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ACTION PLAN

Maximising future outcomes for the
Omeo region



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Acknowledgement of country

We acknowledge the traditional custodians of this land that encompasses the Omeo region, and their enduring relationship with country.

Document history

Revision

Revision no.	Final report
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Distribution

Issue date	11/03/20
Issued to	Kate Nelson (on behalf of East Gippsland Shire Council)
Description:	Final Action Plan

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Citation

Mosaic insights (2012). Maximising future outcomes for the Omeo region

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Executive summary

Changes to the nature and scale of the Omeo region's traditional industries are having an impact on employment and ultimately community sustainability. A number of substantial projects have been funded, approved or proposed for the Omeo region that have the potential to transition the local economy and make a significant contribution to the sustainable future of the community. These include:

- Development of the **Stockman Project**
- Establishment of the **Stockman Project Benambra Training Facility and Transport Interchange** for the Stockman Project and community uses
- Omeo **Mountain Biking Destination Plan**
- **Livingstone Park Management Plan**
- **Omeo Justice Precinct** heritage preservation works
- **Omeo Caravan Park's** future role in accommodation network
- **Omeo Service Centre** reconfiguration
- **Omeo Land Use Plan**
- **Place and Community Planning** for the Omeo region
- **Local Incident Management Plan**
- **Our Catchment Our Communities**, a coordinated approach to catchment management
- **Regional Floodplain Strategy**
- **Mount Hotham Resort** strategic alignment

The scale, potential complexity, range and timing of these projects requires that implementation is coordinated and effective at maximising future outcomes for this region. This Action Plan provides a structured approach to the coordination of projects and investment. It provides guidance on the most effective actions and mechanisms that should be pursued in order to proactively realise the outcomes sought without prescribing detailed implementation of every project. The Action Plan comprises 19 overarching actions connected to five themes:

Theme 1: A shared Omeo region vision, brand and strategic direction that reflects the community, landscape and history

- Develop a future vision for the Omeo region
- Develop an Omeo region brand and local economic development strategy
- Develop a strategic approach to recreation-based activities

Theme 2: A coordinated approach to community engagement and building community governance and leadership

- Establish a community reference group
- Develop the community's leadership capacity

Theme 3: Evidence-based, integrated project planning and investment

- Establish a stakeholder coordination group
- Develop a plan for integrating and maximising the functionality of infrastructure
- Develop a model to increase the availability and diversity of visitor accommodation
- Establish formalised partnerships/collaboration with surrounding areas
- Establish a monitoring and data program to understand social, economic and environmental impacts and needs

Theme 4: An enabling environment for growth

- Enable uptake of jobs by local community members
- Undertake a community entrepreneurship support program
- Investigate the capacity of infrastructure and services to support economic growth and identify gaps
- Ensure existing industries are able to maintain their access to labour

Theme 5: Liveable places for existing and new community members

- Undertake a local community needs assessment
- Attract people to relocate to the region to take up jobs
- Implement initiatives to integrate existing and new community members
- Develop a strategy to ensure appropriate, affordable housing for residents
- Implement initiatives to minimise conflicts between residents, visitors and economic activity and monitor impacts

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1 Introduction

A number of substantial projects have been funded, approved or proposed in the Omeo region. This investment has the potential to provide a range of new opportunities that will have implications for the economy through the creation of new jobs, increased visitation and development that can contribute to the sustainable future of the community.

It is critical that projects and investment are coordinated to ensure the community has the capacity to understand and leverage these opportunities and that negative implications are minimised. This Action Plan provides a structured approach to the coordination of effort and provides guidance on the most effective actions and mechanisms that should be pursued in order to proactively realise the outcomes sought.

The Action Plan has been developed by Mosaic Insights, supported by Resilient Futures in the identification and analysis of existing conditions.

Funding to support this project has been granted to East Gippsland Shire Council by the then Victorian Government Department of Economic Development, Jobs, Transport and Resources through the Stronger Regional Communities Plan Funding Program.

1.1 Background and context

The Omeo region is located in the north-western part of East Gippsland Shire, adjoining the Victorian High Country. The region's rural communities include Omeo, Swifts Creek, Ensay and Benambra, with a comparatively small combined population of 1,389.

The Omeo region has been traditionally dominated by agricultural activities. The area was also developed early in the East Gippsland context with gold mining as an economic activity. The Region's proximity to the High Country and the Alpine National Park means it is accessed by many visitors passing along the Great Alpine Road. Changes to the nature and scale of farming activities, as well as changes to the forestry industry, are having an impact on employment and ultimately community sustainability.

A diverse range of mining, agriculture, tourism and other projects are funded or proposed that will transition the economy and contribute to the future prosperity of the Omeo region. However, the scale, breadth and complexity of current planned and proposed projects can present a risk that the community will not fully capitalise on these opportunities. This complexity requires a new approach to project planning, implementation and stakeholder and community engagement.

There is a valuable opportunity for the East Gippsland Shire Council (Council), project owners and the community to coordinate and maximise benefit to the community, and in particular give project owners a clear line of sight to a collective understanding of the range of individual projects and their intended outcomes; linkages between projects; and opportunities for aligning project activities and investment. This Action Plan aims to ensure the long-term community resilience and economic growth in the Omeo region as a result of projects such as the Stockman Copper Mine and the Mountain Biking Destination Plan (MTB).

Beyond the immediate considerations of the current set of projects, it is also important to establish mechanisms that ensure ongoing coordination and collaboration and community governance. Whether for existing or future projects, implementation of this Action Plan will ensure the community is in a position to take advantage of opportunities as they arise.

1.2 Methodology

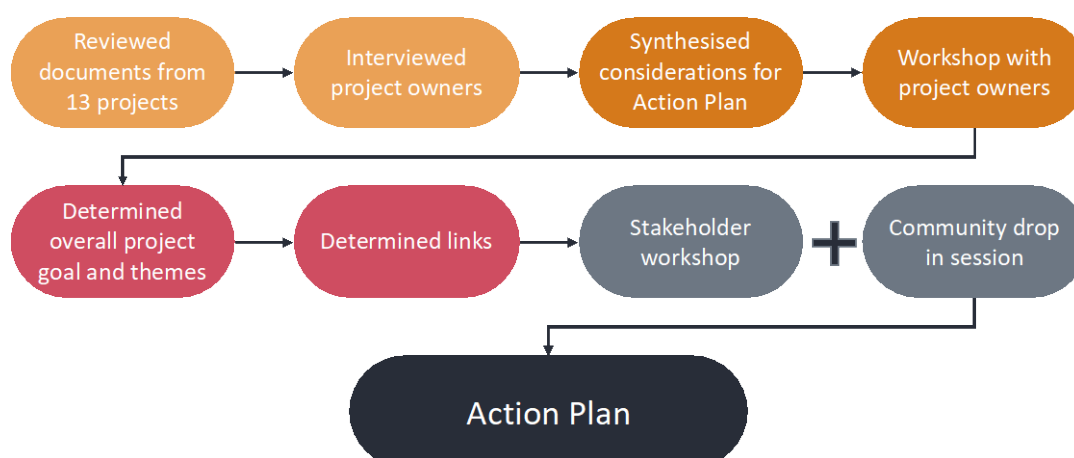


Figure 1 - Methodology diagram

This Action Plan was developed through seven key tasks:

