Mildura-Wentworth Chamber of Commerce & Industry

ECONOMIC DEVELOPMENT STRATEGY 2026-2031

SUBMISSION TO MRCC



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Mildura-Wentworth
Chamber of Commerce & Industry

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Submission to Mildura Rural City Council

Economic Development Strategy 2026-2031

Final submission

Prepared by Mildura-Wentworth Chamber of Commerce and Industry

June 2026

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MWCCI's Position in Brief

- MWCCI supports the need for an Economic Development Strategy, but the current draft needs more work before it can operate as a complete economic growth roadmap.
- The Strategy identifies many of the right issues, but it does not clearly explain what success looks like, what comes next, who is responsible, or how progress will be measured.
- Mildura needs a longer growth horizon - not just five years, but 5, 10, 15 and 20-year thinking tied to population, housing, workforce, infrastructure and investment.
- MRCC should benchmark Mildura against the Big 3 regional cities, Other Regional Victorian Cities and Mildura's own current trajectory, then set baseline, stimulated and high-growth targets.
- The Strategy should better diagnose the current economic position: whether Mildura is growing strongly, merely holding ground, or at risk of falling behind.
- Financial sustainability, planning performance, infrastructure capacity and the one Mildura-Wentworth economy should be treated as core investment-retention and investment-attraction issues.

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1. Executive Summary

MWCCI supports the need for a clear economic development strategy for Mildura Rural City Council (MRCC). The region needs a practical, measurable and business-relevant roadmap that helps retain existing investment, encourage reinvestment, attract new investment, support jobs, improve productivity and strengthen the long-term Mildura-Wentworth economy.

MWCCI does not consider the current draft should be adopted in its present form as the complete economic growth roadmap. It identifies many important issues, including housing, workforce shortages, transport, water security, industry diversification, business support, tourism, the CBD and regional liveability. Those are the right topics. The weakness is that the document does not yet convert them into clear economic choices, measurable outcomes, growth scenarios, delivery responsibilities or public reporting commitments.

A five-year action cycle is useful, but economic development requires a longer horizon. MWCCI considers that the Strategy should sit within a 5, 10, 15 and 20-year regional growth view. Housing supply, workforce pipelines, infrastructure, industrial land, transport, education, health, water policy, major assets and investment attraction all operate beyond a single Council term. The Strategy should explain how the five-year document fits within that longer horizon.

This submission uses the Victorian Auditor-General's Office (VAGO) as an independent accountability reference point. VAGO is Victoria's independent public-sector auditor. Its work is relevant because it assesses whether government programs have clear objectives, measurable outcomes, sound governance and effective reporting. For MWCCI, the important test is not whether the Strategy mentions the right topics. The test is whether a reader can understand what success looks like, what choices have been made, who is responsible, what will be measured, how delivery will be funded and how progress will be publicly reported.

Credible strategy design requires more than identifying regional issues. It requires a clear view of the current state, the level of ambition, the growth path being sought, the economic levers available, and the practical delivery model required to move from stated priorities to measurable outcomes.

The Strategy should identify which tools, levers, partnerships, policy settings and infrastructure decisions will be used to influence economic outcomes. This includes MRCC's own planning, procurement, asset, infrastructure, service, advocacy and investment-facilitation roles, but it also includes State and Federal partners, Wentworth Shire Council, education providers, industry groups, major employers, small business and MWCCI.

MWCCI therefore recommends that MRCC revise or supplement the Strategy before adoption with a measurable economic outcomes statement, a longer growth horizon, a clearer implementation sequence, stronger benchmarking, a current-state diagnosis, a practical economic development operating model, and annual public reporting.

Source location: MRCC Economic Development Strategy 2026-2031 Final Draft Report, printed pp. 5-7, describes the Strategy framework, vision, strategic directions and MRCC roles. VAGO, Local Government and Economic Development, provides the independent accountability reference used in this submission.

