



Moreland City Council

Moreland Economic Development Strategy 2011 – 2016



Moreland Economic Development Strategy

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Executive Summary

Background

Council's 2009-2013 vision for Moreland is to achieve a more socially and environmentally just and sustainable city. To achieve this, Council will partner the community to be a city that is lively, proud and celebrates its diversity, caring and respecting all of its citizens.

Council recognises the valuable role local businesses plays in achieving a just and sustainable city and has placed a high priority on proactive policies and actions to improve investment, employment and business performance across Moreland.

To guide its efforts, Council has established a new Economic Development Department and requested a five year Moreland Economic Development Strategy (The Strategy) be established outlining its vision, goals and strategic directions for its Economic Development agenda.

The Strategy will also compliment and drive Council's efforts to achieve its overall community vision, meet its goals and ultimately deliver on commitments outlined in the Moreland City Council Plan 2009-2013.

Consultation & Research

The draft Moreland Economic Development Strategy has been developed following consultation and feedback from the Moreland Business Advisory group, other local business operators, Councillors and Council staff.

Further analysis was undertaken including a review of the local economy and relevant federal, state and regional economic strategies.

Finally, this analysis included a review of relevant Council strategies and policies including;

- Council Plan 2009-2013
- Economic Development Action Plan 2006 – 2009
- Municipal Strategic Statement
- Structure Plans – Coburg, Glenroy and Brunswick
- Industrial Land Use Strategy 2004
- Integrated Transport Strategy 2010 – 2019
- Health & Wellbeing Plan 2010 – 2014
- Climate Action Plan 2007 – 2012
- Procurement Policy 2009
- Arts Strategy 2006 – 2010
- Employment Strategy 2004
- Youth Strategy 2004-2009

Economic Context

Through this analysis and consultation four key challenges have been identified:

1. Moreland continues to be an economy in transition. Whilst the main driver of the local economy continues to be manufacturing this is a sector that is clearly in decline. Given that manufacturing is still the single biggest contributor to the local economy: employment (18%), output (39%), exports (70%) and value add (22%), this is significant issue. The challenge for Moreland is not only to assist this sector to move to a more knowledge based sector, but to also reduce this reliance by growing and diversifying the remainder of the economy, particularly in the areas of: property and business services; construction; health and community services; and education. Given the forecasted population growth, it will also be important to grow the retail sector to ensure that the diversity and range of goods and services of our expanding population are met. A great deal of investment is required in order to bring these opportunities to fruition.

2. Of the 10,128 businesses in Moreland the typical profile of a business is a self employed person (61%) with a turnover of less than \$100,000 per annum (48%). Even at the next level most employing businesses only employ 1-4 persons (26%) and have a turnover of between 100,000 to \$500,000 per annum (35%). This presents a key challenge for Moreland in terms of assisting businesses to increase their output and creating the opportunity of expanding the number of employees they require, while recognising that further assistance in start-up businesses (self employed businesses) is also required.
3. The continuing gap between the employment sought by our workforce and the jobs on offer is a daily brain drain for Moreland. Each day thousands of Moreland residents commute outside the municipality for work. The challenge therefore is to provide not only more jobs (30,000) but to ensure that these opportunities align with our workforce skills, namely in the areas of: professional, scientific and technical services; education and training; financial and insurance services; accommodation, cafes and restaurants; health care and social assistance; public administration and safety; and retail.
4. Moreland's key SEIFA indexes (index of relative socio economic disadvantage) highlight that it is an area of mixed socio-economic advantage and disadvantage and therefore there is a need to ensure that access to local employment opportunities are made available for all in the community. A stronger relationship between local employers, local job seekers and education and training services providers to create these opportunities is essential.

Economic Development Vision

By 2016, the City of Moreland will have a sustainable economy where local enterprise is supported; where job growth and local employment opportunities exceed the metropolitan average; where the natural environment is not compromised by economic growth; where appropriate investment is welcomed and facilitated and where local businesses are capable of succeeding in the global market place.

Key Goals

In order to achieve this vision and address the challenges outlined above the Moreland Economic Development Strategy will provide a framework for the economic development program and partners to lead the Moreland community towards:

- | | |
|---------|--|
| Goal 1: | Increase local job opportunities for resident workforce |
| | <i>Measure – Increased local employment ratio to 0.60 by 2016</i> |
| Goal 2: | Increase the economic output of local business |
| | <i>Measure – Increased percentage share of Gross Regional Product generated by business and industry within Melbourne's North to 10% by 2016</i> |
| Goal 3: | Increase quality investment in the public and private realm |
| | <i>Measure – Increase in Moreland's percentage share of capital investment in inner Melbourne to 15% by 2016</i> |
| Goal 4: | Unemployment rate below the metropolitan average with a reduction in unemployment rates in each of Moreland's SLA's. |
| | <i>Measure – Reduction in unemployment in Moreland to below the Melbourne metropolitan average by 2016</i> |

Strategic Directions

In pursuit of Moreland's Economic Development vision and goals the following five strategic directions will guide Council's economic development efforts over the coming five years.

- Strategy 1.0 Leadership and Policy
- Strategy 2.0 Business Support
- Strategy 3.0 Investment and Jobs Attraction
- Strategy 4.0 Place Making and Activation
- Strategy 5.0 Workforce Development

Within each key strategic direction lie a number of key objectives and proposed actions. The Economic Development Strategy will be flexible in its delivery and include an annual assessment of these objectives and actions depending on the specific issues impacting the community at the time. However, the strategic directions are proposed to remain in place for the duration of the strategy providing the robust framework to focus Council's efforts necessary to achieve the goals and vision outlined.

By 2016, the City of Moreland will have a sustainable economy where local enterprise is supported; where job growth and local employment opportunities exceed the metropolitan average; where the natural environment is not compromised by economic growth; where appropriate investment is welcomed and facilitated and where local businesses are capable of succeeding in the global market place.

