



Energy,
Environment
and Climate Action



Koondrook & District Local Development Strategy

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Council.

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Acknowledgment of Country

We acknowledge the traditional custodians of the land on which we work and pay our respects to their Elders past and present.

Acknowledgements

We gratefully acknowledge the input and important contributions made by residents, businesses, community leaders and Government stakeholders who participated in the project, and gave their time, insights and views.

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01

Introduction

The Victorian Government is leading the Forestry Transition Program, which is being provided to 11 different communities across Victoria, including Koondrook.

The Program, which is being led by The Department of Energy, Environment and Climate Action (DEECA), includes the development of a Local Development Strategy (LDS) for Koondrook and District, which has been prepared by Urban Enterprise in partnership with DEECA, Gannawarra Shire Council and the Koondrook community.

Purpose of the Strategy

This Local Development Strategy aims to identify and prioritise community-led initiatives and projects that will help to facilitate local economic growth, strengthen economic resilience, and enhance liveability.

The Strategy aims to make Koondrook a better place to live, work, play and visit. The LDS will help to inform Council's decision making and funding priorities for economic and community development projects, and provide directions for growth and change in Koondrook over a 5-year period.

The broad objectives of this LDS include:

- Diversify industry in Koondrook.
- Encourage local economic resilience.
- Enhance job security and employment opportunities.
- Enhance liveability.
- Stimulate the economy through innovative and transformative projects.
- Encourage population retention, attraction and residential development.

