



ECONOMIC DEVELOPMENT & TOURISM PLAN

BACKGROUND REPORT



*A Proud Community
Growing Together*

August 2013

Table of Contents

Part A. Background, Context and Policy Framework

1. Introduction	2
2. Background	3
2.1 Local Economic Development	3
3. Previous Economic Development and Tourism Strategies	4
3.1 The Shire of Melton 2003-2008, Tourism Strategy	4
3.2 Shire of Melton, Economic Development Strategy	4
4 Economic Context	5
5 Policy Context	8
5.1 Federal Policy Context	8
5.2 State Policy Context	10
5.3 Western Region	12
5.4 Local Level Policies & Strategies	14
6 Key Stakeholders/ Partnerships	16
7 Economic Development Unit & Current Projects	19

Part B. Economic and demographic profiles

8 Economic Profile	20
9 Demographic Profile	39

Part C. Future Growth/ Strategic Planning Framework

10 Future Growth	45
10.1 The West Growth Corridor Plan	45
10.2 Precinct Structure Plans	46
11 Retail Activity	48
12 Employment Land Supply	49
13 Transport, Accessibility & Freight	51

Part D. Strategic Directions and Next Steps

14 Consultation Workshops	55
15 Strategic Directions	57
16 Next Steps	58
17 For more information	58

References	59
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PART A – Background Context and Policy Framework

1. Introduction

The City of Melton has developed a new Economic Development and Tourism Plan which has been developed in-house with the inclusion of detailed economic and social data from REMPLAN and profile id. This report provides the background information and the evidence base for the development of the new Plan. The background report also summarises the feedback from the consultation workshops which has been used to shape the strategic directions.

There will be three documents developed as part of this project. This suite of documents will compliment and support each other and together provide the overall framework for the strategic directions of the Plan.

- Background Paper
- Economic Development and Tourism Plan 2014 – 2030
- Action Plan 2014 – 2018

In seeking to establish the strategic framework that addresses the wide range of issues for economic development and tourism within the City of Melton, the project includes a number of important stages as follows:-

1. Visioning Workshops
2. Review of Existing Strategy
3. Development of Background Report
4. Consultation workshops for the development of the new Plan
5. Development of Plan
6. Public Comment
7. Design of Public Document
8. Development of first 4 year action plan
9. Council endorsement of Plan and first 4 year action plan
10. Promotion and launch

2. Background

Council's current Economic Development Strategy expired in June 2013. It is timely therefore that Council develop a new Plan which will incorporate both economic development and tourism. It is proposed that the Economic Development and Tourism Plan is a long term vision spanning the period 2014 – 2030. The Plan will feed out of, and be strongly influenced by the strategies identified in the Council planning process.

To ensure that the Plan is relevant and applicable as time proceeds, a new action plan will be developed every 4 years in line with the Council planning process. Throughout the life of the Plan there will be four, four year action plans to support the overarching strategic document.

The Plan will also compliment and support a range of other Council plans and strategies as well as state and Commonwealth strategic priorities.

2.1 Local Economic Development

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

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 public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation'.¹ One way in which Local Government Authorities bring all the key players together to plan for economic growth and activity is through the development of an Economic Development Strategy.

Whilst it is not a legislative requirement for Councils to develop an Economic Development Plan the World Bank does recommend that this process is undertaken so that each community can understand its own strengths, opportunities, weaknesses and threats (SWOT) and hence develop strategies which enable local areas to become more attractive to businesses, workers and local institutions.² The Local Government Act (1989) requires that a Council must have regard to promote the social, economic and environmental viability and sustainability of the municipal district and hence an Economic Development Plan would ensure that due regard is given to this requirement.

¹ Cited in 'Inquiry into local economic development in outer suburban Melbourne', Parliament of Victoria September 2008, Pg. 185

² 'Inquiry into local economic development in outer suburban Melbourne', Parliament of Victoria September 2008

The peak body in Australia representing those who practice economic development is Economic Development Australia (EDA). EDA's members come from all levels of government, the private sector, and community or voluntary organisations.

3. Previous Economic Development/ Tourism Strategies

3.1 The Shire of Melton 2003 – 2008, Tourism Strategy

The Shire of Melton 2003 – 2008, Tourism Strategy provided the framework for the development of the industry in the Shire over a five year period 2003 -2008 with the goal of the plan to increase awareness and utilisation of tourism opportunities and subsequently visitation yield. The long term vision for Tourism, as stated in the Plan, is that 'Melton Shire is recognised as a competitive day trip tourism destination delivering significant economic, employment, social and environmental benefits to the Shire'.

The Tourism Strategy was structured around four key goals, which broadly intended to:-

1. Improve destination management
2. Enrich tourism experiences
3. Encourage the development of tourism enterprises and
4. Influencing and enabling visits.

In March 2011 Council undertook a review of the Tourism Strategy and produced a document titled 'Tourism Strategy Review & Directions Paper 2003 -2008'. The review identified that the City's greatest potential is the Visiting Friends and Relatives market. The review also identified that the development of a new Tourism Strategy is not recommended and that annual actions should form part of the Economic Development Plan instead, which is would be reviewed annually and reported to Council. The review also recommended undertaking a review of the Melton Visitor Information Centre which will coincide with the development of the new Economic Development and Tourism Plan.

3.2 Shire of Melton, Economic Development Strategy

In 2008, Council engaged SGS Economic and Planning (SGS) to prepare an Economic Development Strategy for the municipality. The focus on this strategy was on driving economic development for the purpose of attaining and supporting community outcomes and objectives and sought to achieve this through focusing on key three areas:-

1. Improving economic enablers
2. Improving Sectoral Competitiveness
3. Improving Spatial Efficiency

This strategy spanned the period 2010 – 2013 and included an action plan detailing 77 action items.

Key achievements throughout the life of the Plan include:-

- Provision of 19 training courses for Melton residents and businesses in 2011/12 involving 171 participants.
- Enhanced relationships with key educational providers

- Development of a new Events Strategy in 2011
- Successfully attracted \$14.62 million through the Commonwealth Government Regional Development Fund to build the Western BACE (Business Acceleration and Centre for Excellence).
- Participation in the Melton Community Learning Board and the Economic Development and Lifelong Working Party
- Establishment of an internal Property Development Advisory Committee (PDAC) to promote the development of Council owned land within Toolern Business Park for employment purposes.
- Delivery of Melton Business Excellence Awards (MBEA) annually.
- Development of industry snapshots which were made available online
- Updated version of REMPLAN economic analysis and modelling package including the addition of a public online profile page linked to the City of Melton website.
- Enhanced partnerships with Western Melton Tourism, LeadWest and Destination Melbourne.
- Continual support and program development with the Greater Melton Chamber of Commerce & the Women in Business Network
- Active involvement in WAGA (Western Alliance for Greenhouse Action) resulting in a range of projects including Climate change adaption programs and Greenhouse Action Plan in 2011
- Advocacy to State Government regarding need for enhanced infrastructure
- Enhanced joint marketing initiatives with property developers
- Development of internal and external managed events policies, adopted August 2012.
- Installation of promotional banners along the Western Highway, Caroline Springs Boulevard & High Street
- Initiation of a 'Buy Local' campaign
- Delivery of four business breakfasts in 2011/12 involving 523 participants
- Delivery of Business Expo's involving 41 businesses in 2011/12
- Sponsorship of Melton Plate which approximately 1,000 to the event in 2012
- Active participation in Brimbank/ Melton Local Learning & Employment Network

4. Economic Context

Australia's economy is experiencing one of the most significant periods of structural change in recent decades. This reflects a changed global economic environment following the Global Financial Crisis and the rise of the Asian region as a centre of economic activity and strategic power.³ Trade-exposed industries like manufacturing, tourism and international education are experiencing significant pressures caused by enduring high Australia dollar and global competition. In addition, business confidence is being inhibited by policy uncertainty at the national level.⁴

³ A Plan for Australian Jobs. The Australian Government's Industry and Innovation Statement

⁴ Securing Victoria's Economy. Planning Building. Delivering, Department of Premier and Cabinet

Rise of Asia will be a defining feature in coming years, not only be the world's largest producer but world's largest consumer. The ability to innovate by finding new ways to do business, developing new business models and tailoring products to a changing market, is vital to the success of Australian businesses in the Asian Century.⁵

Victoria is a leading innovation centre across a number of industries including manufacturing, utilities, wholesale trade, and information, media and telecommunications. Victoria also described as the nations freight and logistics hub and handles 45 per cent of the nations container trade. The Regional Rail Link is one of Australia's biggest infrastructure rail projects, with rail lines from Bendigo, Ballarat and Geelong into Southern Cross Station. The Western Interstate Freight Terminal is one of Victoria's top infrastructure projects and will involve the construction of an interstate and freight precinct in Melbourne's west at Truganina, including a standard gauge rail link to the interstate rail line.⁶

Despite having only 3% of Australia's arable land base, Victoria accounts for 29 per cent of Australian food and fibre exports. The financial and insurance services sector is the largest contributor to the Victorian economy. It comprises banking, insurance, funds management and financial advice services that underpin the efficient functioning of the economy. Victoria is also the hub of Australia's manufacturing industry. The sector is the State's single largest full-time employer, and a significant source of exports and investments. Tourism is worth \$15.9 billion to the Victorian economy, provides for 204 000 jobs and is the State's second largest export. The Government's International Engagement Strategy is positioning Victoria to maximise trade and investment opportunities with priority international economic partners.⁷

Victoria's economic diversity is an important competitive advantage, helping the economy to weather cyclical fluctuations and manage broader structural change. Maintaining this diversity requires economic flexibility. The Government's strategy is to stimulate sustainable economic growth which will promote flexible land use and economic adaptability.

Victoria has the most market driven vocational education sector in Australia, comprising both a strong TAFE sector and Australia's largest cohort of VET providers. This is reflected in high participation rates – 4.3 per cent of Victorians aged 18-24 are studying at diploma level and above, compared to 2.7 per cent at the national level. One third of Victorians aged 25 to 64 years have a bachelor degree or above, the highest of all states behind the ACT.⁸

In 2006 it was predicted that by 2016 tourism and events will be an \$18 billion industry and one of the State's leading exporters, contributing 7-8% of Gross State Product and employing 225,000 Victorians. Business events generate in excess of \$1 billion per annum or 9% of Victoria's total tourism revenue. Following a period of strong growth, Victoria's tourism and events industry is facing new challenges including new and emerging markets (such as China and India), digital technology, and the national decline in domestic tourism.⁹

⁵ Securing Victoria's Economy. Planning Building. Delivering, Department of Premier and Cabinet

⁶ Securing Victoria's Economy. Planning Building. Delivering, Department of Premier and Cabinet

⁷ Securing Victoria's Economy. Planning Building. Delivering, Department of Premier and Cabinet

⁸ Securing Victoria's Economy. Planning Building. Delivering, Department of Premier and Cabinet

⁹ 10 Year Tourism and Events Strategy, Department of Innovation, Industry and Regional Development

The Western Metropolitan region of Melbourne, in which the City of Melton is located, is expected to host between 12% and 13% of the metro area's total employment growth up till 2046. In the 18 years till 2031, the West will attract around a quarter of total labour force growth in the metropolis. The key area of employment growth for the West is Manufacturing. This recent growth in employment and population has been driven by a range of factors. These include structural changes in the economy, investment in infrastructure (particularly Citylink and the Western Ring Road), a growing residential sector and many other business and government decisions.¹⁰

Leading sectors in inter-regional exports for the West are manufacturing, wholesale and logistics earning \$13 billion annually gross. High growth and regionally significant sectors for the west are Construction, Logistics, Health & Social, Education & Retail Trade.¹¹

Of the four qualification levels, most residents within the Melbourne West Region are classified in the Unqualified level (66%), followed by the Skilled Labour (19%), Bachelor Degree (12%) and higher degree (3%) levels. Under the Tertiary Education Access Plan (State Government of Victoria 2011), the State Government will work with Victoria University to improve access to university education for outer metropolitan residents. The plan announces a partnership between Victoria University and the University of Ballarat to provide increased vocational training in Melton, as well as partnership between State Government and Victoria University to develop 'green skilling' and retraining programs for experienced workers transitioning out of sunset industries.¹²

Business innovation – the West has recently outperformed the Melbourne metro area as a whole in the creation of small firms (businesses comprising fewer than 19 employees). Excellent prospects for innovation and new business formation lie in the health area. The ageing of the population, improved longevity and greater community interest in healthy lifestyles and preventative medicine is driving investment in health and related sectors.¹³

The Outer Metropolitan Ring Road, announced as part of the Victorian Transport Plan (2008) will be a critical part of the growth in the Western Metropolitan regions economic climate. The proposed freeway connecting the Hume Freeway at Kalkallo to the Princes Freeway south-west of Werribee also includes a 100km long high-speed transport link for people and freight with both a road and rail component. This combined with the rollout of the National Broadband Network will position the Western Region well with Melton being prioritised in the current roll out phase.¹⁴

In regards to the local economic context, Melton City currently serves a limited employment function and many residents travel to work elsewhere. The four major industrial areas in the municipality, the Toolern Employment Node, the Melton Township Industrial Park, Melton East and Melton South accommodate most of the jobs in Melton. The development of Toolern will effectively

¹⁰ A Job's and Industry Strategy for Melbourne's West, *WMRDA, SGS Economics and Planning*

¹¹ A Job's and Industry Strategy for Melbourne's West, *WMRDA, SGS Economics and Planning*

¹² A Job's and Industry Strategy for Melbourne's West, *WMRDA, SGS Economics and Planning*

¹³ A Job's and Industry Strategy for Melbourne's West, *WMRDA, SGS Economics and Planning*

¹⁴ A Job's and Industry Strategy for Melbourne's West, *WMRDA, SGS Economics and Planning*

double the size of Melton's township. Located to the south east of Melton, it will comprise approximately 1,900 hectares of land with one third for employment. The Toolern Employment Node will thus provide the future focus for most employment within Melton, accommodating up to 25,000 jobs. It will include a 760 hectare Toolern Business Park that will provide the impetus for Melton's growth as a self-sustaining city.¹⁵

Within the Toolern Precinct will be the Western BACE (Business Accelerator and Centre for Excellence) an initiative of Council funded to the tune of \$14.6 M through the Regional Development Australia Fund. The Western BACE will provide significant opportunities for start-up and new businesses in the area in regards to incubation, training and support, and professional advice and services. The Western BACE will also entail a strong research component.

Melton's east is growing strongly and includes Caroline Springs and Taylors Hill. Caroline Springs Town Centre is a vibrant mix of businesses, education, and entertainment and recreation facilities. Caroline Springs Square is the premium convenience shopping centre in the eastern portion of Melton City and has been servicing the local area since 2004.¹⁶

5. Policy Context

5.1 Federal Policy Context

A Plan for Australian Jobs. The Australian Government's Industry and Innovation Statement 2013

A Plan for Australian Jobs is a \$1 billion investment by the Australian Government, which establishes the vision for Australia to have innovative industries that deliver high-skill and well-paying jobs.

A Plan for Australian jobs is a 3 point policy framework which consists of:

1. Backing Australian firms to win more work at home
2. Support Australian industry to increase exports and win business abroad
3. Helping Australian small and medium business to grow and create new jobs.

Policies to improve productivity growth rest on the five pillars of productivity articulated in the *Asian Century White Paper*: skills and education; innovation; infrastructure; tax reform; and regulatory reform.¹⁷

A Plan for Australian jobs strongly articulates the importance of innovation in achieving productivity growth which as defined in the Plan is 'The ability to innovate by finding new ways to do business, developing new business models and tailoring products to a changing market, is vital to the success of Australian businesses in the Asian Century.'¹⁸ Growth and jobs of the future will increasingly come from productivity and innovation.

According to the Plan, collaboration is an essential aspect of innovation because it enables the spread and novel combination of ideas, spreads risk, propagates skills and builds critical mass with

¹⁵ Western Agenda, LeadWest

¹⁶ Western Agenda, LeadWest

¹⁷ A Plan for Australian Jobs. The Australian Government's Industry and Innovation Statement

¹⁸ A Plan for Australian Jobs. The Australian Government's Industry and Innovation Statement, Pg. 13

the world’s most successful innovation regions mass around local strengths. ‘Strong evidence shows that clusters of firms create deeper labour markets, increase specialisation and engagement among firms, generate economies of scale and improve the ability of businesses to absorb knowledge, respond to customer needs and innovate’.¹⁹

One of the key commitments in the Plan is the establishment of a number of precincts across Victoria including 2 manufacturing precincts, one in South East Melbourne and one in Adelaide and a food precinct which will have its headquarters in Melbourne.

In order to keep up with the productivity growth required for the demands of the Asian market the Govt will be focusing on a number of key areas;

1. Investing in education and skills
2. Investing in public research, business research and development and SME support
3. Building the National Broadband Network
4. Moving to a Clean Energy Future
5. Strengthening Australia’s taxation system
6. Leveraging our proximity to Asian nations

A PLAN FOR AUSTRALIAN JOBS



¹⁹ A Plan for Australian Jobs. The Australian Government’s Industry and Innovation Statement, Pg. Xi

5.2 State Policy Context

Securing Victoria's Economy. Planning. Building. Delivering. December 2012

Victorian Coalition Government's strategy to strengthen Victoria's economic future. It lays out a vision for Victoria's economic future and sets out the key actions the Government will take to secure Victoria's position as not just a leading state, but as a regional economic centre, benefitting from and contributing to the Asian century.²⁰

The Plan is positioning Victoria as the State with the strongest finances best able to contribute to a range of key outcomes including major productivity enhancing infrastructure, a competitive government sector, growth and expansion, strong sectors in health, medical research and technology, as well as possessing world class strengths in a number of key industries including business services, food, freight, manufacturing, tourism, major events and culture.

