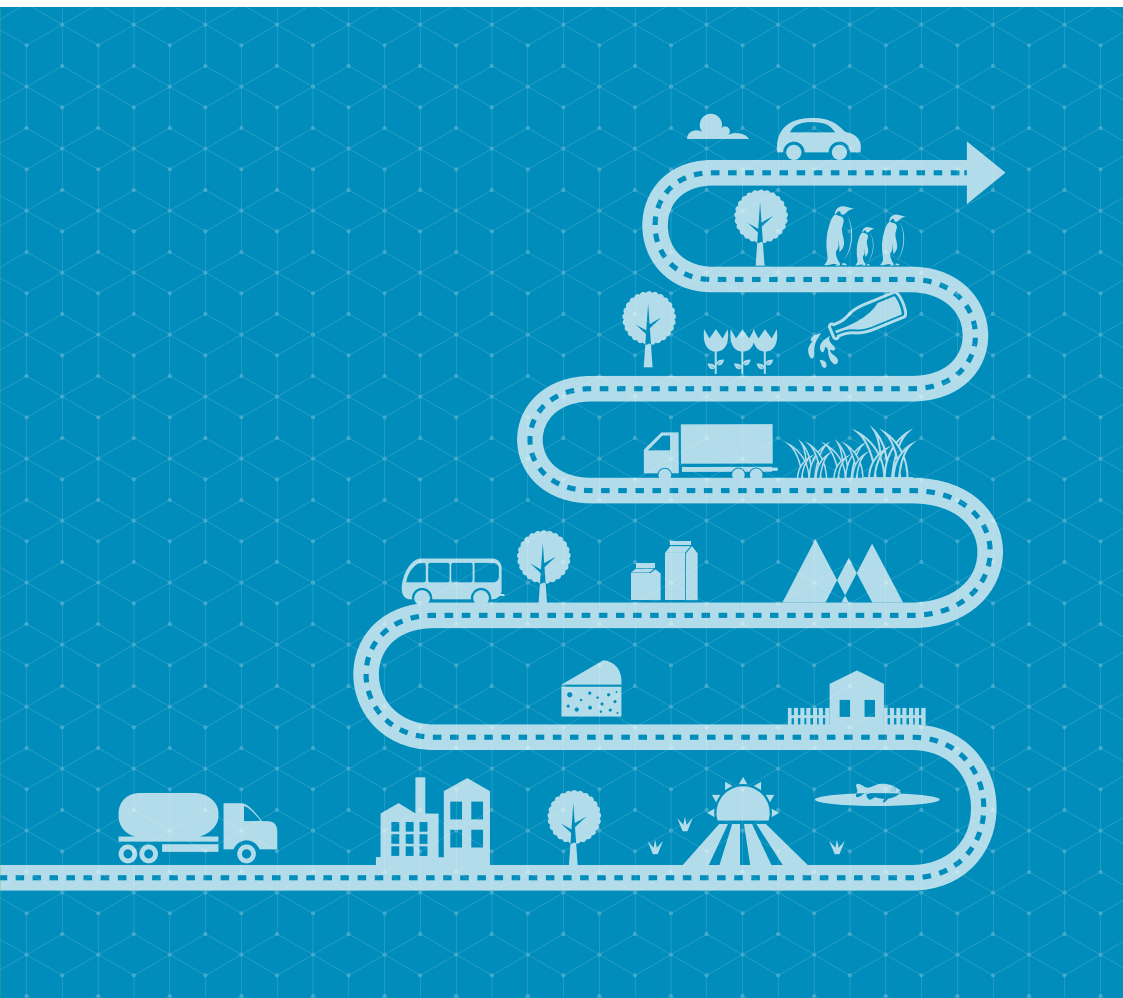


COMMITTEE FOR GIPPSLAND STRATEGIC PLAN 2015 – 2017



December, 2014

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FORWORD

2011 Strategic Plan

“The Committee for Gippsland was launched in April 2011 and in August 2011 consulted with its members to prepare the (inaugural) Strategic Plan. Issues of a more local nature included food and agribusiness in the South Gippsland consultation, the importance of local procurement in West Gippsland, the energy sector and business development in Latrobe, and tourism and planning issues at East Gippsland. Overall themes included a strong focus on roads and infrastructure improvement throughout the region.”

As a member driven organisation, Committee for Gippsland members drove the direction and content of the original 16 priorities that were released in October as the 2011 Committee for Gippsland Strategic Plan. The Strategic Plan had a three year timeframe, and was to be reviewed in 2014.