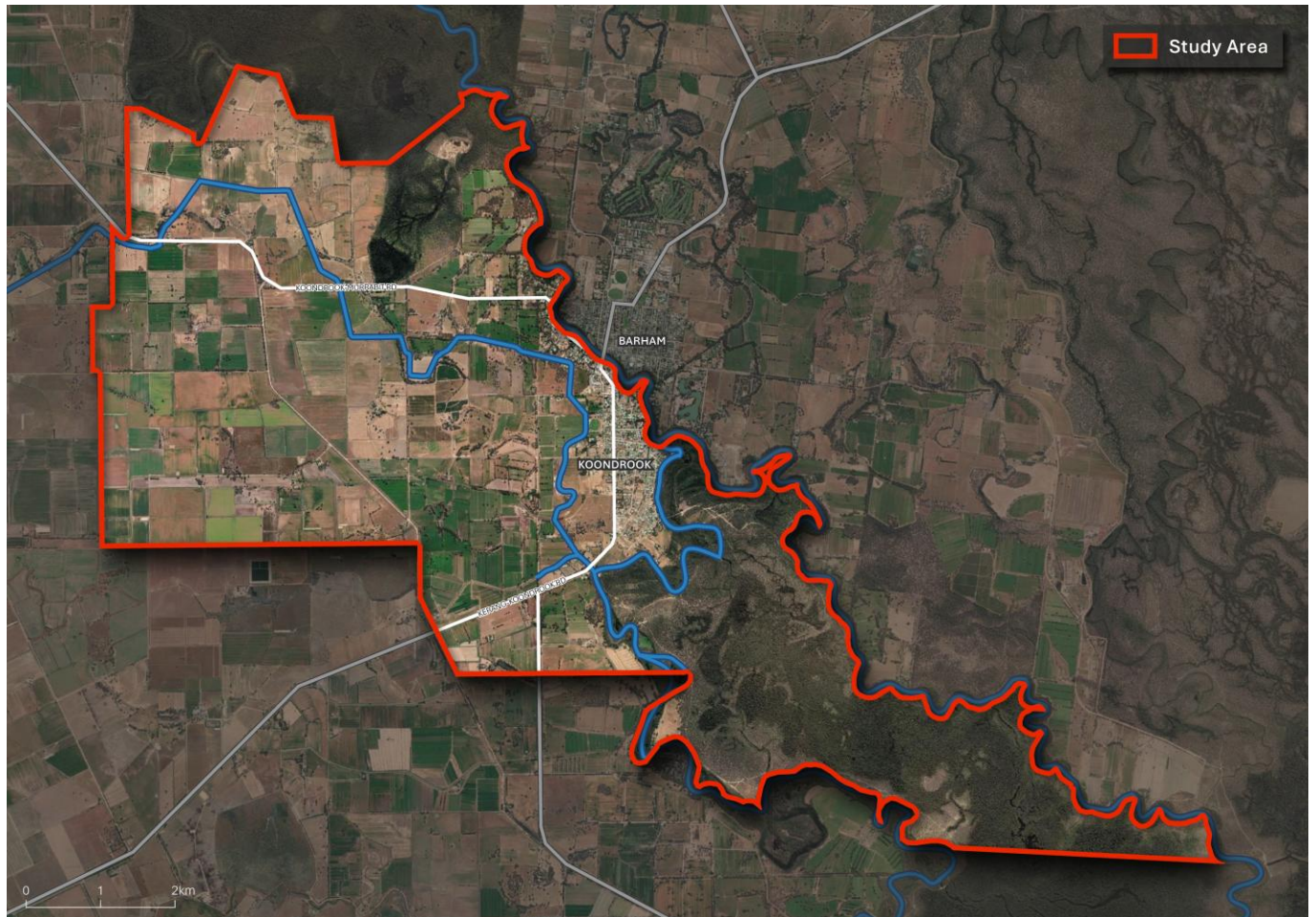


Figure 1. Study Area

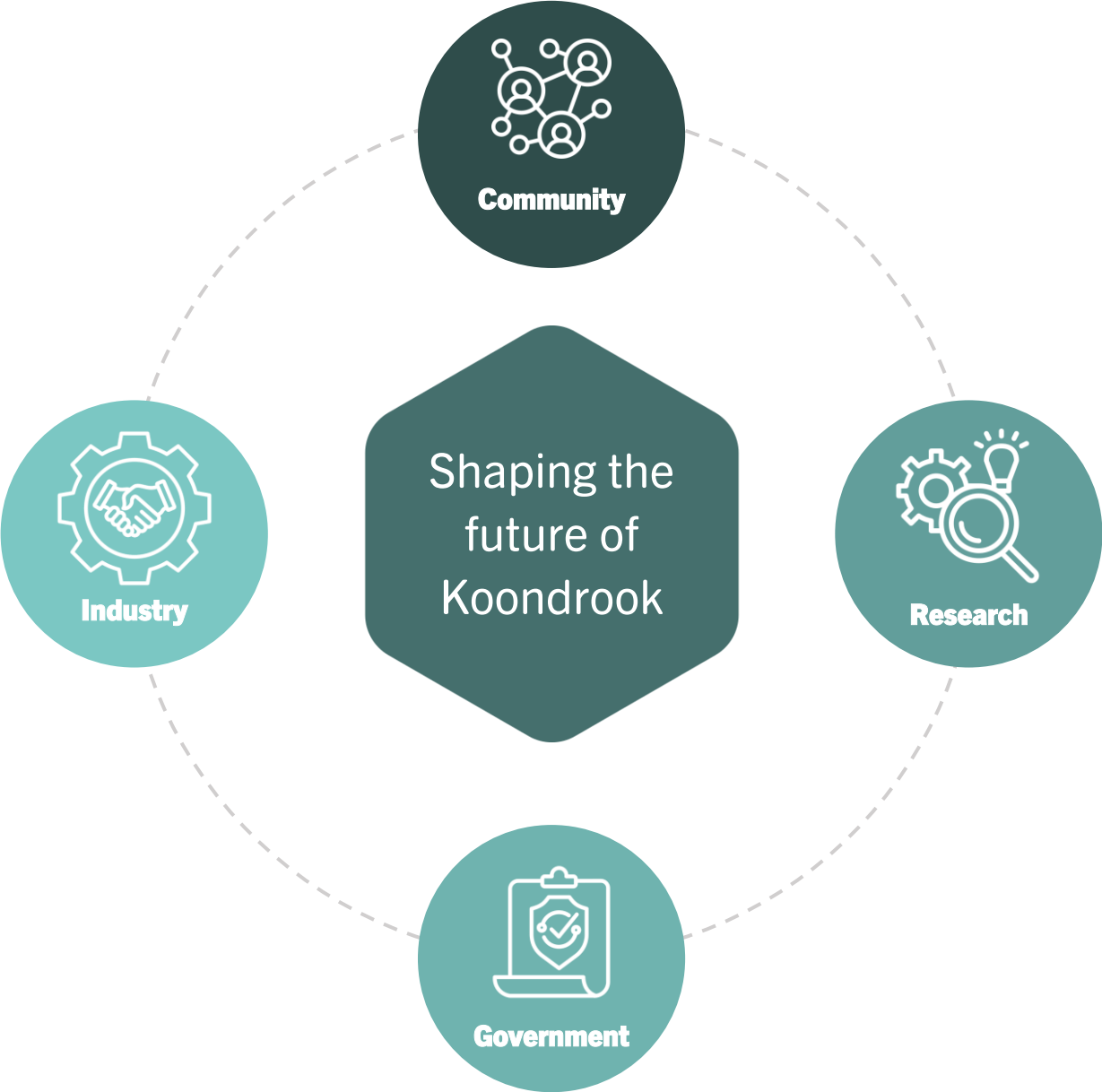
The Koondrook and District study area for the LDS includes the urban area of Koondrook and surrounding rural areas along the Murray River and Gunbower Forest.

Approach

This Local Development Strategy adopts the Smart Specialisation (S3) approach, which is a place based entrepreneurial process of discovery that can reveal economic activity where a region excels or has the potential to excel in the future.

Smart Specialisation is a collaborative policy approach that promotes regional innovation, economic transformation, and sustainability by focusing on a region’s existing strengths. It is underpinned by a view that the greatest knowledge of a region and commitment to its prosperity, are held by the people and organisations that are based there.

Smart Specialisation adopts a quadruple helix model, which is based on local stakeholder engagement and participation to ensure initiatives are championed and carried forward by local stakeholders. The model provides equal weighting of importance to the views of community and industry, government priorities, and independent research.



The LDS Process & Staging

The Koondrook LDS process commenced in 2024, and includes two key stages:



The Regional Context and Opportunities stage included comprehensive research, analysis and stakeholder consultation to obtain a detailed understanding of the economic, land use, demographic and geographic context of Koondrook.

A Regional Context and Opportunities Report was prepared for Koondrook and District, and includes the following:

- Strategic objectives and priorities identified through existing local, regional and state strategies.
- Extensive consultation with community, business and government stakeholders to gather views and ideas about the future of Koondrook.
- Targeted research and analysis in relation to Koondrook's economy, people, land use, and tourism sector.
- Identification of issues, challenges and opportunities to be addressed by the LDS.
- Identify priority sectors, strategic areas of focus and preliminary project ideas to be further explored for the LDS.

The Regional Context and Opportunities Report provides the evidence base that informs this LDS.



Following the Regional Context and Opportunities Report, strategic areas of focus and priority projects were further explored, tested and refined through targeted consultation.

Discovery Reports were prepared for the 'Agribusiness' and 'Tourism' strategic areas of focus.

To inform the Discovery Reports, separate Innovation Working Groups (IWG) were established for Agribusiness and Tourism to contribute to a nuanced discussion, drawing on local knowledge, sector-specific expertise and strategic perspectives.

Innovation Working Groups are made up of local community and industry leaders who collaborate to explore and develop new ideas, solutions, and opportunities. Forming and collaborating with IWGs is a key step in the Smart Specialisation (S3) place based entrepreneurial process of discovery.

This process ensured that the Discovery Reports and proposed project ideas were grounded in local knowledge and expertise, represent local aspirations, and are considered achievable.