Introduction

Background

Moreland City Council's 2009-2013 vision for Moreland is to achieve a more socially and environmentally just and sustainable city. To achieve this, Council will partner the community to be a city that is lively, proud and celebrates its diversity, caring and respecting all of its citizens.

A critical element of Moreland's community is its local business community. Local businesses play a key role in driving the economic and social health of the wider community. Local businesses provide the community with local access to goods and services, local employment, wealth creation and opportunity. Local businesses in Moreland are very much a part of our understanding of "the Moreland community".

Moreland Council recognises the valuable role local businesses plays in achieving a just and sustainable city and is placing a high priority on proactive policies and actions to improve investment, employment and business performance across Moreland.

To guide its efforts, Council has established a new Economic Development Department and requested a five year Economic Development Strategy (The Strategy) be established outlining its vision, goals and strategic directions for its Economic Development agenda.

The Strategy will also compliment and drive Council's efforts to achieve its overall community vision, meet its goals and ultimately deliver on commitments outlined in the Moreland City Council Plan 2009-2013.

The Strategy is divided into the following sections:

- Key Economic Drivers
- Economic Development Outlook
- A Smart Growth Future
- Implementation Plan
- Monitoring & Evaluation

The Strategy will be implemented by Council in partnership with local industry, regional partners and key State and Federal government agencies.

Defining Council's Role

Local economic development and Council's role in it stems from the premise that local productivity is one of the keys to community prosperity and wellbeing.

Typically, the private sector is the most significant contributor to local economic development and its primary involvement in developing business, and hence the economy, is driven by the desire to accumulate wealth. Council has acknowledged however, that it has a significant role and responsibility within the context of Councils wider sustainability objectives, to influence and leverage the private sector's motivation to accumulate wealth, which in turn can generate sustainable local economic development, wealth and employment opportunities for its community.

For Council, principally this will involve creating the right conditions and physical environment for business success. This includes supporting the growth and development of existing business, investing in high quality development and attracting new investment into the region that meets the needs and expectations of the local community.

Key Economic Drivers

Local Industry

Total Number of businesses – 10,128 (ABS Business Register 2006)

- Property and Business Services 24%
- Construction 15%
- Retail 15%
- Transport and Storage 12%

Total Number of jobs – 29,764 (30,968 in 2001)

- Manufacturing 18% (25% in 2001)
- Retail 17% (17% in 2001)
- Health and Community Services 14% (11% in 2001)

Size of business

- 87% employ less than 4 people (61% sole operators)
- 12% employ between 5 to 49 people
- 1% employ 50+

Business Turnover

- 90% turnover less than \$1 million per annum
- 48% turnover less than \$100,000 per annum

Economic Output

- Gross Regional Product - \$3.8 billion (\$2.7b in 2001)
- Total output - \$8.2 billion (\$7.1b in 2001)
- Total wages and salaries - \$2.0 billion (\$1.5 billion in 2001)
- Total value added by industry - \$3.2 billion (\$2.3 billion in 2001)

Key drivers of the economy

- Property and business services
- Manufacturing
- Retail trade

Local Resident Labour Force

(residents who live and work in Moreland or elsewhere)

Total number of resident labour force – 63,032

- 10,000+ residents work in Moreland
- 20,000+ residents work in Melbourne CBD
- 30,000+ residents work in surrounding municipalities

Employment Status

- 94.0% of the labour force are employed (94.6% in MSD)
- 6.0% are unemployed (5.4% in MSD)
- 19,114 of the resident labour force are employed part time (31.3%)
- 38,343 of the resident labour force are employed full time (60.8%)

Business Employment of Resident Labour Force

- 10.2% Health Care
- 10.1% Manufacturing
- 10.0% Retail

Occupations of Resident Labour Force

- 25.5% Professionals
- 18.0% Clerical, Sales and Service Workers
- 11.4% Associate Professionals

Qualifications

- 39.6% hold educational qualifications (41.3% in MSD)
- 47.5% hold no formal qualifications (45.9% in MSD)

Economic Development Outlook

Competitive Advantages

The strengths and opportunities outlined below have been developed following analysis of the local economy, current directions and opportunities of key government policies and strategies and from feedback from local business leaders and key stakeholders. These strengths and opportunities have been identified from the perspective of the three elements that typically drive an economy: industry; population; and liveability.

Industry

- Central location in Melbourne enjoying excellent access to the CBD, employees, goods and services and major transport networks, airport and port.
- A strong business and employment base with over 10,000 businesses providing nearly 30,000 local jobs.
- Sectoral changes in the economy that have shifted away from manufacturing base to an emerging service based economy resulting in a subsequent rise in economic and employment diversity providing great opportunity and stability in a global marketplace.
- Good central access to local and metropolitan supply chains
- Regionally significant and destination shopping, lifestyle and hospitality strips
- Existing infrastructure for supporting small business start ups and local innovation through the Brunswick Business Incubator and Brunswick Community Enterprise Centre
- Existing levels of exporting outside the municipality
- Strong supply of industrial and commercially zoned land for existing and new business growth and development
- Brownfield redevelopment opportunities for both housing and economic regeneration purposes
- Strong 'Green' brand as a result of the local commitment to environmentally sustainable development practices with established support mechanisms including local and state government, the Moreland Energy Foundation and Centre for Educational Research in Environmental Strategies (CERES)

Population

- A culturally diverse population
- A increasingly educated/qualified population
- Labour force capacity to match 'gaps' in local economy

Liveability

- Good access to a range of health, education, recreational and cultural facilities
- Excellent access to a range of transport infrastructure including roads and public transport
- Well established service infrastructure
- Well established activity centres to support new business growth and investment opportunities
- Strong local leadership and direction to facilitate future investment opportunities and growth
- Well maintained parks and open spaces
- Diverse and creative community
- The proposed rollout of the national broadband network in Brunswick
- A diversity of housing stock providing for a range of lifestyle requirements

Key Challenges

The challenges outlined below have been developed following analysis of the local economy, current directions and opportunities of key government policies and strategies and feedback from local business leaders and key stakeholders.