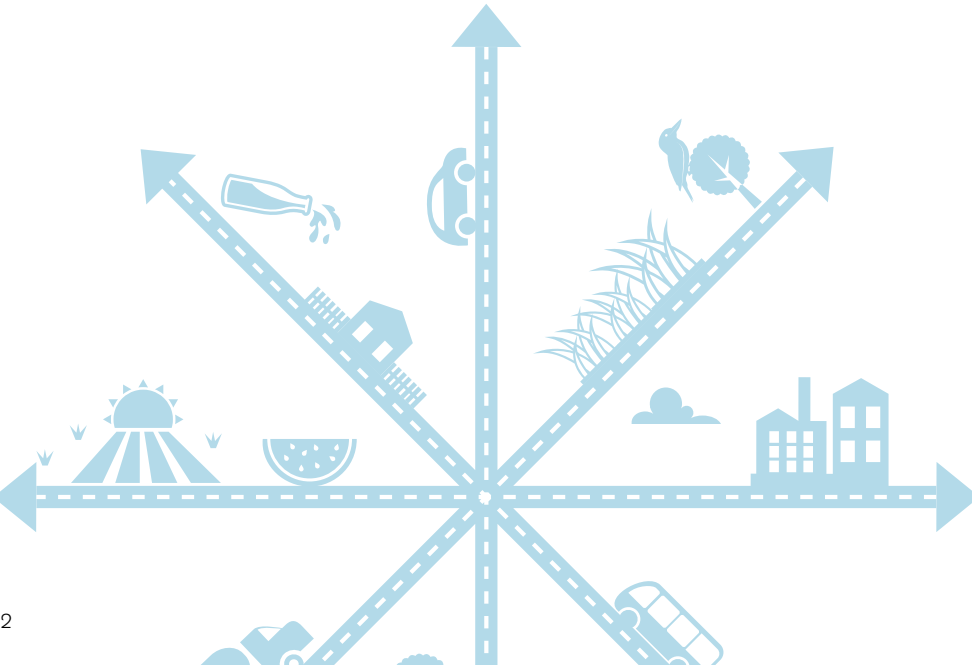
In December 2012, the Board of the Committee for Gippsland decided to retain the original set of priorities, but focus on a fewer number of core priorities that were determined to have the best chance of gaining funding commitment. These were:

- > A new hospital for West Gippsland
- > The roads and freight priorities as articulated through the Gippsland Freight Infrastructure Master Plan.
- > Phillip Island Nature Park Infrastructure Master Plan.
- > National Surf Life Saving Championships for Lakes Entrance.

The recruitment and retention of members of the Committee for Gippsland was also determined to be a key strategic priority of the Committee for Gippsland, owing to the central importance of members to the credibility and sustainability of Committee for Gippsland.

Current strategic activity

2011 Strategy – Priority Area	Ongoing Activities from 2011 Strategy
Roads and Freight Infrastructure	Gippsland Freight Infrastructure Master Plan (GFIMP) The completion of this industry based assessment of key needs for roads and freight infrastructure has generated a list of priority projects to enhance the transport infrastructure of Gippsland. Projects already funded include: Sand Road/Longwarry Interchange; Overtaking lanes on Omeo Highway and Leongatha Heavy Vehicle Bypass. C4G has hosted a range of face to face meetings with ministers and shadow ministers, as well as furthering these aims through our policy and submissions work.
New West Gippsland Hospital	Advocacy for funding a business case for the new hospital on the preferred Greenfields site at Lardner’s Track. C4G has highlighted the need for a new hospital through its policy and submissions work including Plan Melbourne, face to face meetings with the Premier and Opposition Leader, Victorian Minister and Shadow Minister for Health, Federal Shadow Health Minister, and other key government decision makers.
Investing in Gippsland and its Brand	Undertaking the Gippsland Investment Prospectus project, delivering materials, a website, and a database of contacted businesses to see Gippsland as a preferred location for future business expansion and relocation.
Investing in Gippsland Tourism and Brand	Active promotion of the Phillip Island Nature Park Summerlands Peninsula Infrastructure Master Plan to State and Federal governments as a critical launching pad for further growth at Phillip Island and into mainland Gippsland tourism businesses.



