



MELTON CITY COUNCIL ECONOMIC DEVELOPMENT & TOURISM PLAN



*A Proud Community
Growing Together*

2014–2030



*A Proud Community
Growing Together*



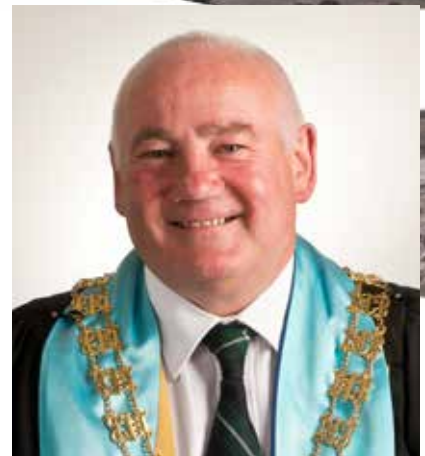
CONTENTS

| | | | |
|--|----|--------------------------------------|----|
| Mayor's Message | 4 | What we know in 2013 | 12 |
| Our Vision | 5 | What people are telling us | 14 |
| Local Economic Development | 6 | The future 2030 | 15 |
| Setting the Scene | 7 | How did we develop the Plan | 16 |
| How the Plan aligns with strategic documents | 8 | Roadmap for how to get there | 18 |
| City of Melton | 10 | How will the Plan be put into action | 23 |
| Economic Context in the City of Melton | 11 | | |

MAYOR'S MESSAGE



I am pleased to present the City of Melton, Economic Development and Tourism Plan 2014–2030, a long term vision which aims to ensure continued economic growth in the City of Melton, generate local employment opportunities, and position the municipality as a leading, vibrant and diverse place of business and visitor experiences.



Melton City Council is committed to promoting economic development across the municipality through the provision of information, collaborative projects, training and development opportunities, learning and infrastructure. The plan has been developed collaboratively with key industry stakeholders, businesses, tourism operators and community organisations.

The Economic Development and Tourism Plan focuses on the generation of local jobs across a diverse range of industries through the development of an innovative and skilled local workforce. The Plan also focuses on creating a connected and vibrant community where people can develop the skills and learning that they need to embrace the

opportunities that will be available for the City's residents into the future.

The City of Melton is one of Australia's fastest communities and with this comes incredible opportunity across a range of growth related industries including construction, health and community services, property and business services and retail trade. With a significant youth and young adult population, the City of Melton is positioned well to take on the challenges that this growth presents into the future.

The City of Melton also offers a range of intriguing visitor features and strongly services the 'Visiting Friends and Relatives' market. Council will continue to promote the vast array of natural and visitor attractions that

make the City of Melton unique and which generates community pride, connectedness and wellbeing.

On behalf of Melton City Council I would like to thank the many individuals and organisations that have had input into the development of this plan. I would like to acknowledge all of Council's contributing departments for their input into the plan and our partners for their involvement in the identification of strategic directions and priorities.

Council looks forward to continuing to engage with businesses and industry as we further develop a strong and vibrant local economy.

Cr Bob Turner
Mayor

VIBRANT **CONNECTED**
ACCESSIBLE **INNOVATION**

**OUR
VISION**

SKILLED
LOCAL JOBS
FORWARD
THINKING
IDENTITY
DIVERSE
OPPORTUNITY
LEADERSHIP
RESPONSIVE

LOCAL ECONOMIC DEVELOPMENT

Local Economic Development as defined by the World Bank is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which government, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.

Whilst both the Federal and State Government play a key role in stimulating the economy at a National and State level, the role of Local Government is essential to initiate specific activities and programs to stimulate business growth, employment and training opportunities at a local level.

Many of these programs are delivered in collaboration with a range of stakeholders including local business, training providers, local Chambers of Commerce, learning boards and community organisations.

Melton City Council embraces the World Bank's view and undertakes a range of activities both for and in collaboration with industry stakeholders.

To stimulate business growth, employment and training for the local community, Melton City Council:

- ◆ aligns local, regional, state, national and international strategies
- ◆ sees that economic, social, cultural and environmental development are the four pillars of economic and community strategies
- ◆ brokers, builds and participates in partnerships and collaborations with business and industry, education and training providers, Chambers of Commerce, learning boards, community organisations, Government, authorities and regional organisations
- ◆ researches current and future industry trends, gaps and deficits and plans for future growth
- ◆ coordinates a range of training and development opportunities for local businesses; and
- ◆ undertakes a range of marketing initiatives to promote the local area.