1. Document review
Review of documents relevant to existing funded and planned projects to develop an understanding of intended outcomes, timeframes and interdependencies.
2. Project owner interviews
Understanding derived from project documents was complemented by interviews with project owners to explore data gaps and gain a deeper understanding of project outcomes, constraints, interdependencies and potential conflicts.
3. Synthesise commonality
Based on an understanding of existing projects, connections and commonality were explored and defined. This task identified opportunities for integration, alignment and benefit maximisation.
4. Project owner workshop
The findings to date were brought to a workshop with Council officers with a role in existing projects. Here, understanding of existing conditions was confirmed, with an emphasis on identifying opportunities for integration and alignment.
5. Defining themes
The overarching themes for the Action Plan were identified based on the information obtained in Tasks 1 to 4 and preliminary actions under each theme identified ahead of the stakeholder workshop and community drop-in session.
6. Stakeholder workshop and community drop-in session
A workshop with stakeholders and a community drop-in session were held in Omeo to refine the themes and utilise stakeholder and community knowledge to build actions for the Action Plan.
7. Action Plan
The Action Plan was developed based on the background analysis and stakeholder and community input.

2 Existing Projects

This section provides a description of projects that are currently funded, approved or proposed for the Omeo region. Each project is described in terms of:

- *What*: a description of the project
- *Project status*: project timing, decision making points and key tasks
- *Key considerations for action plan*: a summary of the implications and considerations of this project for the Action Plan

The projects have been categorised into two types: those relating to physical assets, and those related to planning, research, policy or community engagement.

2.1 Physical Asset Projects

Stockman Project

What: Round Oak Minerals owns the Stockman Project, which involves establishing and operating a copper mine near Benambra. Round Oak Minerals estimates that an average of approximately 30 direct employees will be required during the construction phase of the project. In addition to direct company employees, contractors will be engaged to undertake the detailed engineering, procurement, construction management and actual construction of the project infrastructure. The number of contractors required will peak at between 200 and 250 workers at about halfway through the construction period.

The majority of the construction workforce is expected to be housed at a temporary mining accommodation village located adjacent to the proposed mine village site. The total operational workforce will be approximately 250 employees when the project reaches full production. The labour resource for the Stockman Project will be drawn from the local area, from the wider state and (if required) nationally, in order of preference. Where possible, the workforce will be sourced through local and regional recruitment. Local and regional applicants will be encouraged to undertake training, through accredited training providers, to enable them to be considered for employment with Stockman.

Round Oak Minerals and Council have entered into a Memorandum of Understanding for maximising the community and economic benefits from the mine.

Project status: Round Oak Minerals have progressed the proposal through key approval processes and continues to secure secondary approvals and to examine investment opportunities and timing.

Key considerations for action plan: Maximising opportunities resulting from the project; minimising unintended negative impacts; integrating new and existing communities; ensuring a well-planned transition ahead of mine closure.

Stockman Mine Benambra Training Facility and Transport Interchange

What: Council purchased a disused school site in Benambra for use as a car park for mine workers who will be bused to the Stockman Mine. The site has been purchased for community uses and will provide opportunities for community entrepreneurship.

Project Status: Planning is underway to ensure the site is fit for purpose.

Key considerations for action plan: Enabling the community to take advantage of entrepreneurial opportunities the site provides; future uses of the site following mine closure.

Omeo Mountain Biking Destination Plan

What: Planning is underway for Omeo as a Mountain Biking (MTB) destination through the Omeo Mountain Bike Destination Plan. Approximately 114km of trails are proposed through the hills around Omeo, with the aim of attracting more visitors to the region and diversifying Omeo's economy. Existing funding includes \$1 million from the Victorian Government Regional Tourism Infrastructure Fund, \$1.52 million from Council and \$1.5 million from the Commonwealth Government.

Project Status: A business case has been completed. Environmental assessments and master planning are in progress and are due to be completed in the first quarter of 2020.

Key considerations for action plan: Maximising long term economic opportunities for the community, ensuring alignment with the vision for the region and with other projects.

Livingstone Park Management Plan

What: A plan has been adopted for managing and prioritising the various elements of Livingstone Park, including the swimming area, car parks, BBQ facilities and walking tracks. This is intrinsically linked to the MTB, which has raised the potential of the Park as a trail head and visitor experience hub. For the site itself, the Management Plan gives priority to improving trail connections, increasing car park access for day visitors and improved solutions for swimming activity and site management.

Status: The Management Plan has been delivered and adopted; however, consideration is required around its integration with the Omeo Mountain Biking Destination Plan.

Key considerations for action plan: The alignment of MTB design and implementation with issues identified in the management plan, including improved trail linkages; improved parking for day visitors; and improved solutions for pool and flood management.

Omeo Justice Precinct

What: The Omeo Justice Precinct comprises five heritage listed buildings, including two court houses, a police residence, stables and log lockup. As part of an overall heritage plan for Precinct, Council has received a \$200K grant from Heritage Victoria, with in kind investment of \$170k to undertake works relating to risk and maintenance for both the old and new Court Houses on the site.

Project Status: A heritage advisor has been engaged to develop a structural and aesthetics works plan and it is planned that works will commence in 2020.

Key considerations for action plan: How the Justice Precinct and other heritage assets contribute to the long term vision for the Omeo region.

Omeo Caravan Park

What: The Omeo Caravan Park is a Crown Land property for which Council is the appointed manager, currently leased to a private operator. The Caravan Park will have an important role in the future accommodation network, particularly with the expected increase in overnight visitors.

Project Status: Existing lease expires in 2021.

Key considerations for action plan: How the caravan park and infrastructure on the site align with the vision for the region and existing projects.

Omeo Service Centre

What: This project involves a review and potential redistribution of tenant arrangements and services in Council's buildings in Omeo. It aims in particular to better utilise limited street frontage to maximise community access to services, and there is additional emphasis on accommodating temporary and visiting Council staff.

Project Status: This project seeks to understand the existing suite of projects in the region before progressing.

Key considerations for action plan: Organise better space management to maximise use of Council assets, responding to existing and future community needs.

2.2 Policy, strategy, research or engagement projects

Omeo Land Use Plan

What: This project seeks to provide an understanding of land supply and demand in Omeo to ensure future growth can be accommodated. It includes commercial, residential and industrial land and will inform a future Urban Design Framework.

Project Status: This project has commenced.

Key considerations for action plan: Ensuring appropriate provision of project information to allow for timely and accurate land use planning, zoning and land release.

Place and Community Planning

What: Council is developing five-year, district level community plans, working with community and key agencies. These plans aim to build understanding of:

- The people who live in the district and their needs
- The vision the community has for itself and what it values
- How the community currently operates and support services
- The assets, resources and strengths available in the community
- The top priorities the community wants to work on over the next five years
- The roles and responsibilities of community, Council, and partner agencies in making the plan happen

Project Status: The Omeo District Community Plan has not yet commenced.

Key considerations for action plan: To understand and pre-empt community needs ahead of significant change.

Local Incident Management Plan

What: A Local Incident Management Plan (LIMP) is a document developed by communities to ensure residents and visitors know where to go, what to take and what to expect if a major incident affects the area. It is reviewed every two years.

Project Status: Omeo's LIMP is due for renewal in 2020.

Key considerations for action plan: Ensuring the plan reflects the changes expected in the community.