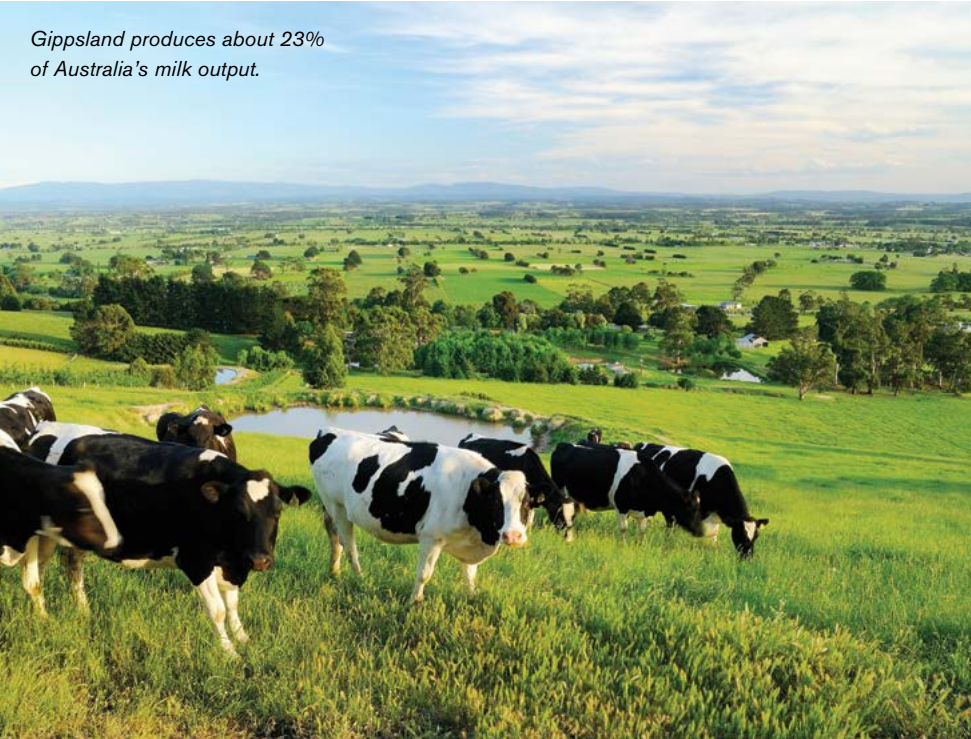
I. VISION AND MISSION

The Committee for Gippsland’s aim is to help make Gippsland a premier destination in Australia to live, work, invest and play.

With nearly 90 member organisations, the Committee for Gippsland represents all areas of Gippsland, from sole trader businesses to ASX listed companies, with sector representation that includes retail, education, energy, manufacturing, food processing and agribusiness, tourism, transport, professional services, construction, government and community enterprises and organisations.

Our aspirations include a Gippsland that:

- > Has a broadly based, visionary leadership
- > Has a common sense of purpose
- > Attracts talent and fosters creativity
- > Offers a vibrant future for young people
- > Has a dynamic and sustainable economy and environment
- > Has a diverse, connected, committed and engaged population



Gippsland produces about 23% of Australia’s milk output.

Our Vision is for Gippsland to be a prosperous region engaged in a global economy. Our guiding principles include:

- > Our members drive the agenda and momentum for our initiatives
- > Our Board and Executive has and will maintain the necessary credibility for the Committee to be recognised as a respected advocate for Gippsland
- > We develop and nurture partnerships between industry and business, government, non-government organisations and the community
- > We are apolitical and are receptive to alternative opinions and proposals
- > We do not act as an advocate for the pecuniary interests of individual members

Our Mission is to foster, facilitate and encourage a Gippsland region that invites and develops participation and innovation, business investment, industry development and vibrant communities.

Our Purpose is to be a business-led advocacy group that engages business and key stakeholders in positive decision-making for the sustainable future of Gippsland, contributing to a strong and vibrant Victoria and Australia.

We achieve this by seeking input and feedback from our member organisations, and where appropriate, the wider Gippsland community to combine reflective views and informed research in the drafting and presentation of policy work.

Our aim is to positively influence government priorities for Gippsland.

We proactively engage with members of state and federal parliaments, inviting them to meet with the Committee for Gippsland and our members and stakeholders to ensure Gippsland's business and industry sectors are engaged and informed.



2. EXECUTIVE SUMMARY

2.1 C4G Snapshot

The Committee for Gippsland was launched in April 2011, and in August 2011 consulted with its members to prepare a Strategic Plan. Member roundtable sessions were held in Traralgon, Warragul, Korumburra and Bairnsdale, to gauge members' views on the significant challenges and opportunities for Gippsland, which was articulated through to priorities and projects for advocacy. Some themes were more particular to specific areas of Gippsland – for example, planning policy and tourism were prevalent in East Gippsland, and food and agribusiness were prominent in South Gippsland. Other themes were remarkably consistent at all consultations; for example roads and transport.

2.2 What C4G has achieved

In the three years since the launch of the Committee for Gippsland's Strategic Plan, a number of priorities have been funded.

These include projects highlighted in the Gippsland Freight Infrastructure Master Plan. This Plan was launched in February 2014, and has already achieved State and Commonwealth funding for projects identified: the Sand Road/Longwarry Interchange, overtaking lanes on the Omeo Highway in East Gippsland, and the Leongatha Heavy Vehicle Bypass. While no funding commitment has yet been made, a new hospital for West Gippsland is a top priority for local state and federal MPs and candidates; is now a priority for the Baw Baw Shire; and has been identified as a priority through One Gippsland.

The Committee for Gippsland remains absolutely committed to achieving a business case and eventually a new hospital at the Greenfield site. In the lead up to the 2014 State Election, both the Coalition and Labor made commitments towards the West Gippsland Hospital.

True to the ambition to attract additional government and commercial investment in its 2011 Strategic Plan, the Committee for Gippsland is currently auspicing the Gippsland Investment Prospectus. A \$400,000 flagship project of Regional Development Victoria, the prospectus aims to market Gippsland as a destination to invest in. A database of over 2,000 businesses Australia wide has been prepared, and direct contact is being made with those businesses, a suite of industry fact sheets has been developed and special events and other efforts to market the region's investability have been undertaken.