To fulfil this, the Government will pursue new initiatives to drive growth including:-

- Better world class road networks
- working more effectively with private sector to deliver new infrastructure projects
- streamlining government process for identifying surplus government land and bringing it to the market
- accelerating planning and environmental approval reforms
- establishing Major Investment Victoria (MIV) to proactively seek and attract new and productive investment in Victoria
- establishing a Coordinator-General of Investment to oversee all private sector investments facilitate by the Victorian Government
- cultivating Victoria's food and agriculture industry
- undertaking the next wave of regulatory and public sector reforms, implementing a new regulatory reform agenda and an additional investment of \$1 billion in vocational training.²¹

10 Year Tourism and Events Strategy, Department of Innovation, Industry and Regional Development October 2006

The State Government's 10 Year Tourism and Events Strategy recognises the economic contribution of tourism to the Victorian economy and the importance that tourism plays in an advanced economy. The Vision of the Strategy is that by 2016 Victoria will be a leading tourism and events destination, that the industry will be recognised as a leading economic force in the State, and that the growth of the industry will be fuller consistent with the State's broader economic, environmental, cultural and regional objectives.²²

The State Government will continue to build on its existing strengths and growth in the tourism industry as well as adopt a longer term focus on infrastructure planning, advocacy and strengthened collaboration as detailed in the table below.

²⁰ Securing Victoria's Economy. Planning Building. Delivering, Department of Premier and Cabinet

²¹ Securing Victoria's Economy. Planning Building. Delivering, Department of Premier and Cabinet

²² 10 Year Tourism and Events Strategy, Department of Innovation, Industry and Regional Development

A specific focus will be in regards to “Destination Management”, a more comprehensive approach to tourism and events which is delivered and coordinated across all relevant areas of Government, involves systematic coordination between different tiers of Government and major stakeholders, and is integral to overall Government economic, social and environmental policy. The Strategy also recognises the significant contribution that business events make as a high yield component of the tourism industry.²³

Objective A. Building on existing strengths	1. Improving the branding and marketing of Victoria 2. Major events 3. Aviation access
Objective B. Developing new strengths	4. Infrastructure development 5. Investment attraction and facilitation 6. Skills and service standards 7. Third generation customer conversion services
Objective C. Focus on long-term growth opportunities	8. Emerging international markets 9. Business events acquisition 10. Regional destination development 11. Building synergies between tourism and international education
Objective D. Strengthen the partnership between government and industry	12. Promoting better decision making 13. Coordination and policy advocacy 14. Communication

Destination Melbourne Strategic Plan 2012 -2015, December 2011

Destination Melbourne, Melbourne’s regional tourism organisation, has a strategic Plan which articulates the role that DM plays in regards to further evolution of the tourism industry. Whilst there are a number of external factors out of DM’s control such as the High Australian dollar which is encouraging Australian’s to holiday overseas, there are significant opportunities for tourism growth including the growing Chinese market, digital communications, and continuing to build Melbourne as being the top domestic holiday destination in the Country.²⁴

In its Strategic Plan, DM commits to actively seek out new ways of doing things to generate social, economic and environmental prosperity for Melbourne. Central to this will be innovation as a core value in the way DM will do business. So as to achieve this, the DM Strategic Plan outlines 5 Goals as follows:-

Goal 1 – Industry Leadership (Lead Melbourne visitor industry)

Goal 2 – Visitor Experience (Champion Melbourne’s visitor experiences)

²³ 10 Year Tourism and Events Strategy, Department of Innovation, Industry and Regional Development

²⁴ Destination Melbourne Strategic Plan 2012 -2015

Goal 3 – Co-Operative Marketing (Promote Melbourne as a compelling global destination)

Goal 4 – Industry Development (Inspire growth in Melbourne’s visitor industry)

Goal 5 – Outstanding Performance (An outstanding and innovative organisation)²⁵

Melbourne 2030/ Metropolitan Planning Strategy

Melbourne 2030 – *planning for sustainable growth* is a 30-year plan to manage growth and change across metropolitan Melbourne and the surrounding region. It emphasises the city’s interdependence with regional Victoria, to provide maximum benefit to the whole State. Melbourne 2030 establishes and articulates this vision through a set of Principles and nine Key Directions which include a more compact city; better management of metropolitan growth; networks with regional cities; a more prosperous city; a great place to be; a fairer City, a greener city, better transport links, better planning decisions and careful management.²⁶

Due to some inadequacies of the Melbourne 2030 strategic Plan, the Victorian Government is preparing a new Metropolitan Planning Strategy to manage Melbourne’s growth and change. The strategy will contribute to the overall vision for the State including links with regional Victoria. The strategy will help guide Melbourne’s growth and change through to 2050 and is intended to give communities, businesses and local government the confidence, flexibility and certainty needed to make informed decisions about their future. The discussion paper for a new metropolitan planning strategy recognises the interconnectedness between social and economic participation in regards to building strong, vibrant and healthy communities.²⁷

5.3 Western region

‘A Jobs and Industry Strategy for Melbourne’s West’ WMRDA 2013

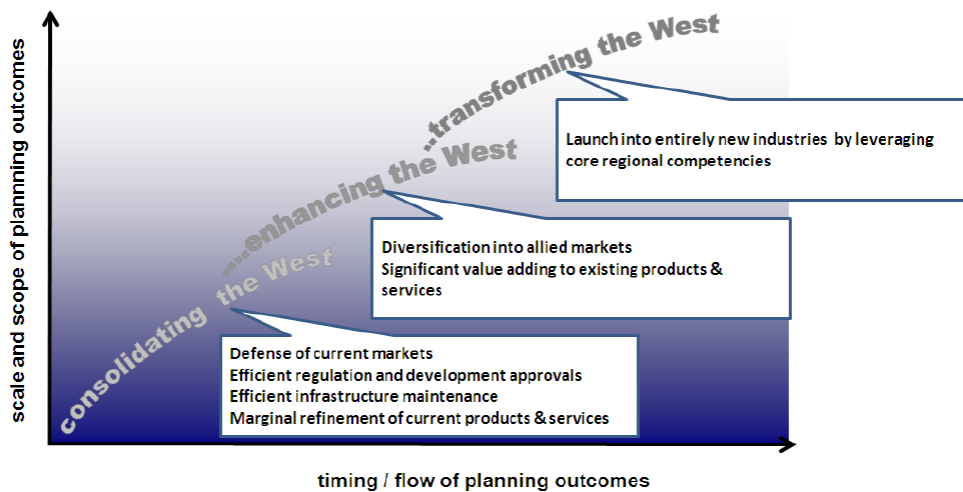
‘A Jobs and Industry Strategy for Melbourne’s West’ formulated by Western Melbourne Regional Development Australia (WMRDA) sets out a three pronged agenda for growing industry and jobs in the West. The first element or ‘planning horizon’ relates to the cost competitiveness of the West and defence of existing industrial strengths and market shares. The second element explores what the region can do to expand its economic base into allied industries and markets, by leveraging current key firms and infrastructures. The third element has a ‘blue sky’ dimension where the region contemplates industry, labour market and infrastructure initiatives with the potential to radically transform the economic structure of the West.²⁸

²⁵ Destination Melbourne Strategic Plan 2012 -2015

²⁶ Melbourne 2030, Planning for Sustainable Growth, Department of Sustainability and Environment

²⁷ Melbourne, let’s talk about the future, Ministerial Advisory Committee, Metropolitan Planning Strategy

²⁸ A Job’s and Industry Strategy for Melbourne’s West, WMRDA, SGS Economics and Planning



Source: Constructed from ideas set out in Baghai, Coley and White (1999).

Similar to the other Commonwealth and State strategies and plans the WMRDA Plan highlights the importance of Business innovation, of which the West has recently outperformed the Melbourne metro area as a whole in the creation of small firms (businesses comprising fewer than 19 employees). According to the Plan, 'Excellent prospects for innovation and new business formation lie in the health area. The ageing of the population, improved longevity and greater community interest in healthy lifestyles and preventative medicine is driving investment in health and related sectors'.²⁹

The Plan also acknowledges the significant positive impact that large scale infrastructure projects such as the Outer Metropolitan Ring Road, the proposed freeway connecting the Hume Freeway at Kalkallo to the Princes Freeway south-west of Werribee and the National Broadband Network will have in regards to stimulating economic growth and activity.

Western Agenda, LeadWest November 2012

The Western Agenda profiles our region – Melbourne's west. It documents the challenges faced by the region as identified and agreed by regional stakeholders at the 'Strategic Forum for Melbourne's West', an event held in November 2011, at Caroline Springs. It then sets out priority actions for the next three years.³⁰

The Western Agenda sets out the broad priority strategic actions and targets for Melbourne's West. The Agenda acknowledges seven 'threads' that are critical in order to bring about the desired outcomes. These are:-

1. Education & Skills
2. Economic Development & Jobs (Productive Economy)
3. Health and Community Development (Community Wellbeing)
4. Environment, Planning and image (Sustained Liveability)
5. Transport and Infrastructure (Enabling Infrastructure)

²⁹ A Job's and Industry Strategy for Melbourne's West, WMRDA, SGS Economics and Planning, Pg. 20

³⁰ Western Agenda, LeadWest. Pg.9

6. Tourism Arts and Culture and Recreation (Experience and Enjoyment), and
7. Regional Leadership.³¹

Some key targets related to Education & Skills and Economic Development are:-

- Average Annual 0.5% reduction in youth unemployment
- 100% match between residential growth rates and rate of investment in educational institutions
- Increase in the proportion of the regional labour force with a Bachelor degree to 25%, Diploma or Advanced Diploma to 10%, Vocational qualification by 15%
- 2% average annual increase in number of residents participating in learning activities
- Average annual employment rate of 95%
- Effective job density of at least 11 in each LGA
- Greater than \$1,333 median weekly household income
- 20% increase in business flows
- Annual industry growth rates for all industry sectors higher than Aust average
- Average annual growth in Gross Regional Product that is 0.5% higher than the Victorian and national averages.³²

5.4 Local Level Policies & Strategies

Council Plan

The Melton City Council Plan 2013-2017 details for vision of the Council for the next four years. The Plan titled 'A proud Community Growing Together' describes Council's mission, values, vision, objectives and strategies and guides the development of all future Council strategic documents, operational plans and annual budgets.

The four strategic themes for the Council Plan 2013-2017 have been developed through research and community consultation. The themes provide focus for future investment, enable connection with our community, support transparent and accountable management and provide a strategically planned place to work, live and play.

The four Council Plan themes are as follows:-

- Theme One: Managing our Growth
- Theme Two: A Well Governed and Leading Organisation
- Theme Three: Diverse, Confident and Inclusive Communities
- Theme Four: Community Health and Wellbeing

Whilst economic development is critical to achieving positive outcomes across all four themed areas, the focus of economic growth and economic development in the Council Plan sits in Theme 1 Managing Our Growth. Priority Area 1.3 under this theme is specifically focused on the Local Economy with the objective to 'Generate an innovative local economy that stimulates opportunities for investment, business and training. There are seven strategies detailed in the Council Plan which will enable Council to achieve this objective. These seven objectives will strongly influence the direction of the new Economic Development and Tourism Plan and will feed into the development of the annual action plans.

³¹ Western Agenda, LeadWest.

³² Western Agenda, LeadWest.

1. Provide support and opportunities for new and emerging business development, investment and diversity of job opportunities.
2. Work with new and existing businesses to create local employment opportunities through the provision of training and support.
3. Initiate, support and promote programs to improve links between higher education and vocational training to local jobs.
4. Develop and promote the Western Business Accelerator and Centre for Excellence (BACE) as a key attractor for new and emerging businesses in the Western Region.
5. Promote opportunities from the rollout of the National Broadband Network (NBN) across the city to enhance web connectivity for businesses.
6. Promote visitation to local tourist attractions that generates economic activity and enhance community pride and participation in local business and events.
7. Support marketing initiatives to increase the value, identity and reputation of both Melton City and Melbourne's West as a place to visit.

Other Policies and Strategies allied to the Economic Development & Tourism Strategy

As this background report has shown, 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 integrated with a range of other council plans and strategies including the Municipal Public Health & Wellbeing Plan, Municipal Strategic Statement and the Lifelong 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. The Retail and Activities Areas Strategy and the Western Plains Green Wedge Management Plan are currently in development will have a significant connection with the new Economic Development and Tourism Plan and will be discussed further in Part C of this background report.

6 Key Stakeholders/ Partnerships

LeadWest

LeadWest is jointly funded by the Western Region Council's and was formed to provide leadership in Melbourne's west, address the region's challenges and to make the most of its strategic advantages. LeadWest is a representative voice for Melbourne's west, expressing the region's social and commercial objectives and issues, particularly to the Australian Government and the Victorian Government.

Economic Development Australia (EDA)

Economic Development Australia (EDA) is the national professional body for economic development practitioners. Practitioners are employed in local government, regional development agencies, State Government economic development departments, private sector consultants and companies involved in economic development. Membership of EDA is open to all with a professional interest or involvement in economic development. With a membership exceeding 400 Australia-wide, EDA is committed to supporting economic development practitioners to increase the social, economic and environmental prosperity of Australian Communities.

VECCI

The Victorian Employers' Chamber of Commerce and Industry (VECCI) is the peak body for employers in Victoria, informing and servicing more than 15,000 members, customers and clients around the State. VECCI's focus is on leading business into the future and committed to being the voice for business, representing and championing our members in a difficult regulatory environment. VECCI provides leadership, information, representation and networking opportunities to businesses across the State.

Greater Melton Chamber of Commerce (GMCC)

The Greater Melton Chamber of Commerce, which has been active since late 2008, is an incorporated association which advocated on behalf of businesses in the City of Melton and works on behalf of those businesses with Council in developing the local economy.

Women in Business Network

The Women in Business Network, which was established in 2008, provides business women in the western region of Melbourne with opportunities to build their business knowledge through self development, education and networking opportunities. The network provides monthly events in different municipalities, to enable businesswomen to meet and network with like-minded women. The WIB Network has grown to a membership of over 200 and is run by a volunteer committee.

Brimbank/ Melton Local Learning and Employment Network

The Brimbank/ Melton Local Learning and Employment network is a group of organisations (including schools, TAFE, University, Adult and Community Education, other education and training providers, unions, employers, employment agencies, local government, social/ welfare and special interest agencies) and individuals who are passionate about improving education and employment outcomes for young people aged 10 to 19 years in the Brimbank and Melton area. Funded by the Commonwealth Government, the BMLLEN's mission is to broker partnerships, advocate, research

and initiate projects that enable young people to actively engage in schooling, training, further education and employment.

City of Melton Community Learning Board

The City of Melton Community Learning Board oversees the development and delivery of the Municipality's Community Learning Plan. It provides advice and recommendations to Council and consults with the community on matters relating to community development through lifelong learning.

Tourism Victoria

Tourism Victoria is the Victoria Governments' lead tourism agency which seeks to provide a foundation for industry growth through research, policy and strategy development. In addition Tourism Victoria provides marketing campaigns and supports industry with networking and development opportunities.

Victorian Tourism Industry Council (VTIC)

Victoria Tourism Industry Council (VTIC) is Victoria's peak leadership organisation working for industries and businesses. VTIC actively lobbies various levels of government on tourism related matters, as well as offering information, opportunities to connect with others in the industry, fully accredited training for tourism professionals, and workplace and employer advice.

Australian Tourism Accreditation Program (ATAP)

The Australian Tourism Accreditation Program (ATAP) is a nationwide project, which aims to give tourism operators across Australia the ability to apply for 'Australian Tourism Accreditation'. ATAP is a business development program that is based on Quality Assurance principles and provides guidance regarding the key elements of the day to day function of any tourism operation.

Destination Melbourne

Established in 2001, Destination Melbourne is Melbourne's Regional Tourism Organisation; providing leadership, industry development and successful co-operative marketing of Melbourne by working in partnership with the tourism industry. Destination Melbourne works with businesses, community and government to help grow Melbourne as an outstanding global visitor experience and does this through a range of programs including Official Visitor Guides, maps, marketing and branding campaigns, attractions campaigns, digital marketing, events, training and the Discover Your Own Backyard campaign.

Western Melbourne Tourism

Western Melbourne Tourism Inc (WMT) is the regional tourism development organisation for Melbourne's west. It is funded by the local governments of Melbourne's west and managed by a Board comprising representatives from industry and the region's six local governments.

The overarching goal of WMT is to raise the profile of Melbourne's west and establish our region as an essential element of the Melbourne visitor experience. There is a defined role for WMT as the brand and image 'curator' for Melbourne's west, ensuring the region increases in prominence with those who may invest, work, live or recreate in Melbourne's west

Victoria University

Victoria University (VU) is a multi-sector institution (higher education and TAFE) which offers short courses, apprenticeships, certificates, diplomas, degrees and postgraduate studies. VU has over 50,000 students enrolled at its 12 campuses across Melbourne's central and Western suburbs including a campus in Melton.

University of Ballarat

The University of Ballarat (UB) is Australia's only regional, multi-sector university offering secondary schooling, TAFE, higher education, and research opportunities. UB has campuses in Ballarat, Horsham, Stawell and Ararat. UB has around 23,000 international and domestic students and is committed to serving regional Victorian communities.

Western Alliance on Greenhouse Action (WAGA)

The Western Alliance for Greenhouse Action was established in 2006 to reduce greenhouse gas emissions and to assist communities to respond to the challenges of climate change.

Members of the Western Alliance include: Victoria University; the Western Region Environment Centre and the municipalities of Brimbank, Maribyrnong, Melton, Moorabool, Moonee Valley, Hobsons Bay and Wyndham. The Western Alliance is one of 6 such regional Greenhouse Alliances in Victoria.

Regional Development Australia

Regional Development Australia (RDA) is a national network of 55 committees made up of local leaders who work with all levels of government, business and community groups to support the development of their regions.. It is administered by the Department of Regional Australia, Local Government, Arts and Sport.

National Growth Areas Alliance

NGAA represents the interests of fast growing local government areas across Australia. The NGAA was formed in response to a recognition by these local governments that the cost of building socially vibrant, economically viable and environmentally sustainable communities is high and is projected to increase.

Interface Group of Councils

The Interface Councils is a group of ten municipalities that form a ring around metropolitan Melbourne. They represent some of the fastest growing areas in Melbourne, comprising Cardinia Shire Council, City of Casey, Hume City Council, Melton City Council, Mitchell Shire Council, Mornington Peninsula Shire Council, Nillumbik Shire Council, City of Whittlesea, Wyndham City Council and Yarra Ranges Council.