North East Catchment Management Authority: Our Catchment Our Communities

What: This is a four-year project, started in July 2016, funded by State Government through the North East Catchment Management Authority (NECMA) to promote natural resource management at a catchment scale. It aims to promote planning and coordination between Council, NECMA and other stakeholders and communities to better protect and sustain waterways.

Project Status: The project's existing funding has concluded.

Key considerations for action plan: Ensuring a continued, coordinated approach to catchment management in the context of the changes in the region.

Regional Floodplain Strategy

What: Both the North East Catchment Management Authority and East Gippsland Catchment Management Authority have completed the development of the Regional Floodplain Strategy (RFS) as an initiative of the Victorian Government for the areas that they manage. The Omeo Region straddles two Catchment Management boundaries.

The RFS is designed to support a coordinated approach to understanding and managing flood risks at a regional level and brings together a range of agencies and initiatives for this purpose. Council endorsed both RFS documents. In the North East Catchment Management area, the RFS found that flood risk for the area is centred on Livingstone Park, though risk is low overall. Flooding that occurs in the southern parts of the Region and covered by the East Gippsland RFS, is focussed on the Tambo River basin, where flooding that can occur in Swifts Creek is seen as presenting the highest risk to be addressed.

Project Status: This project is complete.

Mount Hotham Resort

What: The Mt Hotham Resort Board is a stand alone committee of management for the Mt Hotham Resort. The existing boundary of the resort currently ends between Omeo and Mt Hotham.

Project Status: The Resort Board is currently seeking Green Destination Certification, and the State Government is currently undertaking a Regional Tourism Review.

Key considerations for action plan: Align Omeo with investment in Alpine resorts to ensure it becomes part of the growth in alpine tourism, complementing rather than competing with existing offerings to contribute to the full High Country experience; ensure Omeo's role and future vision is reflected in the Regional Tourism Review.

3 Existing conditions

The background analysis and consultation undertaken for this study identified key issues and opportunities connected to five broad themes. This section describes the themes and existing conditions in the Omeo region under each theme. It should be noted that a detailed baseline analysis of the existing social, economic and environmental conditions was outside the scope of this study. The existing conditions presented here were informed by information contained in project documents and consultation with project owners/deliverers, Council and the community, including:

- a review of documents and interviews with project owners to understand project aspirations, parameters, timelines and relationships to other projects
- a workshop with Council officers
- a stakeholder workshop
- a community drop-in session.

1. A need to renew the overarching Omeo region vision, brand and strategic direction

The extent of change anticipated in the Omeo region will require review of overarching directions, ensuring a strong future vision, agreed upon and recognised by the community and stakeholders. The region has been branded an 'adventure hub' in documents such as *Towards 2030: Gippsland Destination Management Plan* and the progression of projects such as the Omeo MTB Destination Project and existing outdoor recreation activities align the region to this brand. However, the foundation of a collective vision to identify the community's aspirations and align all projects and initiatives is needed.

The Omeo Justice Precinct highlights Omeo's potential as a historical and cultural heritage destination. However, the project is currently not aligned with any overarching heritage tourism plan or vision that also considers the broader rich history in gold mining and the High Country.

Omeo and other centres as alpine destinations is another ambition in Council and project documentation. On the route to Mt Hotham and the broader Alpine National Park, Omeo has the potential to not only service alpine visitors as a result of greater reliability to gain access to and from Mt Hotham in poor weather conditions, but to become a destination for alpine visitors itself.

Other than the visitor economy, the Omeo region also has existing and potentially growing agriculture and mining activities. These industries contribute to diversifying the economy and community in the region and their role also needs to be considered as part of the vision for the region. Existing communities have been built on these industries, and the impact of a shift in focus to eco-tourism needs to be considered, as well as the synergistic benefits that can be generated such as agricultural related eco-tourism opportunities.

It is vitally important that the community provides input and leadership into the development of a vision for the region. Though planning for projects such as the MTB and the Stockman Project are already underway, there is existing uncertainty about the level of community understanding and support for the increased levels of tourism, visitors and residents that these projects would bring. Without sufficient community leadership and buy in for a vision for the Omeo region, there is a risk that community members will not engage with and realise the opportunities the vision drives for aspirations beyond the timeframes of existing projects.

A brand and holistic implementation strategy that complements the vision would provide confidence to investors, existing and potential residents.

2. A need for a coordinated approach to community engagement and building community governance and leadership

Consultation revealed that a small number of community members are involved in several community groups and community initiatives and this is not a sustainable long-term solution. In addition, project specific groups have been established which will also require ongoing community representation.

Aspirations for a new approach were expressed – an approach that coordinates consultation across projects, has consistent and regular mechanisms for disseminating information to the community and enabling the community to be true partners in shaping the future of the Omeo region.

There are a number of existing community groups in the Omeo region, focussed around a diversity of interests including cultural history, economic development, social inclusion, life-long learning and the natural environment. Currently there are three project-specific consultation groups, including:

- Stockman Project Community Reference Group
 - Stockman Project Environmental Reference Group
 - MTB Project Control Group.
-

3. Continued evidence-based, integrated project planning and investment

In commissioning this project, Council recognises that the breadth and complexity of projects that will contribute to the prosperity of the Omeo region means that a new approach to planning and delivery is required that:

- better connects the community to project outcomes
- ensures comprehensive and coherent planning and strategy
- reduces duplication of work
- improves project outcomes through combined investment and collaboration.

This project will create a framework for continued coordination and collaboration across stakeholders.

4. Creating an enabling environment for growth

Consultation for this study identified that there are some gaps in knowledge with regard to the capacity of existing infrastructure to accommodate growth, with concern that there may be insufficient capacity in some areas. Some projects are working to develop an understanding of the region's capacity, such as Council's Omeo Land Use Plan. The Land Use Plan will identify the demand, supply and suitability of land to accommodate growth generated from the Stockman Project and MTB Project. In addition, the following data gaps were identified:

- housing ownership and occupancy
- adequacy of telecommunications infrastructure (impact of severance to single optic fibre connection)
- capacity of water and sewerage infrastructure
- capacity of electricity supply
- capacity of larger scale public services such as emergency management, policing and hospital services
- capacity of local community services and facilities. For example, schools, kindergarten, childcare and health
- transport and traffic infrastructure (car parking, impacts of increase use of single road)
- visitor profiles (who, purpose of visit, length of stay and location of stay).

The Stockman Project and the MTB will create new employment and business opportunities in the region. The community currently does not have clear line of sight to what those possibilities are, when they may eventuate and how they may be able to take advantage of opportunities.

5. Creating liveable places and integrating existing and new communities

The Omeo region as place to live will fundamentally change with an increase in residents (both permanent and temporary), visitors and activity. Some of the potential impacts include:

- Increased demand for residential properties, both as housing and visitor accommodation. This could impact housing affordability.
- Increased demand for local services and facilities such as schools and health services.
- Constraints in movement around the region and in towns, and decreased perceptions of safety due to increased traffic.
- Permanent and semi-permanent population influx changing community dynamics and social cohesion.
- Increased stress levels for residents who reside in the Omeo region due to its comparative quietness and remoteness.