Consultation

The insights and views provided by local stakeholders formed an integral part of informing the vision and priority projects in the LDS.

A separate consultation phase was undertaken in Stage 1 and Stage 2. All consultation undertaken through the course of the project is shown below.

Stage 1

Stage 1 consultation occurred throughout November and December 2024, and included pop-up and drop-in sessions, one-on-one interviews with the community, business and industry representatives, as well as Government departments and agencies.

Stage 2

Stage 2 consultation occurred in March 2025, and included two targeted Innovation Working Group workshops with local Agribusiness and Tourism leaders.



1

Half-day community drop-in session held at Willow Park Reserve.



Innovation Working Group workshops with local Agribusiness and Tourism leaders.

25
Interviews with local residents, businesses, community leaders, Government agencies and tourism bodies.



Respondents who completed the online survey.



2

Pop-up sessions at the Koondrook Primary School and Post Office.



02

Koondrook

This section provides an overview of the people, the place, the economy and the destination that makes Koondrook a unique place to live, work and visit.

The Place & People

Koondrook is a small, quaint town situated on the Murray River and Gunbower Creek in northern Victoria. Koondrook is characterised by its proximity and access to significant nature based areas, its rich settlement and timber history, and cultural heritage.

Koondrook is located in Gannawarra Shire opposite the NSW township of Barham. The cross-border towns function as a 'twin town' community and economy.

Koondrook is accessible via Kerang-Koondrook Road and Cohuna-Koondrook Road, providing connectivity via the Murray Valley and Loddon Highways.

Koondrook is a 15-minute drive from the Shire's other key townships of Cohuna and Kerang, and a 50 minute to 1 hour drive from the regional centres of Swan Hill and Echuca.

Further south, Koondrook is located around 1 hour 40-minute drive from Bendigo and a 3 hour 30-minute drive from Melbourne.



Residential

The residential area in Koondrook is primarily concentrated south and west of the Murray River and Gunbower Creek and east of Koondrook-Murrabit Road. The core residential area is General Residential Zone (GRZ) and the housing stock is weighted towards detached dwellings at conventional lot densities. The town is, however, bookended by two low density residential areas (LDRZ), which provide larger lot sizes.

The town offers residents with a serene place to live, with many houses located near the Murray River and Gunbower Creek.

Commercial

The commercial core of the town centre is located either side of Main Street. Businesses located in the town centre consists of a Pub, General Store, Post Office, Café, Hair Salon, and office space used by the Arbuthnot Timber Mill.

The waterfront area provides an amenity rich public area for residents and visitors, and includes the key assets of the Koondrook Wharf, Apex Park, the Goods Shed, an all abilities playground, a motel and caravan park.

The Arbuthnot Sawmill is located at the juncture of Punt Road and Arbuthnot Streets, adjacent to the Murray River and Koondrook's town centre.

Industrial

There are two separate industrial precincts located to the north and south of the urban area. The larger northern precinct is Zoned Industrial 3 (IN3Z), and includes the Great Australian Squeeze (juice factory), warehouses and general trade businesses. There are some large vacant landholdings that remain vacant and undeveloped.

The southern precinct is Industrial 1 Zone (IN1Z), and includes Motorcycle and Marine sales, an outdoor Garden Centre and a Flooring business.

Recreation & Open Space

The active open space assets in Koondrook are the Recreation Reserve (Cricket, Mens Shed), Willow Park Reserve (including outdoor pool) and Public Recreation Reserve (Tennis).

The swimming pool at Willow Park Reserve is a highly popular asset that is well utilised by residents in Koondrook, Barham and surrounding areas. The pool is managed by the local community and primarily relies on local volunteers.

The Recreation Reserve is used by the Koondrook-Barham Cricket Club and is also the home of the Koondrook Mens Shed.

Natural Assets

Koondrook has a strong connection to the natural environment, which is underpinned by natural and water-based assets such as the Murray River, Gunbower Creek, Gunbower Forest, Gunbower Island and Koondrook State Forest.

Gunbower Island features two significant forest areas. The State Forest is located to the north and accessible from Koondrook, while the Gunbower National Park is to the south and accessible from Cohuna. The Island is a rich and diverse environment that includes wetlands, swamps, wildlife, bird life and aquatic plants. The Wetlands are of international significance, recognised by the RAMSAR Convention.

Gunbower Island is a popular destination for locals and visitors who undertake nature based and adventure activities such as bushwalking, camping, fishing, hunting, bird watching, canoeing and kayaking.

Regional Natural Resources

Gannawarra Shire and the Murray region experience consistent sunshine. As a result, areas within and surrounding the Gannawarra are well suited to solar farm development.

Mineral sands deposits are found in the Murray and Gippsland Basins in northwest and southeast Victoria. Two types of mineral sands deposits are recognised in the Murray Basin. These deposits are characterised as either strandline deposits or Wimmera-style (WIM) deposits.

Rare earth minerals have been discovered in Gannawarra Shire, west of Kerang and south of Swan Hill. Several areas have been identified and are at varying levels of progression. These include Goschen, Cannie and Nowie.

