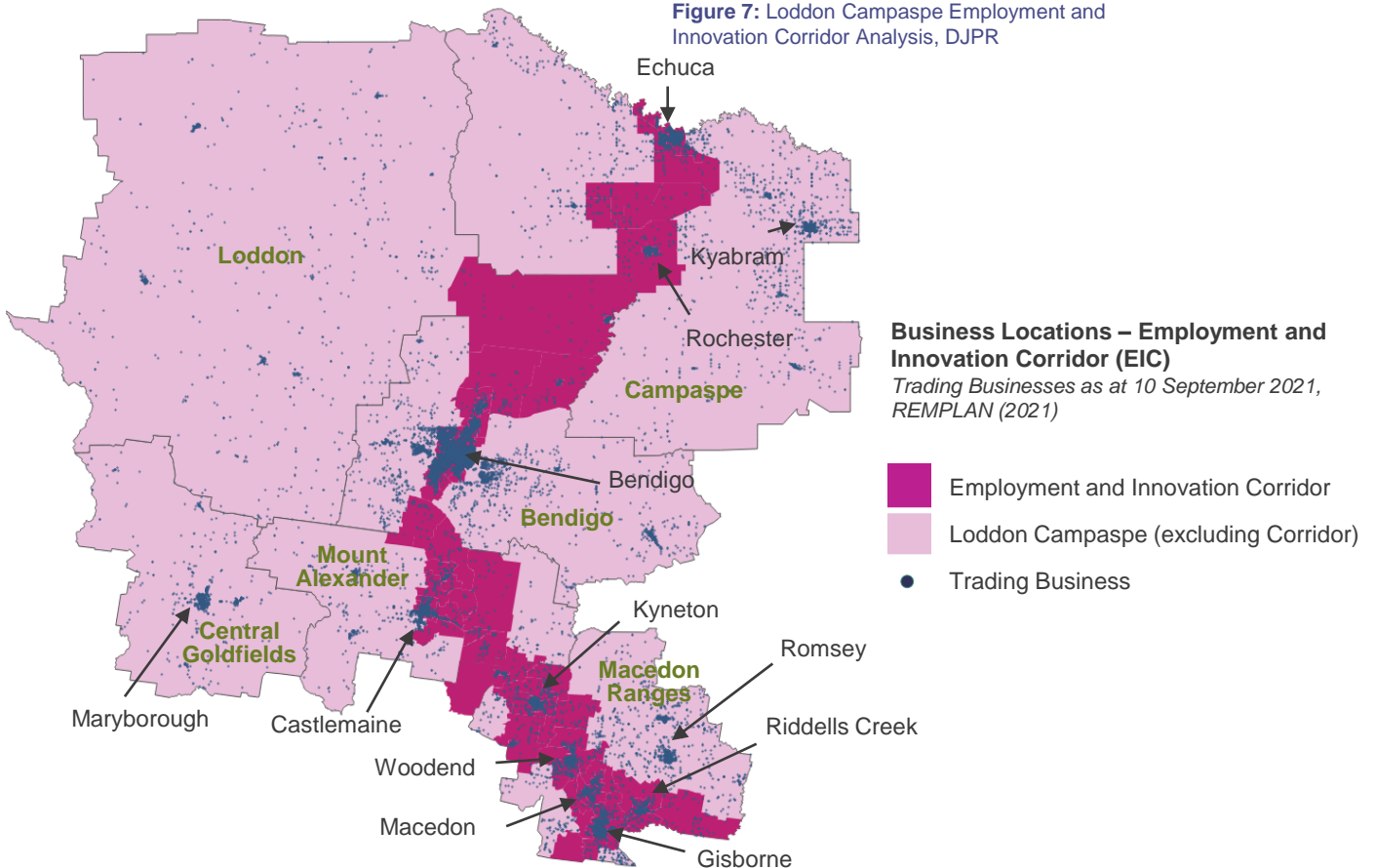
A solid base of innovation-enabling infrastructure and anchors supports the Corridor with ongoing investment, including *"three universities, a state-of-the-art hospital, a major financial institution, substantial high-value manufacturing and a burgeoning start-up culture"* (REDS, 2022).

A deep-rooted arts culture is also being cultivated and spurred by supportive policies targeting the creative industries. New forms of entrepreneurial activity are emerging organically, including establishment of innovative businesses that are leveraging locational attributes and revitalized cultural facilities, art galleries and museums, performing arts centres, libraries and community and recreation facilities.

ROADMAP OPPORTUNITY

The Corridor Plan seeks to recognise the region's creativity, innovation, sustainability and liveability, leveraging its population strengths and associated significant public investment throughout the transport corridor to achieve this.

Figure 7: Loddon Campaspe Employment and Innovation Corridor Analysis, DJPR



CHAPTER TWO

CONTEXT & OVERVIEW



GLOBAL DRIVERS

The Roadmap considers the extent to which select external global ‘megatrend’ drivers create opportunities and challenges that could influence the nature and pattern of future growth, development and required priorities within the Corridor.

Regional migration

While large cities continue to grow strongly, there has been sustained population drift to select regional locations. This trend was reinforced through Covid-19 and is driven by the "push" from expensive and congested large cities and "pull" towards affordable, lifestyle-rich areas.

This shift is supporting growth especially in Greater Bendigo and southern local government areas in Loddon-Campaspe and is expected to continue.

Global demand

Strong global demand for mineral resources is driving the need for additional mineral exploration and mining expansion in Victoria.