4 Actions

The Action Plan has been developed in response to the five themes identified in the background analysis. This section describes the themes and actions under each theme. Specifically:

- what success looks like for the Omeo region for each theme.
- actions relevant to each theme. The actions respond to the background analysis and have been considered on two levels:
 - Firstly, what needs to happen to ensure funded, planned and proposed projects can be maximised through timely, coordinated, integrated efforts.
 - Secondly, actions that are not necessarily directly related to existing projects, but the need for them became apparent through the background analysis. These actions will ensure a holistic approach to building community and economic resilience in the long-term. A number of these actions can be achieved by expanding actions that will already be undertaken for existing projects.

Section 5 and 6 articulate how the actions relate to one another and the sequencing of actions according to triggers.

4.1 Actions

Theme 1. A shared Omeo region vision, brand and strategic direction that reflects the community, landscape and history

Success means...

- A shared community, Council and stakeholder vision based on a comprehensive understanding of the essence of the Omeo region and its place in the economy.
- Potential visitors and potential new residents know exactly what the Omeo region offers.
- Entrepreneurs, investors, existing and new residents are clear about Omeo's vision and implementation roadmap and therefore have confidence to invest in Omeo.

The actions associated with this theme are about establishing a holistic strategy for the Omeo region's future as an economy, a community and a network of places. The actions acknowledge the importance of ensuring existing projects are integrated, and also that existing and future projects are part of an overarching vision for the region. For example, how Omeo's environmental, cultural and historical assets such as the Justice Precinct can provide a visitor experience and diversify the visitor base, or what experience the region offers friends and family of mountain bikers.

These actions also recognise that existing concepts and ideas for the Omeo region's future growth such as 'Omeo Adventure Hub' need to be tested and confirmed with the community, or alternative direction/s identified. Furthermore, the actions seek to support the community to develop mutually beneficial partnerships and maximise opportunities beyond the suite of existing projects.

Ideally, a shared vision for the Omeo region should be developed with the community and stakeholders. If the vision confirms that the Region's future aspiration is growth in the visitor economy, this will require development of an Omeo region 'brand' and local economic development strategy.

At an absolute minimum, Omeo's approach to 'outdoor recreation' based activities should be developed; acknowledging that demand is likely to increase through development of the MTB Project and popularity of existing outdoor recreation activities that draw visitors to the region.

Action 1A: Develop a future vision for the Omeo region

A shared vision for the future of the Omeo region should be developed through a community and stakeholder engagement process, inclusive of all communities in the region. The vision should be based on a comprehensive

understanding of the essence of the Omeo region and its place in the market. It should be expressed in a manner that resonates with the community and reflects the character of the people, landscape and the region's history. The vision should not only reflect the aspirations for the Omeo region's future economy but also its amenity and liveability.

Undertaking a visioning process will ensure the community sees itself as a partner in the Omeo region's growth; test community support for strategic directions such as an 'Omeo Adventure Hub' as identified in *Towards 2030: Gippsland Destination Management Plan* and through the development of a destination mountain bike project MBT;; and consider the aspirations for Omeo region's range of assets and industries such as agriculture.

One of the actions in the MOU between the Round Oak and Council for the Stockman Project includes an action that the community is to be engaged to articulate its vision for how the Stockman Project can be embraced and act as a catalyst for development. This action could be part of a broader conversation about the vision not only for the mine, but for the Omeo region.

Action 1B: Develop an Omeo region brand and local economic development strategy

In response to the community vision, a brand and local economic development strategy should be developed to align a narrative for the region, specifically:

- a cohesive visitor narrative around the Omeo region's environmental landscape, cultural, historical and community assets
- the Omeo region's position within the tourism offerings of East Gippsland, as well as Victoria more broadly
- capacity, service levels, levels of development, types of business and employment opportunities and skills required.

The MTB Business Case emphasises the importance of a strong branding and marketing strategy for the MTB. This strategy should be broadened to be an overarching brand and economic development strategy for the region, with the MTB being a key component of the region's brand. The MTB brand should ideally be part of the vision and brand of the Omeo region which reflects all of the region's assets, rather than the MTB driving the Region's brand.

Action 1C: Develop a strategic approach to recreation-based activities

If a brand and local economic development strategy is developed (Action 1B), this action will not be required in and of itself as it will be undertaken as part of the economic development strategy. However, if an economic development strategy is not developed (or delayed), a short-term strategic approach to recreation-based activities will be required. The concept of the 'Omeo Adventure Hub' should encompass the MTB, existing outdoor recreation/adventure activities and potential new activities. The strategic approach should:

- identify future demand for outdoor recreation activities (existing and potential new activities)
- identify existing supply of outdoor recreation activities
- test the feasibility and impact (environmental and social) of expanding recreation activities
- integrate the MTB and other outdoor activities as a complete outdoor recreation visitor experience offer
- identify the overall infrastructure requirements for recreation activities and how they can be integrated.

It is also important that this strategic approach looks more broadly at identifying the experience offerings and needs of the visitors undertaking outdoor recreation/adventure-based activities, but also how the visitor base can be diversified. For example, providing experiences for family or friends that may be accompanying visitors engaging in outdoor activities who do not participate in outdoor activities themselves.

Theme 2: A coordinated approach to community engagement and building community governance and leadership

Success means...

- The community is an equal partner in the Omeo region's growth, realising the opportunities that local projects present.

The actions associated with this theme are related to enabling the community to take on more empowered leadership responsibilities over time. In the short-term, the actions are about establishing mechanisms that allow the community to meaningfully engage in existing projects, but so they are not asked to participate in a myriad of consultations about individual projects.

In the longer term, the actions are about developing the community's leadership capabilities and establishing a governance model to enable the community to have a lead role in future planning, project establishment and governance.

Action 2A: Establish a community reference group

Establish a community reference group (or other mechanism as determined by the community) that provides the opportunity for project owners to seek community input in a consistent manner. The remit of an existing community group/s could be expanded; however, the reference group should be representative (demographically and of all communities in the region), have a transparent process for nomination, terms of reference and periodic changes in membership.

Initially requiring external facilitation and coordination support, the community reference group will evolve over time, being a largely self-managed and self-directed group and have its own processes for engaging with projects and the broader community.

Consideration will need to be given to the future operation of reference groups for individual projects such as the two existing Stockman Project reference groups and community representation in the MTB working group. It will be important to avoid consultation fatigue and potential disengagement, demonstrate transparency and ensure timely and accurate information is being disseminated.

Action 2B: Develop the community's leadership capacity

Enabling and supporting individuals from the community to develop leadership capacity will be integral to ensuring effective and long-lasting outcomes for the community. Examples of existing models and programs that could be investigated include:

- Gippsland and Alpine Valleys Community Leadership programs
- The Australian Centre for Rural Entrepreneurship
- Facilitating study visits to regional places with successful community-based leadership such as Beechworth and Yackandandah
- Social Change 101 – a program for socially-minded individuals looking to develop an idea or grow an existing social venture
- Developing direct mentor programs by encouraging Victorians with a connection to the Omeo region who have graduated from Leadership Victoria and regional programs to mentor individuals.

Theme 3: Evidence-based, integrated project planning and investment

Success means...

- Project deliverers, investors and stakeholders coordinate their efforts to maximise community benefits of their investments/projects.
- Development and investment is staged based on evidence.
- Social, environmental and economic impacts are monitored, and unintended negative impacts are mitigated.