SETTING THE SCENE...

THE ECONOMIC DEVELOPMENT AND TOURISM PLAN 2014–2030 IS A LONG-TERM VISION AND AIMS TO ENSURE CONTINUED ECONOMIC GROWTH IN THE CITY OF MELTON, GENERATE LOCAL EMPLOYMENT OPPORTUNITIES, AND POSITION THE MUNICIPALITY AS A LEADING, VIBRANT AND DIVERSE PLACE OF BUSINESS AND VISITOR EXPERIENCES.

This new Plan replaces two previous strategies including the Economic Strategy 2010–2013, and the Tourism Strategy 2003–2008 and provides the overarching framework for the development of new strategies over the next 16 years.

The Plan is part of a suite of three documents which provide the context for the development and implementation of the strategic directions.

| | |
|---|---|
| <i>Background Report</i> | Details key achievements of previous plan, current economic context, policy context, economic and demographic profile, strategic planning framework and feedback from consultation workshops. |
| <i>Economic Development & Tourism Plan 2014–2030</i> | Provides an overview of the key information from the background report and presents the vision and strategic direction for the next 16 years. |
| <i>Action Plans</i> | Developed every four years in line with Council's corporate planning cycle, the action plans (four in total) will detail the specific actions under each of the strategic priority areas identified in the Economic Development and Tourism Plan. |

HOW THE PLAN ALIGNS WITH STRATEGIC DOCUMENTS...

Every four years Council produces a Council Plan which describes Council's mission, values, vision, objectives and strategies and guides the development of all future Council strategic documents, operational plans and annual budgets.

As detailed in the Melton City Council Plan 2013–2017, over the next four years Council seeks to:

'GENERATE AN INNOVATIVE LOCAL ECONOMY THAT STIMULATES OPPORTUNITIES FOR INVESTMENT, BUSINESS AND TRAINING.'

(Objective 1.3, Council Plan 2013–2017)



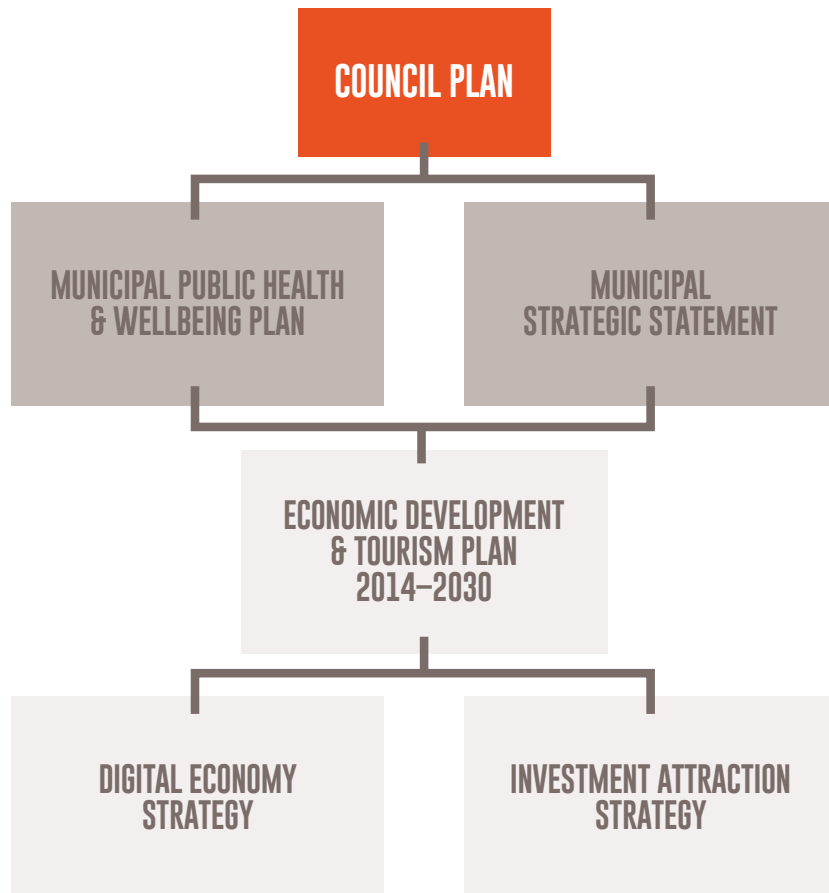


Matters relating to economic development do not operate in isolation and therefore rely on inter-sectoral action and partnerships for effective economic development and growth. As such, the effectiveness of the new Economic Development and Tourism Plan will be dependent on it being allied with the work of other sectors across Council and within the community and being integrated with a range of other Council Plans and Strategies including the Council Plan, Municipal Health & Wellbeing Plan, Municipal Strategic Statement as well as a range of area specific plans and strategies including the Youth Strategy and the Community Learning Plan.