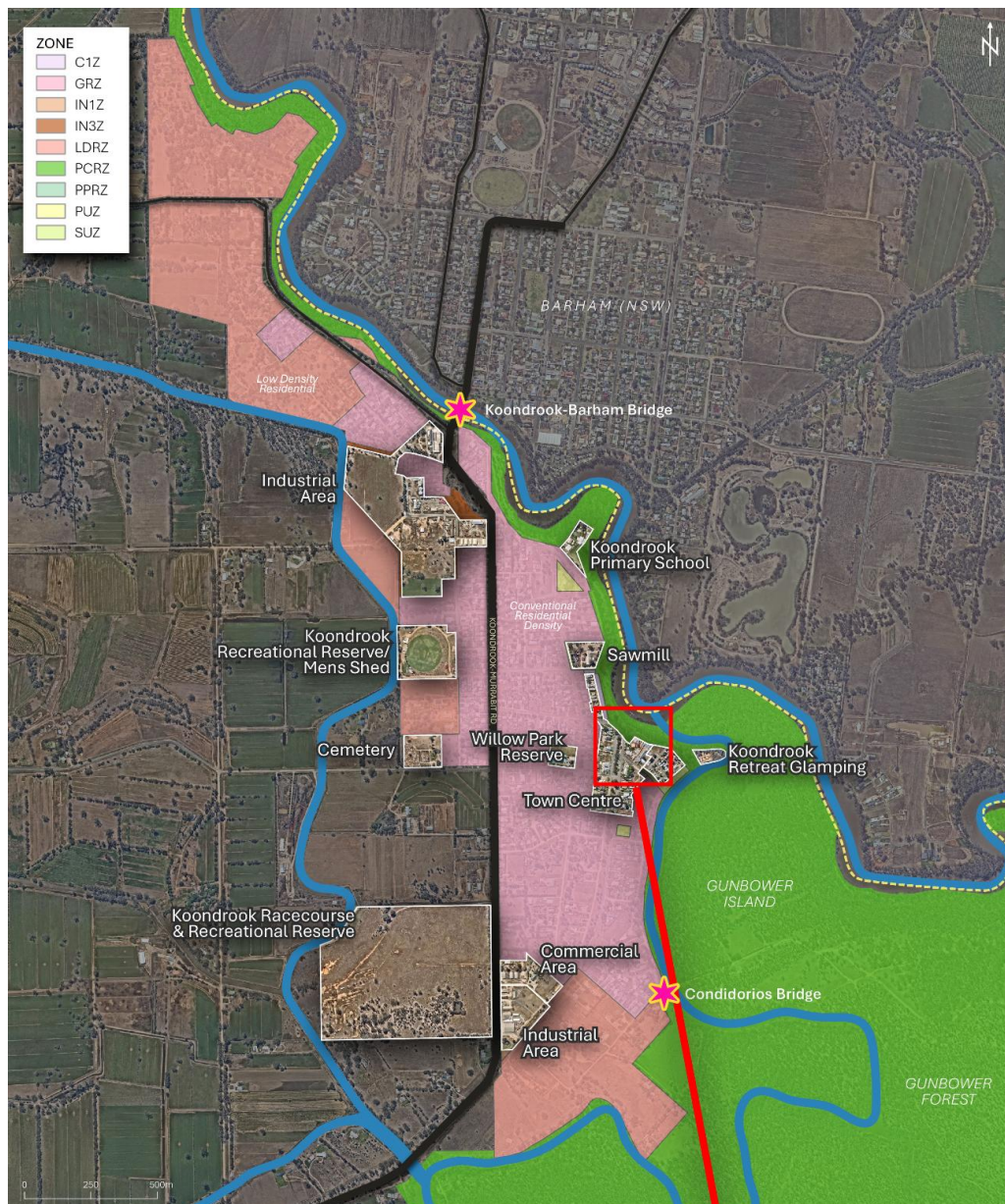


Figure 2. Koondrook Urban Area

The urban area of Koondrook comprises a combination of residential, commercial, industrial and farming land.

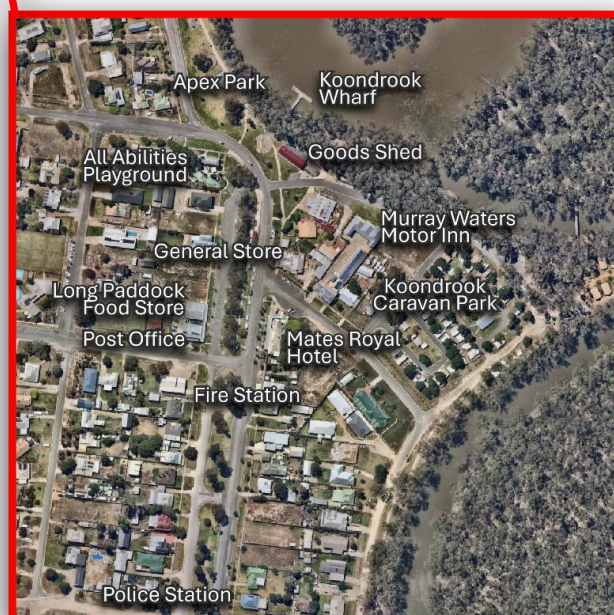


Figure 3. Key Assets and Areas in Koondrook



Gunbower Forest



Koondrook Wharf



Gunbower Island



Contidorias Bridge



Gunbower Creek



Goods Shed



Apex Park



Murray River



Swimming Pool, Willow Park Reserve



Recreation Reserve



Mens Shed



All Abilities Play Space

The Economy

Koondrook's economy is primarily driven by agriculture, horticulture and tourism, which is underpinned by natural advantages such as moderately productive soils, favourable climate, and high-quality parks, forests and waterways.

Agriculture, forestry and fishing contributes significant economic output and value to Koondrook's economy. The sector contributes 63% of annual economic output, 68% of value-added, and 84% of export value.

Gannawarra Shire accommodates a diverse range of agricultural activities, including dairy, cereal and legume cropping, livestock including beef, lamb and pork, viticulture and horticulture comprising walnuts, olives, tomatoes, apples, peaches and citrus along with small plantings of vegetables and herbs.

Other industry sectors that are important to the function of the local economy include manufacturing, construction services, food processing, retail, hospitality, health and education.