Action 3A: Establish a stakeholder coordination group

Information sharing across project owners and stakeholders will be required to ensure the coordination and joined-up investment intentions of this project are realised. Rather than duplicating reference/coordination groups for individual projects, similar to the community reference group (Action 2A), this group would be about projects across the Omeo region. Stakeholder representation would include:

- East Gippsland Shire Council
- State Government agencies (Regional Development Victoria, DELWP, Department of Transport, Department of Health)
- Stockman Project
- MTB management body
- Destination Gippsland
- North East and East Gippsland Catchment Management Authorities
- Omeo Regional Health.

At a minimum, and potentially in the short term while the group is being established, a mechanism for regular, collated information sharing across projects and to enable a coordinated approach to communication to the broader community should be established.

Action 3B: Develop a plan for integrating and maximising the functionality of infrastructure

The MTB will require significant supporting infrastructure in and around the Omeo township. These infrastructure requirements should not be planned and implemented in isolation but should consider future increases in demand for other outdoor recreation activities, directions and needs identified through the community visioning process and community needs analysis and the balance MTB user and non-user needs (particularly in Livingstone Park).

The Stockman Project will also require supporting infrastructure which should also be planned with consideration for broader uses.

Specific elements include:

- Events will be an important part of the MTB calendar which will require appropriate infrastructure. In the planning for the MTB and Livingstone Park, consider how event infrastructure needed for the MTB can be multi-purpose and serve as an event/gathering space for other events across the year.
- Consider Livingstone Park's MTB trailhead function within a broader context:
 - as a recreation facility for residents
 - as part of the overall recreation tourism offer.
- The potential for the caravan park to accommodate some of the MTB facilities such as showers.
- How people connect to and from the start and finish points of recreation activities (e.g. MTB, horse riding, rafting, hiking). The potential for activities to go in one direction if there are return options such as a shuttle bus.
- Coordinated signage for both functional and recreational purposes. This includes road signage, trailhead/orientation signage for MTB, way finding, directional and interpretive signage.

- The integration of these elements within the broader settlement framework to meet the needs of both the community and visitors in the area.
 - The potential for Council's service centre to have expanded functions. For example, bike hire, tourist information and, ticket sales.
-

Action 3C: Develop a model to increase the availability and diversity of visitor accommodation

A significant increase in the number and range of visitor accommodation will be required to support the MTB and potentially other activities that will draw overnight visitors. The MTB Business Case assumes that the Omeo market has responded to demand by year four of MTB operation. A model will be required to increase accommodation options in a phased manner. Some of the opportunities include:

- developing a model/program for the use of empty holiday houses as visitor accommodation
 - the role of the caravan park within the range of accommodation options
 - assisting existing businesses to examine expansion opportunities and to respond to the needs and expectations of new visitors.
-

Action 3D: Establish formalised partnership/collaboration with surrounding areas

Formalised partnerships/collaboration with entities such as the Mt Hotham Board, Alpine Shire and other parts of Gippsland will be important for ensuring the Omeo region brand and offerings complement rather than compete with surrounding areas. A partnership approach will enable coordinated approaches and cross-promotion.

Action 3E: Establish a monitoring and data program to understand social, economic and environmental impacts and needs

An ongoing monitoring and data gathering program should be undertaken so that the level of growth can be monitored and investment appropriately staged, and to ensure that there are no unintended negative consequences on the community.

Theme 4: An enabling environment for growth

Success means...

- Local residents have the right skills and experience to take up newly created jobs and/or to start and operate businesses.
- Existing industries are able to maintain their access to labour.
- Businesses have certainty and incentive to operate in the region.
- Businesses are able to access fit-for-purpose premises and land.
- Business have appropriate supports, services and continuity plans.
- Fit-for-purpose infrastructure with the capacity to support increased numbers of visitors, residents and economic activity (water, sewerage, electricity, telecommunications).
- Public/community services and infrastructure have capacity for increased demand (emergency management, policing, health, education, community services and facilities).
- An integrated approach to infrastructure provision across community, visitor and economic uses.
- Goods can be moved to, from and within the region safely and efficiently.
- Local residents and businesses are able to capitalise on future opportunities that may emerge.

Action 4A: Enable uptake of jobs by local community members

The Stockman Project and the MTB project already have estimates about the numbers and types of jobs that will be required for establishment and operation. A short-term action is to begin promoting these jobs to the local community and facilitate the development of appropriate skills and conditions to enable job uptake. Examples of initiatives include:

- careers days and presentations at local schools and educational institutions
- a skills audit of the local community to identify skills gaps and training needs
- upskilling local employees via apprenticeships, traineeships and cadetships
- proactively work with locally based RTOs to fill jobs
- investigating opportunities for shift structures at the Stockman Project or MTB to address underemployment in the labour force.

Action 4B: Undertake a community entrepreneurship support program

This action is about developing understanding in the community about the breadth of entrepreneurship opportunities possible from increased activity, visitors and workers and supporting the community to take advantage of opportunities. Examples of initiatives that could be part of an entrepreneurship program include:

- presentations to the local community from businesses in areas that have successfully taken advantage of being a mountain biking destination or mine location
- exploring and facilitating community entrepreneurship opportunities arising from the Stockman Project Benambra Training Facility and Transport Exchange
- businesses from other mountain biking destinations or mine locations providing mentoring in Omeo
- adapting programs such as 'The Cyclist's Welcome: How to Engage with Tropical North Queensland's Emerging Cycling Tourism Market' - a program to educate small business owners and the community on being bike-friendly
- study tours to Victorian or Australian towns that have successful community entrepreneurship such as Yackandandah and Beechworth
- enabling the community to explore alternative business models such as co-operatives, shared spaces and services hubs
- facilitating businesses to creatively share floor space and cross promote businesses
- investigating opportunities for community ownership of business premises.

Action 4C: Investigate the capacity of infrastructure and services to support economic growth and identify gaps

In the analysis undertaken for this study it was apparent that there are gaps in information about the capacity of existing infrastructure to support increased economic activity and increased numbers of residents and visitors. A holistic analysis should provide an understanding of the capacity and gaps that have the potential to constrain future growth. Specifically:

- supply and demand of appropriately zoned land to support increased commercial, industrial and residential uses
- access to business support services such as banking, legal, accounting, marketing, IT
- public services including emergency management, policing, waste, Council services, hospital, health, tourist information, schools, neighbourhood house, childcare, kindergarten, library
- telecommunications, particularly the impacts of severance of the existing optic fibre connection in the north on communication continuity in the region
- roads and transport infrastructure, including:
 - capacity of roads to handle increased traffic volumes (including cars and trucks)
 - capacity of roads and parking to handle increases in the number of tourist buses
 - alternatives to the car to access the region
 - car-parking demand in townships and at recreation activity sites
 - transport alternatives to reduce the need for car-parks (e.g. shuttle buses to the MTB)
 - impacts of road closures in emergency events
- water, sewage, and electricity infrastructure.

Some of the actions in the Stockman Project and Council MOU relate to understanding and potentially improving service and infrastructure capacity. Specifically:

- Round Oak and Council have agreed to work with service providers to plan for resource allocation to meet demand
- Round Oak and Council have agreed to investigate and consider where possible upgrades and extensions to rail systems from Bairnsdale, power supply en route to the mine and wireless or fibre services.

These actions could be expanded into a broader investigation to consider future growth of the region, not just the impact of the Stockman Project.