This enables Loddon-Campaspe to leverage the region's comparative advantage in gold mining and related value chains in high value manufacturing, engineering and technical services.

Future of work & living

How people work is shifting profoundly enabled by advancements in digital technology. Its reframing where people live and work and redefining notions of productivity, work-life balance and the daily commute, proving people with greater choice in where they live.

This trend is expected to drive further regional migration to high amenity destinations like Loddon-Campaspe which is proximate to a major metropolitan capital city.

Climate adaptation

Climate changes related to human-induced global warming will make extreme weather events like heat waves, wildfires, droughts, storms and floods more common and less predictable. An emphasis on climate adaptation and mitigation will be required to future-proof economies and communities against climate risk.

The region's traditional economic base is built on natural endowments, notably mineral, arable land, pastures and abundant water, this increases the need for innovation and investment to mitigate risk and create new opportunities.

Economic resilience

The vulnerability of global trade and value chains to Covid-19 and geo-political disruptions are exposing Australia's reliance on overseas manufacturers, suppliers and markets in key industries, with the effect of reframing economic resilience by way of input replacement, inventory management, logistics and supply chain management.

This trend is expected to support Loddon-Campaspe's strengths in production sectors (mining, agriculture, manufacturing), creative and tourism economy, and financial services.

Technology & innovation

Successful economic regions and cities are increasingly defined by innovation, enabled by digital technology, a highly qualified workforce, entrepreneurial talent and supporting ecosystem of tertiary education, research and development and private investment.

This emphasises the existing concentration of innovation-enabling infrastructure and anchors to leverage within the Corridor and the opportunity to better target investment and strategies to optimise their performance.

REGIONAL DRIVERS

In addition to external drivers, several regional drivers are shaping future changes in the Corridor. These are specific to Loddon Campaspe and relate to the physical, economic and natural endowments that shape the region's comparative advantage.

Infrastructure investment

Sustained public infrastructure investment is enabling population shift to and unlocking the latent potential of natural, human, built and cultural endowments, notably in tertiary health and education, transport connectivity, water, business and employment, in urban and rural settings.

Population growth

The region's recent population growth rate exceeds Victoria's and is concentrated in Greater Bendigo, Macedon Ranges and Mount Alexander, placing pressure upon housing supply and affordability, and creating demand for further physical and social infrastructure to support the quality of living of the community

Natural endowments

The region is endowed with mineral wealth, agricultural land for cultivation and livestock and perennial rivers upon which its primary economy is based. Water, energy and telecommunication supply is unevenly distributed and acts as break on employment growth and urban development.

Land supply

The ability of the region's land use framework to accommodate the land needs of future growth, both residential and employment, is a key enabling factor in its future growth.

Economic specialisation

The region has a historic and strong specialisation in primary (gold mining, livestock raising) and secondary industries (food processing and manufacturing, mining-related engineering) augmented by a contemporary specialisation in knowledge intensive, population serving industries, notably tertiary education, health and the visitor economy.

Workforce and talent

Overall, the region's workforce is characterised by a tight labour market, in terms of workforce supply and qualifications, which acts as a break on economic growth. While there is growth in the >30 year cohort, the 15-29 year cohort is under-represented. The presence of several university and regional TAFE campuses provides a basis for future workforce growth.

Regional connectivity

Proximity to greater Melbourne is an important asset of the region. It has facilitated population growth along the lower Calder Highway Corridor within Melbourne's commuting catchment. It also enables access to metropolitan markets for the visitor economy and the export of food products. Air connectivity to major Australian cities will augment and dramatically expand the region's visitor economy.

Lifestyle quotient

The region's high lifestyle quotient is a magnet for migrating people in the 20-39 year cohort, accompanying children in the 5-14 year cohort, and >55 year old cohorts. The region's magnetic effect is mitigated by limitations to the supply of employment opportunities and housing availability.

A ROADMAP TO DRIVE CORRIDOR TRANSFORMATION

Major macro and locational forces are exerting influence, creating opportunities and pressure for change. An ambitious and strategic response is required to optimise future growth and development that unleashes corridor potential.

This Roadmap is designed to deliver the required step-change. It outlines a pathway to collectively realise the following Corridor vision:

CORRIDOR VISION

“The Loddon Campaspe Regional Employment and Innovation Corridor is a leading knowledge and creative region that ignites innovation, entrepreneurship and harnesses lifestyle, sustainability and community.”

The Roadmap is configured around a shared ambition of five transformational objectives containing 11 focus areas and intended outcomes.

ROADMAP OBJECTIVES



Planning for liveability & growth

Ensure Loddon Campaspe is a productive and innovative region for businesses to invest in and which is able to attract and retain top talent whilst maintaining the unique character and endowments that make it a great place for existing residents and visitors to enjoy.



Connecting & enabling infrastructure

Enhance digital and physical connectivity to better link people with jobs and services and improve urban amenity to attract visitors and residents to enable business.



Pathways to skills & employment

Enhance **education** and **skills** in priority industries such as creative and cultural, agribusiness, tourism, advanced manufacturing, education and health



Innovation, entrepreneurship & investment

Support and promote new ideas and investment and establish a community of entrepreneurs and partners through industry networks, events, co-working, accelerators/incubators and research and design facilities.



Governance & leadership

Leverage existing regional governance to establish a unified voice for the Corridor vision and to drive implementation actions and promote the region for future growth and investment.