State/ Federal Government Agencies

Including Department of State Development and Business Innovation, Department of Education and Early Childhood Development, Department of Education, Employment and Workplace Relations, Department of Transport, Regional Development Australia and Growth Areas Authority.

7 Economic Development Unit & Current Projects

The Economic Development & Tourism Unit is located in the Planning and Development directorate as part of the Economic Development & Advocacy Department.

The Economic Development Unit comprises 5 staff including 3 full-time and 2 part-time (located at the Melton Visitor Information Centre). The team undertakes a range of products to assist in developing the local economy, business, and tourism operators as well as support training and employment providers including:-

- Business visitations and enquiries program
- REMPLAN economic online profile
- Employment performance indicators
- WRAP (Workers Retraining and Adjustment Program)
- Small Business Training Program
- Buy Local Campaign
- Business Breakfasts
- City of Melton Plate
- Small Business Expos
- City of Melton Business Excellence Awards
- Melton Visitor Information Centre (including exhibition space/ amphitheatre)
- Discover Your Own Backyard Campaign

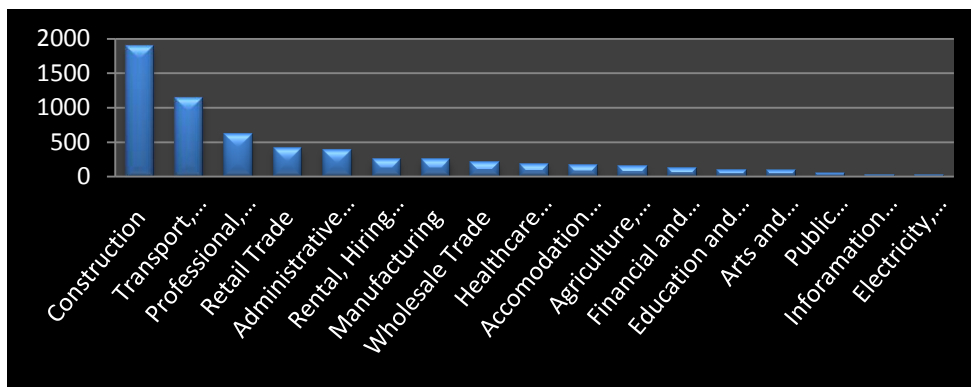
PART B – DEMOGRAPHIC & ECONOMIC PROFILES

8. Economic Profile

Business Activity

There are about **6,800** businesses registered in the City of Melton (ABR data, businesses with active ABN, registered for GST, excluding family and other trusts). The businesses include Pty. Ltd's, partnerships and sole traders (including subcontractors trading under their own name). The largest business sector by the number of registered companies is Construction (31%) largely due to high number of subcontractors working in this industry. As indicated in Figure 1 the second largest sector is Transport, Postal and Warehousing (19%), followed by Professional, Scientific and Technical Services (10%) and Retail Trade (7%). Manufacturing sector comes 7th, with only 4% of registered businesses.

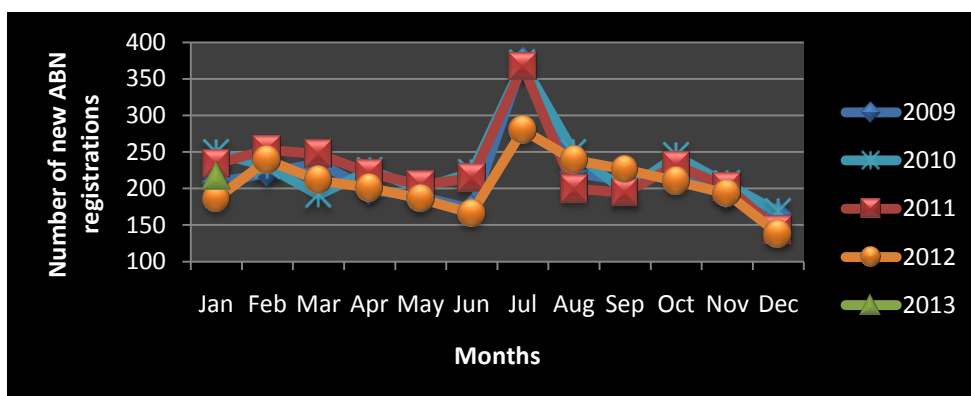
Number of Businesses in Melton by Industry (Fig. 1):



Source: ABR, 2012

New ABN registrations has followed a similar monthly pattern over the last five years, as indicated in Figure 2, with the exception of 2012 where the number of new ABN registrations per month dropped. Across all five years, the highest numbers of new businesses are registered in July (beginning of a new financial year) of each year, the lowest is in December. The number of new ABN's rose slightly in January 2013.

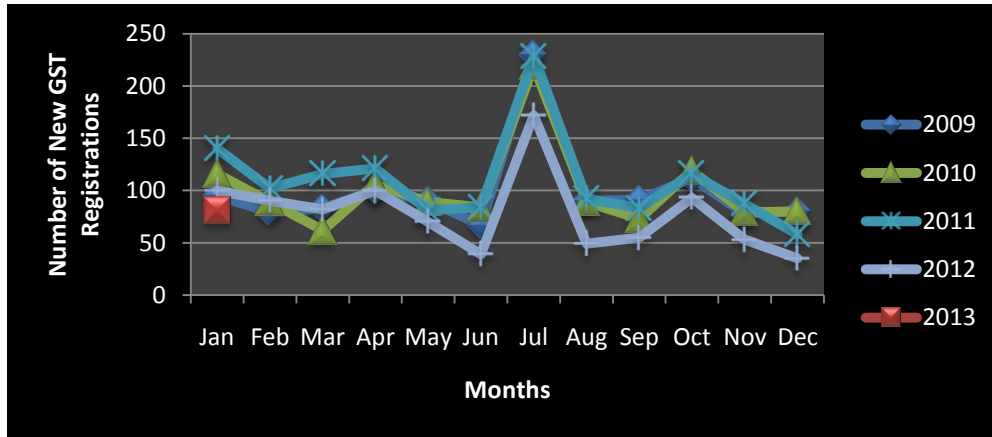
New ABN registrations in Melton (C) (Fig. 2):



Source: ABR data

Similarly new GST registrations are consistent across the last five years with the exception of 2012. Similar to ABN registrations, new GST registrations peak in July at the beginning of the financial year, as indicated in Figure 3.

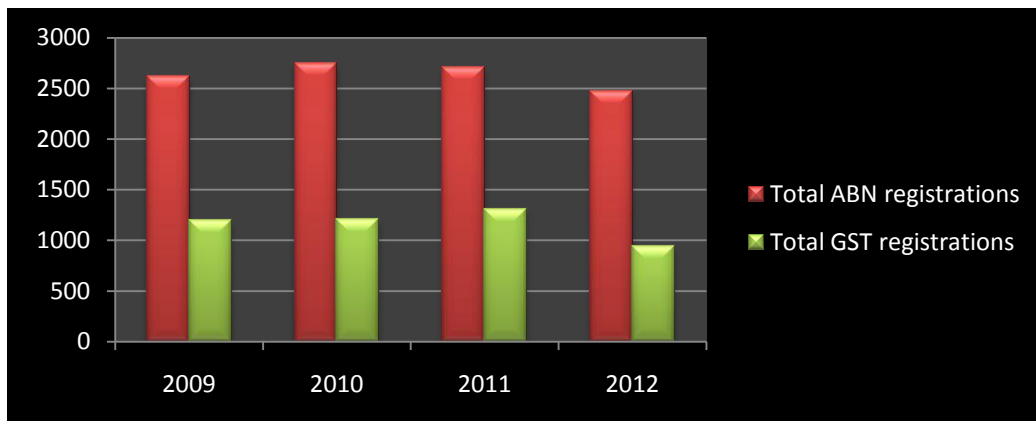
New GST registrations in Melton (C) (Fig. 3):



Source: ABR data

The low number of registered GST's, as indicated in Figure 4, shows that more than half of new businesses in the City of Melton are either subcontractors, very small (part time home based businesses) or inactive.

All ABN and GST registrations per year in Melton (C) (Fig. 4):

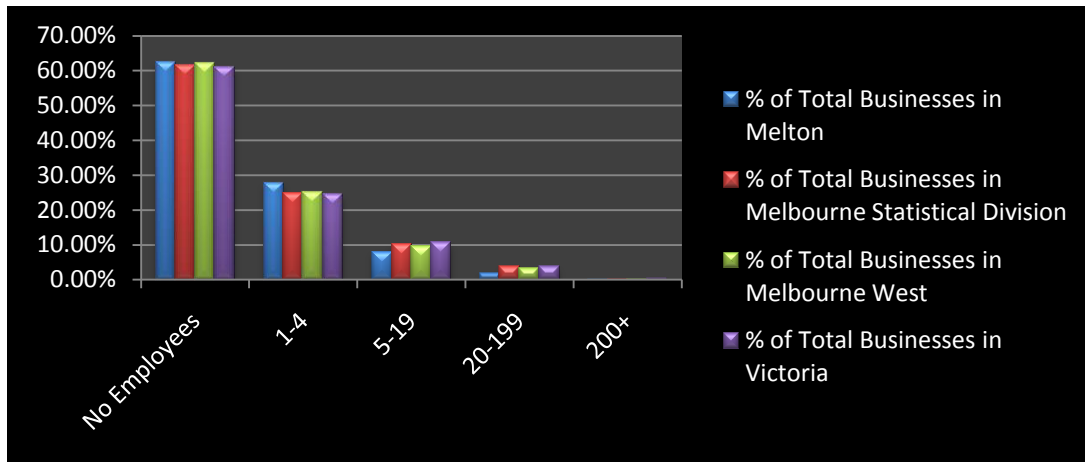


Source: ABR data

The majority of the Businesses registered in Melton (62.5%) do not have employees or employ 1 to 4 people (27.8%) as indicated in Figure 5. This is a higher percentage than in Melbourne SD, Melbourne West or Victoria. There is a much lower percentage of larger businesses in Melton (7.9% with 5 to 19 workers, 1.7% with 20-199 workers and only 0.1% with 200+ workers) than in Melbourne SD, Melbourne West and Victoria. It means that majority of businesses registered in the City of Melton are either sub-contractors, very small companies or inactive (see Fig. 4 above).

REMPPLAN data regarding business counts of staff also indicates that the number of non-employing businesses grows faster than the number of small employing businesses. There is a decline of businesses employing more than 20 employees.

Number of Employees in Businesses in Melton (C), Melbourne (SD), Melbourne West and Victoria (Fig. 5):

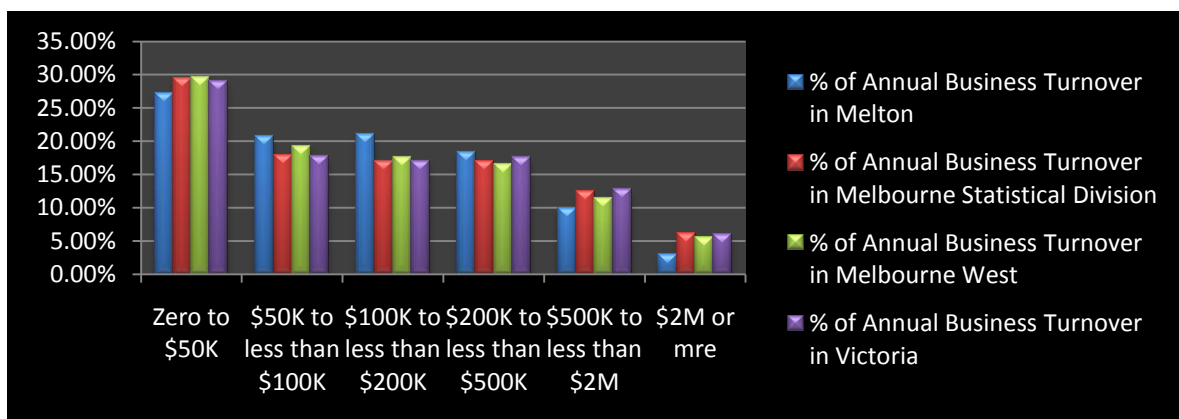


Source: ABS 2011

27.2% of all businesses in Melton (C) have annual turnover under \$50K which would indicate that some of these businesses are inactive, but did not cancel their ABN’s and GST, or small subcontractors. The numbers for Melbourne SD (29.5%), Melbourne West (29.7%) and Victoria (29.1) are even higher. There are a large number of small and medium size businesses in Melton (60.1%), with annual turnover between \$50K and \$500K, which is higher than in Melbourne SD (52%), Melbourne West (53.3%) and Victoria (52.2).

Melton has the lowest number of companies with annual turnover between \$500K and \$2M (12.7%) to compare with Melbourne SD (18.5%), Melbourne West (17%) and Victoria (18.7%) as indicated in Figure 6. Below.

Annual Business Turnover in Melton (C) Melbourne (SD), Melbourne West and Victoria (Fig. 6):



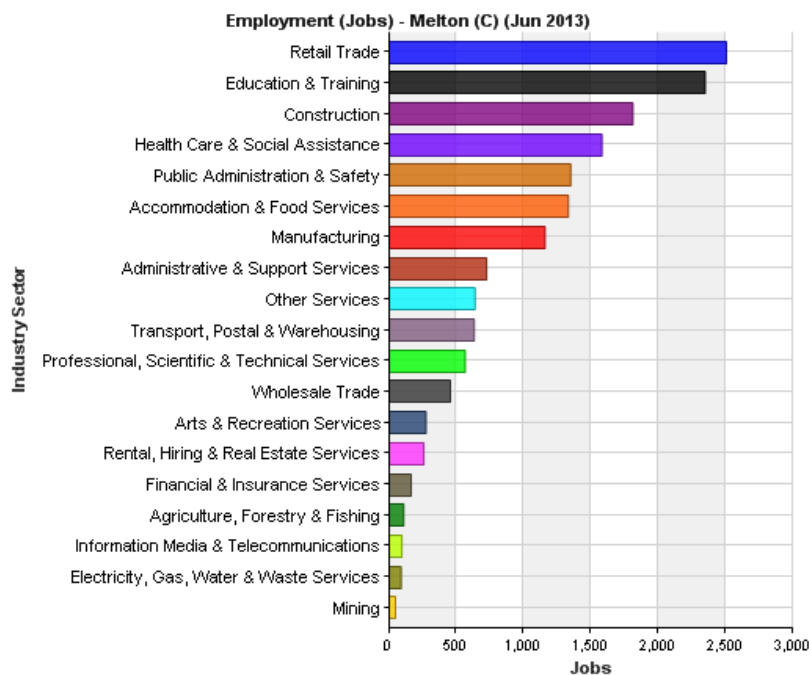
Source: Census 2011

Employment

The total employment estimate for Melton (C) is 16,139 jobs.

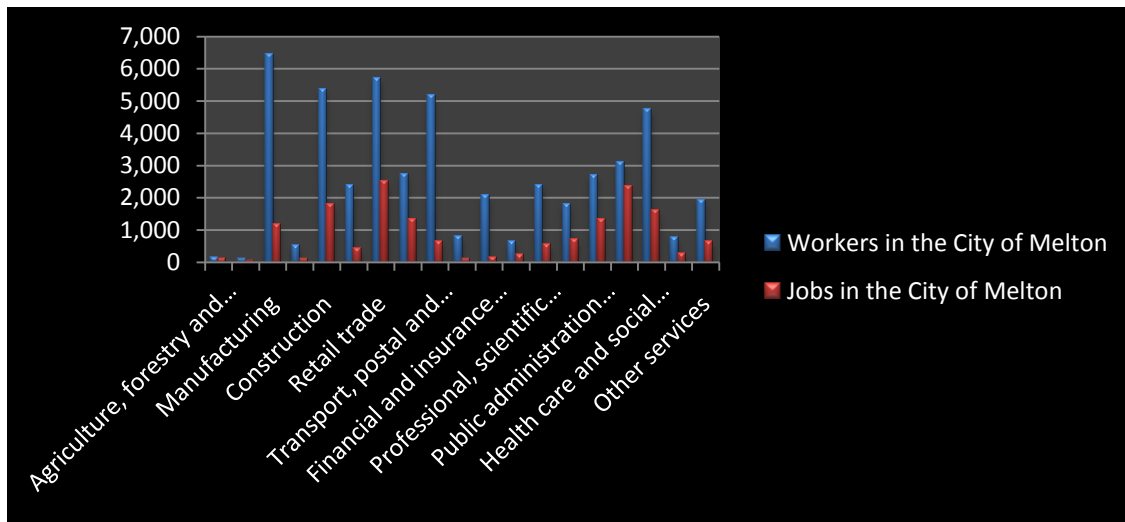
The largest employment sectors in Melton as indicated in Figure 7 are Retail Trade (15.5%), Education and Training (14.6%), Construction (11.2%) and Health Care and Social Assistance (9.8%) – all growth-related industries.

Total Employment in Melton (C) by Industry Sector (Fig. 7):



The largest gap between the number of workers and the number of available jobs in Melton is in the Manufacturing sector as Melton has over 6,400 residents employed in manufacturing although the industry in Melton comprises approximately 1,100 jobs as indicated below in Figure 8. The smallest gap is in Education and Training industry, with 3,085 workers and 2,348 jobs. The highest number of jobs in the City of Melton is in the following industries: Retail Trade (16%), Education and Training (15%), Construction (11%) and Health Care and Social Services (10%). All of the above are growth related services.