Action 4D: Ensure existing industries are able to maintain their access to labour

The Stockman Project and the MTB have the potential to draw skilled labour away from other industries. An action in the Stockman Project MOU is that Round Oak works with existing industries to understand the impact on their demand and workforce and facilitate cooperation and discussion between the mine and other industries to enhance collaboration and minimise conflict. It will be important that this is implemented, and this approach should also be applied to other emerging industries and large projects. For example, if the Glen Wills mine was to proceed.

Theme 5: Liveable places for existing and new community members

Success means...

- Residents have access to local employment opportunities.
- Residents have access to appropriate, affordable housing.
- Residents have access to appropriate local infrastructure, services and amenities.
- People can move around the region easily and safely using different transport modes.
- Residents can still go about their day-to-day lives despite the influx of visitors and mining activity.
- Existing and new community members see themselves as one community

Action 5A: Undertake a local community needs assessment

It is important to identify the needs of the Omeo region's residents so that investments made for catalyst projects can also directly or indirectly provide local service, infrastructure and amenity improvements for the local community. For example, enhanced telecommunications for a particular project could be expanded to improve telecommunications for the local community. A community needs assessment would comprise:

- understanding the existing and projected future demographic profile of the community
- identifying both community assets and community values
- understanding of how people move within the region and to/from surrounding areas
- understanding demand for local services, facilities, recreation and amenity
- assessing the capacity of local services and infrastructure
- identifying gaps in provision.

Action 5B: Attract people to relocate to the region to take up jobs

Local economic benefits can be greater if people relocate to the region rather than remaining as DIDO, FIFO or temporary seasonal workers. Examples of strategies to encourage people to relocate to the region include:

- selling the region as part of recruitment efforts
- actively targeting skilled workers to 'come home'
- investing in and promoting local amenity and social capital.

Action 5C: Implement initiatives to integrate existing and new community members

It is possible that the new resident population will be larger than the existing population. Integration of new and existing community members will be critical, which includes both new permanent residents and the temporary mining workforce.

An action in the Stockman Project MOU is that Round Oak and Council have agreed to work with existing communities to create an ongoing program and combined events to facilitate positive integration of workers and residents. This could be expanded to include all new workers and residents in the region.

Examples of specific initiatives include:

- developing a welcome pack for new residents that enables them to connect with the Omeo region
- embedding mine management and their families who will permanently reside in Omeo into the community so that connection to the region becomes an important part of the culture of the Stockman Project
- Enabling local residents to take up jobs at the Stockman Project. Again, this will help to embed connection to the region in the Stockman Project culture and ensure there is not a disconnect between the resident and mining communities.

Action 5D: Develop a strategy to ensure appropriate, affordable housing for residents

The influx of new residents and people opting to rent houses as visitor accommodation has the potential to restrict housing options for residents and push housing prices up. The diversity of housing stock across the network of places that make up the Region will also need to be increased as the resident population grows and to support ageing in place.

An action in the Stockman Project MOU is that Round Oak and Council will develop a Housing Accord to address issues around diversity and reusability of housing stock, appropriate investment and divestment approaches and minimising impact on existing stock, location and mix of housing. Consideration should be given to an expanded strategy that not only considers impacts of mine workers on housing availability and affordability, but also the MTB and other future activities that may increase demand for residential properties in the region.

The approach should also incorporate strategies to encourage the construction of homes that are site responsive and sustainable. This could include:

- actively gearing up local industry for construction
- expediting planning for new housing
- development of joint ownership models that shares risk
- rates incentives.

Action 5E: Implement initiatives to minimise conflicts between residents, visitors and economic activity and monitor impacts

It is important that residents will still be able to go about their day-to-day lives despite the influx of visitors (particularly weekends) and mining activity and it is also important to acknowledge the needs of existing residents who chose to live in the region because of its quietness and remoteness.

Specific initiatives should be identified with the community; however, some considerations are:

- the permitted uses in the State Forest (where the MTB will be located) such as deer hunting and grazing
- local resident shopping/errands on weekends (potential conflict of uses/needs with visitors)
- secure an agreement or funding for an enhanced road maintenance program to address the additional impact of heavy vehicles
- community safety programmes that consider the impact of mine operations
- address negative perceptions of the impact of additional trucks on the roads on both the communities that traffic passes through and tourist users of the road via:
 - codes of behaviour that truck contractors and drivers enter with Round Oak and Council
 - spacing of trucks to avoid convoys
 - identification of truck parking in towns for easy access to food outlets etc.

Part of this action should be monitoring the implementation of the required Social Impact Management Framework for the Stockman Project to ensure there are no unintended negative social impacts on existing communities.

4.2 Action triggers, project relationships and implementation mechanisms

The table below describes the key triggers and implementation mechanisms for each action. Specifically:

- Triggers and timing for each action. A trigger may be completion of another action/s or a milestone in a project. For example, MTB construction commencement.
- Relationships of actions to one another. For example, some actions inform others.
- Relationships of actions to projects.
- Mechanisms through which actions will be delivered. These include projects, Council directorates and project owners, including:
 - *Implementations of Actions in MoU*: Stockman Mine Project owners Round Oak and Council have entered into a Memorandum of Understanding aimed at maximising community benefits from the Stockman Mine and minimising unintended negative consequences.
 - *Land Use Planning*: Council's strategic and statutory land use planning.
 - *Place and Community Planning*: Council's process to develop long-term, place-based community plans.
 - *Place Management*: Council's process for place-based community and economic development.
 - *Economic Development and Tourism*: Council's directorate for local economic development.
 - *Omeo Mountain Bike Destination Manager*: The future MTB management body (arrangements under development).

Implementation Mechanism					
Implementation of MoU Actions (MoU)	Land Use Planning (LUP)	Place and Community Planning (PaCP)	Place Management (PM)	Economic Development and Tourism (Eco)	Omeo MTB Destination Manager (MTB)

Table 1 - Actions and triggers

Triggers for this action	How this action relates to existing projects					Implementation Mechanism					
Action 1A: Develop a future vision for the Omeo region						MoU	LUP	PaCP	PM	Eco	MTB
Commence immediately. Potential for Action 2A to be established prior to the visioning process commencing. The reference group/s could lead components of the visioning processes.	MTB Destination Project	Omeo Justice Precinct	(The visioning process will need to consider how these projects are part of Omeo’s future vision)					✓			
	Place and Community Planning	(Potential for this project to lead the visioning process)									
Action 1B: Develop an Omeo region brand and local economic development strategy						MoU	LUP	PaCP	PM	Eco	MTB
This action follows from Action 1A. The brand and economic development strategy will need to respond to the vision.	MTB Destination Project	(Brand and economic development strategy will need to incorporate the MTB)									
	Benambra Training & Transport Interchange	Livingstone Park Management Plan	Omeo Justice Precinct	Omeo Caravan Park	Omeo Service Centre	(the brand and economic development strategy should consider the future role of these assets)					✓