Industry

- An uncertain global economic environment
- Global competition
- Climate change and resource efficiency
- Skills shortages
- Inability of local Financial Services sector and Property and Business Services sector to meet local industry demands
- Continued loss of land for employment purposes to residential conversion
- Relatively low levels of household consumption
- Awareness of rights and regulations for small business start ups
- Limited local business networks
- Awareness of local industry and retail offer
- Potential conflict between commercial and residential uses
- Poor perception of the North as the place for business
- Mismatch between existing former industrial building stock and the needs of contemporary industry
- Limited supply of quality office space

Population

- Disparity between numbers of residents in the workforce – 60,000 and available local jobs – 30,000
- Addressing the pockets of disadvantage where low levels of educational attainment and high levels of unemployment are experienced
- Up skilling workforce to keep pace with skill requirements and changes in industry
- Access to entry level local employment

Liveability

- Increasing traffic congestion and increasing pressure on public transport services
- Maintaining and sustaining public infrastructure and services
- Changing the perception of the north as an attractive place for business investment and hence a desirable place for entrepreneurs to live and invest
- Limited access to secondary education institutions
- Access to a diversity of affordable housing opportunities
- The amount and quality of the public realm

A Smart Growth Future

Economic Development Vision for Moreland

In the past 20 years, globalisation and communication have changed the face of economic development. Its impact and effect has been dramatic, particularly on the businesses and community in Moreland.

As an economy largely built on the fortunes of the manufacturing sector, in recent times many businesses in Moreland have either significantly altered or reduced their output, some have closed down, local employment opportunities have decreased and entry level employment opportunities have declined.

These changes, coupled with global sustainability and resource efficiency issues present many challenges for the Moreland economy. Importantly, these challenges are not only faced by local businesses, the flow on effects also directly impact on the standard of living for all residents in Moreland.

With change comes opportunity. A new economy is beginning to emerge across Moreland, one which includes a range of different industry sectors. Whilst manufacturing continues to remain as a dominant industry sector, an increase in knowledge based intensive industries is now evident. The property and business services sector, finance and insurance sector, the health and community services sector and the retail sector are all in a healthy growth phase across the city. The ever expanding diversity of industry sectors across Moreland bodes well for its future.

The challenge for Moreland is to leverage this growth and influence future investment in a manner which achieves a high quality competitive local economy and an equally high quality sustainable standard of living for the community.

The vision is bold:

By 2016, the City of Moreland will have a sustainable local economy; where local enterprise is supported; where job growth and local employment opportunities exceed the metropolitan average; where the natural environment is not compromised by economic growth; where appropriate investment is welcomed and facilitated and where Moreland businesses are capable of succeeding in the global marketplace.

By implementing this strategy, Moreland will have a sustainable and competitive economy delivering community wide benefit.

Goals

The Moreland Economic Development Strategy will provide a framework for the economic development program and partners to lead the Moreland community towards:

- Goal 1: Increase local job opportunities for resident workforce
- Goal 2: Increase the economic output of local business
- Goal 3: Increase quality investment in the public and private realm
- Goal 4: Unemployment rate below metropolitan average with a reduction in each of Moreland's SLA's

A Smart Growth Principled Approach

A comprehensive model to frame Council's role in Economic Development is emerging which provides for 15 common principles for building sustainable, competitive and liveable communities. These principles are referred to as the "*Ahwahnee Smart Growth Principles*" and recognize the economic value of natural and human capital and focus on the most critical blocks for successful economic development – the community and the region.

These principles align well with Council's overall vision and direction as outlined above and provide a useful context within which to deliver Moreland's Economic Development Strategy.

These Smart Growth Economic Development principles focus on:

- An integrated approach to leadership
- Inclusive planning and implementation
- Workforce development initiatives to advance social inclusion
- Supporting existing business as the best source of business expansion and local job growth
- Identifying specific gaps and niches the local economy can fill
- Investing in technology that supports local innovation and development
- Long term investment programs which promote collective benefit instead of individual firms
- Investing in education institutions and opportunities for training available to all
- Improving business sustainability and environmental impact
- Supporting private enterprise that 'gives back' to their local communities
- Resource efficiency by facilitating investment in designated urban areas

- Minimising the use of cars and promote sustainable transport initiatives
- Activity centre development that meets the needs of the local community
- Preserving and promoting distinctive community identity's
- Regional collaboration to promote a coherent and sustainable metropolitan whole

Strategic Directions

In pursuit of Moreland's Economic Development vision and goals and based on the above principles, the following five strategic directions will guide Council's economic development efforts over the coming five years.

Strategy 1.0	Leadership and Policy
Strategy 2.0	Business Support
Strategy 3.0	Investment and Jobs Attraction
Strategy 4.0	Place Making and Activation
Strategy 5.0	Workforce Development

Each strategic direction has a series of key objectives and related actions intended to advance Council's efforts towards achieving the overall vision of the Strategy. These objectives and actions have been established based on a combination of factors including Council's strategic direction, the 'maturity' of Council's economic development program, the progression of projects required to enable effective implementation of key actions and the availability of resources.

Implementation Plan

Leadership and Policy

Issues & Challenges

Council has an opportunity and indeed a key responsibility to lead the economic development agenda at the local level. It takes this lead responsibility as part of its overall agenda of the orderly development of the city. Effective local economic development demands inclusive leadership and requires relationship building and partnership development.