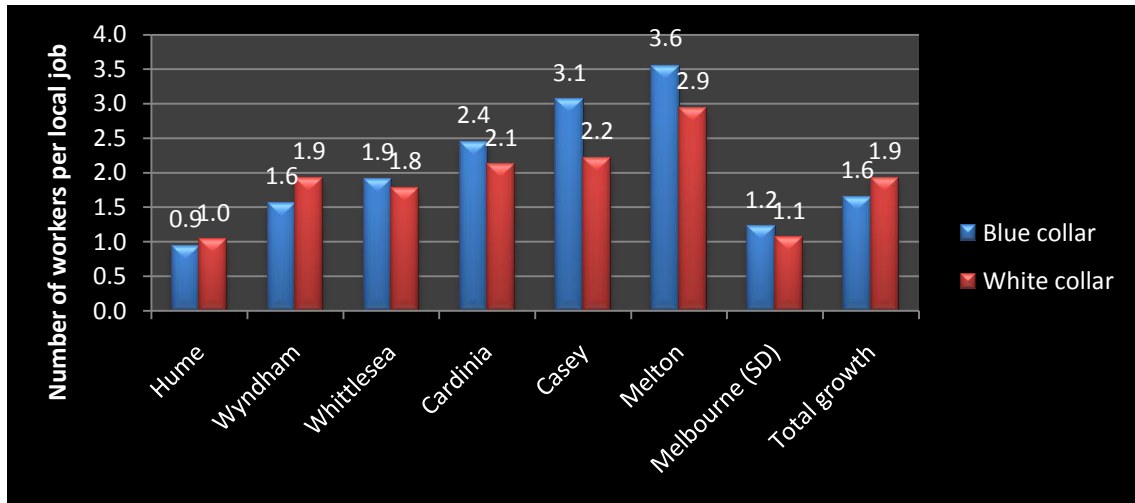
Number of Jobs and Resident Workers by Industry in the Melton (C) (Fig. 8):



Source: Census 2011

Melton has the highest proportion of workers per job in Melbourne Growth Area – 3.6 blue collar workers per job and 2.9 white collar workers per job. This is much higher than in Melbourne (SD) (1.2 and 1.1 respectively) and Total Growth Area (1.6 and 1.9 respectively). The best ratio is in Hume with 0.9 blue collar workers and 1.0 white collar workers per job

Resident Worker to Local Job Ratio of all Melbourne’s Growth Area (Fig. 9)



Source: Census 2011

Melton had the highest population per job ratio (6.7) in the Growth Area in 2011 as indicated in Figure 10. It is very close to 2006 figures (6.9). It means that the number of jobs was growing in proportion with population growth, but job creation has not been improving. The other Growth Areas with high population per job ratios are Casey (5.2) and Cardinia (4.6). Hume has the lowest population per job ratio (2.3). The similar situation is with the Labour Force per Job ratio (3.3 in Melton). Second highest is Casey (2.6) followed by Cardinia (2.3). The lowest is in Hume (1.1). There are also 2.8 White Collar workers per job and 3.9 Blue Collar workers per job in Melton, highest ratio in the Growth Area.

Growth Areas Worker to Job Ratio 2006 and 2011 (Figure 10):

Growth Area	Melton		Casey		Cardinia		Hume		Whittlesea		Wyndham		Melbourne SD	
	2006	2011	2006	2011	2006	2011	2006	2011	2006	2011	2006	2011	2006	2011
Jobs	11,521	16,291	42,514	48,219	13,850	16,269	64,581	71,833	32,189	39,306	36,747	43,401	1,549,746	1,756,403
Population	78,912	109,259	214,960	252,382	57,115	74,176	147,781	167,562	124,647	154,880	112,695	161,575	3,592,591	3,999,982
Labour Force	39,426	54,214	106,362	127,023	28,396	37,999	66,012	76,118	58,707	75,755	56,590	82,434	1,780,783	2,039,382
Population per Job	6.9	6.7	5.1	5.2	4.1	4.6	2.3	2.3	3.9	3.9	3.1	3.7	2.3	2.3
Labour Force per Job	3.4	3.3	2.5	2.6	2.0	2.3	1.0	1.1	1.8	1.9	1.5	1.9	1.2	1.2
Total Resident Workers	37,097	50,936	100,679	119,534	27,198	36,256	61,386	70,927	55,269	71,492	53,524	77,259	1,685,965	1,927,929
White Collar Resident Workers	22,135	31,576	58,151	72,241	16,212	22,084	35,942	42,680	33,239	44,696	33,579	50,634	1,192,393	1,390,878
White Collar Jobs	7,562	11,329	28,508	33,226	8,702	10,597	37,369	42,474	19,800	25,678	21,454	26,788	1,135,973	1,315,888
White Collar Resident Workers per Job	2.9	2.8	2.0	2.2	1.9	2.1	1.0	1.0	1.7	1.7	1.6	1.9	1.1	1.1
Blue Collar Resident Workers	14,962	19,360	42,528	47,293	10,986	14,172	25,444	28,247	23,030	26,796	19,945	26,625	493,572	537,051
Blue Collar Jobs	3,959	4,962	14,006	14,993	5,148	5,672	27,212	29,359	12,389	13,628	15,293	16,613	413,773	440,515
Blue Collar Resident Workers per Job	3.8	3.9	3.0	3.1	2.1	2.5	0.9	1.0	1.9	2.0	1.3	1.6	1.2	1.2

Source: Census 2006 and 2011

Whilst the job market did not experience growth in the City of Melton from 2006 to 2011, the number of jobs increased in proportion with population and labour force growth (8%) as indicated in Figure 11. The number of white collar jobs was growing slightly faster (10% average annual change) than the number of white collar workers (9%). The number of blue collar jobs was growing slower (5% average annual change) than the number of blue collar workers (6%).

Annual Average Change in Worker per Job Ratio (Figure 11):

Year	2006	2011	Annual Average Change
Jobs	11,521	16,291	8%
Population	78,912	109,259	8%
Labour Force	39,426	54,214	8%
Population per Job	6.9	6.7	(1%)
Labour Force per Job	3.4	3.3	(1%)
Total Resident Workers	37,097	50,936	7%
White Collar Resident Workers	22,135	31,576	9%
White Collar Jobs	7,562	11,329	10%
White Collar Resident Workers per Job	2.9	2.8	(1%)

Blue Collar Resident Workers	14,962	19,360	6%
Blue Collar Jobs	3,959	4,962	5%
Blue Collar Resident Workers per Job	3.8	3.9	1%

Source: Census 2006 and 2011

The major industries of employment in Melton – Retail (15.4% of total employment), Education and Training (14.4%), Construction (11.1%), Health Care and Social Assistance (9.7%), Public Administration (8.2%) and Accommodation and Food Services (8.1%) – are growth related industries.

The largest increase in employment from 2006 to 2011 was in Health Care and Social Assistance (16%), Accommodation and Food Services (12%) and Education and Training (10%). Manufacturing sector dropped from fourth largest employer in the area in 2006 (10% of total employment) to the seventh position in 2011 (7.2%). However the total number of jobs in Manufacturing increased over this same period.

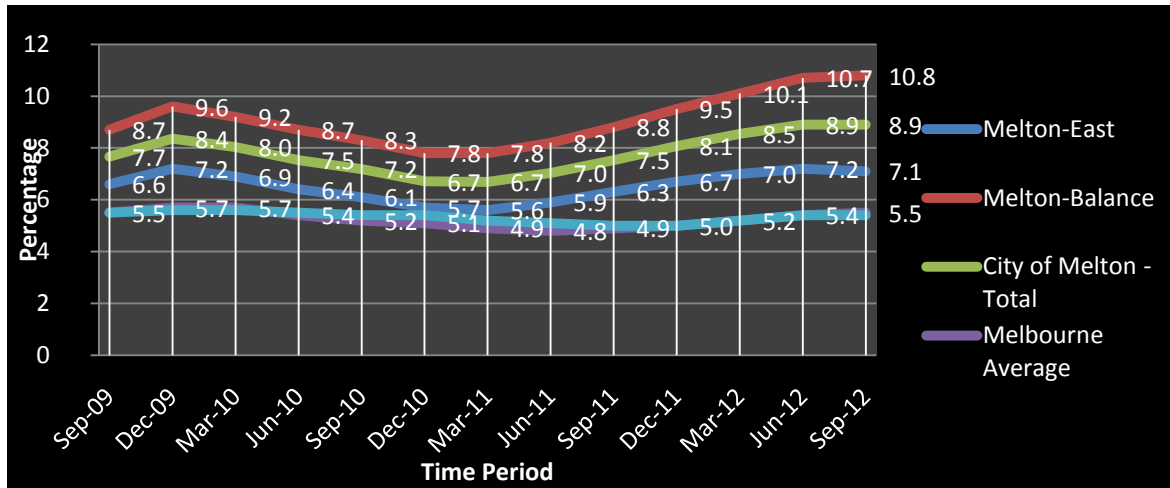
Major Industry Sectors of Employment (Figure 12):

Industry Sector	2011		2006		Average Annual Change
	Jobs	%	Jobs	%	
Retail Trade	2,511	15.4%	1,736	15.2%	9%
Education and Training	2,348	14.4%	1,567	13.8%	10%
Construction	1,803	11.1%	1,324	11.6%	7%
Health Care and Social Assistance	1,583	9.7%	879	7.6%	16%
Public Administration and Safety	1,337	8.2%	949	8.3%	8%
Accommodation and Food Services	1,328	8.1%	835	7.3%	12%
Manufacturing	1,168	7.2%	1,140	10.0%	0.5%
Subtotal	12,078	74.1%	8,430	73.2%	
Total Employment	16,291	100%	11,521	100%	8%

Source: Census 2006 and 2011

Average Unemployment Rate in Melton (8.9%) is higher than in Melbourne (SD) and Victoria (5.5%) although the changes in unemployment over time is consistent with the Melbourne average, as indicated in Figure 13. The unemployment rate in the City of Melton is significantly higher in 15-19 age group (23%) than in 20-24 age group (10%).

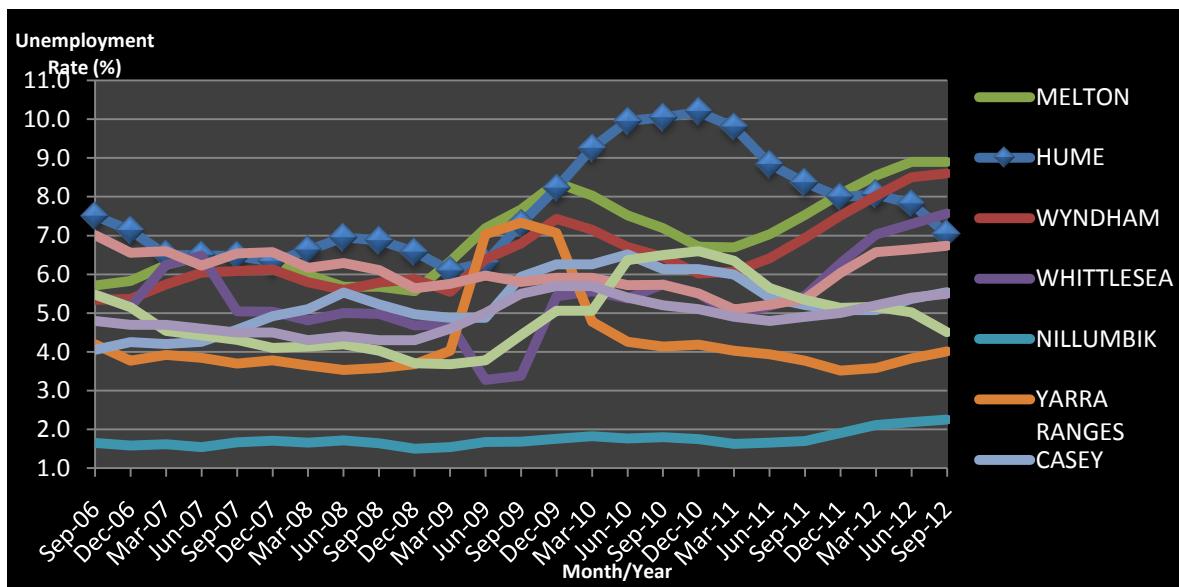
Unemployment Rate in Melton (C) (Fig. 13):



DEEWR Small Area Labour Market

When comparing unemployment rates to other growth areas, the City of Melton experiences higher unemployment rates than other growth corridors, as indicated in Figure 14.

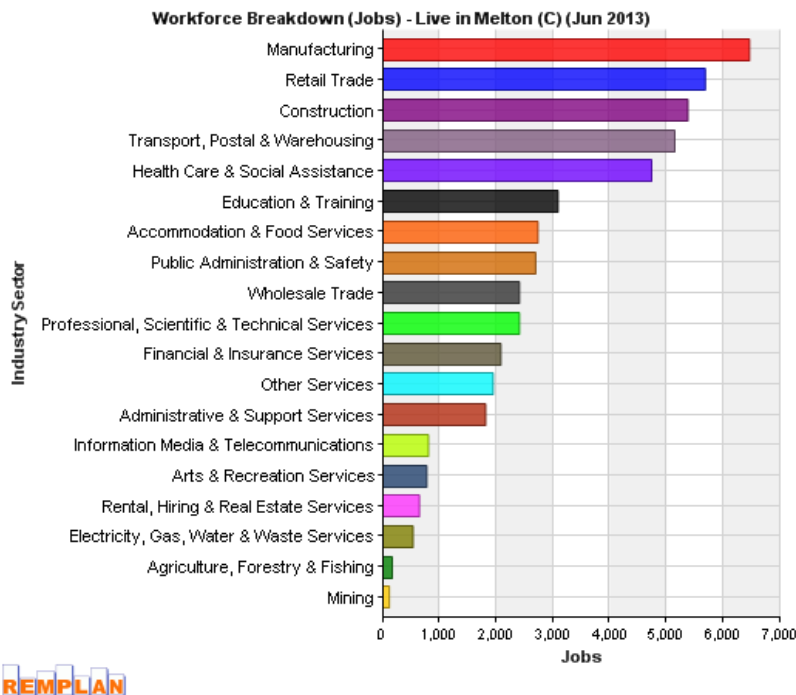
Unemployment Comparison of the Growth Areas (Fig.14):



Workforce

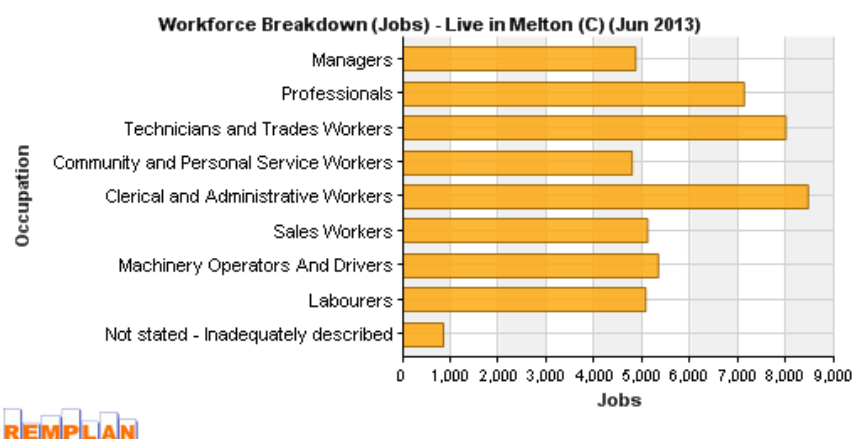
The majority of Melton City workers are employed in: Manufacturing (13%), Retail Trade (11%), Construction (11%), Transport, Postal and Warehousing (10%) and Health Care and Social Assistance (9%) sectors. All, except manufacturing, are growth related industries. Whilst manufacturing is the number one industry for residents in the City of Melton it is 7th in regards to local employment opportunities, hence why a significant number of Melton residents travel outside of the municipality for work.

Workforce breakdown, Live in Melton (C) (Figure 15):



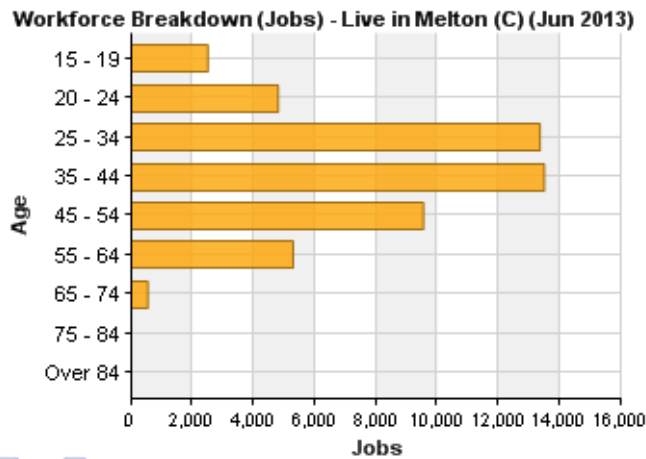
Consistent with this, a larger percentage of workers who live in the City of Melton work as clerical and administrative assistants (17.1%) and technicians and trade workers (16.1%). That being the case, Melton also has a relatively high percentage of residents in professional roles (14.4%).

Workers Living in Melton (C) by Occupation (Fig. 16):



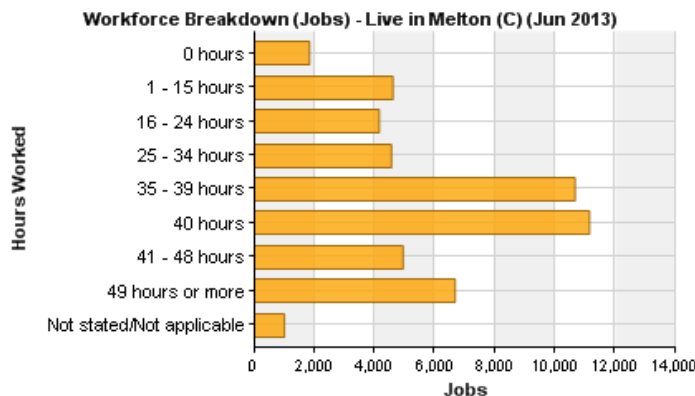
The City of Melton has a relatively young workforce with over 50% aged between 25 and 44 as detailed in Figure 18.

Age of Workers Living in Melton(C) (Fig.18):



Close to 70% of Melton residents work 35 hrs or more as indicated in Figure 19. This correlates with the key industries in which Melton residents are employed as they are typically industries which provide full-time opportunities ie. manufacturing and construction.

Number of Hours Worked by People Living in Melton(C) (Fig.19):



Whilst there are 16,291 jobs in the City of Melton only 18.4% of Melton residents actually work in the municipality with 42.3% of workers coming from other areas. A large number of Melton residents (82%) travel outside of Melton to access work in other areas with the highest number travelling to either Melbourne CBD (14.7%) and Brimbank (13.2%) as indicated in Figure 20.