A ROADMAP TO DRIVE CORRIDOR TRANSFORMATION

Next 2 Years

2 to 5 Years

PLANNING FOR LIVEABILITY & GROWTH

<ul style="list-style-type: none"> ▪ Host and facilitate a Regional Growth Summit (RGS) ▪ Source funding to support the Regional Growth Plan development ▪ Initiate RGP redevelopment ▪ Commission research on innovative land use planning (LUP) and make recommendations about reforms ▪ Commission baseline research on employment and residential land supply and demand 	<ul style="list-style-type: none"> ▪ Develop a Regional Living Fund (RLF) investment case ▪ Identify key priority precincts along the Corridor ▪ Identify significant economic centres and residential expansion area ▪ Identify key town centres within the corridor and investigate a funding program ▪ Investigate funding revitalisation program 	<ul style="list-style-type: none"> ▪ Commence Regional Growth Plan implementation ▪ Incorporate residential and employment land strategies into the Regional Growth Plan ▪ Develop Regional Living Fund and commence delivery 	<ul style="list-style-type: none"> ▪ Develop vision frameworks for new expansion areas ▪ Implement revitalisation program and deliver town centre upgrades
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CONNECTING & ENABLING INFRASTRUCTURE

<ul style="list-style-type: none"> ▪ Initiate regional infrastructure plan ▪ Investigate innovative procurement and funding models ▪ Investigate need and opportunities to improve east-west connectivity ▪ Investigate public and active transport needs ▪ Investigate feasibility of a food and innovation hub ▪ Negotiate IoT network access in partnership with Coliban Water 	<ul style="list-style-type: none"> ▪ Develop a business case for a digital hub ▪ Commission and develop a digital investment plan ▪ Deliver an aligned infrastructure program subject to funding ▪ Develop business case for Regional Digital Futures Plan (RDFFP) 	<ul style="list-style-type: none"> ▪ Deliver and implement Regional Infrastructure Plan ▪ Develop policy for government consideration ▪ Develop strategic business case for improving east-west connectivity ▪ Commence infrastructure plan delivery ▪ Develop a business plan for a food and innovation hub 	<ul style="list-style-type: none"> ▪ Deliver Regional Digital Futures Plan subject to funding ▪ Deploy IoT solutions supported by proven business cases ▪ Implement digital hub and spoke model subject to funding ▪ Deliver digital investment plan
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PATHWAYS TO SKILLS & EMPLOYMENT

<ul style="list-style-type: none"> ▪ Convene RGS regional workforce plenary session and workshop ▪ Undertake future skills mapping and talent supply and demand analysis ▪ Undertake future workforce research and stakeholder engagement ▪ Develop regions talent proposition 	<ul style="list-style-type: none"> ▪ Develop attraction and retention campaign strategy ▪ Investigate opportunities to expand local learning and employment networks ▪ Implement regional incentives program for structured workplace learning and apprenticeships 	<ul style="list-style-type: none"> ▪ Develop and implement strategic action plan for talent pipeline ▪ Develop and implement strategic plan for workforce attraction and retention 	<ul style="list-style-type: none"> ▪ Implement attraction and retention campaign strategy
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INNOVATION, INVESTMENT & ENTREPRENEURIALISM

<ul style="list-style-type: none"> ▪ Support funding bid for Start-up Central Vic capital and operating resources ▪ Develop collective success story and supporting collateral ▪ Develop innovation positioning statement 	<ul style="list-style-type: none"> ▪ Identify partnership opportunities and innovation hub locations ▪ Position and campaign for Loddon Campaspe as a destination for regional investment and entrepreneurialism 	<ul style="list-style-type: none"> ▪ Devise and deliver destination campaign ▪ Host regional innovation festival 	<ul style="list-style-type: none"> ▪ Invest in improving connectivity and supporting infrastructure ▪ Develop priority innovation and mixed-use hubs (5 years)
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GOVERNANCE & LEADERSHIP

<ul style="list-style-type: none"> ▪ Establish a standing agenda item and project champion within Regional Partnership agenda ▪ Commence executive leadership engagement ▪ Examine best practice leadership and governance models 	<ul style="list-style-type: none"> ▪ Develop business case for Future Region Summit and engage with stakeholders ▪ Convene Future Region Summit ▪ Investigate establishment of regional partnership 	<ul style="list-style-type: none"> ▪ Formalise a regional leadership and governance framework 	<ul style="list-style-type: none"> ▪ Commence implementation of a regional deal
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CHAPTER THREE

STRATEGIC ROADMAP





PLANNING FOR LIVEABILITY & GROWTH

OBJECTIVE

Ensure Loddon Campaspe is a productive and innovative region for businesses to invest in, while maintaining the unique character and endowments that make it a great place for residents and visitors to enjoy.

FOCUS AREAS

1. Align and coordinate regional planning for growth
2. Unlock land for future growth
3. Make high quality urban places

OUTCOMES

1. Clearly articulated plan that supports growth and liveability
2. Land for new employment and communities is made available in a coordinated manner
3. Urban centres have a high level of amenity

The Loddon Campaspe region can raise its economic productivity and community prosperity by capitalising on opportunities created by population growth and new employment creation.

This requires proactive leadership of growth planning to build a vibrant and sustainable network of population and employment centres that enhance social and economic opportunities.

The region's population growth has outpaced the average growth rate across regional Victoria. Most of that growth has been concentrating in Greater Bendigo and the southern portion of the Corridor.

Greater Bendigo is the third largest city in Victoria and is the foundation anchor of a strong network of growing regional urban centres. These centres support the growth of communities, through services and amenity, innovation and employment.