Council must therefore be actively engaging with business and investors, articulating its vision and goals for the community and seeking partnerships to advance its efforts.

Leadership in local economic development includes taking responsibility for the broad strategic economic development direction of the city, influencing regional initiatives, actively facilitating partnerships, programs and local opportunities for private enterprise.

The challenge for Council is to build and develop a strong relationship with the local business community and its key stakeholders, to create the space for ideas and innovation, and to share research and data which informs local business and community decisions.

Council also has a broader responsibility to get involved and cooperate in regional economic programs to promote a coherent metropolitan whole that respects the role and function of the Moreland economy.

Local economic development leadership is not solely an externally focussed function. It also demands an internal focus to aid Council decision making, service delivery and future policy development. In many respects, the successful implementation of this Economic Development Strategy is contingent on a whole of organisation approach and understanding of economic development matters. Strong leadership is critical at an organisational level to ensure this occurs.

Finally, Council as an organisation has a broader corporate responsibility to lead by example and make efforts to minimise its impact on the natural environment, to provide a healthy work environment and to foster an organisational culture that seeks stronger partnerships with local enterprise for community wide benefit.

Objectives

- Actively engage local enterprise to provide input and direction to ensure the projects and programs of Moreland City Council are business focused and receptive to business needs and expectations.
- Guide local economic development planning and policy to support Council decision making and community wide planning through ongoing economic research and analysis.
- Represent the interests and economic development aspirations of Council at a regional, State and National levels to influence and guide key decisions in the best interests of the local community.
- Build Council's capacity to respond to and deliver services that impact on local business development and investment.

Strategy 1.0 – Leadership and Policy

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Actively engage local enterprise to provide input and direction to ensure the projects and programs of Moreland City Council are business focused and receptive to business needs and expectations.				Within existing budget (WEB)	<ul style="list-style-type: none"> • Stronger relationship with local business and industry • Council more informed on business matters • Improved representation and advocacy on business issues • Business are better informed about Council matters
Action 1.1 – Establish the Moreland Business Advisory Group	High	Economic Development	DBI, Local business leaders	WEB	
Action 1.2 – Implement trader liaison service	High	Economic Development, Place Management	Traders, Trader Associations	WEB	
Action 1.3 – Ongoing business visits and on site consultations	Ongoing	Economic Development, Strategic Planning	Local business	WEB	

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Guide local economic development planning and policy to support Council decision making and community wide planning through ongoing economic research and analysis.				Within existing budget (WEB)	<ul style="list-style-type: none"> • Improved quantitative and qualitative data on business and local economy • Council regularly informed on economic development progress • Improved decision making on economic development matters
Action 1.4 – Implement the Census for Land Use and Employment program for Moreland	Medium	Economic Development , Place Management, Strategic Planning, Rates	City of Melbourne	\$80,000	
Action 1.5 – Conduct a Local Business Confidence Survey every two years	High	Economic Development , Communications & Research	N/A	\$15,000	
Action 1.6 – Prepare regular economic analysis reports for Council	Medium	Economic Development , Communications & Research	N/A	WEB	
Action 1.7 – Guide efforts within Council’s Municipal Strategic Statement and Local Planning Policy Framework and associated documents to advance key economic development outcomes	High	Strategic Planning , Economic Development, Place Design & Strategy, Place Management	DPCD, DBI	WEB	
Action 1.8 – Continue to use Moreland Planning Scheme as a key tool for the retention of local business and employment (eg. MILUS).	High	Strategic Planning , Economic Development, Place Design & Strategy, Place Management	DPCD, DBI		

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Represent the interests and economic development aspirations of Council at a regional, State and national level to influence and guide key decisions in the best interests of the local community.				Within existing budget (WEB)	<ul style="list-style-type: none"> • Influence economic development matters at the regional, State and regional level • Increased awareness of Moreland's economic development agenda
Action 1.9 - Northlink Board Membership	Ongoing	Economic Development	Northlink	\$25,000	
Action 1.10 - Develop key networks and relationships with Local, State and Federal government agencies	Ongoing	Economic Development	DBI, DPCD, DOT, Northern Region RDA	WEB	
Action 1.11 - Participation on Northern Regional Development forums	Ongoing	Economic Development	Northern Region RDA	WEB	
Build Council's capacity to respond to and deliver services that impact on local business development and investment				Within existing budget (WEB)	<ul style="list-style-type: none"> • Whole of organisation awareness, understanding and advancement of Moreland's economic development agenda
Action 1.12 - Work across Council to support programs and services that impact and advance Council's economic development aspirations	High	Economic Development	N/A	WEB	

Business Support

Issues & Challenges

Because each community's most valuable assets are the ones they already have, and existing businesses are already contributing to their home communities, economic development efforts should first give priority to supporting existing enterprises as the best source of business expansion and local job growth.

Council's economic development program should focus on promoting local entrepreneurship to build locally based industries and businesses that can succeed among national and international competitors.

Analysis and research suggest there are a number of opportunities that exist for Council to support local business.

Opportunities exist to continually review and improve the level of customer service Council provides local businesses. Whilst many of the permit processes and procedures are inherited from the State Government, the opportunity exists to improve communications and information to allow local businesses to make more informed decisions when it comes to applying for permits to operate business in the local area.

Council is well placed to establish local business networks facilitating opportunities for business to come together, share ideas, develop new networks and continuously improve. Local business networks are also a valuable engagement tool for Council and business to better understand each other.

Council is also well placed to facilitate industry training and development programs to local business. These programs are often delivered in partnership with State government departments and agencies and provide one of the more accessible and cost effective methods to train and develop local business. Programs assisting business to be more sustainable, efficient, profitable and competitive at a global level would be a likely fit for industry and the wider community.