As is clear in the data provided above, City of Melton is a large exporter of labour. Melton, Brimbank and Wyndham have a larger workforce than available local jobs, resulting in workers needing to travel further from homes to workplaces. Maribyrnong is the only local government area in Melbourne’s west with significantly more jobs than resident workers.

Travel to work data show that in comparison with the Greater Melbourne and Western region, higher proportions of workers from City of Melton travel to work by train or in a car (either as driver or passenger), whilst lower proportions of workers from Melbourne's west travel to work on a bicycle or by walking from home to their workplace.

Journey to Work (Figure 20):

Top 10 Local Government Areas of employment for residents in the City of Melton					
		2011		2006	
Rank	Local Government Area	Number	Percent (%)	Number	Percent (%)
1	Melton (C)	9,392	18.4	6,622	17.9
2	Melbourne (C)	7,527	14.7	5,481	14.8
3	Brimbank (C)	6,739	13.2	5,013	13.5
4	Hume (C)	3,573	7.1	2,724	7.3
5	Wyndham (C)	2,737	5.4	2,087	5.6
6	Maribyrnong	2,148	4.2	1,842	5.0
7	Hobsons Bay (C)	2,105	4.1	1,649	4.4
8	Moonee Valley (C)	1,603	3.1	1,244	3.6
9	Port Phillip (C)	1,121	2.2	1,052	2.8
10	Yarra (C)	924	1.8	668	1.8
	Other areas	5,016	10.0	8,616	23.2
	Work Location Unknown	8,050	15.8		
	Total employed residents in the City of Melton	50,935		37,097	

Source: Census 2011

Analysis of individual income levels in the City of Melton in 2011 compared to Greater Melbourne shows that there was a lower proportion of persons earning a high income (those earning \$1,500 per week or more) as well as a lower proportion of low income persons (those earning less than \$400 per week). Overall, 8.7% of the population earned a high income, and 34.6% earned a low income, compared with 12.9% and 35.8% respectively for Greater Melbourne.

The major differences between the City of Melton's individual incomes and Greater Melbourne's individual incomes were:

- A *larger* percentage of persons who earned \$800-\$999 (10.2% compared to 8.5%)
- A *larger* percentage of persons who earned \$600-\$799 (11.8% compared to 10.2%)
- A *larger* percentage of persons who earned \$1000-\$1249 (9.6% compared to 8.3%)
- A *smaller* percentage of persons who earned \$2000 or more (3.1% compared to 6.5%)

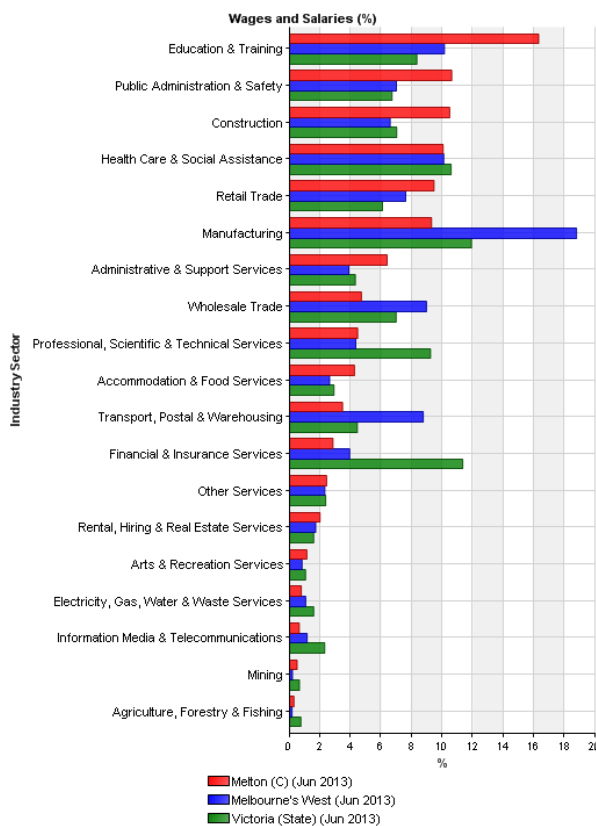
Weekly Individual Income in of Persons 15+ Living in Melton (C) (Fig. 21):



Source: profile.id, ABS, Census of Population and Housing 2011

The total wages and salaries estimate for Melton (C) is \$989.011 million. Education and Training, Public Administration and Safety, Construction, Health Care & Social Assistance, Retail Trade and Manufacturing contribute to over 66% of wages and salaries paid to employees in Melton (C). In Melbourne West and Victoria (State) regions Construction and Retail Trade contribute to a much smaller percentage of total wages and salaries paid to the employees, however, Manufacturing contributes to the highest percentage of total wages (18.8% and 11.9% respectively).

Wages and Salaries Paid to Employees Working in Melton (C) (Fig.22):



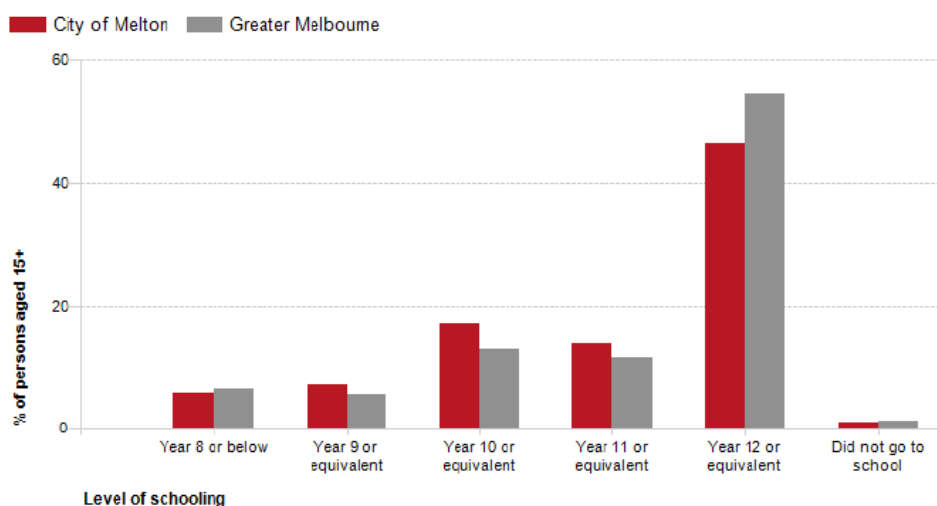
Vocational Education & Training

Analysis of the highest level of schooling attained by the population in the City of Melton in 2011 compared to Greater Melbourne shows that there was a higher proportion of people who had left school at an early level (Year 10 or less) and a lower proportion of people who completed Year 12 or equivalent. Overall, 30.8% of the population left school at Year 10 or below, and 46.5% went on to complete Year 12 or equivalent, compared with 26.0% and 54.6% respectively for Greater Melbourne.

Historically, the overall population of City Melton has lower levels of Year 12 completion in comparison with the general population of greater Melbourne and Victoria as detailed in Figure 23 below. That being said, from 2006 to 2011 the proportion of the population with Year 12 or equivalent completion has improved from 40.3% to 46.5%.

The City Melton still has catching up to do, particularly in areas that have Year 12 completion rates well below the Greater Melbourne of 54%. High percentage of Melton residents born overseas contributes to a lower rate of Year 12 completion, as there are different educational standards in different countries.

Highest level of schooling completed 2011 in Melton (C) (Fig.23):



Source: profile.id, ABS, Census of Population and Housing 2011

Figure 24 below groups levels of non-school qualifications, as defined by the Australian Bureau of Statistics, into four broad categories and compares City of Melton with Western Region local government areas of metropolitan Melbourne. The data indicates that growth areas have higher levels of unqualified workers and lower levels of tertiary qualified workers.

According to the 2011 Census Melton has one of the highest percentages in West of no qualification (with the exception of Brimbank) with 48% or 39,585 people, highest percentage of people with a vocational qualification (20% or 16,197), lowest percentage of Diploma/ Advanced Diploma (7% or 6,099) and one of lowest Bachelor or Higher Degree (14% or 11,107) as indicated below in Figure 24.

Between Census dates there has been significant improvement in the proportion of the aged 15+ population in City Melton's west with higher qualification attainment. In 2006 our City Melton had 10.5% with a Bachelor or Higher degree, whereas in 2011 it was 13.5%.

Levels of non-school qualifications in Melton (C) (Fig 24):

Area	Bachelor or Higher Degree	Advanced Diploma or Diploma	Vocational	No Qualification	Not Stated
Brimbank	19,482(13%)	10,267(7%)	20,616(14%)	78,884(53%)	18,685(13%)
Hobsons Bay	14,485(21%)	5,574(8%)	10,444(15%)	30,768(45%)	7,385(11%)
Maribyrnong	16,848(28%)	4,995(8%)	6,650(11%)	23,848(40%)	7,427(12%)
Melton	11,107(14%)	6,099(7%)	16,197(20%)	39,585(48%)	9,272(11%)
Mooney Valley	23,615(26%)	7,465(8%)	11,848(13%)	37,196(42%)	9,063(10%)
Wyndham	22,884(19%)	10,405(8%)	21,690(18%)	55,525(45%)	12,755(10%)
Melbourne's West	108,421(19%)	44,805(8%)	87,445(15%)	265,806(47%)	64,587(11%)
Melbourne GCCSA 21	617,361(19%)	207,759(6%)	357,196(11%)	1,743,334(53%)	335,146(10%)

Source: Australian Bureau of Statistics, 2011 Census

Data from DEECR indicates that the highest number of Vocational Education and Training enrolments in 2011 is for private providers (5,898 enrolments), followed by TAFE (3,751 enrolments) and ACE (594 enrolments) with the top 3 industries of training being Administration & Support Services, Health Care & Social Assistance, and Construction. The top 3 Occupations for Apprenticeships in 2011 were Carpentry, Electrician (General) and Motor Mechanic (General).

GRP & Key Propulsive Sectors

GRP is the total value of **final** goods and services produced in the region over the period of one year. As can be seen from Figure 25 below, this includes exports but subtracts imports.

GRP can be measured by adding up all forms of **final** expenditure

- consumption by households
- consumption by governments
- additions or increases to assets (minus disposals)
- exports (minus imports)

This calculation does not include intermediate expenditure as this would lead to double counting (the wheat and flour in a loaf of bread).

Gross Regional Product for Melton (C) (Fig. 25):

GRP Expenditure Method	\$M
Household Consumption	\$4,195.804
Government Consumption	\$904.414
Private Gross Fixed Capital Expenditure	\$1,158.823
Public Gross Fixed Capital Expenditure	\$275.247
Gross Regional Expenses	\$6,534.288
plus Exports	\$716.585
minus Domestic Imports	-\$4,706.628
minus Overseas Imports	-\$220.847
Gross Regional Product	\$2,323.399
Population	109,258
Per Capita GRP (\$'000)	\$21.265
Per Worker GRP (\$'000)	\$143.96

Source: REMPLAN

Melton's Gross Regional Product is estimated at \$2.323 billion. Melton represents 8.43 % of Melbourne's West's GRP of \$27.566 billion and 0.71 % of Victoria's Gross State Product (GSP) of \$328.595 billion.

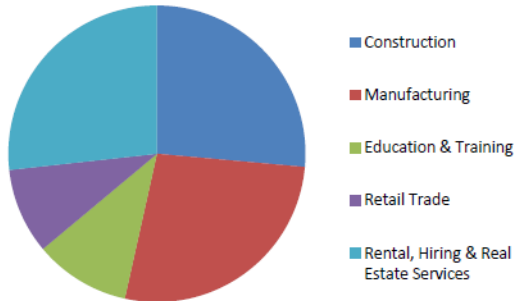
The industry sectors which are the key drivers of the Melton (C) Region's economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages) are defined as the key propulsive sectors and have been identified as follows:-

- Construction
- Public Administration & Safety
- Manufacturing
- Education & Training
- Retail Trade
- Transport, Postal & Warehousing
- Administrative & Support Services

**Key Propulsive Sectors
Detailed Analysis**

Output

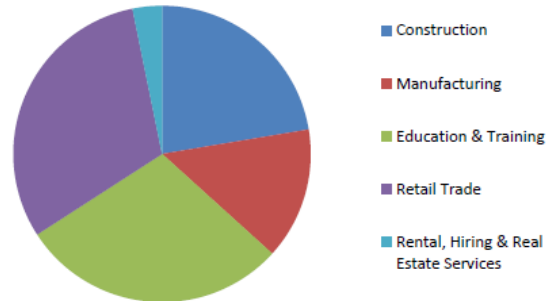
Gross Revenue Generated



3 top industries in regards to output are Construction, Manufacturing and Rental, Hire and Real Estate.
This is consistent with Melb West and State Since 2011:-
Manufacturing down by 5%
Construction up by 1.8%
Rental, Hiring & Real Estate down by 1.6%

Employment

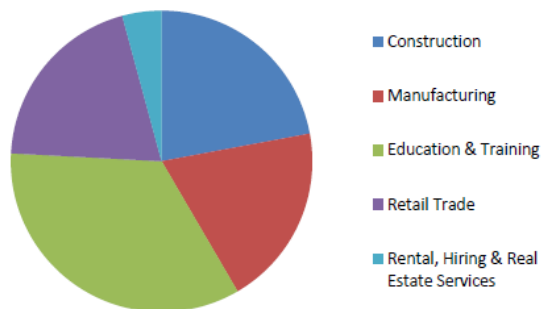
No. of employees whose place of work is located in Melton



3 top industries Retail Trade, Education & Training, and Construction
Inconsistent with Melb West and State which is strongly Manufacturing
Since 2011:-
Retail Trade up 0.3%
Education and Training up by 0.8%
Construction down 0.4%

Wages & Salaries

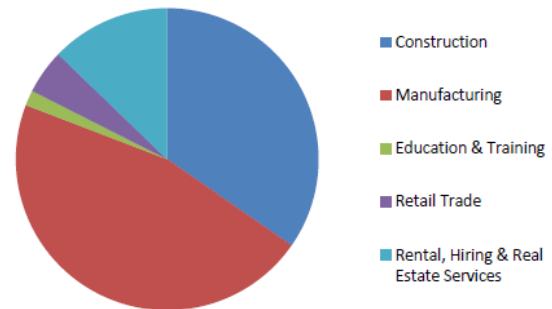
Wages & Salaries paid to employees who work in Melton



3 top industries Education & Training, Public Administration and Construction
Inconsistent with Melb West which is Manufacturing, Health Care & Social Assistance, and Education & Training
Since 2012:-
Education & Training up 1.8%
Public Administration up 0.4%
Construction up 0.8%

Local Sales

Goods and services produced in Melton which are sold to local industry as input into production for value-adding

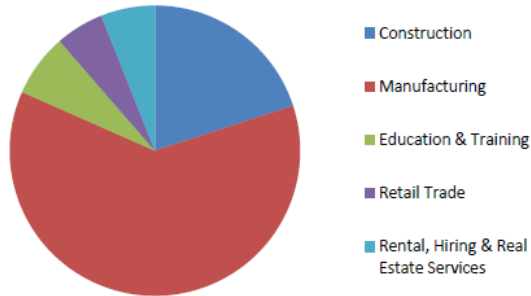


3 top industries Manufacturing, Construction, Professional Science & Technology
Consistent with Melb West and State
Since 2011:
Manufacturing down 1.4%
Construction up 3.5%
Professional, Science and Technology up 2.4%

Source: REMPLAN

Regional Exports

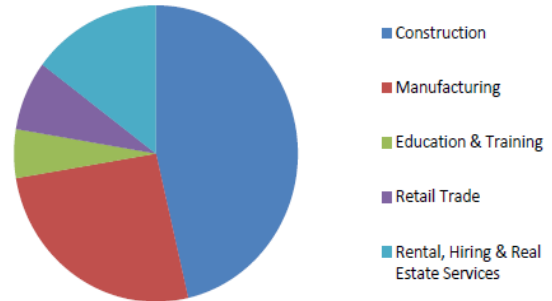
Goods and services produced and sold outside Melton



3 top industries Manufacturing, Construction, Administration & Support Services
Key difference with West Melb and State is Transport and Wholesale Trade
Since 2011:-
Manufacturing down 14.7%
Construction up 2%
Administration & Support Services up 3.4%

Local Expenditure

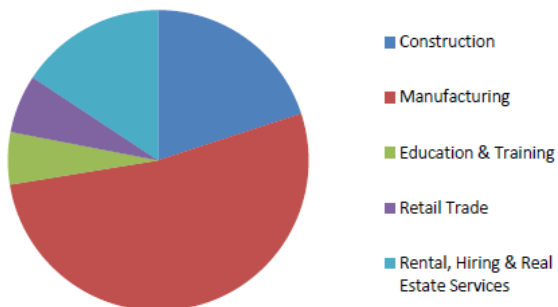
Value of intermediate goods and services purchased by industry sectors in Melton



3 top industries Construction, Manufacturing, Rental Hiring & Real Estate
Inconsistent with Melb West & State which is largely Manufacturing:-
Changes since 2011:-
Construction up 3%
Manufacturing down 5.7%
Rental, Hiring & Real Estate up 1.2%

Regional Imports

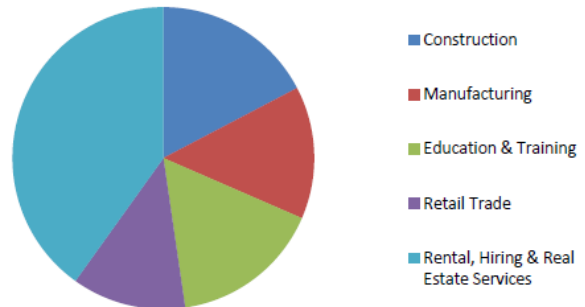
Intermediate goods and services imported into Melton



3 top industries Manufacturing, Construction, Rental Hire & Real Estate
Melb West and State have stronger presence in Manufacturing
Since 2011:-
Manufacturing down 7.7%
Construction up 1.2%
Rental & Real Estate down 0.4%

Value Added

Value added by industry sectors to intermediate inputs



3 top industries are Rental Hire & Real Estate, Construction, Education & Training
Main difference with West and State is Manufacturing which is the top industry
Since 2011:-
Rental Hire & Real Estate down 4%
Construction up 0.9%
Education & Training up 1.2%

Source: REMPLAN

Tourism

Comprising the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. Tourism is an amalgam of activities across various industry sectors such as retail, accommodation, cafes & restaurants, cultural & recreational services. Under this definition of tourism, the expenditure of domestic, international, business and government travellers are included.