THE LOCAL ECONOMY AT A GLANCE



\$204M

VALUE ADD
Koondrook, 2023



\$311M

EXPORT VALUE
Koondrook, 2023



\$456M

OUTPUT
Koondrook, 2023



945

JOBS
Koondrook, 2023



2,800

BUSINESS COUNT
Gannawarra & Murray
Shires



\$800M

GROSS REGIONAL
PRODUCT
Gannawarra Shire,
2023



3.3%

UNEMPLOYMENT
RATE
Gannawarra Shire,
June 2024

OUTPUT

Proportion of Koondrook's total annual output



\$299M

Agriculture, forestry
& fishing
66% of total output



\$47M

Construction
10% of total output



\$38M

Manufacturing
8% of total
output



\$26M

Rental, hiring & real
estate services
5.7% of total output



\$9M

Mining
2% of total
output

LOCAL EMPLOYMENT

Proportion of all jobs in Koondrook



637

Agriculture, forestry
& fishing
68% of all jobs



88

Construction
9% of all jobs



46

Manufacturing
5% of all jobs



39

Other services
4.2% of all jobs



28

Education &
training
3% of all jobs

Source: Economic metrics Gannawarra Shire, Remplan Economy, 2023 / Census of Employment, ABS, 2021 / Business counts, Gannawarra Shire, ABS, 2024.

The Destination

Koondrook’s destination appeal is linked to the town’s village character and unique natural surroundings. Koondrook’s strategic location, at the intersection of the Murray River, Gunbower Creek and Gunbower Forest, provides a natural advantage that lends itself to nature based, recreation and outdoor adventure tourism.

Visitation to the area is an important component of the local economy and has potential to grow with investment in new tourism products and experiences, and greater awareness.

On average, Gannawarra Shire attracts 180,000 visitors per year, with 59% staying overnight and 41% visiting for day trips. Over the decade to 2024, visitation to Gannawarra Shire has increased at an average rate of 4.0% per annum.

On average, the tourism sector contributes around \$30 million in output and adds \$14 million in economic value per year, and directly employs approximately 160 people.



\$85M

ECONOMIC CONTRIBUTION



161

JOBS



\$14.2M

VALUE ADD



180K

VISITORS

P.A. (AVE)

Daytrip

41%



Overnight

59%

3.2 LENGTH OF STAY
NIGHTS (AVE)



Visitation to Gannawarra Shire has increased at an average rate of **4.0% per annum** in the 10-year period between 2015 and 2024.



Visitation to Gannawarra Shire accounts for approximately **25% of the broader sub-region** of Swan Hill and Deniliquin.

Tourism Strengths	Primary	Secondary
Nature-based/Outdoor & Adventure		
Recreational Boating & Fishing		
History & Heritage		
Indigenous Culture		
Festivals & Events		
Local Produce		

Source: Tourism Research Australia, National Visitor Survey, 3-year average (Financial Year 2022 to Financial Year 2024) / Economic metrics Gannawarra Shire, Remplan Economy, 2023 .

03

Strategic Framework

A strategic framework for Koondrook and District guides the 5-year LDS, and includes a vision statement, strategic pillars, action and implementation plan.

Vision

“Koondrook and District is a serene, charming and historical area on the banks of the Murray River and Gunbower Creek.

The favourable characteristics of the town will be maintained and enhanced through essential infrastructure, services and high-quality amenity to further improve the liveability for current and future residents.

The comparative economic strengths and natural advantages of Koondrook and District will be leveraged and promoted to attract investment, encourage economic growth, resilience and diversification.

Strategic Pillars

Four strategic pillars have been formulated to deliver the vision statements, and guide the implementation of the LDS over the 5-year strategy period.





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1

Enhanced Liveability & Township Improvements

Statement

Enhancing the liveability of Koondrook and improving the amenity and character of the town is a core aspiration for the community.

A high-quality public realm and streetscape environment along with well needed amenity and services will combine to improve Koondrook as a place to place to live, work and visit.

Areas of Focus

- Streetscape and public realm
- Housing (including affordable housing)
- Community services and amenity

Objectives

- Resident attraction and retention
- Suitable housing and services
- Community wellbeing
- Improved liveability
- Increased visitation



What did we hear?

Strengths & Advantages

- The quaint, serene and village character of Koondrook is a major appeal and strength of Koondrook as a place to live, raise and family and retire.
- The small, friendly and close-knit community provides a sense of connection and civic pride.
- There are a lot of nature and water-based assets that are close to Koondrook, including the Gunbower Forest, Pericoota Forest, the Kerang Lakes.
- The town centre and waterfront are great places to visit and spend time.
- Koondrook has the advantage of being a cross-border town with Barham, which allows the towns to function as one and provide support to each other.
- Koondrook is centrally located, with good access to larger regional centres of Swan Hill, Echuca, Bendigo and Shepparton.

Community Aspirations

- Improved drainage, road and active transport networks.
- The pedestrian connection to Barham should be improved to facilitate easier and safer travel between the two towns.
- Koondrook needs more family friendly activities and amenities, especially for kids.
- The northern gateway to the town (coming from Barham) should be improved.
- There are safety concerns for kids walking to a from school due to the lack of formalised pedestrian pathways and crossings.
- Pedestrian connections and signage needs to be improved throughout the town.

Opportunities

- Sealed roads, adequate drainage infrastructure and footpaths would uplift the appeal, function and safety of Koondrook.
- Formal and safe pedestrian connections are needed throughout the town, especially near the Koondrook primary school.
- The proposed levee bank will provide an important safeguard for potential flooding events. A levee could also provide a new open space asset for the community such as walking and cycling tracks.
- An integrated community hub could provide a contemporary space for community groups to utilise. It could also provide multi-purpose rooms that could be booked by the community or local businesses. A redevelopment of Willow Park could be an appropriate location for this.
- More family friendly activities would improve the town. Examples include a splash park, indoor sport and recreation stadium, activation of the Ride Park Motorbike and BMX Track, new recreational boat launches and fishing platforms.

Barriers

- Capital costs and operational costs associated with planning, design, development and construction of infrastructure projects can be onerous and prohibitive.
 - Timeframes to progress from planning to construction can be lengthy.
-



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modified using Sora by OpenAI.