2. Introduction and Purpose

This submission responds to the Mildura Rural City Council Economic Development Strategy 2026-2031 Final Draft Report. It is written from the perspective of the regional business community and focuses on whether the Strategy is strong enough to guide economic growth, investment confidence and regional competitiveness.

This submission is based on MWCCI's review of the draft Strategy, available public documents, regional business feedback, member insight and MWCCI's ongoing advocacy work across investment, workforce, housing, transport, planning, tourism, productivity and regional competitiveness.

The submission uses the draft Strategy itself, publicly available Council documents, VAGO material, relevant public policy sources and MWCCI's own regional business perspective. Where a point is MWCCI's judgement, it is expressed as MWCCI's view.

MWCCI's purpose is constructive. The submission does not argue that the Strategy has the wrong topics. It argues that the Strategy needs sharper diagnosis, clearer ambition, stronger measurement and a more practical delivery pathway before it can operate as a complete economic growth roadmap.

3. Abbreviations and Key Terms

Term	Meaning
MWCCI	Mildura-Wentworth Chamber of Commerce and Industry
MRCC	Mildura Rural City Council
Strategy / EDS	Mildura Economic Development Strategy 2026-2031 Final Draft Report
VAGO	Victorian Auditor-General's Office
ITLUS	Integrated Transport and Land Use Strategy
GRP	Gross Regional Product
MEGA	Mildura East Growth Area
CBD	Central Business District
LGA	Local Government Area
ORVC	Other Regional Victorian Cities
Big 3	Geelong, Ballarat and Bendigo
CIV	Capital Improved Value
MOIA	Mildura Older Irrigation Area
EDAC	Economic Development Advisory Committee

4. Submission Points

4.1 The Strategy needs a longer growth horizon

MWCCI submission point. The Strategy should sit within a longer 5, 10, 15 and 20-year regional growth horizon, rather than being treated as a five-year document only.

A five-year cycle is useful for action planning. It is not long enough to carry the whole economic development task. Housing supply, workforce pipelines, industrial land, infrastructure sequencing, water policy, transport, education, health, population growth and major investment all require a longer view.

The Strategy should also explain why the five-year period is the appropriate action cycle when Council terms are four years and the current term is already underway. A five-year action plan can still be useful, but it should sit beneath a longer regional growth view.

Recommended improvement

- Add a 5, 10, 15 and 20-year growth horizon above the five-year action cycle.
- Explain how the Strategy aligns with, but is not limited by, the Council Plan cycle.
- Identify which economic issues require decisions beyond the current Council term.
- Add a clear implementation sequence showing what happens after the Strategy is adopted.

Source location: MRCC Strategy printed p. 5 describes the Strategy as a five-year framework aligned to the Council Plan cycle.

4.2 The Strategy does not clearly explain what comes next

MWCCI submission point. The Strategy should explain whether it is the final economic growth roadmap or the first step in a longer implementation process.

The document identifies many priorities, but it does not clearly explain what comes next. Business, investors and community stakeholders need to understand the next decision points. Will there be a delivery plan? A public scorecard? Sector plans? Investment targets? A housing and infrastructure sequence? A benchmarking dashboard?

Without a clear next-step pathway, it is difficult to know how the Strategy will move from stated priorities to measurable economic outcomes.

Recommended improvement

- Add a section titled “What happens next” or equivalent.
- Identify the implementation documents, annual reporting cycle and decision points that will follow adoption.
- Separate long-term strategic outcomes from immediate Council work-program actions.
- Show how EDAC, MWCCI, industry, State agencies and other partners will be involved in implementation.

4.3 The Strategy should better reflect the current economic conditions

MWCCI submission point. The Strategy should write from the economic conditions of 2026, not read like a generic regional strategy that could have been written in any period.