Tourism contributes 2.1% to the local economy including 573 local jobs, as detailed in Figure 26. Whilst this is slightly higher than Melbourne West (1.8%) it is lower than that for Victoria (2.7%).

Tourism Output in Melton (C) (Fig. 26):

Tourism	Melton	Melbourne West	Victoria (State)
Total Tourism annual output (\$M):	\$86.567	\$1,171.003	\$19,462.132
% of total regional output :	2.2%	1.8%	2.7%
Number of people employed by this sector in the region:	573	6,604	113,209
% of total regional employment:	3.6%	3.3%	4.7%
Annual wages and salaries earned by people employed by this sector in the region (\$M):	\$24.298	\$321.003	\$5,133.892
% of total wages and salaries earned in the region:	2.5%	2.4%	3.1%
Value of sector's contribution to Value-added (\$M):	\$40.813	\$536.950	\$8,866.401
% of total Value-added:	2.1%	2.2%	2.9%

Source: REMPLAN

According to the Tourism Research Australia (TRA) Regional Tourism Profile the average spend per day for visitors is \$118 with domestic travellers spending on average three nights and international travellers spending on average 23 nights.

The industry that benefits the most from Tourism related activity in the City of Melton is Accommodation & Food Services (24.8%), followed by Retail Trade (22.4%) then Transport, Postal & Warehousing (15.4%) as details in Figure 27.

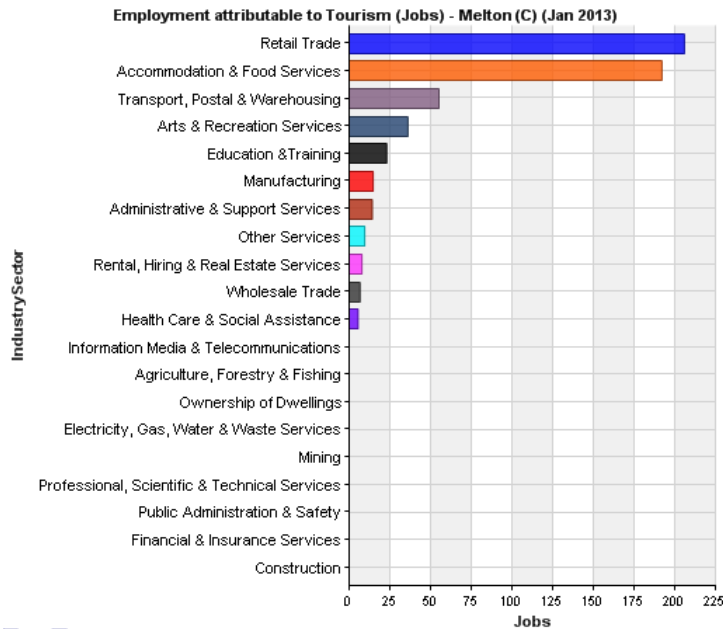
All industry sectors in Melton (C) ranked by Tourism related Output (Fig.27):

Industry Sector	Melton (C) (Jan 2013)		Melbourne's West (Jan 2013)		Victoria (State) (Jan 2013)	
	\$M	%	\$M	%	\$M	%
Accommodation & Food Services	\$21.443	24.8 %	\$158.139	13.5 %	\$5,968.282	30.7 %
Retail Trade	\$19.373	22.4 %	\$208.480	17.8 %	\$2,081.146	10.7 %
Transport, Postal & Warehousing	\$13.290	15.4 %	\$299.223	25.6 %	\$4,126.160	21.2 %
Manufacturing	\$8.678	10.0 %	\$161.536	13.8 %	\$1,665.102	8.6 %
Arts & Recreation Services	\$6.736	7.8 %	\$71.159	6.1 %	\$1,056.549	5.4 %
Rental, Hiring & Real Estate Services	\$3.366	3.9 %	\$37.197	3.2 %	\$446.271	2.3 %

Source: 2010-11, Australian Bureau of Statistics (ABS)

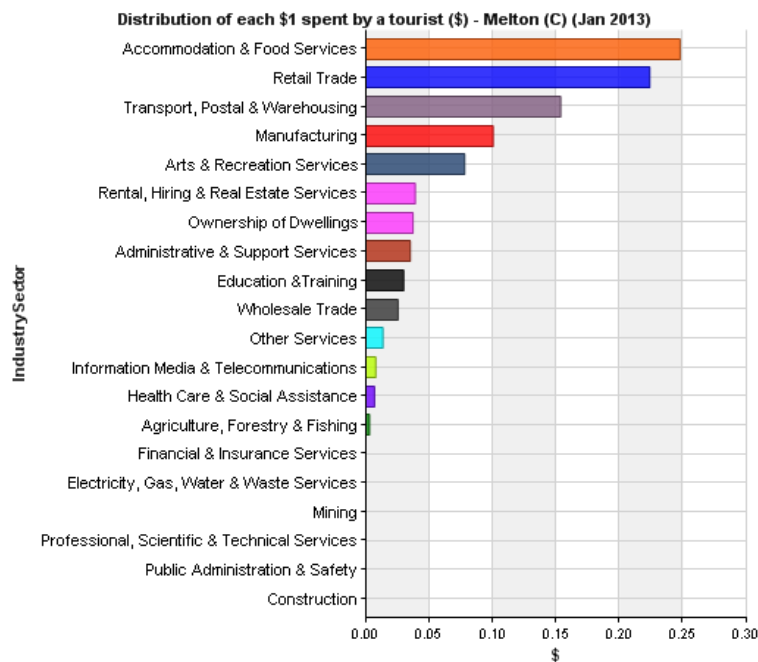
Tourism contributes 573 jobs to Melton (C) with the highest proportion of those jobs in retail trade (35.9%) and Accommodation & Food Services (33.6%) as details in Fig.28.

Employment attributable to Tourism (Jobs) – Melton (C)(Fig. 27)



For each dollar spent by a tourist in Melton (C), it is estimated that typically \$0.25 is spent on accommodation and food services, \$0.22 on retail trade and \$0.15 on transport, postal and warehousing as detailed in Figure 28.

Distribution of each \$1 spent by a tourist (\$) – Melton (C) (Fig.28)



9. Demographics Profile

Population Growth

City of Melton covers an area of 524 square kilometres. The City of Melton 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).

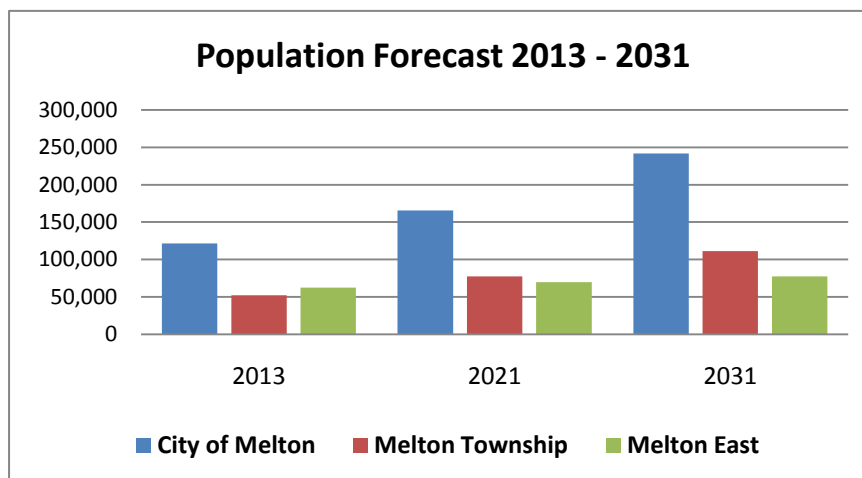
City of Melton is located in the most rapidly growing urban corridors in Australia, with local government areas that were Australia's fastest and fourth-fastest growing areas in 2010 and 2011.

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 resident population of City of Melton increased from 78,909 people at the 2006 Census to 109,608 people at the 2011 Census, an increase of more than 31,000 people. The City of Melton population is currently 122,783 (as of 30th June 2013)

The City of Melton will continue to experience substantial population growth as detailed in Figure 29. By 2031, in the City of Melton, the population will almost double, from 122,783 to over 241,000. While Melton East will experience some growth to 2031, Melton Township will increase from 58,080 to 111,302.

Population Forecast Melton (C) 2013-2031 (Fig. 29):



Age

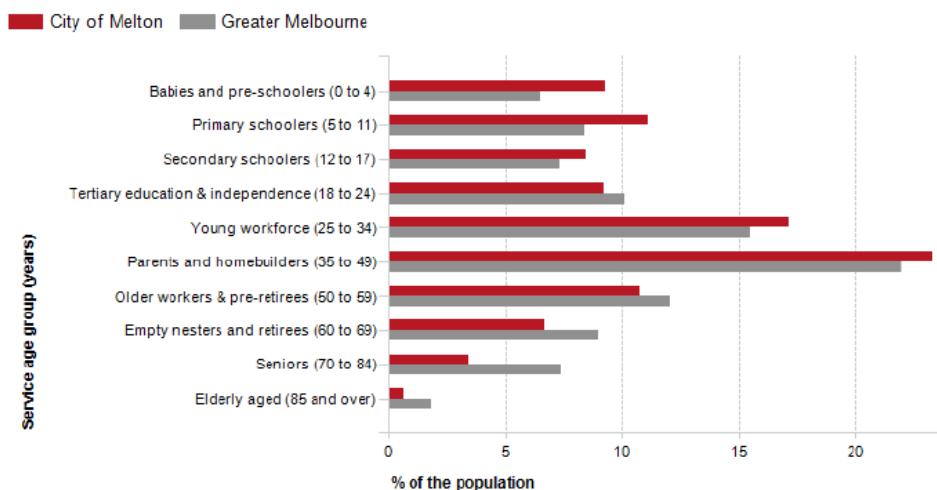
Figure 30 shows the population age structure for Melton compared with Melbourne GCCSA as at the 2011. In general, the age structure of the residential population in City of Melton is different to that of Greater Melbourne. It has a higher proportion in the following age cohorts: Early years (0-4), Primary schoolers (5- 11), Secondary schoolers (12-17), Tertiary education (18-24), Young workers (25-49), but lower proportion of: Older workers (50 – 64), Retirees (65-84) and Elderly (85+).

However, in the last 5 years, the 60-69 age group has increased both almost two folds, from 3831 to 7276.

Drilling into more detailed demographics reveals which parts of City of Melton will generate high demand for services to families and children, including education services. It also indicates where demand will rise for services required by older adults.

The fast growing population of City Melton has a significantly higher proportion of 0 to 11 year olds, higher proportion of people aged between 12 and 17, and significantly higher proportion of people aged 25 to 49 years old (many of whom will be parents to the 0 to 14 year olds).

Age Structure in Melton (C) 2011 compared to Greater Melbourne (Fig.30)



Source: profile.id, ABS, Census of Population and Housing 2011

Household Structure

Analysis of the household/family types in the City of Melton in 2011 compared to Greater Melbourne shows that there was a higher proportion of couple families with child(ren) as well as a higher proportion of one-parent families. Overall, 43.4% of total families were couple families with child(ren), and 13.0% were one-parent families, compared with 33.6% and 10.4% respectively for Greater Melbourne.

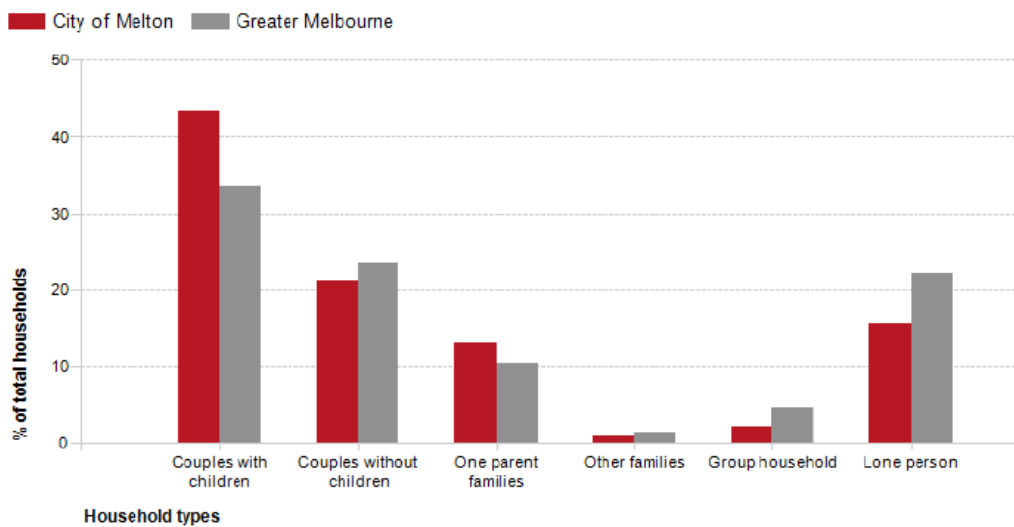
There were a lower proportion of Lone Person Households and a lower proportion of Couples without Children. Overall, the proportion of Lone Person households was 15.7% compared to 22.3% in Greater Melbourne while the proportion of Couples without Children was 21.2% compared to 23.5% in Greater Melbourne as detailed in Figure 31.

The number of households in City of Melton increased by 10,135 between 2006 and 2011.

The largest changes in family/household types in the City of Melton between 2006 and 2011 were:

- Couples with children (+4,171 households)
- Couples without children (+2,062 households)
- Lone person (+1,785 households)
- One parent families (+1,362 households)

Household Types in Melton (C) 2011 (Fig.31):



Source: profile.id, ABS, Census of Population and Housing 2011

Cultural Diversity

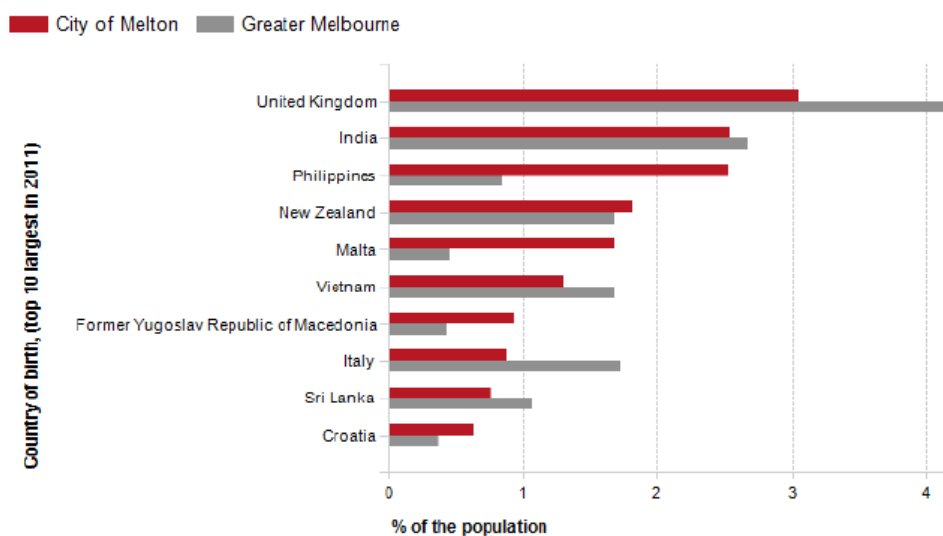
City of Melton welcomes people from around the world and is enriched by cultural and linguistic diversity. It is the place that more than 30,000 thousands of immigrants have called home. City of Melton has increasingly high rates of overseas born and is culturally diverse. People from more than 130 (to confirm) different nations have made their new home in the City of Melton.

People born overseas comprised 28% of the total population in the City of Melton at the 2011 Census and 22% of people in the City of Melton come from countries where English is not the first language.

Figure 32 provides an indication of the composition of the overseas born population of the City of Melton.

2011 Census data indicates that ethnic diversity has increased in the City of Melton in the last 10 years. City of Melton is home to a large proportion of people born in: India, Philippines, New Zealand, Malta and Vietnam. In recent times City of Melton has welcomed people as skilled migrants, family reunion and refugees from Africa and Asia (Sri Lanka, Sudan and Pakistan).

Country of birth in Melton (C) 2011 (Fig.32):



Source: profile.id, ABS, Census of Population and Housing 2011

Approximately 100 different languages are spoken across the City of Melton, with more than a quarter of the population speaking a language other than English. City of Melton has a large number of second and third generation migrants speaking their native language at home.

Between 2006 and 2011, the number of people who spoke a language other than English at home increased by 12,413 or 64.7%, and the number of people who spoke English only increased by 16,486 or 29.8%. The largest changes in the spoken languages of the population in the City of Melton between 2006 and 2011 were for those speaking:

- Vietnamese (+1,092 persons)
- Filipino/Tagalog (+1,074 persons)
- Arabic (+830 persons)
- Punjabi (+675 persons)

Indices of disadvantage

A relatively greater disadvantage in City of Melton is evident through the locational measure of the SEIFA, oil vulnerability called the vulnerability index for petrol expense rises' (VIPER) and the Employment Vulnerability Index (EVI).

SEIFA Index of Socio-Economic Disadvantage

The SEIFA index of relative socio-economic disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage.

In 2011, Australia as a whole scored 1,002.0 on the SEIFA index of socio-economic disadvantage, whilst Victoria scored higher at 1,009.6 and Greater Melbourne scored higher again at 1020.3.

There is wide-ranging variation within City of Melton, as shown in Figure 33 listing suburban areas in City of Melton with scores on the SEIFA index of socio-economic disadvantage that are below the national average.