Key strategic land use strategies and plans will have significant connection with the Economic Development and Tourism Strategy. Ensuring the environment exists for business investment and innovation will be key to achieving sustained economic outcomes for the City.

Two strategic pieces of work will be influenced by the Economic Development and Tourism Plan and will be developed during the life of the Plan. They include the Digital Economy Strategy and the Investment Attraction Strategy.

Figure 1. Melton City Council, Integrated Planning Framework



CITY OF MELTON

City of Melton covers an area of 524 square kilometres and includes the suburbs and localities of Brookfield, Burnside, Burnside Heights, Caroline Springs, Diggers Rest (part), Exford, Eynesbury (part), Hillside, Kurunjang, Melton, Melton South, Melton West, Mount Cottrell (part), Parwan (part), Plumpton, Ravenhall, Rockbank, Taylors Hill, Toolern Vale and Truganina (part).

City of Melton is located in one of the most rapidly growing urban corridors in Australia, with local government areas that were Australia's fastest and fourth-fastest growing areas in 2010 and 2011.

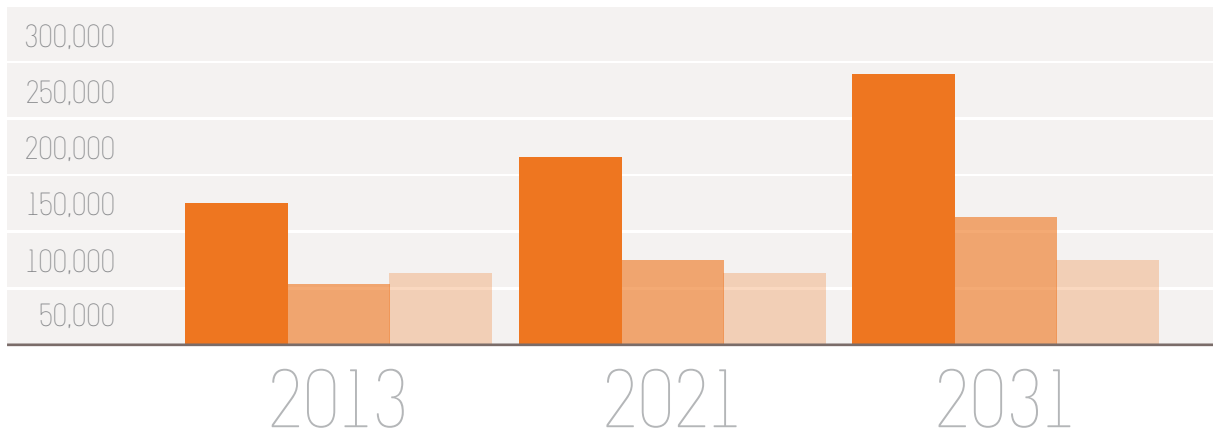
Between 2006 and 2011, the residential population growth of around 7% per annum was about five times that of Australian and Victoria's population growth for the same period. The City of Melton population is currently 122,783 (as of 30 June 2013).

Throughout the life of this Plan the municipality will change significantly. New suburbs will be developed and the population will continue to grow rapidly. This strategy sets the vision for an economy that will support residential growth and provide local employment opportunities, as well as enhancing the image of the City.

POPULATION FORECAST 2013–2031



Figure 2. Population Forecast Melton (C) 2013–2031



- ◆ Median age of residents is 31 making the City's population one of the youngest in Victoria.
- ◆ Forty Two babies are born each week and more than 70% of the population is under 40 years of age.
- ◆ Higher proportion of couple families with child(ren) as well as a higher proportion of one-parent families.
- ◆ High rate of people born overseas representing more than 130 different nations speaking over 100 different languages.
- ◆ Pockets of significant disadvantage as per SEIFA index.