The region is facing cost-of-doing-business pressure, workforce shortages, housing constraints, water policy risk, transport limitations, flood-recovery impacts, post-COVID business fragility, rising service delivery costs and pressure on MRCC's financial sustainability. These conditions should shape the urgency, priorities and measures of the Strategy.

The Strategy identifies many relevant issues, but it does not clearly state whether these pressures are short-term challenges, structural shifts, or risks to Mildura's long-term competitiveness.

Recommended improvement

- Add a clearer statement of the current economic conditions facing the region.
- Distinguish short-term pressures from structural economic risks.
- Identify which current pressures require urgent intervention, which require monitoring, and which require long-term advocacy.
- Use this diagnosis to set priorities, not merely to describe context.

4.4 The Strategy needs a clearer diagnosis of Mildura's current economic position

MWCCI submission point. Before setting actions, the Strategy should answer a basic question: is Mildura's economy performing strongly, holding ground, or at risk of falling behind?

The Strategy identifies a broad range of strengths, challenges and opportunities. It does not provide a sufficiently sharp diagnosis of the current state. It does not clearly state whether Mildura is growing fast enough, underperforming against comparable regional cities, losing workforce share, facing business distress, or experiencing investment constraints.

A stronger Strategy would distinguish between areas of strength, areas of vulnerability and areas requiring intervention. The level of ambition and action required depends on that diagnosis.

Recommended improvement

- Add a current-state economic diagnosis section.
- Measure population growth, working-age share, participation, GRP, business entries and exits, insolvencies, housing approvals, planning performance, income, productivity and investment indicators.
- Classify issues as strengths, risks, constraints or opportunities.
- Use the diagnosis to explain why particular actions are prioritised.

4.5 Benchmarking should compare the Big 3, ORVC and Mildura

MWCCI submission point. MRCC should benchmark Mildura against three clear comparison groups: the Big 3 regional cities, Other Regional Victorian Cities (ORVC), and Mildura as a standalone regional city.

The Strategy discusses Mildura in context, but does not give enough comparison to show whether Mildura is moving ahead or falling behind. Benchmarking is not an academic exercise. It tells the region whether its growth, workforce, housing, participation, business and productivity trends are competitive.

MWCCI recommends the following benchmark structure:

Benchmark group	Cities / purpose
Big 3 regional cities	Geelong, Ballarat and Bendigo. Used to compare against Victoria's largest regional city economies.
ORVC	Shepparton, Wodonga, Warrnambool, Wangaratta, Horsham and Latrobe. Used to compare Mildura against other regional Victorian cities.
Mildura	Reported separately so its performance is visible and not lost in an average.

Recommended improvement

- Adopt the Big 3 / ORVC / Mildura benchmark framework.
- Benchmark population growth, working-age share, participation, migration, housing supply, business growth, GRP, productivity and investment.
- Publish annual benchmark results so the community can see whether Mildura is improving, holding ground or falling behind.

4.6 Growth scenarios should distinguish baseline, stimulated and high-growth ambition

MWCCI submission point. State projections and housing targets should be treated as a baseline, not the limit of Mildura's ambition.

Victorian Government population and housing targets are useful reference points. They do not replace a locally owned growth ambition. A growth strategy should not simply accept the average. It should test what it would take to outperform the average.

MWCCI recommends that MRCC develop three growth scenarios:

Scenario	Meaning	Purpose
Baseline growth	State projection or current trend.	Shows where Mildura is heading without major intervention.
Stimulated growth	Higher growth from deliberate housing, workforce, investment and infrastructure actions.	Shows realistic upside if MRCC and partners act deliberately.
High-growth ambition	Stretch target linked to major industry, housing, infrastructure and investment success.	Shows what the region is aiming for over 10-20 years.

Each scenario should be linked to housing supply, workforce requirements, infrastructure, health, education, childcare, aged care, investment attraction, rate-base growth and financial sustainability.

Recommended improvement

- Use State targets and projections as the baseline, not the ceiling.