Triggers for this action	How this action relates to existing projects						Implementation Mechanism					
	<div>Regional Floodplain Strategy</div>	<div>Omeo Land Use Plan</div>	<div>NE CMA Our Catchment Our Communities</div>	(these projects will inform opportunities and constraints)								
	<div>Mount Hotham Resort Board</div>	(consideration for complementary activities/partnerships)										
Action 1C: Develop a strategic approach to recreation-based activities							MoU	LUP	PaCP	PM	Eco	MTB
Not required if Actions 1A and 1B are undertaken as this will be part of the brand and economic development strategy.	<div>MTB Destination Project</div>	<div>Livingstone Park Management Plan</div>	(Part of the range of recreation based activities)									
If Actions 1A and 1B are not undertaken, this action should commence following completion of the Omeo Land Use Plan and Action 4C.	<div>Omeo Caravan Park</div>	<div>Omeo Service Centre</div>	(potential role in supporting services/facilities for recreation based activities)									✓
	<div>Regional Floodplain Strategy</div>	<div>NE CMA Our Catchment Our Communities</div>	(these projects will inform opportunities and constraints)									
	<div>Place and Community Planning</div>	(can identify the activities important to the community)										
Action 2A: Establish a community reference group							MoU	LUP	PaCP	PM	Eco	MTB
No trigger. Important to commence immediately due to the number of projects/initiatives requiring community input.	<div>MTB Destination Project</div>	<div>Stockman Project</div>	<div>Livingstone Park Management Plan</div>	<div>Omeo Justice Precinct</div>	<div>Omeo Caravan Park</div>	<div>Omeo Service Centre</div>	<div>Local Incident Management Plan</div>					
	(the community reference group can inform these projects)									✓		
	<div>Place and Community Planning</div>	(the community reference group could be established through this project)										
Action 2B: Develop the community's leadership capacity							MoU	LUP	PaCP	PM	Eco	MTB

Triggers for this action	How this action relates to existing projects								Implementation Mechanism						
No specific trigger. However, the visioning process could be a key initiation point for building leadership capacity.	<div>Place and Community Planning</div> <div>NE CMA Our Catchment Our Communities</div> <div>(this project could work with the community to identify opportunities for developing leadership capacity)</div> <div>(this project is part of community leadership around environmental management)</div>												✓		
Action 3A: Establish a stakeholder coordination group									MoU	LUP	PaCP	PM	Eco	MTB	
No trigger. Should be established following adoption of this Action Plan.	<div>MTB Destination Project</div> <div>NE CMA Our Catchment Our Communities</div> <div>Stockman Project</div> <div>Local Incident Management Plan</div> <div>Livingstone Park Management Plan</div> <div>Omeo Justice Precinct</div> <div>Omeo Caravan Park</div> <div>Omeo Service Centre</div> <div>Regional Floodplain Strategy</div> <div>Omeo Land Use Plan</div> <div>(project owners of all these projects should be part of the stakeholder coordination group)</div>												✓		
Action 3B: Develop a plan for integrating and maximising the functionality of infrastructure									MoU	LUP	PaCP	PM	Eco	MTB	
Initiate following completion of the Omeo Land Use Plan and Action 4C.	<div>MTB Destination Project</div> <div>Stockman Project</div> <div>Benambra Training & Transport Interchange</div> <div>Livingstone Park Management Plan</div> <div>Omeo Justice Precinct</div> <div>Omeo Caravan Park</div> <div>Omeo Service Centre</div> <div>(all of these projects need to be considered and themselves consider how infrastructure is integrated)</div> <div>Regional Floodplain Strategy</div> <div>Place and Community Planning</div> <div>Omeo Land Use Plan</div> <div>NE CMA Our Catchment Our Communities</div> <div>Local Incident Management Plan</div> <div>(these projects identify opportunities and constraints for infrastructure planning and delivery)</div>									✓	✓				
Action 3C: Develop a model to increase the availability and diversity of visitor accommodation									MoU	LUP	PaCP	PM	Eco	MTB	
Potential to commence investigating models immediately. Extent of accommodation required will be informed by the MTB Business Case and Action 1B. The Omeo Land Use Plan and Action 4C will need to be completed to inform development opportunities, constraint and delivery mechanisms.	<div>Omeo Caravan Park</div> <div>Omeo Land Use Plan</div> <div>(this asset will be a key part of the network of accommodation options)</div> <div>(this project will inform where additional accommodation can be developed and potentially mechanisms to incentivise or expedite provision if required)</div>									✓				✓	
Action 3D: Establish formalised partnership/collaboration with surrounding areas.									MoU	LUP	PaCP	PM	Eco	MTB	

Triggers for this action	How this action relates to existing projects				Implementation Mechanism							
Following Action 1A. This action should inform Action 1B.	<div>Mount Hotham Resort Board</div>	(an important partnership for collaboration and cross-promotion and ensuring complementary rather than competing economies)								✓		
Action 3E: Establish a monitoring and data program to understand social, economic and environmental impacts and needs.						MoU	LUP	PaCP	PM	Eco	MTB	
Baseline data gathering should commence immediately. Action 4C will inform the baseline data. Ongoing data gathering through the MTB, Stockman Project, Action 2A, Action 3A)	<div>Regional Floodplain Strategy</div>	<div>Place and Community Planning</div>	<div>Omeo Land Use Plan</div>	<div>Local Incident Management Plan</div>	(these projects will provide required information/data)							
	<div>Stockman Project</div>	(Social impact monitoring is required as part of the Stockman Project Planning Approval)							✓			
	<div>MTB Destination Project</div>	(the MTB management body should provide required information/data as part of contractual obligations)										
Action 4A: Enable uptake of jobs by local community members						MoU	LUP	PaCP	PM	Eco	MTB	
Commence promoting future Stockman Project and MTB jobs immediately.	<div>MTB Destination Project</div>	<div>Stockman Project</div>	(Will bring new employment opportunities)									
Potential to undertake skills audit and skills development plan as part of Place and Community Planning.	<div>Omeo Justice Precinct</div>	<div>Omeo Caravan Park</div>	<div>Omeo Service Centre</div>	(Smaller projects will drive less jobs growth, but may still create new opportunities)							✓	
Work with Stockman Project and MTB when they are ready to recruit.	<div>Place and Community Planning</div>	(Skills audit process could be started through this project)										
Action 4B: Undertake a community entrepreneurship support program						MoU	LUP	PaCP	PM	Eco	MTB	
This action should be integrated with Action 4A.	<div>MTB Destination Project</div>	<div>Stockman Project</div>	(The Stockman Project and MTB projects will bring additional demand for services, hospitality, retail and commercial businesses)									
Could commence investigating models, training and education opportunities immediately.										✓		

Triggers for this action	How this action relates to existing projects					Implementation Mechanism						
Potential to work with the community to identify needs and opportunities through Place and Community Planning.	<div>Benambra Training & Transport Interchange</div>	<div>Livingstone Park Management Plan</div>	<div>Omeo Justice Precinct</div>	<div>Omeo Caravan Park</div>	<div>Omeo Service Centre</div>	(Some potential for community entrepreneurship through these projects)						
	<div>Place and Community Planning</div>	(This project can begin to shape what a community entrepreneurship program may look like and identify initial needs)										
Action 4C: Investigate the capacity of infrastructure and services to support economic growth and identify gaps							MoU	LUP	PaCP	PM	Eco	MTB
Baseline data collection should commence immediately to inform future projects and Actions 1C, 3B, 3C and 5D.	<div>Livingstone Park Management Plan</div>	<div>Regional Floodplain Strategy</div>	<div>Local Incident Management Plan</div>	(These projects influence the local stormwater and other environmental infrastructure, particularly in response to emergencies)			✓	✓				
	<div>Omeo Service Centre</div>	<div>Place and Community Planning</div>	<div>Omeo Land Use Plan</div>	(These projects investigate the utilisation, gaps and deficiencies in current community infrastructure and services)								
Action 4D: Ensure existing industries are able to maintain their access to labour							MoU	LUP	PaCP	PM	Eco	MTB
When the Stockman Project begins recruitment.	<div>MTB Destination Project</div>	<div>Stockman Project</div>	(These industries will create a significant shift in the labour force skills required in the area, and may retrain / reskill locals to fill these roles)								✓	
	<div>Place and Community Planning</div>	(Understanding the current demographics and employment in the region is important in planning for any changes)										
Action 5A: Undertake a local community needs assessment							MoU	LUP	PaCP	PM	Eco	MTB
No trigger. Commence immediately.	<div>Place and Community Planning</div>	(The community needs assessment can be undertaken through this project)							✓			
Action 5B: Attract people to relocate to the region to take up jobs							MoU	LUP	PaCP	PM	Eco	MTB
Once confirmation of the Stockman Project and MTB developments are confirmed.	<div>MTB Destination Project</div>	<div>Stockman Project</div>	(These two projects have significant impact on the supply of jobs in the region, and have a skills disparity with the current labour force)				✓				✓	