The region is also endowed with natural, cultural and heritage assets that provide a unique comparative advantage. These should be leveraged through strategic growth planning processes.

Importantly, there is a strong culture of collaboration between local governments, state government and industry. This is a foundation for future collective action and the delivery of investments in social, economic and environmental infrastructure required to support growth and prosperity.

Growth creates opportunities as well as challenges. Loddon Campaspe must respond with risk mitigation strategies or risk exacerbating consequences.

Among these are pressures on housing and urban infrastructure created by population growth. Further investment is essential to address housing supply and affordability.

The availability of productive and employment land is a further challenge. Limited supply of available zoned and serviced land is an impediment to business and employment growth, which ultimately creates a drag on productivity.

The ability to encourage a vibrant and innovative economy that is conducive to new enterprise formation is a critical goal. Innovative and entrepreneurial business models, particularly start ups, work best where local government regulations and consent processes can easily be navigated.

Complexity caused by out dated town planning schemes, inflexible land use controls and convoluted consent processes can constrain private sector entrepreneurial activity.

Balancing this is another imperative, which is the necessity to maintain the unique strengths, fabric and character of urban places which underpin their ability to retain existing and attract new resident populations whose presence nurtures new enterprise and employment.

PLANNING FOR LIVEABILITY & GROWTH PRIORITIES



ALIGN AND COORDINATE REGIONAL PLANNING FOR GROWTH

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
1	Establish a collaborative, cross-sector, interagency approach to integrated planning for land use, transport and infrastructure	<ul style="list-style-type: none"> Host and facilitate a Regional Growth Summit (RGS) between government, industry and community leaders 	<ul style="list-style-type: none"> Victorian Government (RDV) Loddon Campaspe Regional Partnership Local governments Key business and community stakeholders 	<ul style="list-style-type: none"> Host regional growth summit (2 years)
2	Develop a strategic Regional Growth Plan (RGP) to align and drive integrated land use, transport and infrastructure planning with a shared Corridor vision	<ul style="list-style-type: none"> Source funding to support RGP development Develop a RGP with key stakeholders Deliver and implement the RGP 	<ul style="list-style-type: none"> Victorian Government (VPA) Loddon Campaspe Regional Partnership Local governments 	<ul style="list-style-type: none"> Initiate RGP redevelopment (2 years) Commence RGP implementation (5 years)
3	Explore and identify innovations in land use planning to enable small and new enterprise development	<ul style="list-style-type: none"> Commission research on innovative, enterprise-enabling approaches to land use planning and make recommendations about land use planning reforms 	<ul style="list-style-type: none"> Victorian Government (DELWP) Local governments Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Identify innovations in land use planning controls (2 years)

UNLOCK LAND FOR FUTURE GROWTH

4	Unlock employment land in strategic areas along the Corridor to attract new high value and relocating businesses	<ul style="list-style-type: none"> Commission baseline research on employment land supply and demand Incorporate employment land strategy into the RGP 	<ul style="list-style-type: none"> Victorian Government (VPA) Loddon Campaspe Regional Partnership Local governments 	<ul style="list-style-type: none"> Research employment land supply (2 years) Incorporate employment land strategy into Regional Growth Plan (5 years)
5	Unlock serviceable land for different residential typologies that aligns with population and economic growth projections along the Corridor	<ul style="list-style-type: none"> Commission baseline research on residential land supply and demand Incorporate residential land strategy into the RGP 	<ul style="list-style-type: none"> Victorian Government (VPA) Loddon Campaspe Regional Partnership Local governments 	<ul style="list-style-type: none"> Research residential land supply (2 years) Incorporate residential land strategy into Regional Growth Plan (5 years)

PLANNING FOR LIVEABILITY & GROWTH PRIORITIES



MAKE HIGH QUALITY ECONOMIC AND COMMUNITY PLACES

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
6	Investigate establishing a Regional Living Fun (RLF) to enhance regional cities through investment in cultural, community and open space infrastructure	<ul style="list-style-type: none"> Advocate for funding to investigate the RLF Develop RLF investment case for government consideration 	<ul style="list-style-type: none"> Victorian Government (RDV) Local governments Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Develop RLF investment case (2 years) Develop RLF and commence delivery (5 years)
7	Identify key precincts and prepare strategic precinct visions and plans to optimise economic performance along the Corridor	<ul style="list-style-type: none"> Identify key priority precincts along the Corridor in the RGP Prepare vision statements and strategic plans to guide urban design, planning and investment to support economic development 	<ul style="list-style-type: none"> Victorian Government (DJPR) Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Identify significant economic centres and residential expansion area (2 years) Develop vision frameworks for new expansions areas (5 years)
8	Support town centre revitalisation along the Corridor that aligns with local government vision and policies to build on their function and character as centres of trade, employment and community gathering and enhance the attraction and retention of talent to the region	<ul style="list-style-type: none"> Identify key town centres in the Corridor with strong economic and community functions and characters Investigate the development of funded revitalisation program Implement funded upgrades of key town centres 	<ul style="list-style-type: none"> Victorian Government Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Identify key town centres; investigate funding program (2 years) Implement program and deliver town centre upgrades (5 years)

CONNECTING & ENABLING INFRASTRUCTURE

OBJECTIVE

Enhance digital and physical connectivity to better link people with jobs and services and improve urban amenity to attract visitors and residents to enable business.