ECONOMIC CONTEXT IN THE CITY OF MELTON

The economic context in the City of Melton is influenced by a range of factors at a national, state and regional level. Whilst at a national and state level pressure is being felt post the Global Financial Crisis on a range of trade exposed industries, the West and the City of Melton in particular is positioned

to capitalise on significant growth in regards to population, infrastructure, new investment and jobs. It is envisioned that this will enable the City of Melton to be a vibrant and diverse economic base within the Western Metropolitan Region.

Figure 3. Economic Context, City of Melton





WHAT WE KNOW IN 2013

The City of Melton represents 8.43 % of Melbourne's West Gross Regional Product (GRP) of \$27.566 billion and 0.71 % of Victoria's Gross State Product (GSP) of \$328.595 billion.

The industry sectors which are the key drivers of the City of Melton's economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages) are:

- ◆ construction
- ◆ public administration & safety
- ◆ manufacturing
- ◆ education & training; and
- ◆ retail trade



MELTON'S GROSS REGIONAL PRODUCT IS ESTIMATED AT \$2.323 BILLION

- ◆ 6,800 businesses registered in the City of Melton
- ◆ 52.5% of businesses registered in the City of Melton are sub-contractors or small businesses that either do not have employees or employ one to four people
- ◆ 27.2% of businesses in the City of Melton have an annual turnover under \$50,000
- ◆ There are 16,139 jobs in the City of Melton with the largest employment sectors being retail trade, education & training, construction and health care, and social assistance (population driven sectors)
- ◆ The City of Melton has the highest worker/local job ratio across the metropolitan growth areas
- ◆ The largest gap between the number of workers and the number of available jobs is in the Manufacturing sector, with over 6,400 residents employed in the sector and approximately 1,100 jobs
- ◆ The City of Melton is a large exporter of labour with only 18.4% of Melton residents actually working in the municipality
- ◆ The City of Melton has a relatively young workforce with over 50% aged between 25 and 44
- ◆ The City of Melton has a lower than state average percentage of people earning a high income (those earning \$1,500 per week or more)
- ◆ The overall population of the City of Melton has lower levels of Year 12 completion in comparison with the general population of greater Melbourne and Victoria
- ◆ Tourism contributes 2.1% to the local economy including 573 local jobs with the highest proportion of those jobs in retail trade and accommodation & food services.