Objectives

- Assist local business to become more resource efficient and sustainable
- Reduce 'Red Tape' processes and information to make it easier for business to locate and operate in Moreland
- Establish a local business network to share ideas, promote local services and build local business capacity
- Facilitate training and development programs to support business growth and development
- Improve local business access to information, support and assistance

Strategy 2.0 - Business Support

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Assist local business to become more resource efficient and sustainable				Within existing budget (WEB)	<ul style="list-style-type: none"> Increased business profitability and efficiency Reduced carbon footprint of local business
Action 2.1 - Partner with the Moreland Energy Foundation to deliver resource efficiency and sustainability programs	High	Economic Development , Environmental Sustainable Development	Moreland Energy Foundation Limited, VECCI, Sustainability Victoria, Brunswick Business Incubator	WEB	
Action 2.2 - Deliver training programs to assist business to access and implement ESD initiatives	High	Economic Development , Environmental Sustainable Development	Moreland Energy Foundation Limited, VECCI, Sustainability Victoria, Brunswick Business Incubator	\$10,000	
Action 2.3 - Promote and communicate available sustainability programs, grants and funding opportunities to local business	High	Economic Development , Environmental Sustainable Development	Moreland Energy Foundation Limited, VECCI, Sustainability Victoria, Brunswick Business Incubator	WEB	
Action 2.4 - Ensure that high Environmentally Sustainable Development (ESD) standards are required for all commercial redevelopment, including activity centre development.	High	Environmentally Sustainable Development , Place Design & Strategy, Urban Development, Economic Development	Moreland Energy Foundation Limited, VECCI, Sustainability Victoria,	WEB	

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Provide training and development programs to support business growth and development				Within existing budget (WEB)	<ul style="list-style-type: none"> • More informed, educated and robust businesses • Increased participation in business development programs and initiatives • Increase in regional exports
Action 2.5 - Establish and deliver small business training seminars	High	Economic Development	DBI, Brunswick Business Incubator	\$10,000	
Action 2.6 - Deliver export development programs in partnership with NorthLink and adjoining local government stakeholders	Medium	Economic Development	Northlink, DBI, Brunswick Business Incubator	\$10,000	
Action 2.7 - Facilitate roll-out of <i>Enterprise Connect</i> program in partnership with NorthLink	Ongoing	Economic Development	Northlink, Brunswick Business Incubator	\$10,000	
Reduce 'Red Tape' processes and information to make it easier for business to locate and operate in Moreland				Within existing budget (WEB)	<ul style="list-style-type: none"> • Improved customer service experience for business • Improved understanding of Council permits and regulations • Increased small business start ups
Action 2.8 - Implement "Eazy Biz" program to streamline permit application process	Medium	Economic Development, Urban Development, Local Laws & Civic Compliance	DBI	WEB	
Action 2.9 - Develop "New business kits" to inform business of rules and regulations required to start up a business	Medium	Economic Development, Urban Development, Local Laws & Civic Compliance, Strategic Planning	DBI	\$15,000	
Action 2.10 - Establish Business Liaison service providing one on one support for business operators applying for Council permits	High	Economic Development, Urban Development, Local Laws & Civic Compliance, Strategic Planning	N/A	WEB	

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Establish a local business network to share ideas, promote local services and build local business capacity				Within existing budget (WEB)	<ul style="list-style-type: none"> Established local business networks Better connected local businesses Strengthened local supply chains
Action 2.11 – Establish the Moreland Women’s Business Network	High	Economic Development, Social Policy and Early Years, Communications	N/A	\$10,000	
Action 2.12 – Establish the Moreland Business Network	High	Economic Development, Social Policy and Early Years, Communications	N/A	\$10,000	
Action 2.13 - Establish local business directory with key themes	High	Economic Development, Communications & Research	N/A	\$5,000	
Improve local business access to information, support and assistance				Within existing budget (WEB)	<ul style="list-style-type: none"> Better informed businesses on community issues Increased awareness of issues impacting on business development and growth Increased access to business support programs
Action 2.14 - Review and improve online business information and support	High	Economic Development, Communications & Research	DBI, NorthLink, Federal Government	\$15,000	
Action 2.15 – Establish a quarterly Moreland Business Newsletter	High	Economic Development, Communications & Research	N/A	\$25,000	
Action 2.16 - Establish and promote a business information port within all Moreland libraries	High	Economic Development, Communications & Research, Libraries	N/A	WEB	

Strategy 3.0 - Investment and Jobs Attraction

Issues & Challenges

In recent years, Moreland Council has developed a reputation as an innovative, forward thinking and proactive Council largely on the back of its efforts in driving The Coburg Initiative – a blue print for future urban development and regeneration of the Coburg Activity Centre. Whilst much has been documented about the estimated \$1 Billion development program, at this stage the flow on impacts such a significant investment will have across the wider community is largely unknown. Undoubtedly, The Coburg Initiative has sparked interest and enthusiasm in local investment and there is a great opportunity to leverage this interest to achieve broader community outcomes.

In addition to the strategic work undertaken for Coburg, Council have also approved Structure Plans for both Brunswick and Glenroy Major Activity Centres. These plans outline future land use and investment opportunities for the respective communities.

To fully capitalise on these opportunities, clarity and purpose for local investment must be communicated to interested parties. Through pro-active engagement, communication and facilitation Council will be in a strong position to advance the implementation of its activity centre structure plans and wider community plans and aspirations over the coming years. Willingness to partner and work with local business, private investors and key government departments is vital, as is the ability to take a long term view on future investment opportunities.

Facilitating investment in the community is not simply about realising quality land use and built form aspirations, for the Moreland community it must also be about job growth.

Research and analysis suggest that by focusing on addressing the industry gaps in the local economy (i.e. industry products and services currently imported into Moreland by existing local businesses) an additional 1,329 local jobs could be created, representing a 4.5 percent boost to employment.