2.3 Member's Views on the Opportunities and Challenges for Gippsland

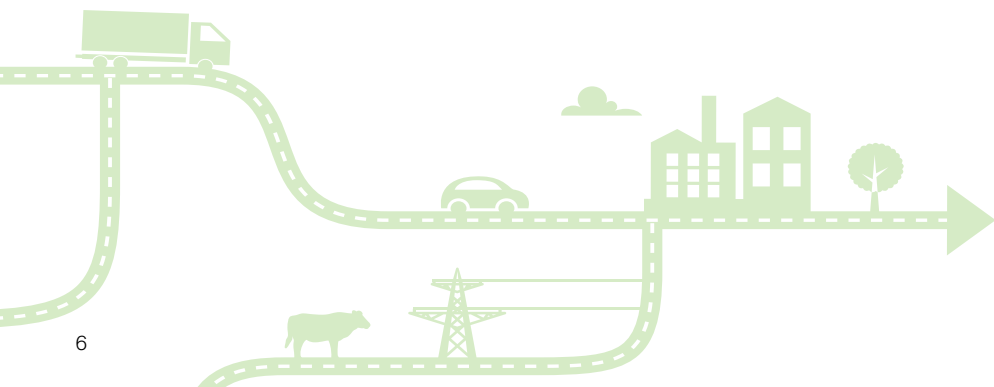
Opportunities:

- > Abundant resources
- > Food & agriculture comparative advantage
- > Good proximity to market – 'Food to Asia'
- > Value-adding manufacturing focus
- > Positive 'Brand Gippsland'
- > Federation University & Federation Training start-up
- > Renowned natural attractions and proximity to Melbourne/Canberra/Sydney corridors enhance business attraction appeal
- > Affordable industrial land and skilled workforce
- > Aged care and health care jobs and training
- > Population growth in western areas
- > Victoria's stationary energy provider region

Challenges:

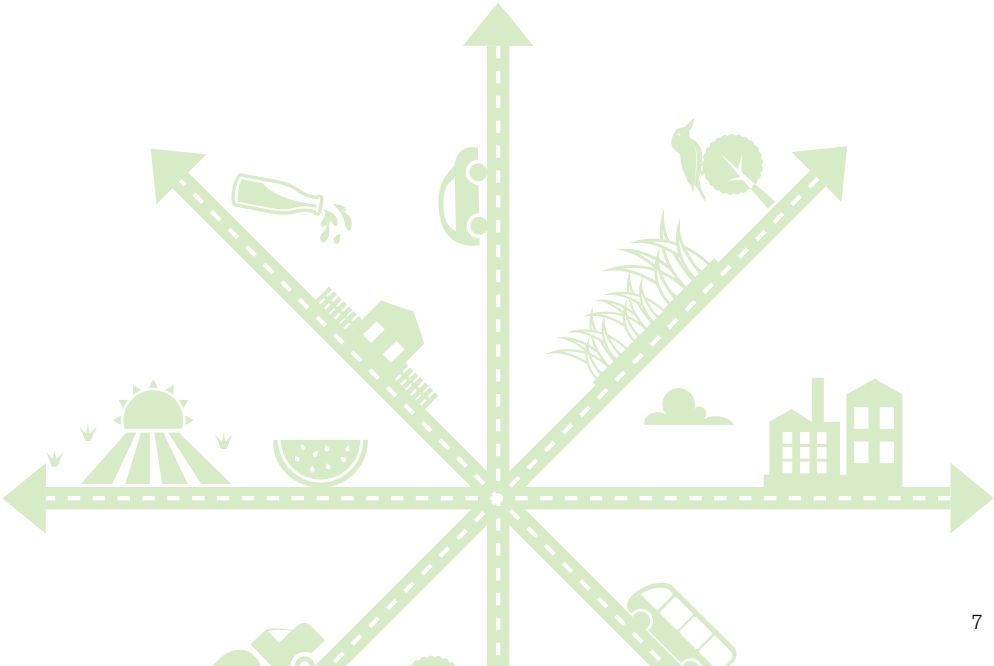
- > Improving roads and infrastructure
- > Enhancing ICT connectivity across Gippsland
- > Raising skills for workforce and education for all
- > Addressing utilisation of resources
- > Coordinating planning issues across local government
- > Raising awareness of Gippsland Brand
- > Increasing health and well-being of Gippslanders
- > Projected future energy costs and costs of doing business

These themes came through most prominently at the 2014 member consultation sessions across Gippsland.



2.4 The Strategy for 2015 to 2017

Timeframe	Priority Area	Project / Activity
New Strategic Plan Priorities 2015 – 17:	Health in Gippsland	<ul style="list-style-type: none"> > Continue to advocate for funding for a business case and new hospital for West Gippsland
	Freight and Infrastructure	<ul style="list-style-type: none"> > Promoting the next priorities of road and freight infrastructure projects identified within the GFIMP
	Business Attraction and Brand Development	<ul style="list-style-type: none"> > Pursuing active engagement of the Gippsland Investment Prospectus and its database to inform and attract business and jobs to Gippsland > Actively pursuing government agency decentralisation options for Gippsland > Promoting the Gippsland Brand > Advocating for measures to reduce costs of doing business in Gippsland – especially projected future energy costs
	Education and Training	<ul style="list-style-type: none"> > Working with Federation University and Federation Training to develop a University business park for Gippsland; and applied research programs with Gippsland Industry > Advocating with Federation and other providers to develop skills upgrade programmes for Gippsland workforce especially in health and well-being fields