FOCUS AREAS

1. A coordinated plan for infrastructure
2. Enhancing inter-regional and intra-regional connectivity
3. Delivering world-class regional digital infrastructure

OUTCOMES

1. Clearly articulated and sequenced plan for integrated infrastructure delivery
2. High quality broadband connectivity throughout the Corridor
3. High mobility and accessibility to active and public transport in the Corridor

Enhancing physical and digital infrastructure that builds inter- and intra-regional connectivity can significantly improve access to employment, services and new markets.

The Corridor is well served by the Calder Freeway and recent improvements to major rail infrastructure support quicker trips, more frequent services and accessibility through new station connections. Improving connectivity to adjacent centres will improve accessibility and distribution of economic growth.

Economic opportunities could also be expanded with improvements to digital infrastructure. While there is already momentum around digital innovation in the region, business investment and consumer access should be increased by expanding the physical reach and reliability of the current digital networks – including fibre optic broadband and long range, low power wide area networks.

To enable economic and population growth opportunities, Victorian State infrastructure agencies and commercial utility providers will need to collaborate more closely to align and integrate infrastructure delivery programs across water, waste, energy, and transport services.

The Loddon Campaspe region has the following infrastructure challenges that require addressing.

Constrained access to energy and water supply is restricting new residential and employment development areas. The geographically dispersed and low-density characteristics of the region add cost and complexity to servicing new land for development.

Inconsistent access and quality of digital connectivity is also a challenge across the region. A high concentration of black spots, combined with supply shortfalls in fixed broadband limit regional appeal, prevent innovation and expansion amongst existing businesses, and constrain new business attraction efforts.

Outside of Greater Bendigo, public transport mobility across much of the region is generally limited. This can reduce economic opportunities available to the community, especially more vulnerable cohorts.

While north-south transport connectivity is strong and underpins economic clustering in key activity centres along the Corridor, east-west connectivity is much less developed and appears to limit the distributional effects of economic growth.

CONNECTING & ENABLING INFRASTRUCTURE PRIORITIES



A COORDINATED PLAN FOR INFRASTRUCTURE

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
1	Develop a strategic Regional Infrastructure Plan as part of the RGP, which leverages Infrastructure Victoria's 30-year plan and includes water, energy, waste, transport and digital infrastructure.	<ul style="list-style-type: none"> Commission and develop a regional infrastructure plan as part of the RGP Deliver an aligned infrastructure program 	<ul style="list-style-type: none"> Victorian Government (IV, DOT, DELWP) Loddon Campaspe Regional Partnership Local governments Commercial utility providers 	<ul style="list-style-type: none"> Initiate regional infrastructure plan (2 years) Deliver and implement infrastructure plan (5 years)
2	Investigate innovative infrastructure procurement and funding models to unlock public and private partnering opportunities in the region.	<ul style="list-style-type: none"> Commission research as part of RGP Consider requisite policy amendment and alignment 	<ul style="list-style-type: none"> Victorian Government (DTF) Loddon Campaspe Regional Partnership Local governments 	<ul style="list-style-type: none"> Investigate innovative procurement and funding models (2 years) Develop policy for government consideration (5 years)

ENHANCING INTER-REGIONAL AND INTRA-REGIONAL CONNECTIVITY

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
3	Investigate east-west connectivity within the Corridor for towns and sub-regions, particularly in Macedon Ranges and Central Goldfields	<ul style="list-style-type: none"> Commission transport study as part of RGP Develop business case, design and costings Incorporate into forward development program 	<ul style="list-style-type: none"> Victorian Government (DOT) Local governments Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Investigate need and opportunities to improve east-west connectivity (2 years) Develop strategic business case (5 years)
4	Ensure public and active transport needs are considered in investment cases for planned transport enhancements in the Corridor	<ul style="list-style-type: none"> Commission transport study as part of RGP Embed project priorities in infrastructure plan for the Corridor and region 	<ul style="list-style-type: none"> Victorian Government (DOT) Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Investigate public and active transport needs (2 years) Commence infrastructure plan delivery (5 years)
5	Investigate establishing a regional intermodal distribution facility and food and innovation hub with embedded circular economy principles	<ul style="list-style-type: none"> Undertake a feasibility investigation of a food and innovation hub Develop a business plan 	<ul style="list-style-type: none"> Victorian Government (DOT) Industry partners Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Investigate feasibility of a food and innovation hub (2 years) Develop a business plan (5 years)

CONNECTING & ENABLING INFRASTRUCTURE PRIORITIES



DELIVERING WORLD-CLASS REGIONAL DIGITAL INFRASTRUCTURE

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
6	Refine and deliver the Regional Digital Futures Plan (RDFFP) for Loddon Campaspe	<ul style="list-style-type: none"> Develop a funded business case Secure funding and deliver investment 	<ul style="list-style-type: none"> Victorian Government (TBC) Loddon Campaspe Regional Partnership Local governments 	<ul style="list-style-type: none"> Develop business case (2 years) Delivery subject to funding (5 years)
7	Utilise and deploy regional Internet of Things (IoT) network capabilities in partnership with Coliban Water	<ul style="list-style-type: none"> Negotiate access to Coliban infrastructure Deploy IoT applications across long range, wide area networks 	<ul style="list-style-type: none"> Coliban Water Victorian Government (TBC) Loddon Campaspe Regional Partnership Local governments 	<ul style="list-style-type: none"> Negotiate IoT network access (2 years) Deploy IoT solutions supported by proven business cases (5 years)
8	Establish a digital hub and spoke model in the region connected to the La Trobe University Digital Innovation Hub (Bundoora)	<ul style="list-style-type: none"> Develop a funded business case Secure funding and deliver investment 	<ul style="list-style-type: none"> La Trobe University Victorian Government (TBC) Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Digital hub business case (2 years) Implement digital hub and spoke model subject to funding (5 years)
9	Develop a digital investment plan to upgrade digital connectivity at visitor destinations and transport routes serving them	<ul style="list-style-type: none"> Commission and develop as part of the RDFFP Deliver an aligned infrastructure program 	<ul style="list-style-type: none"> Victorian Government (TBC) Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Develop investment plan and program (2 years) Delivery subject to funding (5 years)