- Add baseline, stimulated and high-growth scenarios.
- Identify what actions are required to move from baseline growth to stimulated or high growth.
- Link population growth scenarios to housing, workforce, services, infrastructure and GRP outcomes.

4.7 Industry structure and competitive advantage should be tested more clearly

MWCCI submission point. The Strategy should not only identify industry sectors; it should assess which sectors matter most, which can grow, which are constrained, which have competitive advantage, and which should be prioritised for retention, reinvestment and attraction.

The Strategy identifies a range of industries, but does not sufficiently analyse their relative economic importance, resilience, growth potential or competitive advantage. A stronger Strategy would assess which sectors currently drive the greatest share of output, employment, exports, investment and supply-chain activity, and which sectors offer the strongest opportunity for future growth.

Not all industries have the same capacity to generate regional economic development. Some sectors anchor existing employment. Others support exports, attract investment, lift productivity, create higher-value jobs or generate local supply-chain multipliers.

The Strategy should also ask whether Mildura has a genuine competitive advantage in particular industries, and what would be required to strengthen that advantage.

Recommended improvement

- Add an industry structure and competitive advantage analysis.
- Assess each major sector by output share, employment share, export potential, resilience, growth potential, constraints and multiplier effect.
- Identify priority sectors and precincts for business retention, reinvestment, productivity and investment attraction.
- Test whether sectors such as horticulture, food and beverage manufacturing, health, logistics, tourism, education, construction and professional services have different growth roles.

4.8 Investment retention and expansion should focus on conditions for reinvestment

MWCCI submission point. Existing businesses are often the most immediate source of future investment. The Strategy should focus on the conditions that encourage those businesses to stay, reinvest, expand and employ.

MWCCI is not suggesting that MRCC should pick individual business winners or decide which businesses should grow. The issue is whether the Strategy identifies the sectors, precincts, infrastructure conditions, planning settings, workforce needs and investment barriers that most affect business retention, reinvestment and expansion.

The practical sequence should be: retain, reinvest, expand, attract. A region that cannot encourage its existing businesses to reinvest will struggle to convince new investors that it is ready for growth.

Recommended improvement

- Create a business retention, reinvestment and expansion program.
- Identify the main barriers to reinvestment, including planning, land, workforce, housing, infrastructure, transport, utilities and regulatory issues.
- Use structured engagement with existing employers, exporters, manufacturers, tourism operators, professional services, small business and rural industries.
- Focus on stimulating, encouraging, enabling and incentivising reinvestment rather than selecting individual winners.

4.9 Planning should be measured as an economic development lever

MWCCI submission point. Planning should be treated in the Strategy as a major economic development lever, not only as a regulatory process.

This applies to both Strategic Planning and Statutory Planning.

Strategic Planning determines whether Mildura has the land-use settings, growth areas, industrial land, housing pathways, precinct plans and infrastructure sequencing required to support investment over 5, 10, 15 and 20 years. Slow or weak strategic planning can delay land supply, housing supply, industrial expansion, infrastructure sequencing and investor confidence.

Statutory Planning determines how quickly approved policy settings are translated into actual investment, construction, employment, housing and rate-base growth. Slow or uncertain permit pathways can delay capital investment and increase project risk.

Planning delay is not just an administrative issue. It represents deferred economic activity. The Strategy should measure the value of capital investment sitting in the planning pipeline, the opportunity cost of delayed approvals, the economic impact of unresolved land-use decisions, and the effect of planning uncertainty on business and investor time horizons.

Recommended improvement

- Separate Strategic Planning and Statutory Planning in the economic development framework.
- Publish planning performance indicators including median approval time, backlog, number of live applications and value of applications under assessment.
- Measure the economic value of unrealised or delayed capital investment.
- Link planning performance to business confidence, housing delivery, infrastructure sequencing and rate-base growth.