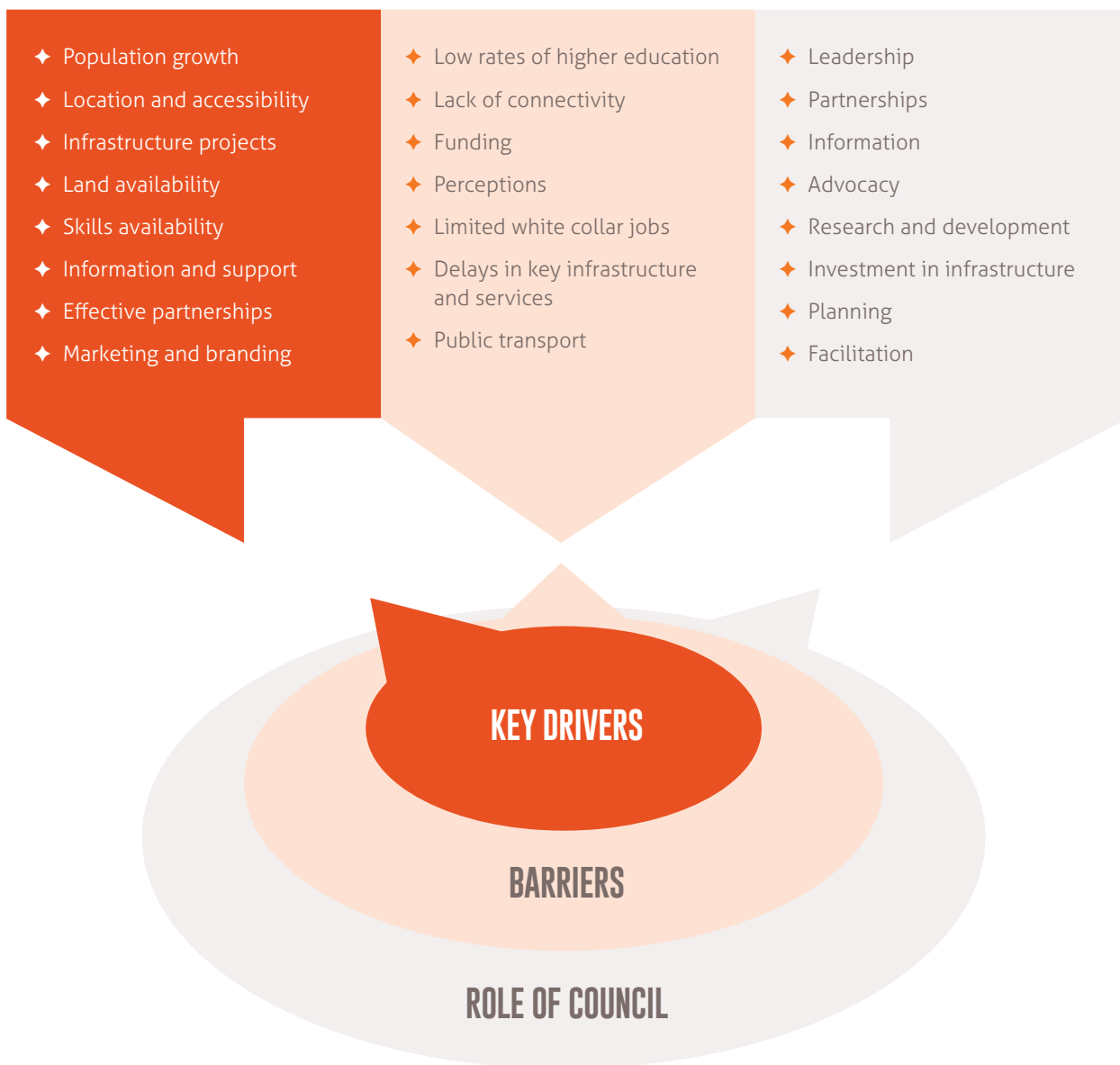
WHAT PEOPLE ARE TELLING US

Consultation with a range of stakeholder groups including local businesses, education providers, service providers and government representatives identified the key drivers and barriers which will shape the future of the Melton economy. Whilst significant population growth, key infrastructure projects, investment and marketing provide the impetus for economic growth, all stakeholders will need to demonstrate leadership and find creative and innovative ways to overcome some of the anticipated challenges. Challenges over the next 16 years for the

City of Melton include lack of connectivity, funding, perceptions, limited white collar opportunities and low rates of higher education.

Whilst the vision for the future can only be possible through collaboration of all stakeholders, Melton City Council has a key role to play in regards to the provision of useful and timely information, facilitation of partnerships, land use planning, advocacy, research and development.

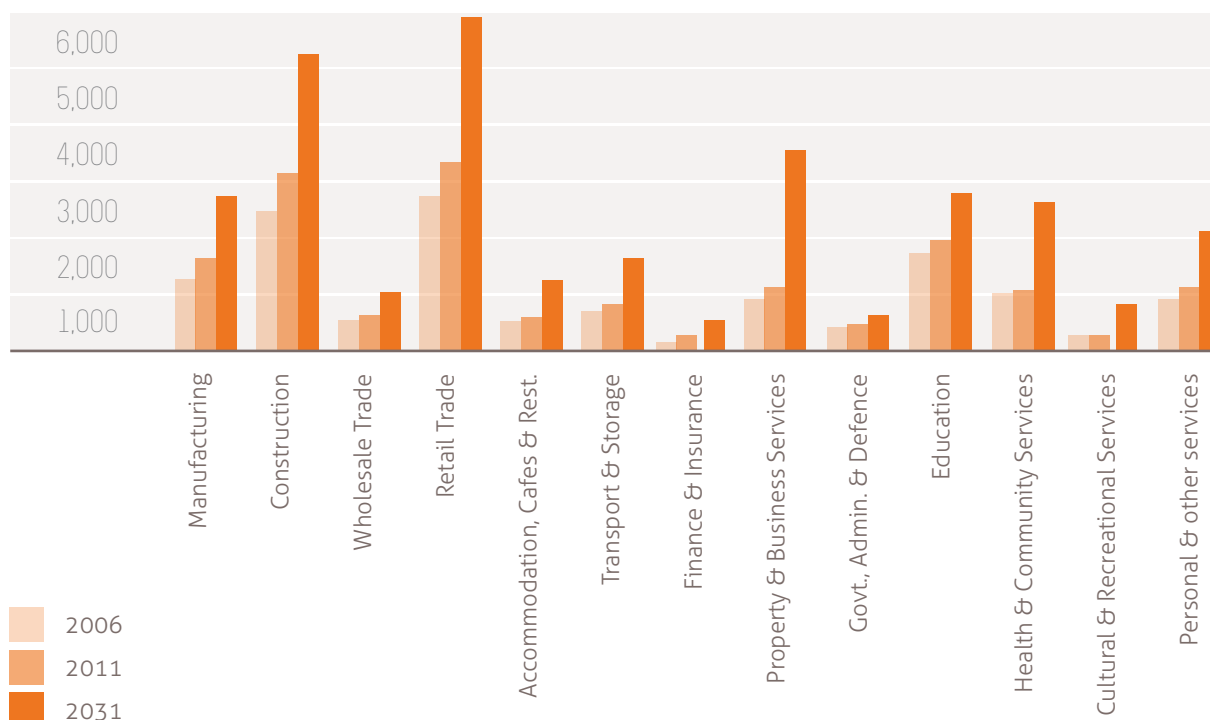
Figure 4. Summary of stakeholder consultation workshops