PATHWAYS TO SKILLS & EMPLOYMENT

OBJECTIVE

Enhance foundational and specialised education and skills in priority industries such as creative and cultural, agribusiness, tourism, advanced manufacturing, education and health.

FOCUS AREAS

1. Growing the talent pool for priority sectors

OUTCOMES

1. Attracted, retained and available workforce required to drive industry growth
2. An established, successful skills development pathway for emerging talent

There is significant opportunity to address the skills and workforce shortage in Loddon Campaspe, to unlock new business formation as well as innovation and expansion opportunities in both high value and high growth priority industries.

The need lies in enhancing foundational and specialised education and skills that will support economic growth in the Corridor especially in the creative and cultural, agribusiness, tourism, advanced manufacturing, education and health sectors.

Promisingly, there is a strong presence of workforce with post school qualifications in engineering and related technologies, architecture and building, agriculture and environment, health and education. Loddon Campaspe has a sound base from which to build out its science, technology, engineering, arts and mathematics (STEAM) capabilities.

There is a clear opportunity to leverage and grow connections between education providers and industry sectors. Leading institutions such as La Trobe University, Monash University and Kangan Institute are well established in the region. Building skills and career pathways into high growth industries is a priority.

A key barrier and risk to unlocking new economic growth is constrained access to skilled talent and weak labour force participation amongst young adults.

Innovation capacity in existing businesses is reportedly being constrained by limited qualified computer and data science and business management and administration talent.

Loddon Campaspe's lower number of management, professional and technical occupations is evidence of this, sitting below the Victorian regional average.

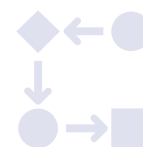
Young adult workforce and education and training participation is also lower than the state average. Relative to the state, fewer students complete high school or progress into tertiary study and training.

This creates a significant gap in foundational skills for the region and hampers economic output and socio-economic outcomes.

Loddon Campaspe must address these skills and career pathway challenges in order to realise its potential.

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PATHWAYS TO SKILLS & EMPLOYMENT PRIORITIES



GROWING THE TALENT POOL FOR PRIORITY SECTORS

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
1	Work with industry sector bodies to establish key workforce requirements for priority sectors (creative and cultural, agribusiness, advanced manufacturing, education, health, and tourism)	<ul style="list-style-type: none"> Convene a regional workforce plenary session and workshop as part of the RGS Build a collaborative vision and high level action plan for the region's future workforce 	<ul style="list-style-type: none"> Victorian Government (Victorian Skills Authority) Industry peak bodies Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Convene a regional workforce plenary session and workshops as part of the RGS (2 years)
2	Prepare a talent development strategy that aligns with future priority jobs needs in conjunction with industry and key education providers and addresses liveability factors to ensure the attraction and retention of tertiary students to the region	<ul style="list-style-type: none"> Undertake future skills mapping including audit, profiling and projections Engage and seek input from tertiary education and vocational training providers Co-design strategy to address priority sector workforce requirements and attraction and retention of tertiary students 	<ul style="list-style-type: none"> Victorian Government (Victorian Skills Authority) Industry peak bodies Education sector Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Undertake future skills mapping and talent supply and demand analysis (2 years) Develop and implement strategic action plan for talent pipeline (5 years)
3	Develop a talent attraction and retention strategy which responds to the changing nature of work, requisite skills and expectations of priority industries and workforce as well as regional liveability	<ul style="list-style-type: none"> Undertake research on the changing nature of work and key enabling and inhibiting factors that impact regional workforce attraction and retention Prepare and implement strategic plan 	<ul style="list-style-type: none"> Victorian Government (Victorian Skills Authority) Loddon Campaspe Regional Partnership Tertiary institutions 	<ul style="list-style-type: none"> Undertake research and stakeholder engagement (2 years) Develop and implement strategic plan for workforce attraction and retention (5 years)
4	Support workforce and talent pipeline development in Loddon Campaspe by undertaking a talent attraction and retention campaign	<ul style="list-style-type: none"> Develop and implement a workforce and student attraction and retention campaign in collaboration with industry partners and institutions. 	<ul style="list-style-type: none"> Victorian Government (Victorian Skills Authority) Industry peak bodies Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Develop regions talent proposition (2 years) Develop campaign strategy (2 years) Implement campaign strategy (5 years)
5	Promote and facilitate vocational placements between future workforce entrants and potential employers in Loddon Campaspe through local learning and employment networks and job fairs	<ul style="list-style-type: none"> Identify opportunities to expand on existing vocational education and training initiatives (such as Central Ranges LLEN and Goldfields LLEN) Create incentives for structured workplace learning and school- based apprenticeships in high demand industry sectors 	<ul style="list-style-type: none"> Victorian Government (Victorian Skills Authority) Education and training deliverers Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Investigate opportunities to expand local learning and employment networks (2 years) Implement regional incentives program (2 years)



INNOVATION, ENTREPRENEURISM & INVESTMENT

OBJECTIVE

Support and promote new ideas and investment and establish a community of entrepreneurs and partners through industry networks, events, co-working, accelerators/incubators and research and design facilities.