Triggers for this action	How this action relates to existing projects		Implementation Mechanism					
Action 5C: Implement initiatives to integrate existing and new community members			MoU	LUP	PaCP	PM	Eco	MTB
Once Stockman Project management relocate to Omeo.	MTB Destination Project	Stockman Project	Stockman Project Omeo Mountain Bike Destination Project (These two projects will bring an influx of new community members)					
	Place and Community Planning	(Potential for this project to help identify potential conflicts and co-design solutions with the community)		✓			✓	
	NE CMA Our Catchment Our Communities	(Can build connection to place and bring existing and new community members together for a common purpose)						
Action 5D: Develop a strategy to ensure appropriate, affordable housing for residents			MoU	LUP	PaCP	PM	Eco	MTB
Investigation of models could commence immediately. Completion of the Omeo Land Use Plan will be required to inform housing locations and implementation mechanisms. This action should be informed by Action 5A and integrated with Action 3C.	Omeo Land Use Plan	(this project will inform where additional housing can be developed and potentially mechanisms to incentivise or expedite provision if required)		✓	✓			
	MTB Destination Project	Stockman Project	Stockman Project Omeo Mountain Bike Destination Project (Through both tourism and temporary / permanent worker influx, these projects will have the most significant impact on housing demand)					
Action 5E: Implement initiatives to minimise conflicts between residents, visitors and economic activity and monitor impacts			MoU	LUP	PaCP	PM	Eco	MTB
Any of the following individual triggers: - resident population influx - commencement of mine construction - commencement of MTB construction	Stockman Project	(This project will bring an influx of permanent and temporary visitors. An action in the Stockman Project MOU is the implementation of the Social Impact Management Framework to ensure that there are no unintended negative social impacts on existing communities)					✓	
	MTB Destination Project	(This project will drive an increase in visitors into the region)						

Triggers for this action	How this action relates to existing projects	Implementation Mechanism					
	<div>Livingstone Park Management Plan</div> <p>(Balancing the needs of MTB users and residents will need to be managed)</p>						
	<div>Place and Community Planning</div> <p>(Potential for this project to help identify potential conflicts and co-design solutions with the community)</p>						

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4.3 Triggers and sequencing – visual representation

The figure below visually represents the sequencing of actions based on the triggers and relationships between actions described in Table 1.

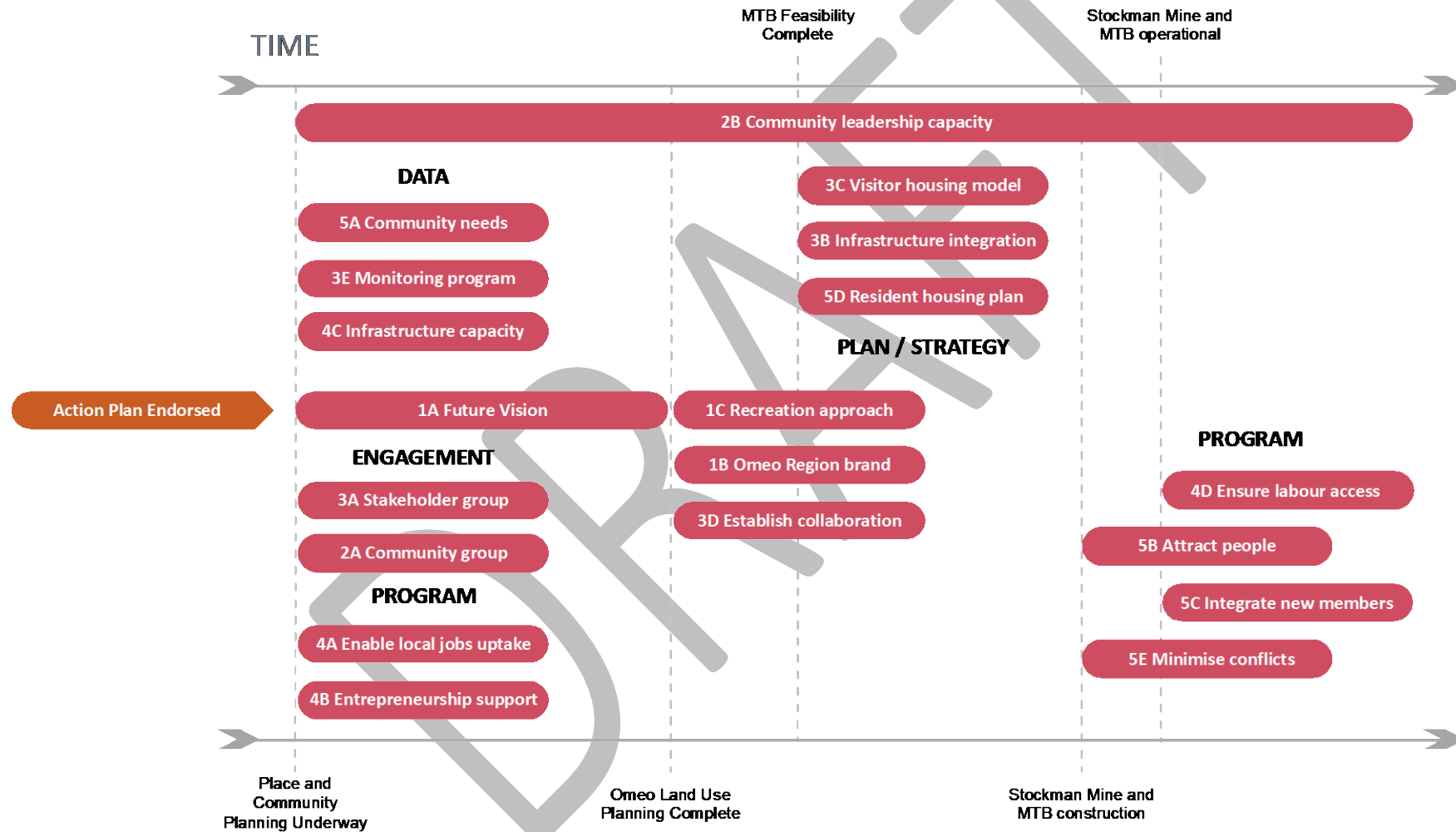


Figure 2 - Action sequencing