The opportunity exists for Council to actively facilitate investment which fills the industry gaps, accommodates growth in these industry sectors and ultimately leads to the creation more local job opportunities.

A recent investment success story has been the Brunswick Business Incubator. Established to support small business start-ups, one of the positive flow-on effects of the incubator has been the decision of 'graduate businesses' to choose to locate in the nearby area on account of the local networks developed when in the incubator. Many of these businesses have continued to grow and develop generating further local employment opportunities.

Based on the success of the Brunswick Business Incubator, the opportunity exists for Council to investigate the potential of another business incubator model servicing business start ups in the northern reaches of the municipality.

Finally, investment facilitation initiatives must also target existing businesses as they look to expand and grow. It is imperative that Council support local industry to continue to provide local employment. To this end, Council should work in partnership with local business to explore options for retention and/or expansion in the local community

Objectives

- Attract new investment to Moreland by actively facilitating development opportunities
- Position Moreland as a great place for small business start-ups
- Facilitate investment which creates local employment opportunities
- Actively support local business retention and expansion before seeking to attract new competition into the local market place

Strategy 3.0 - Investment and Jobs Attraction

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Attract new investment to Moreland by actively facilitating development opportunities				Within existing budget (WEB)	<ul style="list-style-type: none"> Increased private and public building investment Improved relationships and understanding between Council and development industry
Action 3.1 - Continue to facilitate the Major Projects internal advisory group supporting developers seeking to establish key developments in priority areas	Ongoing	Urban Development , Strategic Planning, Place Design & Strategy, Economic Development, Place Management	DBI, DPCD	WEB	
Action 3.2 - Establish Investment Facilitation Service to proactively realise development opportunities across Moreland	High	Economic Development , Strategic Planning, Urban Development, Place Management	DBI, DPCD	\$80,000	
Position Moreland as a great place for small business start-ups					<ul style="list-style-type: none"> Increase in the number of small business start ups
Action 3.3 - Develop a Moreland Business Prospectus positioning Moreland as a great place for business	Medium	Economic Development , Communications & Research, Strategic Planning, Urban Development	DBI, Northlink, DPCD	\$30,000	
Action 3.4 - Actively engage developers, landlords and real estate agents, targeting gaps in the local economy and promoting Moreland's business advantages	Low	Economic Development , Strategic Planning, Urban Development, Place Management	N/A	WEB	

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Facilitate investment which creates local employment opportunities				Within existing budget (WEB)	<ul style="list-style-type: none"> Increase in the number of new local employment opportunities from new investment and start ups
Action 3.5 – Actively facilitate quality investment within key Activity Centres	High	Urban Development , Economic Development, Strategic Planning, Place Design & Strategy, Place Management	DPCD, DOT, DBI	WEB	
Action 3.6 - Implement initiatives outlined in the Moreland Industrial Land Use Strategy including	Ongoing	Strategic Planning , Economic Development, Place Management, Urban Development	DPCD, DBI	WEB	
Action 3.7 - Explore the development of a business incubator in Glenroy to support new business start-ups and employment growth	Medium	Economic Development , Place Management, Strategic Property	DBI Brunswick Business Incubator	\$20,000	
Action 3.8 - Target existing large local employers to accommodate their long term retention and expansion plans	Low	Economic Development , Strategic Planning, Urban Development, Place Management	DBI	WEB	
Actively support local business retention and expansion before seeking to attract new competition into the local market place				Within existing budget (WEB)	<ul style="list-style-type: none"> Increase in employment growth from existing businesses
Action 3.9 - Implement Business Retention and Expansion program across Moreland	Medium	Economic Development , Communications & Research, Place Management	DBI	\$30,000	
Action 3.10 - Continue to support the growth and development of the Brunswick Business Incubator	High	Economic Development , Place Management, Strategic Property	Moreland Enterprise Development Centre	WEB	
Action 3.11 – Continues to advocate for the relocation of Government Departments to within key activity centres	Medium	Economic Development , Strategic Property	DBI	WEB	

Strategy 4.0 - Place Making and Activation

Issues & Challenges

Economically sustainable and competitive communities should have an appropriately scaled and economically healthy activity centre focus.

To this end, at the community level, a wide range of commercial, residential, cultural, educational, civic and recreational uses should be located in activity centres. At the neighbourhood level, neighbourhood centres should contain local businesses that service the daily needs of the nearby residents.

In order to focus the longer term sustainable development of its activity centres, Council has completed three structure plans for the key activity centres of Glenroy, Coburg and Brunswick. These structure plans essentially provide the 'blue print' for the future land use planning, development, transport movement and activation within these activity centres.

The challenge is to facilitate, resource and implement outcomes which advance the communities aspirations as outlined within these structure plans. Whilst much of the stimulus will stem from private sector investment and opportunity, effective implementation will require concerted effort to engage, communicate and partner with key community and private sector stakeholders over coming years.

A further challenge for Council is the need to upgrade and improve the appearance of its local neighbourhood shopping strips to meet the local convenience needs of the surrounding residential community. With over 50 local shopping strips in existence the challenge to resource future upgrades and improvements will require a strategic and creative partnership approach between Council and key private and public sector stakeholders.

The opportunity also exists to build on the existing support provided to retail traders and their associations via ongoing marketing and promotions programs through the introduction of a targeted 'buy local' shopping program. Such a program would serve to support local business whilst raising awareness amongst the wider community of the need to support local enterprise.

Finally, a key component of place making is the activation of place. Place activation often requires the facilitation and coordination of public activities and cultural programs accessible to the wider community using the space. To this end, festival programs and efforts to drive arts and cultural pursuits across the city as a key activator of place should continue to be supported and advanced. Also, efforts promoting accessibility of a place must also be supported ensuring a wide diversity of community participate in public activities including initiatives involving youth, elderly and young families.