FOCUS AREAS

1. Strengthen innovation and entrepreneurial culture
2. Build and promote an enabling ecosystem to attract investment and drive innovation

OUTCOMES

1. Increased collaboration creates new ideas and innovation opportunities
2. Increased value of innovation investment
3. Strong pipeline of start ups and scale up enterprises in priority sectors

Loddon Campaspe is a region with a vibrant, growing innovation and entrepreneur culture that is redefining economic value and employment opportunities across the Corridor.

Businesses see the region as a great location for innovation-intensive enterprises. There is already momentum around innovation activities, including prototyping, proofing concepts and conducting field trials to commercialise new products and services.

Small and micro businesses are performing an important role in this, capitalising on emerging digital platforms which are unlocking access to new market opportunities to expand sector offerings.

These existing, emergent characteristics create the foundation to establish an enabling ecosystem of support to scale innovation activities.

Evidence suggests that this requires strategies and actions to strengthen networks, physical and economic ecosystem assets. It also requires the mobilisation of private and public-sector actors.

Deepening and broadening the connections between these actors through collaboration and co-innovation will be an important driver of future growth. Industry engagement through events, co-working spaces, accelerators, incubators and investment in research and development can all be leveraged to develop a sophisticated and competitive innovation network.

Strong levels of innovation ambition and activity are currently constrained by skilled talent access, under performing digital and collaboration infrastructure and an ill-defined regional innovation brand.

These elements underpin a perceived gap between broad enterprise technology adoption and ambition. Helping businesses to close this gap is a strategic imperative.

Businesses report unmet demand for STEAM-qualified workers and foundational business-relevant capabilities within the regional catchment.

This is holding back enterprise transformation and creates a drag on productivity improvement and economic output. It is also likely to contribute to unmet customer demand for non-existent or inaccessible products and services that could be enabled by rudimentary innovation actions.

For many businesses, the immediate need to boost performance is basic. It includes digital workforce training, access to collaborative spaces and advice on how a digital transformation could benefit their business.

Addressing these challenges is key to accelerating innovation and technology adoption, creating employment and building the region's competitiveness.

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INNOVATION & INVESTMENT PRIORITIES



STRENGTHEN INNOVATION AND ENTREPRENEURIAL CULTURE

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
1	Re-establish Start-Up Central Vic to strengthen services to emerging entrepreneurs, start up and scale up business in the region	<ul style="list-style-type: none"> Support the funding bid for capital and operating resources for Start-up Central Vic 	<ul style="list-style-type: none"> Victorian Government (LaunchVic) Industry partners Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Funding bid successfully supported (2 years)
2	Develop unified brand positioning to showcase the Corridor as a leading regional entrepreneur ecosystem and create a destination campaign to attract entrepreneurial talent and capital	<ul style="list-style-type: none"> Identify success stories in the business ecosystem aligned with key growth sectors Develop destination collateral and undertake destination campaigns and showcases 	<ul style="list-style-type: none"> Tertiary education sector Industry partners Local government Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Develop collective story and supporting collateral (2 years) Devise and deliver destination campaign (5 years)
3	Create an innovation and applied research brand for the region that promotes achievements and capabilities in research and development and commercialisation	<ul style="list-style-type: none"> Gather information on regional capabilities Develop a positioning statement on the region's innovation attributes Host regional innovation festival to showcase innovation and encourage investment in new ideas 	<ul style="list-style-type: none"> Victorian Government (Invest Victoria) Loddon Campaspe Regional Partnership Local government Industry partners 	<ul style="list-style-type: none"> Develop innovation positioning statement (2 years) Host regional innovation festival (5 years)

BUILD AND PROMOTE AN ECOSYSTEM TO ATTRACT INVESTMENT AND INNOVATION

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
4	Develop a network of connected key innovation hubs along the Corridor anchored by leading research and development facilities, and equipped with high end digital capabilities	<ul style="list-style-type: none"> Identify partnerships and co-location opportunities to drive collaboration and innovation Create a plan to foster innovation ecosystems Invest in enabling infrastructure 	<ul style="list-style-type: none"> Victorian Government (Invest Victoria) Loddon Campaspe Regional Partnership Local government Industry partners 	<ul style="list-style-type: none"> Identify partnership opportunities and hub locations (2 years) Invest in improving connectivity and supporting infrastructure (5 years) Develop priority innovation and mixed-use hubs (5 years)
5	Promote the region to attract large- and small-scale investment for business growth and infrastructure	<ul style="list-style-type: none"> Develop a distinctive brand position for Loddon Campaspe as a regional investment destination Leverage Invest Victoria and Invest Loddon Mallee to increase audience of potential investors 	<ul style="list-style-type: none"> Victorian Government (Invest Victoria) Loddon Campaspe Regional Partnership Local government Industry partners 	<ul style="list-style-type: none"> Position and campaign for Loddon Campaspe as destination for regional investment and entrepreneurialism (2 years)



GOVERNANCE & LEADERSHIP OPPORTUNITIES

OBJECTIVE

Leverage existing regional governance to establish a unified voice for the Corridor vision and to drive implementation actions and promote the region for future growth and investment.

