



Committee for Echuca Moama Inc.



C4EM 2018-23 Strategy

Vision: A more connected, prosperous & vibrant Echuca Moama

C4EM 2018-2023 Strategy

ABOUT C4EM

The Committee for Echuca Moama (C4EM) was formed in July 2011 and is a member-based, self-funded, independent and apolitical organisation that brings together a broad cross-section of Echuca Moama's private, public and not-for profit organisations.

C4EM's key role is to collaborate on, advocate for and lead discussions about the issues and initiatives that will make Echuca Moama a better place to live, work and play.

C4EM does not pursue single vested interests. C4EM works with all levels of government, and develops partnerships with key stakeholder groups, to achieve its vision of a more connected, prosperous and vibrant Echuca Moama.

C4EM's structure and purpose is based on the successful '*Committee for*' model which is active across Australia and New Zealand.

Information about our structure and memberships are available at www.c4em.com.

ABOUT THIS STRATEGY

This Strategy outlines our vision, purpose, platforms and projects that will help to deliver target outcomes for our members and the community. We aim to influence decision making across all levels of government and stakeholders network to deliver positive benefits for Echuca Moama.

This Strategy draws on other plans and reports from across the region. These include;

- [Murray Shire Community Strategic Plan, 2015/16-2024/25](#)
- [Campaspe Shire Council Plan, 2017-2021](#)
- [Shire of Campaspe- Commercial Strategy 2016 \(Final Report\)](#)
- [Regional Plan 2016–2019, Murray Region, Regional Development Australia](#)
- [Northern Loddon Mallee Regional Strategic Plan 2015-2018, Regional Development Australia](#)
- [Victorian Visitor Economy Strategy](#)
- [Victoria's 30 Year Infrastructure Strategy](#)
- [Victoria's Regional Statement- Your Voice, Your Region, Your State](#)

This Strategy centres on the towns of Echuca and Moama, and the surrounding region.

A demographic overview of each township can be viewed via these links;

Echuca: <http://profile.id.com.au/campaspe/highlights-2016?WebID=200>

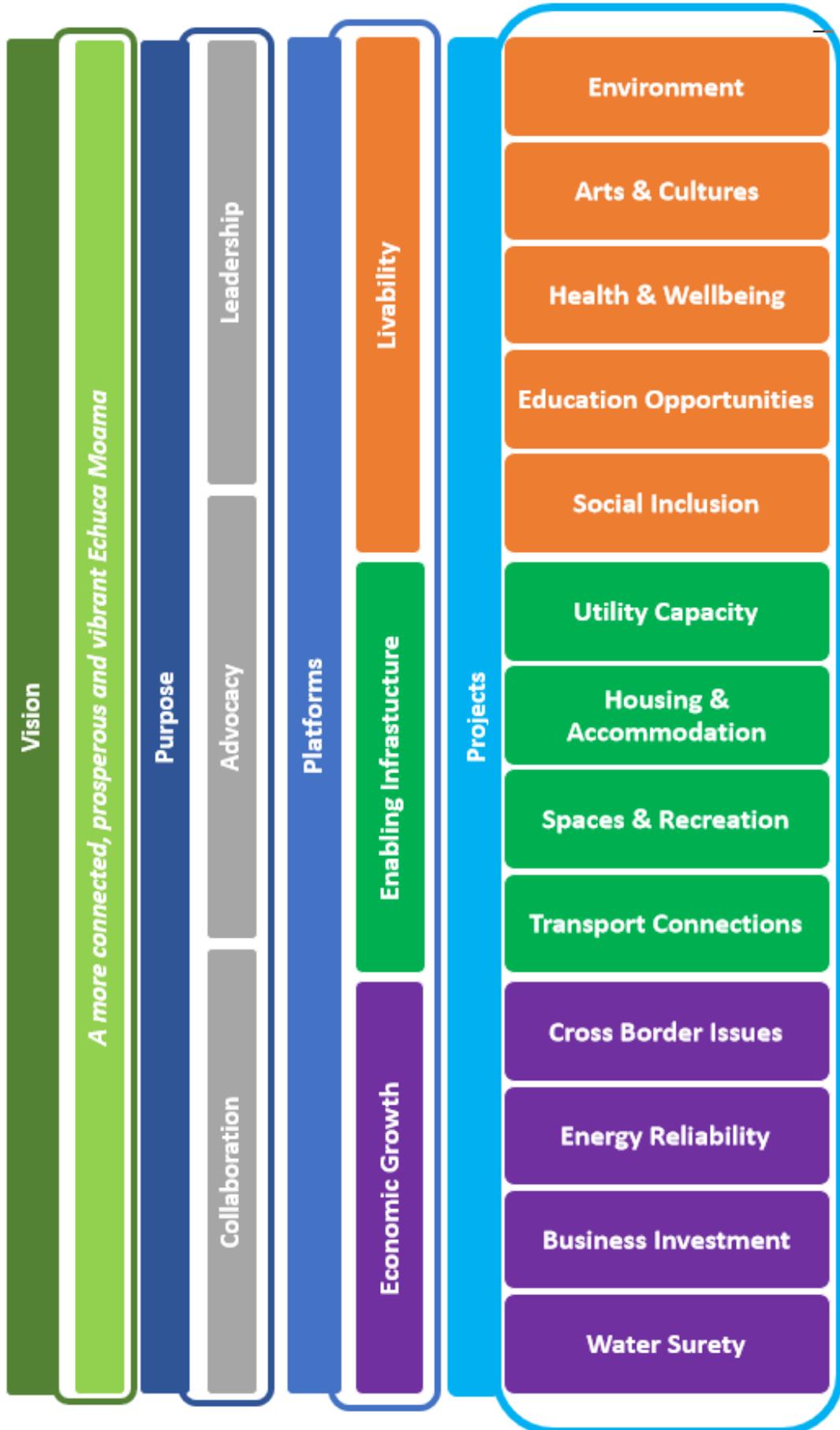
Moama: <http://profile.id.com.au/campaspe/highlights-2016?WebID=220>