WHAT DOES THE CITY OF MELTON LOOK LIKE IN 2030

- ◆ Approximately 67,675 additional dwellings and approximately 185,170 additional residents.
- ◆ New activity centres in Plumpton, Rockbank, Rockbank North and Hopkins Road as well as a new Metropolitan Activity Centre in Toolern.
- ◆ Employment precincts in the State significant Western Industrial Node, the Hopkins Road Business Precinct, the Toolern Metropolitan Activity Centre and the Melton Highway Industrial area.
- ◆ Significant transport projects including the Regional Rail Link (RRL), the proposed Outer Metropolitan Road and Rail transport corridor and the Melton rail line corridor.
- ◆ Proposed Western Interstate Freight Terminal (WIFT) at Truganina, a new intermodal freight terminal, which will significantly improve Melbourne’s freight handling capacity, create local jobs and will stimulate the local freight and logistics industry.
- ◆ Growth in the manufacturing industry as an employer as well as population growth related industries including retail, education and health care.
- ◆ Most significant increase in employment demand will be in property and business services.
- ◆ Construction will continue to grow although may plateau out as growth slows down.

Figure 5. Employment Growth Pattern City of Melton 2006, 2011, 2031



Source: ABS and SGS Economics and Planning



HOW DID WE DEVELOP THE PLAN

The development of the Economic Development and Tourism Plan 2014–2030 has been informed by a comprehensive background report combined with input from key industry stakeholders through a series of consultation sessions.

Five key themes emerged during the consultation process: Business Growth & Attraction, City Promotion & Tourism, Learning & Capacity Building, Innovation & Technology, and Planning for Future Growth.

To ensure that the Plan is relevant and applicable as time proceeds, an action plan will be developed every four years in line with the Council planning process. The action plan will detail specific actions which will guide the implementation of the Plan against the five key strategic areas.

For details of the background report and action plans go to melton.vic.gov.au/ecodevtourplan

Figure 6. Framework for the development of the new Plan





ROADMAP

FOR HOW TO GET THERE

THEME 1: Business Growth & Attraction

STRATEGIC OBJECTIVES

- 1.1 Promote and facilitate business activity and investment across the City to support the creation of a diverse range of local employment opportunities.
- 1.2 Develop a range of business development strategies and programs for new and existing businesses to support local business growth.
- 1.3 Develop and promote a range of programs which acknowledge the role of business within the community.
- 1.4 Explore and develop information and resources which support potential and existing investors in understanding the local economy and attracting them to the region.
- 1.5 Undertake research to identify key areas of business and industry growth.



THEME 2: City Promotion & Tourism

STRATEGIC OBJECTIVES

- 2.1 Promote the City of Melton as a growing, diverse community and a place of choice to live, work, do business and leisure.

- 2.2 Facilitate, support and promote local attractions and services which provide a range of diverse opportunities for residents and visitors.

- 2.3 Develop a local tourism industry which continues to add value to the local economy.



THEME 3: Innovation & Technology

STRATEGIC OBJECTIVES

- 3.1 Create the enabling vehicles for entrepreneurship that result in innovative start-up businesses, enhancement of existing enterprises and quality job opportunities.
- 3.2 Explore and promote a range of technologies and programs to enhance business growth and development across the municipality.
- 3.3 Demonstrate leadership by incorporating innovative ideas and practices into the way Council delivers services, information and infrastructure.



THEME 4: Learning & Capacity Building

STRATEGIC OBJECTIVES

- 4.1 Facilitate local level partnerships which create and promote a range of learning, employment and pathway opportunities.