2

Agribusiness: Diverse, Innovative & Resilient

Statement

Agriculture is at the heart of the local economy and community, and is embedded in the identity and character of Koondrook and District.

Supporting a thriving, diverse, innovative and resilient food and fibre sector will improve its competitiveness on a national and global scale. This is a critical element to achieving economic, employment and community outcomes.

Areas of Focus

- Business development and investment attraction
- Innovation and Collaboration

Objectives

- Sustain and support existing businesses and jobs
- Increase output and value-add
- Increase export opportunities and value
- Business and investment attraction
- Diversification



What did we hear?

Strengths & Advantages

- Well-established irrigation infrastructure, providing secure and reliable access to water.
- Suitable climate for growing and producing.
- Productive soils in large parts of the District.
- Well-established agriculture sector, with high output, employment, value-add and export value.
- A diversity of agricultural land uses and commodities produced.
- Well established dairy and cattle farming sectors.

Community Aspirations

- Encourage industry collaboration, and explore the establishment of a district farming or producer co-operative.
- Promote irrigation and sustainable water use as a key regional advantage.
- Explore emerging agribusiness opportunities in aquaculture and hydroponics.
- Improve regional infrastructure and services to support growth in agribusiness.
- Support youth engagement in farming and agribusiness by promoting pathways into agriculture.
- Develop a regional prospectus to attract growers, producers, and investors.
- Enhance networking and collaboration within and across industries.
- Improve water literacy in the region.
- Streamline processes and reduce duplication of activities.
- Clearly define the advantages of the district and the market positioning. Consider preparing promotional materials to showcase investment opportunities in the region.
- Support informed decision-making in agribusiness through cost-benefit analysis, case studies and research.

Opportunities

- A light industrial precinct in Koondrook that can accommodate and co-locate agriculture supply-chain and value-add businesses.
- Serviced industrial land to support agribusiness development.
- Improved trunk infrastructure, such as water, power and transport networks, for essential services and to support new agribusiness projects.
- Short-term labour accommodation solutions to retain and attract workers.
- Investment in irrigation and water infrastructure to modernise the region's farming capabilities.
- Enhanced manufacturing capabilities to process locally grown products.
- Attract investment interest from international markets.
- Emerging opportunities in alternative farming, such as genetically-modified drought tolerant grass to enhance livestock resilience.
- Potential for a cross-border food producers' group for collaboration.
- Unique production opportunities, including aquaculture and hydroponics.

Barriers

- Ageing and inadequate infrastructure for manufacturing and production.
- High costs of doing business and inefficiencies in supply chains.
- Labour force challenges such as an ageing workforce and labour shortages.
- Limited youth participation in farming and agribusiness careers due to perceived barriers.
- Lack of coordination in networking and industry collaboration – networking occurring on an ad-hoc basis rather than through structured initiatives.
- Challenges with biosecurity, insurance and policies affecting agribusiness growth potential.



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modified using Sora by OpenAI.



3

Tourism Development

Statement

Koondrook's destination appeal is linked to the town's village and heritage charactering, along with the unique natural surroundings.

Visitation to Koondrook and District has the potential to grow with investment in new tourism products and experiences that activate these assets, combined with greater market awareness.

Koondrook's natural advantages lends itself to nature-based, recreation, outdoor adventure, and cultural and heritage tourism.

Areas of Focus

- Water activation
- Nature, outdoor & recreation
- Accommodation, hospitality & events
- Culture & heritage

Objectives

- Investment attraction in the tourism and accommodation sector.
- New business and job creation in the tourism sector.
- Increase visitation and visitor expenditure, including repeat visitation and new market segments.
- Increase in average length of stay and visitor yield.



What did we hear?

Strengths & Advantages

- The Murray River and Gunbower Forest are diverse natural environments, making the region an attractive destination for outdoor recreation and nature-based tourism.
- The natural assets attract visitors, and provide a strong foundation for further activation and enhancement.
- The region has significant heritage and cultural appeal, with sites like the Arbuthnot Mill and opportunities to showcase First Nations cultural heritage.
- The wetlands and forested areas support a rich variety of wildlife, creating strong potential for birdwatching, wetland walks, guided tours and other ecotourism activities.
- Tourism development in Koondrook can deliver broader benefits to the local community by improving amenities, creating jobs and enhancing liveability for residents.

Community Aspirations

- Activate and enhance key natural assets, including Gunbower Island, Gunbower Forest and the Murray River.
- Improve the visitor experience with new and diverse offerings for visitors, including nature and water-based activities, dining and events.
- Improve visitor amenity and the tourism product offering to serve the needs and preferences of visitors, improve visitor satisfaction, attract new visitor markets, support longer stays and yield, and encourage repeat visitation.
- Promote cultural and timber heritage through interpretation and tours, including Arbuthnot Mill and First Nations heritage.
- Job creation and business growth, particularly in tourism services and outdoor recreation.

Opportunities

- Improve awareness and activation of the Gunbower Forest, Gunbower Island and Murray River.
- Support a re-imagining and enhancement of the Koondrook caravan park (e.g. Holiday/Cabin Park).
- Improve access to key waterways through equipment hire services, including equipment hire for kayaks, paddle boards and fishing gear.
- Improved interpretation and maintenance of existing trails and signage, including walking, cycling and canoe trails.
- A central visitor hub and gathering point in Koondrook for visitors to gather information, plan activities and experiences and a base to explore the district.
- New and enhanced dining experiences.
- Improved mooring infrastructure to support paddle seamers and boat charters.
- The region has the potential to host a variety of events and festivals, including river-themed celebrations, music festivals and cultural events.
- Event facilities to assist with event and festival activations in Koondrook.
- Activation of waterways and the ability for visitors to engage with the water is sub optimal. Opportunities for more water-based activities should be explored, including recreational boating, padding (e.g. kayaking, canoeing) and fishing.