2.5 Advocacy Policy Directions for the Long Term

Timeframe	Priority Area	Project/Activity
Strategic Advocacy for Long Term Priorities:	Health and Well Being	<ul style="list-style-type: none"> > West Gippsland Hospital business case and build
	Roads and Freight infrastructure	<ul style="list-style-type: none"> > GFIMP long term priorities and major projects > Third Airport in South East Melbourne > Port access for Gippsland products via the Port of Hasting development
	Agriculture and Food Production	<ul style="list-style-type: none"> > MID 2030 Irrigation Project > Further investment in food and Ag sector
	Tourism and Gippsland Brand Promotion	<ul style="list-style-type: none"> > Surf Lifesaving Championships for Lakes Entrance > Build on Gippsland Brand recognition – especially food, wine, tourism and residential lifestyle
	Connectivity	<ul style="list-style-type: none"> > Improvements in ICT connection and efficiency addressing 'Black Spots', Enhanced public transport for connecting communities
	Resources	<ul style="list-style-type: none"> > Energy and natural resource allocation to optimise employment and economic outcomes



3. ABOUT THE COMMITTEE FOR GIPPSLAND

The Committee for Gippsland was launched in 2011 as an independent, not-for-profit organisation. We are the peak body representing business and industry in Gippsland. Starting with an initial base of around 10 members, the Committee for Gippsland now represents a broad base of nearly 100 member organisations, from a wide range of sectors, businesses, statutory authorities, higher education providers, community enterprises and not-for-profit organisations.

As well as providing a voice for business and industry in Gippsland to help develop a more prosperous and sustainable future for the region, the Committee for Gippsland also seeks to work closely with other peak organisations in Gippsland. Regional Development Australia Gippsland and Regional Development Victoria are key stakeholders for the Committee for Gippsland and we have worked collaboratively together on several projects, including the Gippsland Freight Infrastructure Master Plan, and the Gippsland Investment Prospectus. RDA Gippsland has also invited the Committee for Gippsland's input on its Gippsland Food Plan steering committee and now implementation committee. The Committee for Gippsland aims to develop and maintain a strong relationship with the six local government organisations independently – and collectively through the Gippsland Local Government Network.

Together, the RDA Gippsland Committee, the GLGN and the Committee for Gippsland have formed a successful consortium in One Gippsland.



Based on the ten priorities of the Gippsland Regional Plan, One Gippsland aims to secure government funding and including commitment for projects like:

- > The full duplication of the Princes Highway from Traralgon to Sale
- > Macalister Irrigation District 2030 Modernisation Plan
- > Securing Flight Pilot Training School 5428 to East Sale RAAF base
- > Education project priorities including the Port of Sale Education Precinct
- > Phillip Island Nature Park Infrastructure Master Plan
- > Development of port access and rail linkages for our current and future export products
- > East West Link and North East Link developments for more efficient freight access to markets from Gippsland

This collaboration between business and industry, local government and regional development in Gippsland has already proved successful, with the Stage 2a redevelopment of Latrobe Regional Hospital being fully committed to in 2014, after featuring as an inaugural priority of One Gippsland since 2012. There has been very positive feedback at both a state and commonwealth government level that the One Gippsland model can achieve funding outcomes.



3.1 Committee for Gippsland Board

The credibility and collective skills provided by the Board of the Committee for Gippsland has been instrumental to the organisation's success over the past three years. Led by Committee for Gippsland Chairman Harry Rijs, the Board encompasses an essential mix of governance and directorship skills, geographic and industry sector breadth and balance, and a genuine passion for the Gippsland region.

The Board of the Committee for Gippsland is:

- > Harry Rijs (Chairman), Patties Foods Limited – *Bairnsdale*
- > Jon McNaught (Deputy Chairman), GHD – *Morwell*
- > David Lowe (Board Treasurer), Business Insight Group – *Drouin*
- > Toni Wakefield, Safetech Tieman Solutions – *Moe*
- > Rowan Dowland, bankmecu – *Latrobe Valley*
- > Robert Radford, Radfords Meats – *Warragul*
- > Rohan Hubbard, Warren Graham Murphy – *Bairnsdale*
- > Dr Harry Ballis, Federation University – *Churchill*
- > Lynda Bertoli, Sage Technology – *Morwell*

Dr Peter Whitley, Grant Crothers and Manny Gelagotis also served on the Board until recently, and their contribution to the Committee for Gippsland is gratefully acknowledged.

The industry sectors represented by the Committee for Gippsland Board include:

- > Manufacturing
- > Food processing and agribusiness
- > Mining and Energy
- > Small Business
- > Finance and banking
- > Legal and professional services
- > Higher Education
- > Small-Medium Enterprises – SMEs



3.2 Members

Members are crucial to the success of the Committee for Gippsland, and without them the organisation wouldn't exist. The Committee for Gippsland has a membership of nearly 100 members, an increase of around 90 in three and a half years. Higher education providers including Federation University Australia and Federation Training provide a crucial link between university and TAFE providers in the region and employers. The Committee for Gippsland works closely with a range of community organisation members, including the Committee for Moe, Advance Morwell, East Gippsland Marketing, Trafalgar Chamber of Commerce, and Warragul Business Group. This helps to ensure the Committee for Gippsland is representative and reflective of a diverse range of businesses and community sectors in the region.