4.10 ITLUS and transport priorities should be translated into economic benefits

MWCCI submission point. The Strategy lists the Integrated Transport and Land Use Strategy 2025 (ITLUS) as a supporting document, but does not sufficiently bring forward the economic implications of that work.

Transport and land-use planning are not merely background planning matters. They directly influence freight efficiency, workforce mobility, visitor access, housing delivery, industrial land activation, CBD performance and investor confidence.

Listing ITLUS as a supporting document does not, by itself, show how transport and land-use decisions will support economic growth. The Strategy should identify which transport and land-use priorities have the greatest economic benefit, how those priorities support industry growth and investment retention, and how MRCC will sequence infrastructure decisions to support housing, employment precincts, freight movement and regional competitiveness.

Recommended improvement

- Translate ITLUS priorities into economic development priorities.
- Identify the economic benefit expected from key transport and land-use projects.
- Link transport priorities to freight, housing, workforce access, tourism, CBD performance and industrial land activation.
- Prioritise projects by economic benefit, investment impact and delivery readiness.

Source location: MRCC Strategy printed p. 11 lists the Integrated Transport and Land Use Strategy 2025 as a supporting local strategy.

4.11 The Strategy should reflect the one Mildura-Wentworth economy

MWCCI submission point. The functional economy is Mildura-Wentworth, not Mildura alone.

The formal municipal boundary does not reflect how the regional economy actually operates. Workers, customers, patients, students, visitors, suppliers and investors move across the Murray River as part of one connected economy. Housing, health, education, retail, tourism, agriculture, freight, professional services and airport use are all shaped by cross-border flows.

MWCCI recognises that MRCC's statutory planning responsibilities apply within the Mildura Rural City municipal boundary. MRCC cannot plan another LGA's land use, particularly in another state. That is not the point. The point is that MRCC should plan Mildura with a clear understanding of the economic system in which Mildura operates, and should establish formal coordination with Wentworth Shire Council and relevant NSW and Victorian agencies where cross-border issues affect growth, infrastructure, housing, workforce, health, tourism and freight outcomes.

Albury-Wodonga provides a useful comparator for the principle that cross-border regional centres can be understood and advocated for as functional economies even where statutory planning powers remain separate. Mildura-Wentworth does not need to copy a historic governance model, but it should apply a similar functional-economy lens.

Recommended improvement

- Add a Mildura-Wentworth functional economy lens to the Strategy.
- Establish joint data, advocacy and planning coordination with Wentworth Shire Council where cross-border issues affect economic outcomes.
- Apply the functional-economy lens to transport, housing, health, workforce, tourism, freight, airport access, riverfront activity and investment attraction.
- Ensure MRCC planning tools acknowledge cross-border dependencies where those dependencies affect MRCC's own decisions.

Source location: MRCC Planning Scheme Review 2018 project page explains that the planning scheme sets the long-term land-use vision and must consider how the municipality is likely to change over a 20-year horizon. This supports the link between economic development, land-use planning and long-term spatial change.

4.12 MRCC should define its economic development operating model

MWCCI submission point. The Strategy should explain the delivery model, resources and responsibilities MRCC will use to lead economic development.

The Strategy identifies actions and partners, but does not sufficiently explain how MRCC's economic development capability will be organised and used to deliver the roadmap, benchmarks, sector priorities, investment support, reporting and leadership required.

The community and business sector should be able to understand who is responsible for business retention and expansion, investment facilitation, sector planning, benchmarking, reporting, advocacy coordination, tourism alignment, planning-performance improvement and infrastructure sequencing.

EDAC can play a useful advisory role, but EDAC is not a delivery model by itself. The Strategy should show how EDAC, MWCCI, industry, education providers, tourism bodies, State agencies and cross-border partners will interact with MRCC's internal economic development function.

Recommended improvement

- Add a clear economic development operating model.
- Define MRCC roles, resources, responsibilities, governance, partner roles and reporting cycles.
- Identify who owns each major economic development function.
- Publish an annual work program and public scorecard.