Barriers

- Visitor awareness of how to visit and experience Gunbower Forest is relatively low.
 - Poor conditions such as inundation in the Gunbower Forest and Gunbower Island make some trails unsuitable for cycling, trail running and bushwalking.
 - Mooring infrastructure for paddle steamers is inadequate, and varying water levels on the Murray River can be a barrier for paddle steamers to stopover and travel through.
 - Generally, visitors do not bring their own outdoor recreation equipment, such as fishing rods, canoes, kayaks. This is a barrier for visitors to engage with these activities.
 - Funding constraints make it difficult to maintain and improve tourism infrastructure and assets within nature-based areas.
 - Some forms of development within the Gunbower Forest is prohibited and/or restricted.
 - The scale of the local labour force and pool of workers may inhibit tourism business growth.
-



Original photo by Urban Enterprise,
modified using Sora by OpenAI.



4

Enabling Infrastructure & Services

Statement

An adequate and market ready supply of zoned land is critical for housing and business growth. This combined with other essential infrastructure and services will provide a conducive environment for investment and enable Koondrook to respond to economic opportunities as they arise.

Areas of Focus

- Residential and employment land supply and activation
- Essential infrastructure and services

Objectives

- New housing growth
- Housing diversity
- Business attraction and creation
- Increased health and community services
- Community wellbeing



What did we hear?

Strengths & Advantages

- Koondrook has the advantage of being a cross-border town with Barham, which allows the towns to function as one and provide support to each other.
- Koondrook is centrally located, with good access to larger regional centres of Swan Hill, Echuca, Bendigo and Shepparton.
- The town's location near the Murray River and Gunbower Creek adds to the lifestyle advantages of the area.
- The public and community assets that already exist in the town are well utilised and cherished by the community. These include the Koondrook Primary School, the swimming pool at Willow Park Reserve, Koondrook Recreation Reserve, the all-abilities playground, Apex Park and the waterfront area.
- The local cricket club and Mens Shed are important assets to the town. The cricket club has high membership and participation in both junior and senior teams.
- There has been quite a lot of new residents that have moved to Koondrook in the past few years, further highlighting the appeal of the place. A lot of young families are living in the area now, and this has translated to strong placements at the Koondrook Primary School.
- The recent attraction of new residents has been a real positive for the town, and added to the vibrancy of the area.

Community Aspirations

- The town centre needs a few more retail and hospitality businesses to improve the vibrancy of the town. A service station would be good for Koondrook.
- More active residential land and housing development is needed to attract and retain working families and provide existing and prospective residents with more housing choices.
- More residential land should be planned for to ensure there is a rolling supply of land that is available for current and future residents.

Opportunities

- New small businesses are needed in the town, such as retail and hospitality.
- More active residential land and housing development is needed to attract and retain working families and provide existing and prospective residents with more housing choices.
- Childcare, health care and aged care services are much needed services in Koondrook.

Barriers

- Investment attraction can be challenging without strong underlying and consistent population growth.
 - New business and housing development requires land that is available, developable and market ready, which can be relatively scarce.
 - Increased services often requires a suitable level of workers and skills. Labour shortages can present barriers to realisation.
-

04

Action Plan

An action plan has been prepared to support the implementation of the Strategy over the next 5 years.

An indicative timeframe and relevant lead and partner stakeholders are identified to support implementation. Timeframes are categorised as follows:

- Short term (0-2 years);
- Medium term (2-3 years);
- Long term (3-5 years); and
- Ongoing.

This Local Development Strategy has been prepared in the context of Gannawarra Shire's planning framework and broader regional priorities.

The Action Plan is subject to Gannawarra Shire Council's standard budget approval process. It is noted that several actions will require external funding assistance. The implementation of the LDS should also be regularly monitored and evaluated to ensure actions remain relevant and deliverable.

Key Partners: Governance Framework

The LDS will be implemented over time in partnership with a range of stakeholders. Delivery of the Strategy is a collaborative process that will involve a range of government, industry and community partners. The key partners that may assist with implementation of the LDS at a local, regional, state and federal level are outlined below.

Local	• Gannawarra Shire Council • Koondrook Development Committee • Innovation Working Groups (e.g. agribusiness and tourism) • Local businesses • Local residents • Community Groups
Regional	• Murray Regional Tourism • Murray River Shire Council • Cross-border Commissioner • Murray Connect • Barham Inc.
State	• Department of Energy, Environment and Climate Action (DEECA) • Regional Development Victoria (RDA) • Parks Victoria • Invest Victoria • Visit Victoria
Federal	• Regional Development Australia (RDA) • Austrade

Actions

1. Enhanced Liveability & Township Improvements

No.	Action	Timeframe	Lead/s	Partner/s
1	Complete a Structure Plan for Koondrook to guide long term change and growth within the urban area. Ensure the Structure Plan considers: • Delivering sealed roads; • Adequate drainage infrastructure; • Active transport access and connections (e.g. pedestrians, cycling); • Residential and industrial land supply availability; • Community and recreation infrastructure and services; • Streetscape amenity and beautification; and • Family friendly activities and experiences.	Short term	• Gannawarra Shire Council	• Koondrook Development Committee • Local residents and businesses
2	Support the delivery of the Koondrook Levee Bank.	Short term	• Gannawarra Shire Council	• Koondrook Development Committee
3	Investigate the feasibility of establishing a contemporary, multi-purpose community hub.	Medium term	• Gannawarra Shire Council • Koondrook Development Committee	
4	Support community groups and volunteers who are critical to community development, social cohesion and civic pride.	Ongoing	• Gannawarra Shire Council	• Koondrook Development Committee

* forms part of Action 1.