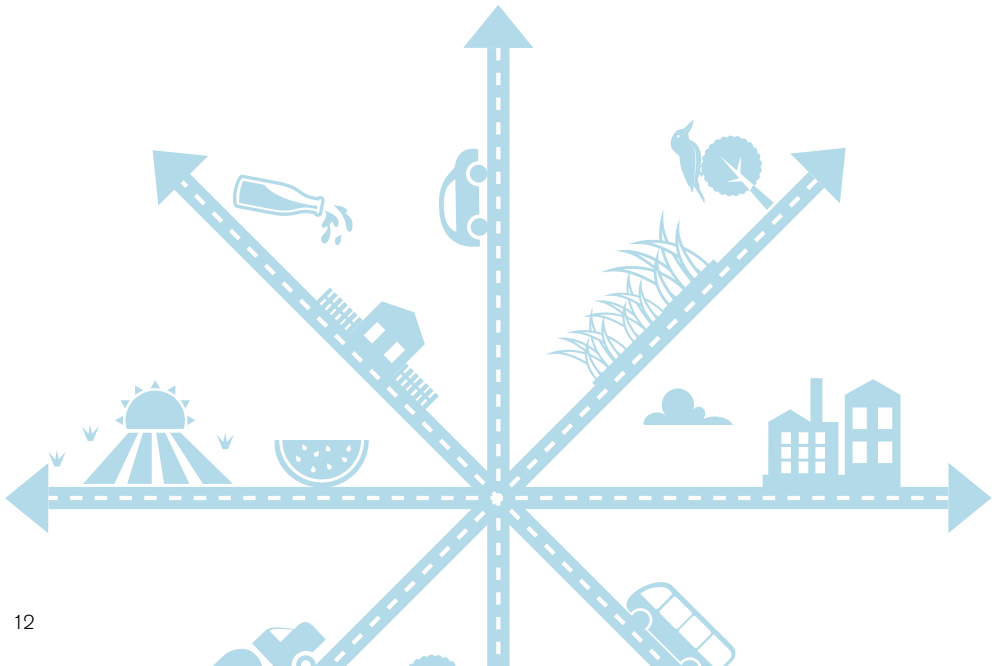
The Committee for Gippsland gratefully receives a significant level of support from its four Foundation Partners. These members make a substantial contribution to the Committee for Gippsland in recognition of their commitment to developing a more sustainable and prosperous future for the region. The Foundation Partners are:

- > **bankmecu** –
www.bankmecu.com.au
- > **Esso Australia** –
www.exxonmobil.com.au/Australia-English/PA/default.aspx
- > **Federation University** –
www.federation.edu.au
- > **Patties Foods Limited** –
www.patties.com.au

bankmecu
responsible banking



Federation
UNIVERSITY-AUSTRALIA



3.3 Gippsland Community Leadership Program

The Gippsland Community Leadership Program is one of Australia's longest running, and most prestigious regional community leadership programs. Established in 1996, GCLP has an alumni of around 475 GCLP Fellows or graduates of the program. In November 2011, the Committee for Gippsland took on the auspicing of GCLP. The Committee for Gippsland sees this role as an important partnership between the Committee for Gippsland and the Gippsland community in identifying, fostering and developing leadership capacity in the region.

Each year, there is an intake of around 25 participants, who have been carefully selected through an application and interview process. Participants vary in age, geographic location within the region and employment sector, but all have a consistent attribute of contributing to the Gippsland region in a leadership capacity.

GCLP is funded separately to the Committee for Gippsland, and receives crucial financial sponsorship from government and non-government entities in the region, including the six Gippsland shires. In addition, from

2011, the Victorian Government has provided financial support to the eight regional community leadership programs in Victoria, including GCLP. That support is delivered through the Regional Growth Fund, and the Committee for Gippsland is delighted that both the Coalition and the Labor Party have made bi-partisan commitments to provided re-current funding for the Victorian Regional Community Leadership Programs, including GCLP, for a further four years beyond 2015, when the current round of funding is due to expire.

GCLP delivers 19 program days each year from February to November, including three, two day residentials. The Lead Facilitator is Libby Thompson, a qualified psychologist and experienced officer in the Australian Army. Barry Rogers has been with the Committee for Gippsland since 2013 as Co-Facilitator and Program Manager of the Gippsland Community Leadership Program. Both Libby and Barry are themselves graduates of GCLP.



4. STATE OF THE REGION

Gippsland has developed its natural assets to become a broad-based economy and a resource-rich region. The electricity, oil and natural gas, water and food resources from Gippsland contribute significantly to the Victorian and national economies. With just over 260,000 people, Gippsland is a productive and high-value region with a skilled and available workforce. By population, Gippsland is the ninth largest market and the tenth largest economy in Australia. The region’s critical mass is a competitive advantage.

Gippsland is internationally renowned for its eco-tourism destinations. It is home to the largest inland lake system in the Southern Hemisphere, and to Wilson’s Promontory, Mount Baw Baw, Tarra Bulga, Croajingalong and Morwell National Parks, and the Phillip Island Nature Park. The Committee for Gippsland recognises the integral role these iconic destinations play to Gippsland’s economy and cultural identity, and the importance of their long-term sustainability.