4.13 MRCC should lead by example in productivity, adoption and investment readiness

MWCCI submission point. MRCC should not only help the region adapt; it should demonstrate adaptation itself.

MRCC cannot credibly ask the business community to lift productivity, adopt technology and respond to cost pressure if MRCC does not show how it will do the same. If productivity growth is essential for the private sector, it should also be essential for MRCC.

MRCC can lead by example through faster approvals, digital service improvements, AI-supported internal workflows, better use of existing assets, simpler forms and processes, clearer investment pathways, more accessible procurement and more predictable decision-making.

By improving its own systems, MRCC can reduce friction for business, build investor confidence and demonstrate the type of productivity improvement it is asking of the wider economy.

Recommended improvement

- Set MRCC productivity and service-improvement targets linked to economic development.
- Publish planning, procurement, digital service and asset-utilisation indicators.
- Use MRCC's own adoption of digital tools and improved processes as a practical example for the region.
- Use EDAC and MWCCI to test whether MRCC reforms reduce real business friction.

4.14 Financial sustainability should be treated as an investment-readiness issue

MWCCI submission point. Financial sustainability is directly relevant to investment retention, investment attraction and regional competitiveness.

Businesses and investors need confidence that MRCC can fund, maintain and sequence the infrastructure required to support growth. This includes roads, drainage, serviced industrial land, planning capacity, CBD and public realm investment, housing-enabling infrastructure, tourism assets and community infrastructure that supports workforce attraction.

MRCC's 27 May 2026 Mayoral Report referred to financial sustainability themes including asset utilisation, revenue streams, planning and development processes, faster decision-making and disciplined financial governance. These matters sit at the core of economic development. They influence whether existing businesses choose to reinvest locally and whether new investors regard Mildura as a capable and reliable location for long-term investment.

Economic development should not be treated merely as a Council service line or program cost. It is one of the mechanisms through which MRCC can strengthen the rate base, support investment retention, attract new business, improve asset productivity, increase housing supply and build the economic capacity needed to fund long-term infrastructure.

Recommended improvement

- Explicitly connect financial sustainability with investment readiness.
- Report MRCC's capacity to fund long-term infrastructure and sequence enabling works.
- Request or publish the Financial Sustainability Strategy and supporting materials, including consultation findings, financial modelling, identified savings measures and implementation actions.
- Distinguish genuine productivity gains from service reductions, service exits, transfers or deferred costs when reporting savings.

Source location: MRCC 27 May 2026 Ordinary Meeting Mayoral Report referred to financial sustainability, revenue streams, planning and development processes, asset utilisation and faster decision-making.

4.15 Strategic public assets should be assessed through an asset-productivity lens

MWCCI submission point. Strategic public assets should be assessed not only by cost, but by their contribution to productivity, investment, visitation, service access and regional economic return.

Air access, freight corridors, riverfront assets, tourism infrastructure, CBD assets, industrial land, community facilities, transport connections and public land all affect economic performance. A strategy that treats these mainly as assets or projects misses their economic role.

Asset productivity means asking whether public assets are being used well enough, whether they support private investment, whether they generate economic value, and whether they help the region compete for people, visitors, workers and capital.

Recommended improvement

- Add an asset-productivity lens to major public assets and infrastructure decisions.

- Assess strategic assets by utilisation, economic return, investment impact, service role and growth contribution.
- Link asset decisions to financial sustainability, tourism, housing, business activity and regional competitiveness.
- Use this lens when prioritising infrastructure and capital works.

5. Consolidated Recommendations and Requested Changes

MWCCI recommends that MRCC revise or supplement the Strategy before adoption. The requested changes are practical and intended to make the Strategy more useful for business, investors, MRCC, EDAC, regional partners and the wider community.