Objectives

- Implement the Glenroy, Brunswick and Coburg structure plans using a place management approach
- Upgrade and improve function and appearance of local shopping strips
- Support the ongoing development of local shopping strips
- Continue to invest and upgrade public infrastructure to advance local economic development
- Drive place making programs to activate the public realm within activity centres and local shopping strips

Strategy 4.0 - Place Making and Activation

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Implementation key initiatives as outlined within the Glenroy, Brunswick and Coburg structure plans				Within existing budget (WEB)	<ul style="list-style-type: none"> • Implementation of key projects • Better coordinate the delivery of services with Activity Centres
Action 4.1 - Create Community Advisory groups to assist with the implementation and delivery of approved Structure Plan	High	Place Management , Social Development	N/A	WEB	
Action 4.2- Establish Place Manager service for Brunswick, Coburg and Glenroy	High	Economic Development	N/A	WEB	
Action 4.3 - Undertake implementation of key initiatives outlined within approved Structure Plans	High	Place Management , Economic Development, Strategic Planning, Urban Development, Place Design and Strategy	DPCD, DOT, DBI	WEB	

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Management and upgrade of local shopping strips				Within existing budget (WEB)	<ul style="list-style-type: none"> • Guide Council improvements across local shopping strips • Strategic delivery of shopping strip improvements • Partnership approach to the delivery of infrastructure improvements • Increased use and viability of local shopping strips
Action 4.4 - Develop and implement strategic framework to guide the development and renewal of local shopping strips	High	Economic Development , Place Management, Place Design & Strategy, Social Policy and Early Years, Engineering & Transport, Strategic Planning	Local Traders, Landlords, Developers	\$500,000	
Action 4.5 - Implement programs supporting the development and residency of local artists within local shopping strips	Low	Economic Development , Place Management, Social Policy and Early Years, Arts & Culture	Local Artists	\$10,000	

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Support the development of local retail precincts				Within existing budget (WEB)	<ul style="list-style-type: none"> • Increased economic output of retail sector • Increased private investment in retail precincts • Increased community pride in local retail precincts
Action 4.7 – Provide support and assistance for the development of local Trader associations and supporting marketing programs.	Ongoing	Economic Development , Place Management, Social Policy and Early Years	Trader Associations	WEB	
Action 4.8 – Manage the delivery of Council’s Special Rate/Charge program for the marketing, promotions and business development of designated retail precincts	Ongoing	Economic Development , Finance, Governance,	Trader Associations	WEB	
Action 4.9 – Establish a Shop local program to promote local products and services to the local community	Medium	Economic Development , Communications & Research, Social Policy and Early Years	Traders, Trader Associations	\$30,000	
Action 4.10 – Implement and manage Council’s outdoor Christmas Decoration program	High	Economic Development , Place Management, Arts & Culture, Engineering Operations	Traders, Trader Associations	\$200,000	
Action 4.11 – Review and consolidate Council’s Urban Villages policy to facilitate increased commercial activity along key transport corridors and activity nodes (outside of Principal and Major Activity Centres)	High	Economic Development , Place Management, Urban Development, Strategic Planning and City Infrastructure	Local Traders, Landlords, Developers	WEB	

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Continued investment in public infrastructure				Within existing budget (WEB)	<ul style="list-style-type: none"> Continued investment in local infrastructure supporting business growth and development Delivery of new technology which advances and supports local enterprise Increased investment in public infrastructure within activity centres and shopping strips
Action 4.12 - Deliver annual capital works and investment program	High	Engineering & Transport , Place Design & Strategy, Business Development	Traders, Trader Associations	WEB	
Action 4.13 - Facilitate the appropriate investment in broadband technology upgrades across the City	Medium	Economic Development , City Infrastructure	NBNCo	WEB	
Action 4.14 – Establish a comprehensive Development Contributions Plan with a view to advancing investment in public infrastructure	High	Strategic Planning , Urban Development, City Infrastructure, Economic Development, Place Design & Strategy, Open Space	DPCD, Developers, landowners	WEB	
Activation of public spaces within activity centres and shopping strips					<ul style="list-style-type: none"> Increased public art in activity centres Increase in the number of community driven festivals, events and markets
Action 4.15 - Support the continued development of community public art programs	Medium	Arts & Culture , Economic Development, Place Management	Traders, Trader Associations	\$20,000	
Action 4.16 - Actively support trader and community led festivals, events and markets within activity centres and local shopping strips	Medium	Economic Development , Arts & Culture	Traders, Trader Associations	WEB	

Strategy 5.0 - Workforce Development

Issues & Challenges

There are approximately 60,000 Moreland residents in the workforce and only 30,000 local employment opportunities. Just over 30% (i.e. 10,000) of these local jobs are occupied by local residents. Therefore, everyday around 50,000 residents travel outside Moreland to work – this equates to over 100,000 trips to and from work.

The challenge for Moreland is to not only attract investment and business development to increase local employment opportunities for those 50,000 residents who leave Moreland everyday to work elsewhere but to ensure there is a greater match between the skills of the local workforce and the skills required drive Moreland's local economy.

Initiatives to 'up skill' the local community, improve the matching of skills to key industries and establishing more flexible work practices are all important actions to help address these problems. Another challenge is to ensure the local workforce is trained and ready for the demands of tomorrow's economy.

Local Learning and Employment Networks (LLENs) are an initiative of the State Government and have been established to improve linkages and enhance employment opportunities. The Cities of Moreland, Darebin and Yarra have invested resources into the establishment of the Northern LLEN and this investment provides important foundations for this strategy.

Typically the State Government is the key driver of services around workforce development, however more work and investigation is needed to clearly establish where Council's efforts can best add value to the development of the local workforce.