One of Gippsland’s competitive advantages as a region is its close proximity to Melbourne, just over an hour’s drive from Baw Baw Shire. Gippsland produces around:

60%
of Melbourne’s water



23%
of Australia’s milk output



26%
of Victoria’s beef production



90%
of Victoria’s electricity



97%
of Victoria’s natural gas



These contributions support a broad-based industry range that includes:

- > **Agriculture**
- > **Forestry**
- > **Dairy and pastoral industries**
- > **Fishing**
- > **Coal mining**
- > **Oil and gas extraction and processing**
- > **Manufacturing**
- > **Construction**

Based on the last census conducted by the Australian Bureau of Statistics, Gippsland's population is spread through the following Shires:

- > **Latrobe City: 73,800**
- > **Baw Baw Shire: 45,200**
- > **East Gippsland Shire: 43,400**
- > **Wellington Shire: 42,300**
- > **Bass Coast: 31,000**
- > **South Gippsland: 27,900**

Gippsland has a strong community and regional spirit. Part of this can be quantified by the level of volunteerism as recorded by the last census, with many Gippsland towns recording well above the Australian national average of 19% of volunteers in the community. Some of the towns that recorded well above the 19% national average included Mallacoota, Foster, Mirboo North, Toora, Briarolong, Wy Yung, Loch, Neerim South, and Metung.

Gippsland has a changing population demographic and a diversifying economy. These offer emerging economic advantages for the region in financial services, succession planning, health care, aged care and lifestyle. The population changes will mean that the region can take advantage of opportunities in school and recreation, job opportunities, affordable housing, business and health and community wellbeing. Across the last two Australian censuses, there was job growth in 17 of the 19 sectors of the Gippsland economy. This included: healthcare and social assistance, construction, accommodation and food, public administration, education and training, scientific and technology, transport, professional services, mining, manufacturing, wholesale trade, arts and recreation, real estate and retail trade.



5. 2011 STRATEGIC REVIEW

5.1 2014 Member Consultation

The 2014 member consultations undertaken by the Committee involved a survey of all members and round-table sessions held across Gippsland to again ensure that members had every opportunity to provide input to the review of the Committee's strategic direction.

The consultation process provided input on: priority areas for governments to enhance business and consumer investment; priority areas for government investment; Local Government function priorities; Expectations for Gippsland's economic performance; Major challenges and opportunities for Gippsland; Ideas for encouraging business growth; Determinants for procurement of inputs from within Gippsland; and Key priorities for C4G activity now and in future.

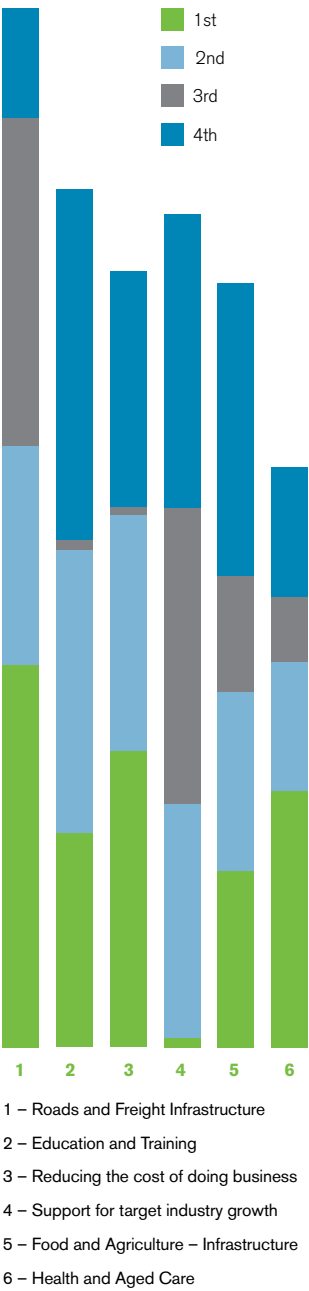
5.2 Challenges for the Region

The key challenges identified as common threads from the range of consultation sessions can be listed as follows:

- > Improving access to markets – road and freight infrastructure; access to ports and export terminals; improved connections for rail to avoid metro line congestion.
- > Addressing the projected future cost of energy to business – gas and electricity; including availability issue.
- > Addressing the cost of doing business in Gippsland – advocating to reduce red tape and duplication of requirements.
- > Improving connectivity – advocating to address IT and Telecommunications black spots; enhancing public transport linkages; growing community connectivity.
- > Raising the skills of the workforce and enhancing education provision and participation for the community through education and training developments in Gippsland. Working with Federation University, Federation Training and other providers to lift and retain course offerings, tailored skills programs and applied research and business park development to increase industry engagement and employment relevance.
- > Increasing the awareness of the natural attractions and comparative advantages of Gippsland as a destination for living, working and investing. Promoting the Gippsland Brand, for tourism, food, wine, business investment and residential pursuits. Promoting the need for additional tourism and event accommodation facilities.