1. Add a plain statement of what the Strategy is intended to be and what comes next.
2. Place the five-year action cycle within a longer 5, 10, 15 and 20-year growth horizon.
3. Add a current-state diagnosis showing whether Mildura is performing strongly, holding ground or falling behind.
4. Use the Big 3 / ORVC / Mildura benchmark framework and report results annually.
5. Adopt baseline, stimulated and high-growth population and housing scenarios.
6. Add a 2031 Economic Outcomes Statement with measurable targets.
7. Create a public annual Economic Development Scorecard.
8. Analyse industry structure, resilience, growth potential and competitive advantage.
9. Create a business retention, reinvestment and expansion program focused on improving conditions for existing businesses.
10. Treat Strategic Planning and Statutory Planning as economic development levers and report the value of delayed or unrealised capital investment.
11. Translate ITLUS and transport priorities into economic benefits and project priorities.
12. Adopt a Mildura-Wentworth functional economy lens and formal cross-border coordination mechanisms.
13. Define MRCC's economic development operating model, resources, responsibilities and partner roles.
14. Set MRCC productivity, digital adoption, planning performance, procurement and asset-utilisation indicators.
15. Treat financial sustainability as an investment-readiness issue and publish the Financial Sustainability Strategy or supporting materials.
16. Apply an asset-productivity lens to major public assets, infrastructure and land.

Requested outcome

MWCCI recommends that the Strategy not be adopted as the complete economic growth roadmap in its current form. MWCCI supports the need for the Strategy, but recommends that MRCC revise or supplement it with the measures, benchmarks, operating model and reporting framework outlined in this submission.

6. Appendices

Appendix A: Source References and Public Links

This list records the main public sources used in the submission.

Source	Used for	Location
MRCC Economic Development Strategy 2026-2031 Final Draft Report	Primary document under review	MRCC consultation document
Victorian Auditor-General's Office - Local Government and Economic Development	Independent accountability reference for strategy quality, objectives, measures and reporting	VAGO report page
MRCC Mildura Planning Scheme Review 2018 project page	Long-term land-use planning context and 20-year planning horizon	MRCC project page
Integrated Transport and Land Use Strategy 2025	Transport and land-use economic link	Listed in the EDS as an MRCC supporting strategy
MRCC Financial Plan 2022-23 to 2031-32	Financial sustainability and long-term infrastructure context	MRCC Council plans and strategies page
MRCC Revenue and Rating Plan 2025-2029	Rates, revenue settings and investment confidence context	MRCC Council plans and strategies page
MRCC 27 May 2026 Ordinary Meeting Mayoral Report	Financial sustainability, planning and development processes, revenue streams and asset utilisation	MRCC agendas and minutes page
Victorian Government Planning Permit Activity Reporting System	Planning permit performance and statutory planning indicators	Planning Victoria PPARS page
Victorian Government Housing Targets	Population and housing baseline context	Victorian housing targets page
Australian Bureau of Statistics regional population and labour force data	Population, workforce and demographic benchmarking	ABS website

Appendix B: Suggested Economic Development Scorecard

MWCCI recommends that MRCC publish a short annual scorecard. The scorecard should be simple enough for business and community users to understand, while still being useful for decision-making.

Area	Suggested indicators
Growth	Population growth; working-age share; migration; dwellings approved and completed
Business health	Business entries and exits; insolvencies; confidence; commercial vacancy where available
Investment	Investment enquiries; investment pipeline; value of approved projects; reinvestment case studies
Planning	Median approval time; backlog; value of applications under assessment; delayed project value
Workforce	Participation rate; unemployment; key vacancy indicators; skills pathway participation
Industry	Output, employment and productivity by priority sectors; export/value-add indicators where available
Infrastructure and assets	Capital delivery; asset utilisation; infrastructure sequencing; strategic asset productivity
Financial sustainability	Rate-base growth; infrastructure funding capacity; revenue settings; cost-to-serve indicators
Cross-border	Mildura-Wentworth workforce, housing, tourism and service-use indicators where available