Objectives

- Communicate and improve community access to available local skills and training programs
- Develop a long term employment and workforce development strategy to focus Council effort for maximum community benefit
- Improve the match between the skills of the local workforce and the skills required by the existing and future business community
- Actively support marginalised groups in the community to become workplace ready for employment in the region
- Foster a partnership based approach with key stakeholders to provide the best support for local residents

Strategy 5.0 - Workforce Development

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Communicate and improve community access to available local skills and training programs				Within existing budget (WEB)	<ul style="list-style-type: none"> • Increase local access and participation into workforce development programs • More informed community on available skills and training programs
Action 5.1 - Develop a skills and training kit for local residents	Low	Economic Development, Social Policy and Early Years	LLENS, Neighbourhood Houses	\$15,000	
Action 5.2 - Develop an on-line portal of available local skills and training programs in partnership with local service providers	Low	Economic Development, Social Policy and Early Years, Youth and Leisure	LLENS	\$10,000	
Develop a long term employment and workforce development strategy to focus Council effort for maximum community benefit				Within existing budget (WEB)	<ul style="list-style-type: none"> • Improvement in overall efficiency of existing skills and workforce development programs
Action 5.3 – Establish Employment Development service to lead workforce development issues for Council	High	Economic Development, Social Policy and Early Years, Youth and Leisure	LLENS, DPCD	\$80,000	
Action 5.4 – Develop and implement an employment and workforce development strategy that aims to improve local efficiencies and outcomes	Medium	Economic Development, Social Policy and Early Years	DPCD	\$30,000	

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Improve the match between the skills of the local workforce and the skills required by the existing and future business community				Within existing budget (WEB)	<ul style="list-style-type: none"> • Increase in local workforce working in Moreland • Workforce training and skill development in sustainability related sectors
Action 5.5 - Implement initiatives outlined in the <i>Jobs for a future economy</i> program	High	Economic Development	DPCD	WEB	
Action 5.6 - Promote the merits of life-long learning to business operators and local workforce	Medium	Economic Development, Social Policy and Early Years	DPCD, Neighbourhood Houses	\$5,000	
Action 5.7 - Implement workforce development programs supporting future local business needs	Medium	Economic Development	DPCD	\$5,000	
Action 5.8 - Continue to employ apprentices and trainees within Councils operations, and develop programs that ensure post training employment is within Council or within Moreland	Medium	Economic Development, Social Policy and Early Years	Northlink	WEB	

Key Objectives & Actions	Priority	Responsibility (lead in bold)	Key Partners	Budget	Outcomes
Actively support marginalised groups in the community to become workplace ready for employment in the region				Within existing budget (WEB)	<ul style="list-style-type: none"> Increased employment opportunities for newly arrived migrants Increased local indigenous employment opportunities Reduced unemployment
Action 5.9 - Identify whether more is needed to support the training and workforce development of new migrants.	Medium	Economic Development, Social Policy and Early Years	DPCD	WEB	
Action 5.10 - Support the skills and workforce development of Moreland's indigenous community via the 'Close the Gap' program in partnership with local industry	High	Economic Development, Social Policy and Early Years	Victorian Aboriginal Chamber of Commerce, Northern Region Close the Gap Campaign	\$10,000	
Action 5.11 - Work in partnership with CERES in its delivery of work programs for marginalised groups, including new arrivals	Medium	Economic Development, Social Policy and Early Years	CERES	WEB	
Action 5.12 – Develop action plan specifically to reduce high levels of unemployment across the north of the municipality.	Medium	Economic Development, Social Policy and Early Years	DPCD, LLEN, Apprenticeships Plus	WEB	
Foster a partnership based approach with key stakeholders to provide the best support for local residents				Within existing budget (WEB)	<ul style="list-style-type: none"> A 'joined up' approach to skills, training and workforce development in Moreland
Action 5.13 - Continue to create local employment pathways, work experience initiatives and targeted mentoring programs through the local LLEN	Medium	Economic Development, Social Policy and Early Years, Youth and Leisure	LLEN	\$10,000	
Action 5.14 - Continue to support and promote Apprenticeships Plus and connect this initiative to a future employment strategy	High	Organisational Development, Economic Development, Social Policy and Early Years	Apprenticeships Plus	\$20,000	

Monitoring and Evaluation

Monitoring

The Economic Development Strategy will be monitored by Council's Business Development team. The team will:

- Undertake a bi-annual business confidence survey to find ways to improve Council's services, monitor business activity and confidence, and identify any significant barriers to investment.
- Provide annual progress reports to Council on the Strategy's implementation. Each objective in the Strategy is matched to a defined outcome. As part of the reporting process these outcomes will be evaluated to ensure they are delivered on time and to suitable standard. Furthermore, any road blocks to achieving actions will be identified and ways forward recommended.

Evaluation

The Economic Development Strategy states that by 2016 success will look like a sustainable local economy; where local enterprise is supported; where job growth and local employment opportunities exceed the metropolitan average; where the natural environment is not compromised by economic growth; where appropriate investment is welcomed and facilitated and where Moreland businesses are capable of succeeding in the global marketplace.

Whilst a series of objectives and actions have been outlined within the strategy success will be measured by progress against achieving the four primary goals of the strategy;

Goal 1: Increase local job opportunities for resident workforce

Measure of Success Increased local employment ratio to 0.60 by 2016

Goal 2: Increase the economic output of local business

Measure of Success Increased percentage share of Gross Regional Product generated by business and industry within Melbourne's North to 10% by 2016

Goal 3: Increase quality investment in the public and private realm

Measure of Success Increase in Moreland's percentage share of capital investment in inner Melbourne to 15% by 2016

Goal 4: Unemployment rate below the metropolitan average with a reduction in unemployment levels in each of Moreland's SLA's.

Measure of Success Reduction in unemployment in Moreland to below the Melbourne metropolitan average by 2016

By 2016, a sustainable local economy will see an advancement of all four measures of success.