- > Addressing the utilisation of Gippsland's wealth of natural resources – Water, Coal, Gas, Soils, Minerals & Ores, Timber and Fish. Ensuring that social licence is maintained within Gippsland for the sustainable utilisation of these valuable resources to optimise jobs and economic activity in Gippsland.
- > Increasing the Health and Well-being of Gippslanders – through ensuring acute care facilities are developed to meet community needs, whilst working to reduce the requirements for acute care through community health and well being programs across Gippsland. Recognise the increased needs of the ageing population of Gippsland to ensure infrastructure and services are developed.
- > Coordinating planning issues across Local Government of Gippsland to facilitate orderly, appropriate development projects in a timely and cost effective manner –enhancing the relative affordability of Gippsland for existing and new residents and businesses.

C4G Member Priorities



5.3 Identifying Future Opportunities

The key opportunities emerging as common threads from the range of consultation sessions can be listed as follows:

- > Abundance of natural resources to utilise in promoting economic growth and employment – abundant reliable water; fertile soils; beneficial climate; coal reserves; gas reserves; timber; fish.
- > Comparative advantage of Gippsland for agricultural and food production – but also mitigate the impact of climate change on Gippsland in comparison to other food bowl areas.
- > Existence of a strong value adding manufacturing base across Gippsland, including iconic businesses delivering value added products from the primary products of Gippsland including Murray Goulburn, Lion, Burra Foods, Patties and the energy sector. Aiding in opening the way for new value adding manufacturing industries to see Gippsland as a preferred location for growth and migration.
- > The Committee for Gippsland recognises the competitive advantage to the region that its brown coal resource and stationary energy sector presents. Employing thousands of Gippslanders and contributing significantly to the region's economy, the long-term sustainability of the industry is crucial. Ensuring that there is clear planning, policy and investor certainty through the transition to a low carbon economy is an essential requirement for the stationary energy sector in Gippsland. There is the opportunity to pursue coal related products developed in Gippsland.
- > Close proximity and good access to Melbourne ensures that the natural attractions, climate and lifestyle benefits of Gippsland are catalysts for business migration, business investment and residential relocation into Gippsland from metropolitan Melbourne and elsewhere.
- > Business migration opportunities for firms as metropolitan Melbourne expands to the South-East. Horticulture businesses in particular see Gippsland as a preferred destination for migration.
- > The Gippsland Brand is already a positive for food, tourism and lifestyle – providing a good base for promotion of the region to potential migrating businesses and residents.
- > The strongly growing population at the western end of Gippsland and within tourism/retirement destinations provides opportunities for business growth and further employment and development within service industries to the young family sector and in the health and aged care services sector. Population growth is a critical driver of the construction industry – one of Gippsland's key economic contributors.
- > The recent creation of Federation University and Federation Training provides significant opportunities for Gippsland to capitalise upon a truly regional university presence for the first time. The aspirations for a business park and industry research development arrangements planned for by Federation University should create strong opportunities to facilitate and stimulate new economic development and employment options in Gippsland.

6. IMPLEMENTATION

A strategic plan is only as good as its implementation, measurement and review. The executive will develop an annual corporate plan to identify the operational steps for the year towards achieving the priorities within the strategic plan. The Board of the Committee of Gippsland will review and adopt the corporate plan and measure the outcomes of the organisation against its strategic priorities.



7. ADVOCACY POLICY DIRECTIONS FOR THE LONG TERM FUTURE

To ensure it is actively engaged with its members, the Committee for Gippsland needs to keep up to date with the current environment of Gippsland as it progresses through the three year term of this new strategic plan. The Board will continue to develop policy positions on key strategic areas and advocate for the region accordingly. Future policy directions that were identified by the member and board consultation processes have been prioritised into the table included below.

Timeframe	Priority Area	Project/Activity
Strategic Advocacy Policy Directions for the Long Term Future	Health and Well Being	<ul style="list-style-type: none"> > New West Gippsland Hospital Build. > Business case for a new hospital in West Gippsland.
	Roads and Freight Infrastructure	<ul style="list-style-type: none"> > Advocate for funding for longer term larger projects prioritised within the GFIMP. > Advocate for the third Major Airport to be located to South-East of Melbourne – attracting high value freight and passengers into and out of Gippsland. > Advocate for port access for Gippsland products through the Port of Hastings and local ports.
	Agriculture and Food Production	<ul style="list-style-type: none"> > Advocate for the funding of final stages of the Macalister Irrigation District 2030 irrigation upgrade project – delivering water efficiencies and substantial agricultural production increases in quantity and profitability. > Advocate for further investment in Gippsland's food and agriculture sector as a major source of future employment growth and export potential.
	Tourism and Gippsland Brand Promotion	<ul style="list-style-type: none"> > Advocate for the hosting of the National Surf Life Savings Championships in Lakes Entrance. > Build on 'Brand Gippsland' recognition, especially in relation to food, wine, tourism and residential lifestyle.
	Connectivity	<ul style="list-style-type: none"> > Advocate for improvements to ICT connection and efficiency across Gippsland including addressing mobile phone black spots and bandwidth/download speeds. > Advocate for enhanced public transport around Gippsland including more reliable and frequent services.
	Resources	<ul style="list-style-type: none"> > Advocate for energy and natural resource allocation to optimise employment generation from Gippsland's abundant resources. > Promote discussion of social licence with industry and communities.



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