Actions

2. Agribusiness: Diverse, Innovative and Resilient

No.	Action	Timeframe	Lead/s	Partner/s
5	Investigate the feasibility of developing a light industrial precinct in Koondrook, with a focus on food innovation and agribusiness supply chain and value-add activities. Ensure the feasibility study considers: - The optimal location and site, including land capability, ownership and developability; - Land requirements and optimal lot sizes; - Trunk infrastructure requirements (e.g. drainage, water sewer); and - Servicing requirements.	Medium to long term*	- Gannawarra Shire Council - DEECA	- Koondrook Development Committee - Local agribusinesses, farmers and producers
6	Support the establishment of a representative group for farmers and producers in Koondrook and District such as a Farmers Cooperative. This will provide a support system for producers in the region to encourage collaboration, innovation, industry growth and development.	Short term	Koondrook Development Committee	- Local agribusinesses, farmers and producers - Gannawarra Shire Council
7	Prepare an 'Agribusiness Investment Attraction Strategy and Prospectus' for Koondrook and District. The collateral should seek to: - Identify and promote strengths and advantages of the region that relate to agribusiness; - Identify and promote value-adding opportunities; and - Identify and promote intensive and alternative farming opportunities.	Short term	Gannawarra Shire Council	- Local agribusinesses, farmers and producers - Koondrook Development Committee
8	Identify and promote circular economy initiatives that are relevant to Koondrook's agriculture and horticulture sector.	Ongoing	Gannawarra Shire Council	DEECA
9^	Investigate the potential to establish a produce/farmers market in Koondrook that showcases and sells the produce of the District and surrounding region.	Medium term	- Local agribusinesses, farmers and producers - Koondrook Development Committee	Gannawarra Shire Council

*Action 1 (Structure Plan) would need to be completed first.

^Action 6 would need to be completed first.

Actions

3. Tourism Development

No.	Action	Timeframe	Lead/s	Partner/s
10	Prepare a 'Gunbower Forest and Gunbower Island Activation Masterplan'. This should support passive and active product and experience development, visitor activations and visitor dispersal such as: • A wetlands walk and viewing platform; • Passive and active recreation experiences (e.g. bushwalking, bird watching, sightseeing, nature-based immersion); • Interpretive and wayfinding signage; and • Koondrook to Cohuna trail ride.	Medium term	• Gannawarra Shire Council	• DEECA • Parks Victoria • Murray Regional Tourism
11	Investigate the feasibility of developing a 'Gunbower Forest Discovery Centre' in the Koondrook town centre; a central hub and starting point in Koondrook for visitors to experience the Gunbower Forest. The Centre could provide visitor information on guided walks, trail rides, indigenous history, local flora and fauna, as well as equipment hire for activities such as recreational boating (kayak, canoe), trail cycling and fishing.	Long term	• Gannawarra Shire Council	• Koondrook Development Committee • Murray Regional Tourism
12	Prepare a 'Waterway Activation Plan' for Murray River and Gunbower Creek. Ensure the Plan considers passive and active water activities such as: • Recreational boating; • Fishing • Paddling (kayak, canoe, stand up paddle); • Legalised hunting; • Commercial boat tours / river cruises; and • Enabling infrastructure (mooring, boat launch, pontoons, signage).	Medium term	• Gannawarra Shire Council	• DEECA • Koondrook Development Committee • Murray Regional Tourism
13	Support the delivery of the Murray River Adventure Trail (MRAT). Promote the Barham to Barmah stage of MRAT once complete and operational.	Ongoing	• Gannawarra Shire Council	• Murray Regional Tourism • Murray River Shire Council

Actions

3. Tourism Development (Continued)

No.	Action	Timeframe	Lead/s	Partner/s
14	Advocate for commercial accommodation investment in Koondrook and District, including: • A Riverfront Holiday/Tourist Park; • Experiential accommodation (e.g. farm stays); and • Contemporary boutique short stay accommodation.	Ongoing	• Gannawarra Shire Council	• Murray Regional Tourism
15*	Prepare a 'Tourism Investment Attraction Strategy and Prospectus'. This should seek to Identify and promote strengths and advantages of the region that relate to tourism, as well as specific investment opportunities.	Long term	• Gannawarra Shire Council	• Murray Regional Tourism
16	Advocate for a suitable commercial hospitality/function operator to activate the Koondrook Goods Shed.	Ongoing	• Gannawarra Shire Council • Goods Shed	• Koondrook Development Committee • Murray Regional Tourism
17	Advocate for funding to assist with the delivery of the timber heritage experience and raised walkway at Arbuthnot Sawmill.	Short term	• Arbuthnot Sawmill	• Gannawarra Shire Council • Murray Regional Tourism
18	Support the establishment of First Nations cultural heritage tours in Koondrook and District to showcase the local cultural significance of the area.	Short term	• Barapa Barapa	• Gannawarra Shire Council • Koondrook Development Committee • Murray Regional Tourism

*Action 10 and 12 would need to be completed first.

Actions

4. Enabling Infrastructure & Services

No.	Action	Timeframe	Lead/s	Partner/s
19	Encourage new, diverse and affordable housing in Koondrook to meet the needs of residents and key workers.	Ongoing	Gannawarra Shire Council	Koondrook Development Committee
20	Advocate for new retail and hospitality business and services to establish in Koondrook's town centre.	Ongoing	Gannawarra Shire Council	Koondrook Development Committee
21	Advocate for the adequate provision of health care, childcare and aged care services in the region to support the current and future needs of residents and workers.	Ongoing	- Gannawarra Shire Council - Murray River Shire Council	- Victorian State Government - Koondrook Development Committee - Cross-border Commissioner
22	Advocate for new telecommunications and digital infrastructure to ensure businesses have reliable and secure internet access and coverage.	Ongoing	Gannawarra Shire Council	- Koondrook Development Committee - Victorian State Government - Cross-border Commissioner
23	Support cross border collaboration to strengthen advocacy priorities, especially for major economic and infrastructure projects with regional scale benefits (e.g. transport, water, energy, digital).	Ongoing	Cross Border Commissioner	- Gannawarra Shire Council - Koondrook Development Committee - Murray River Shire Council