FOCUS AREAS

1. Leverage existing collaborative governance
2. Coordinate regional positioning and advocacy

OUTCOMES

1. More effective advocacy results from collective action
2. More substantial public and private investment resulting from advocacy

The Corridor requires aligned stakeholders around a shared vision for regional transformation and a coordinated approach to implementation.

The Loddon Campaspe Regional Partnership performs an important role facilitating collaboration between state, local government and industry and provides a powerful opportunity to drive outcomes for the Corridor.

Collectively, these organisations form a powerful leadership block and marshal extensive human, physical and capital resources.

Successfully leveraging the opportunities of a consolidated and shared future vision could catalyse growth in an exponential fashion – accelerating and amplifying the impacts from pursuing individual action alone.

Advocating at both a policy and resourcing level on issues of common cause, such as infrastructure delivery and planning, presents a significant opportunity to accelerate growth and prosperity.

The benefit of collaborative action is the enhancement of business investment, coordination of population growth and retention of essential natural and heritage endowments.

A constraining factor is the multiplicity of administrative and municipal entities within the region which complicates the region's ability to align systems and resources to deliver unified intent.

Key to addressing this is the formation of a governance structure that combines the effort of Local and State Government and sufficiently enables them to develop a common view of the Corridor, its purpose and value, and aligns necessary resources and systems.

GOVERNANCE & LEADERSHIP PRIORITIES



LEVERAGE EXISTING COLLABORATIVE GOVERNANCE

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
1	Embed the Loddon Campaspe Regional Employment and Innovation Corridor into the Regional Partnership agenda	<ul style="list-style-type: none"> Establish a standing agenda item for the Corridor Assign project champion to lead coordination 	<ul style="list-style-type: none"> Victorian Government (RDV) Loddon Campaspe Regional Partnership 	<ul style="list-style-type: none"> Establish agenda item and project champion (2 years)
2	Host periodic leadership meeting(s) with Victorian Government senior executives and cabinet members to establish an ongoing dialogue about needs, priorities and delivery in the Corridor	<ul style="list-style-type: none"> Design and undertake structured engagement with senior executive Victorian Government representatives. 	<ul style="list-style-type: none"> Victorian Government agencies (RDV) Loddon Campaspe Regional Partnership Local government 	<ul style="list-style-type: none"> Commence executive leadership engagement (2 years)
3	Investigate options and measures to strengthen and formalise regional leadership and governance in Loddon Campaspe, examining best practice models such as Hunter and Central Coast Development Corporation	<ul style="list-style-type: none"> Undertake review of best practice leadership and governance models to drive regional economic development Prepare business case for new regional leadership and governance framework 	<ul style="list-style-type: none"> Victorian Government agencies (RDV) Loddon Campaspe Regional Partnership Local government 	<ul style="list-style-type: none"> Examine best practice leadership models and prepare business case (2 years) Formalise a regional leadership and governance framework (5 years)

COORDINATE REGIONAL POSITIONING AND ADVOCACY

NO.	INITIATIVE	ENABLING ACTION	COLLABORATION	TIMEFRAME
4	Convene a Future Region Summit bringing together leaders in government, industry and the community sector to profile the state of the region, discuss region-shaping ideas and build a shared view of the desired future	<ul style="list-style-type: none"> Develop a business case for hosting a Future Region Summit in collaboration with key stakeholders Secure funding and host Future Region summit 	<ul style="list-style-type: none"> Victorian Government agencies (RDV) Loddon Campaspe Regional Partnership Local government Key business and community stakeholders 	<ul style="list-style-type: none"> Develop business case and engage with stakeholders (2 years) Convene summit (2 years)
5	Investigate and establish a policy and investment case for a new regional partnership model , similar to a Regional Deal, bringing together three levels of Government to fund strategic and region-shaping investment that will support long term social, economic and sustainability in the Corridor	<ul style="list-style-type: none"> Investigate strategic case/value proposition for a regional partnership in partnership with Local, State and Commonwealth Government 	<ul style="list-style-type: none"> Victorian Government agencies (RDV) Loddon Campaspe Regional Partnership Local government Key business and community stakeholders 	<ul style="list-style-type: none"> Investigate establishment of regional partnership (2 years) Commence implementation of a regional deal (5 years)

ACKNOWLEDGEMENTS & NEXT STEPS

The Loddon Campaspe Regional Employment and Innovation Corridor Roadmap has been developed in collaboration with Regional Development Victoria (RDV), the Department of Jobs Precincts and Regions (DJPR) and the Loddon Campaspe Regional Partnership.

We would like to acknowledge these key stakeholders and partners for their contribution and continued support of the Loddon Campaspe Regional Employment and Innovation Corridor.

This Roadmap articulates a shared vision for the corridor and outlines the key priorities and directives which will form the catalyst for innovation and employment growth across the region. It is the first step in a long-term agenda to unlock Loddon-Campaspe's future prosperity and productivity through regional transformation.

The Roadmap is designed to unify key stakeholders around strategic intent. To increase regional capacity and economic specialisation within the Corridor, enhance Loddon Campaspe's competitive advantage and improve liveability and connectivity across the region.

Successful implementation will require a coordinated approach to investment and a collaborative effort from government, industry and the community.

This document is intended to start this process, to ignite discussions amongst key stakeholders and act as a guiding framework for further policy and strategic reforms.

Given the scale and complexity of the proposal, there is further scope to develop a sequenced program of detailed priority actions based upon the initiatives identified in this report.

Future State