- 4.2 Enhance the capacity of new and existing businesses through a range of training initiatives, programs and supports.

- 4.3 Explore and develop information and resources which support the municipality's existing workforce and those seeking work.



THEME 5: Planning for Future Growth

STRATEGIC OBJECTIVES

- 5.1 Maximise opportunities for economic development and growth in strategic planning processes.

- 5.2 Strengthen relationships with regional groups and government bodies to enhance economic development and activity across the Western Region.

- 5.3 Facilitate processes for the attraction of funding and infrastructure to support the growing needs of the City of Melton's business and tourism sectors.

HOW WILL THE PLAN BE PUT INTO ACTION

An action plan will be developed every four years in line with Council's Corporate Planning cycle. The Action Plans (four in total) will provide specific detail to support the implementation of the strategic directions including projects and activities, timelines for completion, and responsible body.

Examples of the types of projects which will be included in the first four year action plan, as identified through the consultation workshops include:

- ◆ Development of an investment attraction strategy
- ◆ Development of a digital economy strategy

- ◆ Skills and industry growth and gap analysis
- ◆ Development of visitor itineraries and packages
- ◆ Completion of the Western Business Acceleration and Centre for Excellence.

An annual evaluation report will be produced detailing Council's progress against each of the strategic areas. Opportunity will be made at the completion of each four year cycle for input into the next phase of action planning.

For more information contact Melton City Council 9747 7200
melton.vic.gov.au/ecodevtourplan



The City of Melton Economic Development and Tourism Plan 2014-2030 is a long term vision which aims to ensure continued economic growth in the City of Melton, generate local jobs, and position the municipality as a leading, vibrant and diverse place of business and visitor experiences. To find out more about the Plan or to obtain a copy in an alternate language contact Council on 9747 7200.

Ajuieer de Lo tuej ë Këk ë Pïr ku Acir de Kapuoth yeke tij në wëu ë City de Melton 2014 – 2030 yen ajuieer bë ciej thïn yen cï ciir bë lo tuej de këk ë pïr diët/ juak röt në City de Melton yic, муџс кџс сiëh thïn ë loi-loi , ku tēëu pen tuej bë nōōr , tē puoth ë ciej ku piny de tacjir kuōtic ku nyiny de amikeny. Tē bïn kajęc ke Ajuieer/ Acir ka bak de athōr yōk nē thōj dō jam kekë Council (Kanthol) nē 9747 7200 .

Melton 市政府 2014-2030 年经济发展及旅游规划是一项长远规划愿景，旨在确保 Melton 市经济的持续增长、创造本地就业机会、并把本市定位成一个领先、充满活力和多样化的商业和旅游场所。要了解规划详情或索取其它语言文本，请拨 9747 7200 联系市政府。

План привредног развоја и туризма града Мелтона за период 2014-2030. је дугорочна визија чији циљ је да се осигура континуитет привредног раста града Мелтона, створе нова радна места и утврди положај општине као водећег, узбудљивог и разноврсног места за пословне делатности и туризам. Да бисте сазнали више о овом плану или да добијете примерак на другом језику, контактирајте општину на 9747 7200.

El Plan de Turismo y Desarrollo Económico de la Ciudad de Melton de 2014-2030 es una visión a largo plazo que tiene como objetivo asegurar la continuidad del crecimiento económico en la Ciudad de Melton, generar puestos de trabajo locales, hacer de la municipalidad un lugar de liderazgo, vibrante y diverso para los negocios y los visitantes. Para averiguar más sobre el Plan u obtener una copia en otro idioma póngase en contacto con el Municipio llamando al 9747 7200.

Kế hoạch Du lịch và Phát triển Kinh tế Thành phố Melton giai đoạn 2014-2030 là một tầm nhìn lâu dài nhằm bảo đảm sự phát triển kinh tế liên tục tại Thành phố Melton, tạo việc làm trong vùng, và giúp Thành phố trở thành một khu vực đa dạng, năng động và dẫn đầu về kinh doanh và du lịch. Để biết thêm thông tin về bản Kế hoạch này hoặc để có được một bản kế hoạch bằng ngôn ngữ không phải tiếng Anh, hãy liên hệ với Hội đồng Thành phố theo số 9747 7200.



A Proud Community
Growing Together

This document is also available in alternate formats upon request.
To obtain a copy in an alternate format contact Council on 9747 7200.