Driving sustainable solutions for the 21st Century in Regional Victoria
Horizon 21 Ltd – Case study

- What is Horizon 21 Ltd?
- How did Horizon 21 Ltd come into existence?
- What were the critical factors in getting Horizon 21 Ltd to the point of incorporation?
- What are the key challenges for Horizon 21 Ltd going forward?
HORIZON 21

driving sustainable solutions for the 21st century

THE PROJECT
Horizon 21 is an innovative partnership, uniting industry via the common desire to establish integrated and innovative approaches to create a sustainable future for regional communities.

The project will become a unique exemplar to share learning and best practices for long-term integrated sustainability for the broader communities of Australia and internationally.

THE POSITIVE OUTCOMES
This unique initiative will unite industry to achieve:
- The creation of new jobs
- Saving of water and energy
- Waste reduction
- Cross-sector partnering
- Building healthier communities

It is estimated that Horizon 21 will generate:
- 110 direct jobs
- 330 indirect jobs
- $330 million economic impact

THE REGION
The Great South Coast is one of Victoria’s most vibrant region’s with strong population growth, and unprecedented growth in energy projects, agricultural production and the services industry.

The combined support of South West Victorian industry, Local Government and Deakin University will allow Horizon 21 to capitalise on the existing strengths of the region, including:
- Ideal demographic and population density
- Highly versatile landscape and land use
- Energy hub/centre for alternative energy
- Capacity to become Victoria’s new food bowl
- Long term water certainty
- 115 sustainability researchers across many disciplines
- Situated in the heart of Australia’s iconic Great Ocean Road region
- A willingness to unite to be Australia’s first demonstration city
What is Horizon 21 Ltd?

- Horizon 21 Ltd is a not for profit company established by its members to undertake projects that improve the environmental, social and economic sustainability of South West Victoria.
- The company was registered on 25 February 2011
- The foundation members are: Wannon Water, Midfield Meats, Warrnambool Bus and Motor Company, Urbanomics, Warrnambool City Council, Deakin University, South West TAFE and Warrnambool Cheese and Butter
- The company also has a number of Associate members
What is Horizon 21 Ltd?

The objects of the company are:

• Undertake projects that improve sustainability of the region

• Create synergies between industry sectors in Southwest Victoria in regard to water, land and biological resources

• Promote the environment, economic and social development of Southwest Victoria whilst maintaining the liveability of the region

• Be an independent source of reliable knowledge and information regarding transition to a low carbon economy

• Foster and promote the sustainability and liveability interests of Southwest Victoria by connecting and liaising with local, state and commonwealth governments, business and industry, educational and research institutions and the community
How did Horizon 21 Ltd come into existence?

- Mid 2008 a group of Industry CEO, MD’s, Council and University staff met over dinner in the backroom of a famous Warrnambool restaurant.
- Shared desire to see Warrnambool and the Southwest of Victoria thrive economically without losing its character and lifestyle.
- Avoid the mistakes of other regional cities and the peri urban boundaries of our capital cities.
- Ideal location to demonstrate sustainable development given its secure rainfall, productive land and natural attractions.
Horizon 21 Ltd Timeline to incorporation

August 2008
- Backroom Dinner
  - Meeting at Deakin University to establish the What and How

September 2008
- University and Council agree to provide support for a working group

January 2009
- Briefing document for Government presented

April 2009
- Partners agree to incorporate and start small

November 2009
- Draft Constitution

February 2011
- Company Registered

Global Financial Crisis
What were the critical factors in getting Horizon 21 Ltd to the point of incorporation?

The 3 R’s

• Red Wine/ Relationships
  • Resources
  • Regional
Red wine /Relationships

• All of the partners have ‘real jobs’, meetings over dinner, lunch or breakfast were essential
• Individuals were philosophically aligned but we needed to work on the practical alignment and benefit for each of the organisations
• Up front it was agreed that Industry should drive this initiative – University and Council took a facilitating and supporting role
Resources

- Role of Warrnambool City Council and Deakin was critical in providing the resource support to get Horizon 21 to incorporation
- GenR8, a local marketing consultancy, donated their creative work and generated the name and look of the company and helped the working group create meaning around the brand.
- Senior manager in each of the foundation members committed their time.
Regional

• Being a regional initiative has been a key success factor in this case study
• When times got tough it was easy to talk to everyone involved – no nonsense communication and ease of access matters
• The strong commitment to the sense of place in this initiative sustained it through the GFC and other setbacks
• Physical proximity and community ties made some projects work that would not in a metropolitan context
What are the key challenges for Horizon 21 Ltd going forward?

- Runs on the board
- Projects that deliver value against the objects of the company
- Funding those projects
- Measuring the outcomes to provide evidence