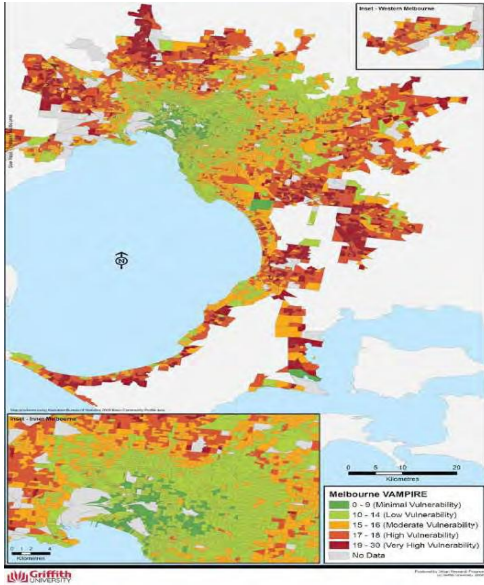
SEIFA Index of Disadvantage for Melton (Fig. 33):

SEIFA index of disadvantage City of Melton's small areas (ranked from greatest to least disadvantaged)	2011 SEIFA index of disadvantage
Melton South	893.8
Melton	899.5
Melton Township	953.4
Kurunjang	972.1
Diggers Rest	973.2
Melton West	984.7
Rural Balance	994.5
Burnside – Burnside Heights	1,000.1
City of Melton	1,002.1
Brookfield	1,007.6
Melton East	1,043.4
Taylors Hill	1,051.0
Caroline Springs	1,051.4
Hillside	1,053.5

Source: Australian Bureau of Statistics, Socio-Economic Indexes for Areas (SEIFA), 2011.

Vulnerability Index for Petrol Expense Rises

To assess the potential exposure of households to adverse outcomes arising from increased fuel costs a locational measure of oil vulnerability, called the ‘vulnerability index for petrol expense rises’ (VIPER) has been constructed. The VIPER enables a spatial representation of oil vulnerability at the local suburban scale. VIPER is constructed from three indicator variables (SEIFA, household motor vehicle ownership and car-dependence for work journeys) obtained from the ABS Census that are combined to provide a composite vulnerability index that can be mapped at the geographic level of the Collection District. The most vulnerable localities in Melbourne are those located on the urban fringe (such as City of Melton), as illustrated by the red and amber colour.

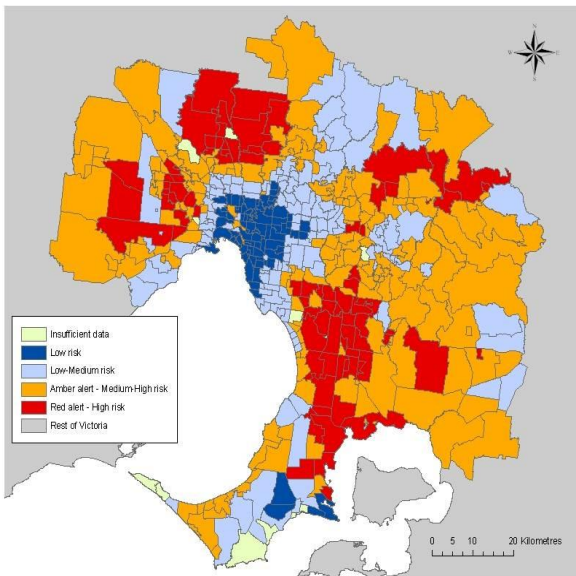


Index of Disadvantage Employment Vulnerability Index

The Employment Vulnerability Index (EVI) is an indicator that identifies those suburbs that have higher proportions of the types of jobs thought to be most at risk in the current economic climate. The EVI is computed for Capital Cities (2593 metropolitan suburbs) and the suburbs. The EVI divides suburbs into four categories:

EVI - Profile for City of Melton

The low EVI score of 0.29976 suggests that its residents are quite vulnerable to employment loss if the national economy contracts.

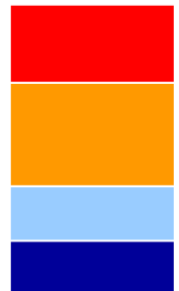


Red alert - High risk

Amber alert - Medium high risk

Medium low risk

Low risk



PART C – FUTURE GROWTH/ STRATEGIC PLANNING FRAMEWORK

10. Future Growth

The resident population of Melbourne’s west increased from 611,512 people at the 2006 Census by 28.3% to reach 716,510 people at the 2011 Census. The resident population of Melbourne’s west now comprises 18% of Greater Melbourne’s total population and 13.4% of Victoria’s total population. The residential population growth of 4.3% per annum in Melbourne’s west between the 2006 Census and the 2011 Census was almost double Victoria’s population growth rate for the same period. Melbourne’s west includes 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. By 2031, there will be more than 1.1 million residents in Melbourne’s west – more than one in five Melburnians.³³

The City of Melton is identified as being a Growth Area Council by the State Government. The City of Melton is covered by two Growth Corridor Plans which guide and manage future development of the City, the West Growth Corridor Plan and the Diggers Rest Growth Corridor Plan. Most of the City of Melton population currently resides in the Melton Township (Melton, Melton West, Melton South, Brookfield & Kurunjang) or the Eastern Growth Corridor (Hillside, Taylors Hill, Caroline Springs, Burnside or Burnside Heights), with smaller settlements in Diggers Rest, Rockbank, Eynesbury, Exford and Toolern Vale.

The eastern growth corridor has experienced rapid growth over the past five years. In 2010-11, the City of Melton ranked third numerically (growing by 6,002 people) and had the equal second highest rate of residential population growth – growing by 5.6%. This was on the back of Melton growing in 2008-09 by 7.9% and in 2009-10 by 6.9%. Factors driving the high growth trend in the western growth corridors (Wyndham & Melton) include: relative proximity to Melbourne’s central areas, land affordability and diversity of housing stock.³⁴ The City of Melton in its ultimate state is expecting a population of around 400,000 people.

10.1 Growth Corridor Plans

The Growth Corridor Plans were approved in June 2012. This plan provides Council with the strategic direction to inform the preparation of the range of City strategies required to guide and manage the future development of the City in accordance with the Growth Corridor Plans and the Precinct Structure Plan areas within the corridor. The Growth Corridor Plan seek to create communities with greater local self-containment, job and housing diversity, and improved transport links.

The West Growth Corridor Plan seeks to address these priorities by:

- Improving road, public transport and freight networks across the region;
- Extending the western industrial node, and connecting it to a new freight terminal and the broader transport network;

³³ Western Agenda, Leadwest

³⁴ Western Agenda, Leadwest

- Creating a diversity of new communities, well serviced by public transport and with very high amenity by building on natural features such as regional parklands, creeks and waterways, and creating high quality town centres and urban areas; and
- Creating attractive and accessible locations for a wide range of jobs, investment, and services – including in six new higher order town centres. Three of these higher order town centres are located within the City of Melton including - a principal activity centre at Toolern and Major Activities Areas at Rockbank North (approved PSP), Rockbank South and Plumpton.

The Western Growth Corridor Plan promotes Toolern Town Centre as the primary centre for the City of Melton, as well as the regional hinterland, including Bacchus Marsh. The vision for Toolern is to create a centre well connected to the residential areas within the City and regional areas via the Western Freeway and Western rail line and the PPTN along Ferris Road. The plan also notes that the proposed and existing Major Activity Areas will be well connected to their catchments via the rail line and PPTN.³⁵

The Sunbury/ Diggers Rest Growth Corridor Plan seeks to:

- Improve local transport links
- Improve the range of local jobs and services
- Increase the population of Diggers Rest to a size that will sustain a broader range of local shopping, education and community facilities.

10.2 Precinct Structure Plans

Precinct Structure Plans (PSPs) are master plans for whole communities. PSPs lay out roads, shopping centres, schools, parks, housing, employment, connections to transport and generally resolve the complex issues of biodiversity, cultural heritage, infrastructure provision and Council charges.

The Growth Areas Authority (GAA) is the statutory authority responsible for overseeing the preparation of all precinct structure plans in Melbourne's growth areas and advising the Minister for Planning on their approval. The GAA is working in partnership with growth area Councils to complete the planning for Melbourne Growth Areas.

The following PSPs have been approved and are incorporated into the Melton Planning Scheme:-

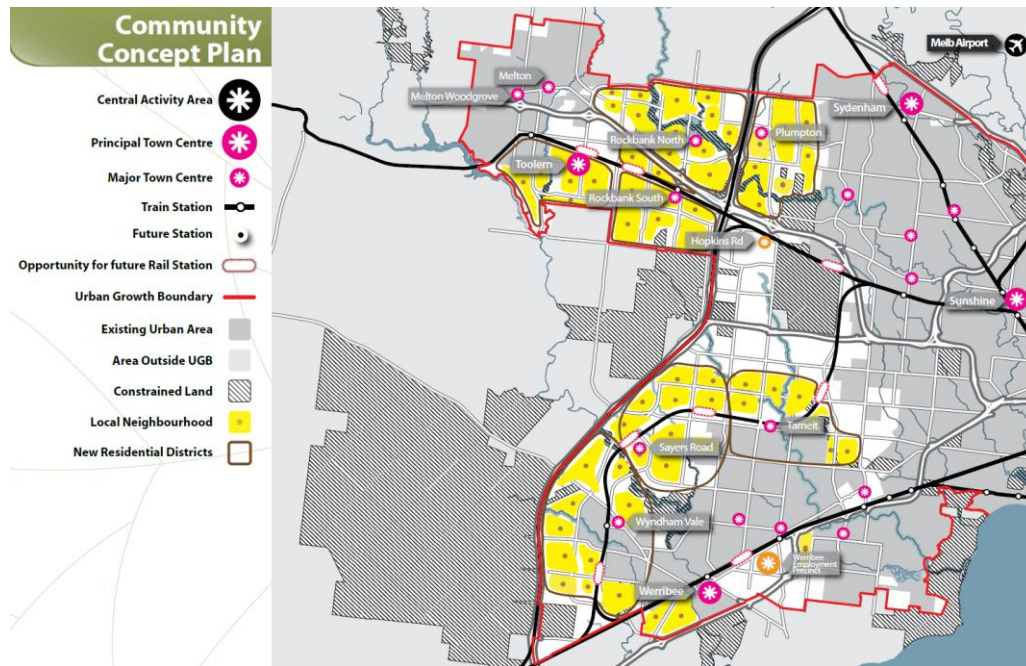
Rockbank North (Amendment C120)	Located to the north of the existing Rockbank Township, Rockbank North is around 775 hectares in area. The Rockbank North PSP seeks to provide for the development of 7,000 new homes to house 20,000 people.
Taylor's Hill West (Amendment C82)	Located west of Caroline Springs and Taylor's Hill, Taylor's Hill West is around 250 hectares in area. It is anticipated that the Taylor's Hill West PSP will accommodate approximately 2,400 households and 7,200 residents.

³⁵ Growth Corridor Plans. Managing Melbourne's Growth, Growth Areas Authority

Diggers Rest (Amendment C121)	Located to the west of the existing Diggers Rest Township, the Diggers Rest PSP is around 391 hectares in area. The Diggers Rest PSP seeks to provide for the development of 4,275 new homes to house 12,000 people.
Melton North (Amendment C83)	Located north of Melton Township, either side of Coburns Road and south of Minns Road (partly in the suburb of Kurunjang, and partly in the suburb of West Melton), the Melton North Growth Area is approximately 100 hectares in area. The Melton Township North PSP has been planned around the development of the area to accommodate approximately 1,300 households and 4,000 people.
Toolern (Amendment C84 parts 1 and 2)	Located to the south and south east of Melton Township and at around 2,500 hectares in area, Toolern is the major future urban growth area within the City inside the current Urban Growth Boundary, and one of the biggest growth precincts across metropolitan Melbourne. The Toolern PSP provides for a major new community of in excess of 20,000 households and 55,000 people. When fully developed the area will include a significant town centre surrounding a proposed train station, four smaller town centres, and a regional park located on the eastern banks of the Toolern Creek.
Robinsons Road Employment Area North (Amendment C61)	Located to the north of Riding Boundary Road, east of the Deer Park Bypass, and west of Robinsons Road, this amendment rezoned land to the Business 3 Zone to facilitate the precinct's development as an industrial estate.
Robinsons Road Employment Area South (Amendment C65)	Located to the north of Boundary Road and west of Robinsons Road, this amendment rezoned land to the Industrial 1 Zone to facilitate the precinct's development as an industrial estate.

In November 2011, the Victorian State Government released the Toolern Park Precinct Structure Plan (PSP) and Planning Scheme Amendment to the Melton Planning Scheme for public comment. The PSP and Planning Scheme Amendment has been prepared by the Growth Areas Authority (GAA).

Toolern Park (Amendment C122) - located to the north of Strathtulloh Estate in Melton South, is around 107 hectares in area. The Toolern Park PSP seeks to provide 570 new homes to house 1,600 people. This PSP is still under consideration by the Minister for Planning.



Taken from 'Growth Corridor Plans. Managing Melbourne's Growth', Growth Areas Authority June 2012

Three additional residential PSP areas are currently in pre-planning stage:

- Rockbank
- Kororoit
- Plumpton

11. Retail Activity

A retail hierarchy has been created for Melton City Council through State Government documents which govern land use and development in Melton. *Melbourne 2030* has identified three Major Activity Centres in the City, and the *West* and *Sunbury-Diggers Rest Growth Corridor Plans* have identified a new Principal Town Centre, three new Major Town Centres, and a new Specialised Town Centre. Retailing in the City of Melton is supported by a range of Neighbourhood Town (Activity) Centres, stand alone shopping centres, strip shopping centres and stand alone convenience stores.

Existing town Centres in the City of Melton are:-

- Woodgrove Major Activity Centre;
- High Street (Melton) Major Activity Centre; &
- Caroline Springs Major Activity Centre

Proposed Principal and Major Town Centres as identified in the *West* and *Sunbury-Diggers Rest Growth Corridor Plans* are:-

- Toolern Principal Town Centre
- Rockbank North Major Town Centre
- Rockbank Major Town Centre
- Plumpton Major Town Centre
- Hopkins Road Specialised Town Centre

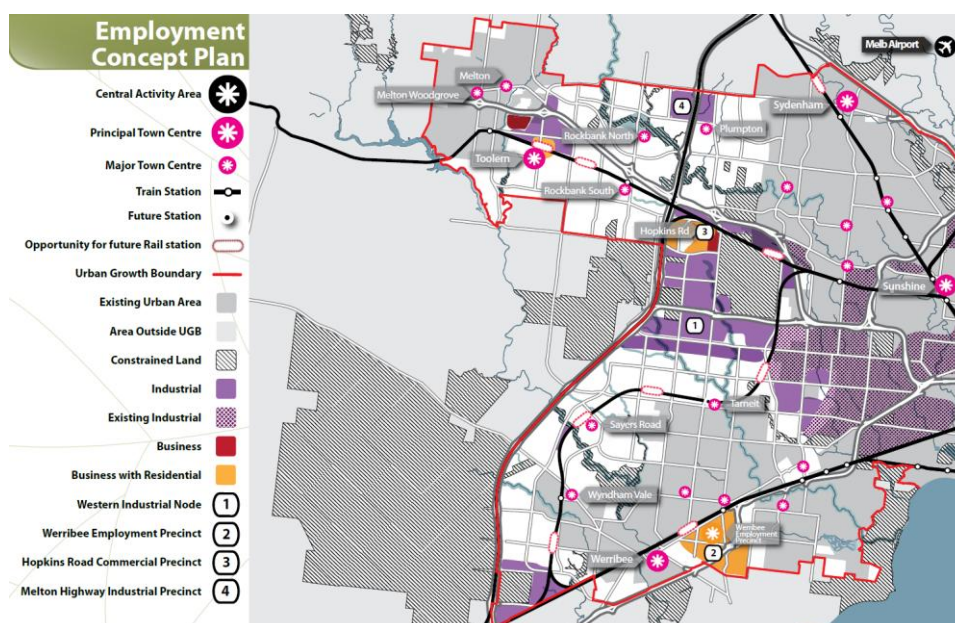
Council is in the process of undertaking work on a *Retail and Activities Area Strategy*. The preparation of this Strategy will provide Council with a robust policy and assessment criteria to consider new and existing Activities areas developments throughout the City of Melton. This will ensure that the future structure and formation of the City’s activities areas adequately service not only the current retail and commercial needs, but also the social needs of a growing community.

This Strategy will enable Council to plan future communities with greater certainty, identify the uses and facilities that will be required and should be encouraged in activities areas to serve the local and broader needs of the community.

This Strategy will also seek to understand and identify the specific role and function of each activities area in furthering the economic role of the existing and proposed centres within the City. It will also identify where further investment is required to create new business and employment opportunities within the City.

12. Employment Land Supply

Melbourne’s West, does not generate sufficient employment to provide for the job needs of its rapidly growing population. The City of Melton in particular has an extremely low job/resident ratio with a significant proportion of local residents needing to travel outside of the municipality to access employment opportunities. Over time, the West Growth corridor will achieve greater local job self containments. In total this Corridor has the capacity to accomodate between 164,000 and 202,000 new jobs across a range of employment and locations. The Toolern Town Centre will be the primary centre for the north Western portion of the Western Growth corridor, as well as the regional hinterland, including Bacchus Marsh. It is well connected to the Growth Corridor, and to the regional areas by the Western Freeway and Western rail line and the PPTN along Ferris Rd.³⁶



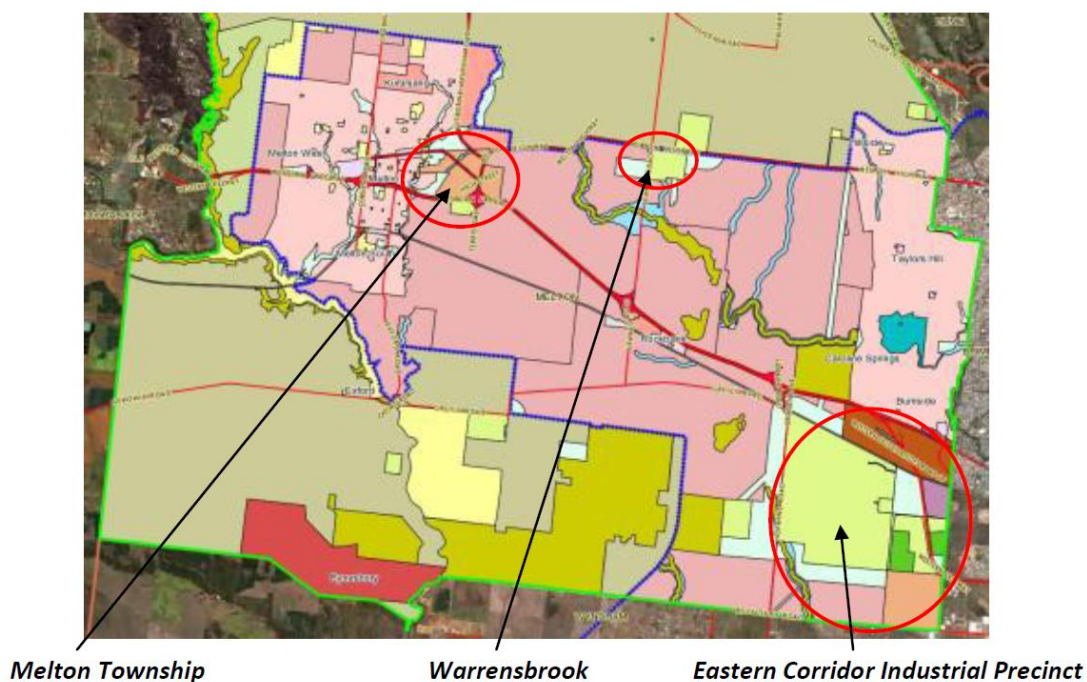
Taken from 'Growth Corridor Plans. Managing Melbourne’s Growth', Growth Areas Authority June 2012

³⁶ Growth Corridor Plans. Managing Melbourne’s Growth, Growth Areas Authority

Melton has a variety of areas which are zoned for employment purposes, and has large areas of land identified for employment purposes in the growth corridor.