MAJOR SUCCESS

The Echuca Moama second Murray River crossing received a \$280M funding commitment from the NSW, Victorian and Federal governments. The project, following the Western Option 2B route, is being managed by VicRoads and is due for completion by 2021. Significantly, the project will be delivered through four separate contracts thereby allowing smaller local businesses the opportunity to win the work. The flow on effects to the local economy are significant.

C4EM was a lead advocate helping secure the Bendigo Echuca Rail Upgrade, a \$91M project due for completion by 2024. This Upgrade will allow increased train speeds, reducing travel times for passengers. C4EM is now advocating for better mobile coverage and Wi-Fi connectivity on this service.

STRATEGIC MODEL



C4EM 2018-2023 Strategy

PLATFORMS AND PROJECTS

Livability

Environment- To advocate for the protection and sustainability of healthy natural ecosystems.

Arts & Cultures- To collaborate and advocate for increasing the quality and capacity of arts spaces and facilities, and to advocate and collaborate for greater cultural diversity, recognition and inclusion.

Health & Wellbeing- Advocate and collaborate for a greater provision of assets and services that support the health sector, whilst also advocating for increased opportunities that deliver a more positive sense of self, and increased connectedness within the community.

Education Opportunities- Advocate for and collaborate on learning pathways that increase education capacity, provide a greater diversity of learning opportunities, enable employment, and encourage life-long learning.

Social Inclusion- To lead, collaborate and advocate for improvements that diminish challenges relating to social and economic disadvantage across the community.

Enabling Infrastructure

Utility Capacity- To advocate for greater service provision whilst identifying needs of the future.

Housing & Accommodation- To advocate for the provision of sufficient and adequate housing and accommodation stock, to meet the needs of a socially diverse and growing community.

Spaces & Recreation- Collaborate and advocate for projects to satisfy community business and environmental needs, and to identify and preserve opportunities for the future.

Transport Connections- Leading, collaborating and advocating for increased provision and quality of transport connections across all modes of transport.

Economic Growth

Cross Border Issues- Lead discussions and advocate for outcomes that diminish the significant list of cross border issues.

Energy Reliability- To advocate for increased surety of supply and collaborate on projects that facilitate the sustainable provision of energy.

Business Investment- To collaborate on the delivery and creation of a thriving business environment across all industries.

Water Surety- To advocate for the retention and provision of water to satisfy the needs of the economy and community.

C4EM 2018-2023 Strategy

CURRENT STATE

The major socio and economic factors impacting the region can be summarised as follows:

- According to 2016 ABS data, whilst population growth has been static in the Shire of Campaspe, the former Murray Shire (now Murray River Council), has seen a population growth of 7%.
- On average, over half the population growth in Echuca and Moama over the next five years will be in the age groups between 65 and 80. Both towns have ageing populations.
- 2016 ABS data indicates that by gross value of production, the top three industries in the Campaspe and Murray Shires are agriculture, manufacturing and retail – with agriculture remaining (by far) the most dominant industry in both Shires.
- In recent times, private and local government investments have improved local infrastructure, particularly in terms of amenity and appeal. However, renewed investment is required to upgrade and diversify Echuca-Moama's tourism offering for it to remain competitive as a regional destination.
- Available data suggests people's rating of their personal wellbeing is higher than State averages. However, residents have a lower life expectancy than State and regional averages, and the number of people overweight or obese is higher than State averages.
- The average household income of residents across both towns is below State averages.
- In general, residents have lower levels of education and qualifications than regional and State averages.
- Echuca-Moama has above average numbers of indigenous people in its community, with the life expectancy of indigenous people in the Shire of Campaspe approximately 17 years shorter than that of non-indigenous residents.
- People feel socially connected, part of their community and volunteer above the State average.
- Like many rural and regional areas, Echuca and Moama face challenges in maintaining ageing infrastructure and securing funding for new projects. Both the Shires of Murray and Campaspe cover a wide geographical region. The recent amalgamation of the Wakool and Murray Shires, creating the Murray River Council, has increased the Shire's size and now means there are now more assets to manage.
- Due to ageing populations, continued export growth and other factors, research suggests that there will be a labour force short fall between 2,500 and 5,000 jobs by 2020 across the region.
- Both Shires are rezoning land for residential and commercial purposes. This will facilitate in the order of approximately 2000 new residents by 2023. To this end, a focus on education for pathways into apprenticeships for trades and supporting industries is required.
- Secondary schools are nearing capacity and considerations must be made to accommodate a transitioning population from a mature aged demographic towards a family based demographic.

C4EM 2018-2023 Strategy

NEXT STEPS

The updated C4EM Strategic Model delivers a clear line of sight between **Vision, Purpose, Platforms** then **Projects**. This refined strategy will deliver projects that are relevant to C4EM members and the Echuca-Moama community.

All C4EM projects are directly linked through the Strategic Model. Each project has a defined purpose, a set of reportable objectives and targeted goals and outcomes. Each project will undergo a formal review process at a period of time relevant to the nature, size and scale of the project. Each project will be assigned a board member who will be the Lead Advocate for the project.

As communications play a critical role in the effectiveness and success of delivering successful projects, each project will have its own strategic communication tool box that will assist in delivering clear, consistent messaging about the initiative. Some initiatives will require the development of an extensive and ongoing leadership, collaboration or advocacy campaign, while others will require more general activities involving stakeholders.

C4EM may commission an external expert to identify gaps and opportunities in its Strategy, and then develop projects to achieve further outcomes consistent with the Vision. In some cases, C4EM will develop Project Groups which include members and non-members, to explore and make recommendations on how certain initiatives can be achieved. C4EM recognises and values the intelligence that sits within its networks.

As necessary, C4EM will also enter into collaborative arrangements with other organisations and stakeholder groups where there is a common interest. Where appropriate, C4EM will act as an auspicing body for project partners.

C4EM may also commission and fund research projects to establish evidence-based arguments for the development of initiatives that are consistent with this Strategy. C4EM may also make applications for the funding of research or studies under various Local, State and Federal Government grant programs or funding streams.

The diversity within C4EM projects will help create a more connected, prosperous and vibrant Echuca-Moama. The extent to which C4EM can pursue each of its projects will depend on available resources – both from C4EM's revenue base and external sources.

This updated Strategy, will be managed using a dynamic project planning and activation software. This software package will allow C4EM management to prioritise projects, ascertain levels of associated risk, manage time efficiently and provide a clear overview of each project with little effort. This in turn will allow the C4EM board and CEO a transparent insight into what is required to achieve project success at any given time.

As a progressive organisation, C4EM will seek to grow its financial base through traditional and innovative methods, to ensure the organisation is sustainable and can deliver into the future.

C4EM will continually communicate with members, stakeholders and the community to deliver insights into its projects, their stages, milestones and outcomes.

The C4EM Board and Management look forward to working with our members, all levels of government and stakeholders to achieve a more connected, prosperous and vibrant Echuca Moama – for our people, communities and businesses.