Existing employment areas include:

1. The Melton Township Industrial Precinct which is located at the northern side of the Western Freeway at Ferris Road. This land is subject to the Industrial 1 Zone. This area is approximately 200 hectares in size.
2. The Eastern Corridor Industrial Precinct which consists of:
 - a. a 250 hectare Industrial 1 Zone precinct at the intersection of Robinsons Road and Boundary Road in Truganina;
 - b. a 360 hectare Industrial 3 Zone precinct between the Western Freeway and the Melton / Ballarat Railway Line in Ravenhall;
 - c. a 70 hectare Business 3 Zone precinct on Robinsons Road, south of the railway line in Ravenhall;
 - d. The Metropolitan Remand Centre, the Dame Phyllis Frost Correction Centre, and a newly identified correction facility site; and
 - e. The Boral Quarry on a 1,100 hectare site bounded by the Melton Railway Line, Hopkins Road, and Christies Road in Ravenhall.
3. Two small industrial estates are located in Melton Township which are zoned Industrial 3. These estates are located adjacent the Melton Railway Station in Melton South, and in Palmerston Street in Melton.
4. A variety of tourist uses are located at Warrensbrook Fair on Melton Highway. These uses include wineries, function centres, and restaurants. Warrensbrook Fair is subject to a Special Use Zone, which requires all land uses in this area to be tourist oriented.



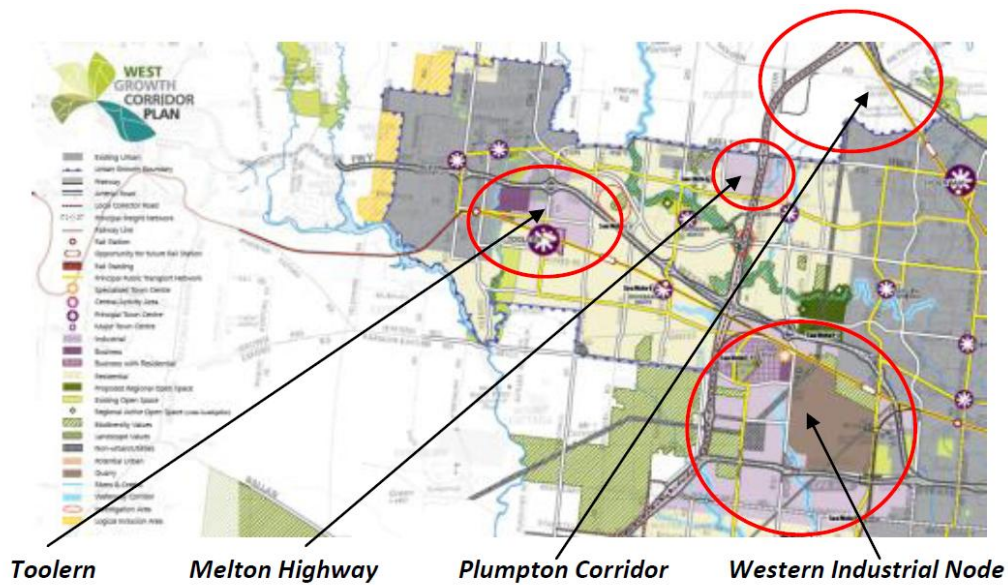
It is noted that 61% of the land in the municipality is located outside of the Urban Growth Boundary. This land is located in the Western Plains North Green Wedge or the Western Plains South Green Wedge. The land subject to the two Green Wedges is being planned for through the creation of Green Wedge Management Plans, and therefore these are generally considered to be outside the scope of this Strategy (excepting the Plumpton Employment Corridor).

Proposed Employment Areas:-

The West Growth Corridor Plan has identified four major employment precincts in the City of Melton:

1. The existing Western Industrial Node in the Cities of Brimbank and Wyndham is proposed to be expanded by 1,510 hectares (most of which is to be located in the City of Melton). This node will enjoy access to the proposed Outer Metropolitan Ring Road (OMRR) which will connect Werribee with Craigieburn and Epping, and is proposed to have a major new freight terminal which would enable the transfer of interstate freight between road and rail from the Ports of Melbourne and Geelong to other parts of Australia.
2. The Hopkins Road Business Precinct is located at the intersection of the Western Freeway and the OMRR. This precinct is 590 hectares in area, and will comprise a 400 hectare mixed use business precinct, a 120 hectare industrial precinct between the Western Freeway and the Ballarat / Melton railway line, and 65 hectare commercial precinct along Hopkins Road. This precinct's uses will need to respond to the presence of a major quarry, the OMRR, the railway line, a freight spur line, and the Western Freeway.
3. The Toolern Employment Precinct consists of 470 hectares of industrial land, and 120 hectares of mixed-use employment activity around the Melton harness racing facility
4. The Melton Highway Industrial Precincts include 325 hectares of industrial land, which is located on the eastern and western sides of the proposed OMRR.

Council made submissions to the Growth Area Authority in July 2011 as part of the Logical Inclusions process that land located between Hillside (to the south), Diggers Rest (to the north), Plumpton Road (to the west), and the Calder Freeway (to the east) would be suitable to include in the Urban Growth Boundary for use as an employment area. Council refers to this area as the Plumpton Employment Corridor. Council recognises that this area would be a significant employment cluster, which could make use of its proximity to the Melbourne Airport, the Port of Melbourne, the Calder and Western Freeways, the Melton and Sunbury railway lines, and the proposed OMRR.



Melton City Council is planning for the community’s future employment needs by preparing the Melton Employment Land Supply Review. The Review will seek to provide Council with an understanding of the supply and demand for employment land in the western region and Melton, in order to provide guidance on the best use of employment land in the City.

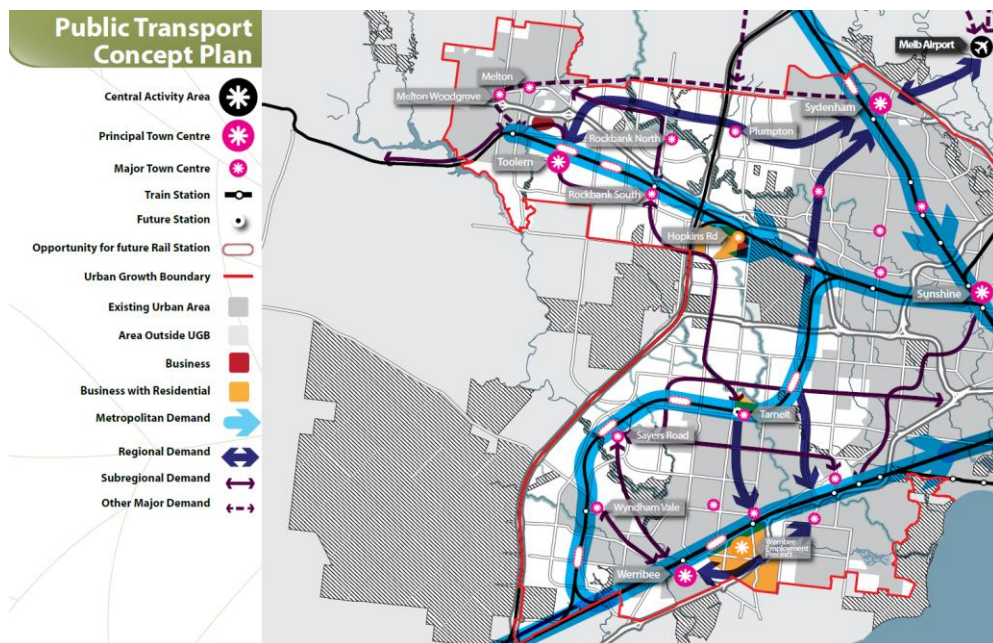
The MELSR will:

1. Provide clear direction in relation to the future demand, use and development of employment land in Melton
2. To audit and assess the suitability of Melton’s employment land resources (supply) to respond to demand for this resource in the Western Region
3. To identify whether there is a long term undersupply or oversupply of employment land in the Western Region, and its likely impact on the reserved land in Melton, and how Melton may best position itself to respond to any over or undersupply of land in the region
4. Provide guidance to Council on whether the Plumpton Employment Corridor can be supported in whole or part
5. Provide guidance on Melton’s existing employment areas and what alternative uses may be suitable for land which is not required for employment use (strategic redevelopment sites)

13. Transport, Accessibility & Freight

The future development of Melbourne's West will be substantially shaped by a number of significant transport projects including:-

- The Regional Rail Link (RRL) which will provide tracks to the north of Werribee to carry VLine services from Geelong and beyond.
- The proposed Outer Metropolitan Ring (OMR) transport corridor which will enhance connectivity between key international transport hubs including Port of Melbourne and Melbourne Airport, and provide high speed road and rail transport links for freight and people across the west and north metropolitan area
- The Melton rail line corridor with new stations identifies at Toolern and Paynes Road, and an upgraded station at Rockbank
- The proposed Western Interstate Freight Terminal (WIFT) at Truganina a new intermodal freight terminal which will significantly improve Melbourne's freight handling capacity and reinforce the economic impact of Melbourne's West.³⁷



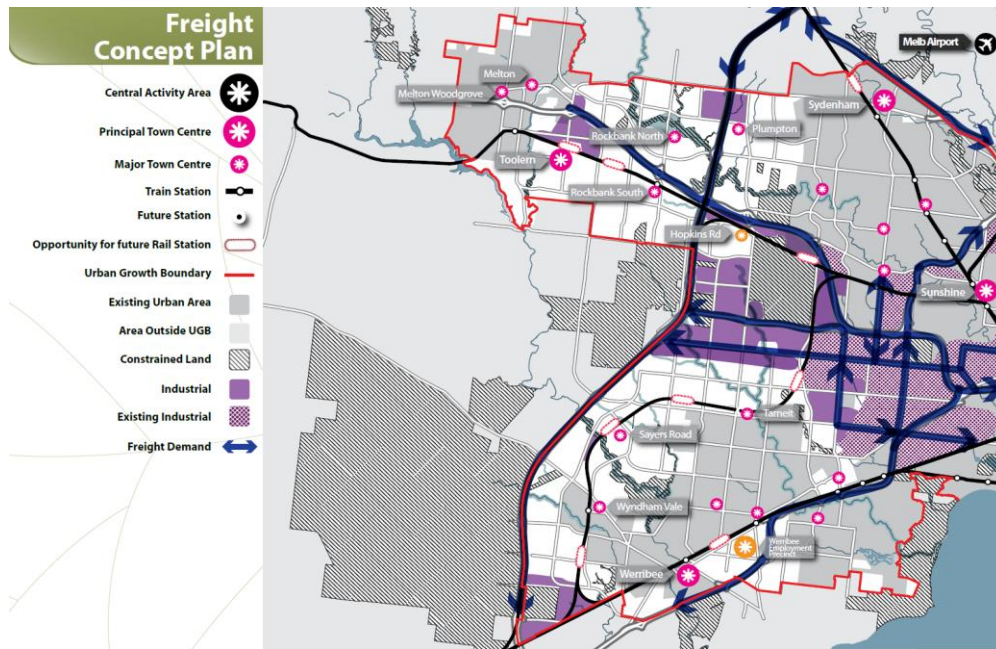
Taken from 'Growth Corridor Plans. Managing Melbourne's Growth', Growth Areas Authority June 2012

The rail freight network in the west comprises rail corridors of significance including:-

- Tottenham – Newport-Altona-Geelong corridor
- Tottenham-Sunshine-Melton-Ballarat corridor
- Sunshine-Sydenham-Bendigo corridor
- Sunshine-Brooklyn-Newport corridor

Future rail proposals include the WIFT – Deer Park-Sunshine-Jacana rail line and the Outer Metropolitan Transport Ring Corridor which will provide substantial freight benefits to the City of Melton as well as being a key attractor for future business investment.

³⁷ Growth Corridor Plans. Managing Melbourne's Growth, Growth Areas Authority



Taken from 'Growth Corridor Plans. Managing Melbourne's Growth', Growth Areas Authority June 2012

PART D – CONSULTATION, STRATEGIC DIRECTIONS AND NEXT STEPS

14. Consultation Workshops

Consultation workshops for the development of the new Plan took place with both internal and external stakeholders in May 2013. The workshops were well attended with over 80 local representatives including:-

- Local Businesses
- Councillors
- Council Staff
- Tourism Operators
- State Government and other key regional groups

During the workshops stakeholder groups provided feedback on the following areas:-

- Vision for the Melton Economy in 2030
- Drivers in enabling this to happen
- Barriers to getting there
- Role of Council and other levels of Government

The information obtained from the consultation workshops is included as a summary below.

Vision

- Strong vibrant community with a range of community, cultural, educational, leisure and sporting facilities which will encourage and attract key staff to relocate to the area.
- A community with a range of housing options from student accommodation, social housing and housing for young families to be able to grow, learn and work in the municipality.
- Strong, vibrant economy with a diverse and skill ready population base which grows relative to population growth and adequately able to support industry growth
- Increase in white collar workers and professional opportunities including government services
- A sophisticated network of transport linkages including road and rail which enhanced connectivity to both the City and surrounding areas
- Diverse range of businesses and industries, including innovative small business, creating a vibrant and resilient local economy – ‘smart city’. Entrepreneurship
- Increase in health related industries ie. hospital and medical facilities
- Improved educational outcomes and higher retention levels in secondary education
- Greater recognition of the City of Melton as a visitor destination including increased promotion of local assets and attractions, increase in accommodation options and the addition of new major attractions (ie. day spa, theme park).
- Attraction of large groups for business purposes and conferences (convention centre)
- Increase in the number of local jobs particularly in growth related industries such as health, construction, freight and logistics
- Increase in number of large employers and major retail precincts across the City
- Well connected community through the use of a range of innovative technologies ie. National Broadband Network
- Enhanced opportunities for food processing and production

<ul style="list-style-type: none"> - Increase in industries that promote sustainable practices and renewable technologies - Regional function centre - Greater research capabilities (health sector, video game development, data centres, web design) - Advanced industry clusters/ specialised industries - Sophisticated business supports - Business Incubators and satellite incubators - How is Melton going to identify itself into the future ie. Advanced Manufacturing??
<p>Drivers</p> <ul style="list-style-type: none"> - Population Growth & land affordability - Location, transport, connectivity & accessibility - Greenfield opportunities, availability of land - Industry attraction – esp large scale employers - Partnerships with other levels of Govt - Council’s reputation for supporting - Educational Opportunities (and access to tertiary education) - Key Infrastructure Delivery ie. WIFT, OMR, NBN, Electrification Rail, East West Tunnel – Supporting services to freight - Convention Centre - Perceptions of Melton - New building infrastructure ie. Melton Library - New activity centres and employment corridors ie. Toolern/ Plumpton - Natural assets ie. grasslands, Toolern Creek - Funding, resources - Information provision - Existing tourism assets ie. Eynesbury (Golf), Dingo Discovery Centre, wineries - Support systems for businesses that want to take their businesses further
<p>Barriers</p> <ul style="list-style-type: none"> - Low rates Higher Education - Lack of connectivity with CBD and across the municipality - Lack of local support services ie. health - Poor perceptions, promotion of assets and reasons to invest - Lack of suitable spaces ie. office accommodation - Government policies & low priority (not a marginal seat) - Lack of ‘long term’ vision – all levels of Govt - Lack of funding (State & Federal funding of infrastructure) - Current economic climate (GFC) slowed down investment and economic growth - Poor perceptions of Melton as a place to live and invest - Decline in Manufacturing - Ambiguity re: what we want to attract in regards to investment - Fast growth in population not matched by infrastructure - Need for a large scale conference/ convention centre - Decrease in No’s and importance of VIC for promotion of region
<p>Role of Council and other levels of Government</p> <ul style="list-style-type: none"> - Good information/ case studies (Marketing) for business attraction and investment purposes highlighting opportunities - Improved communication ie. E-newsletters etc - Identification/ facilitation of partnerships and linking up of expertise (ie. joint famils) - Industry clusters/ innovation precincts/ business hubs

- Industry attraction strategy (Grant funding for R&D)
- Research & Development
- Support in roll out of NBN (Social Media Strategy)
- Foreign Direct Investment
- Big ticket tourism attraction/ promotion of local tourism packages
- Promotion/ marketing of region (changing of perceptions), enhancing the image of the City
- Advocating both to other levels of Gov and community and sharing of knowledge (ie. sister City relationship)
- Lead innovation as example to community ie. technology and sustainable design
- Skills/ Industry analysis to support training providers into the future – modelling and forecasting of key industries, identification of current human capital and future needs
- Strategic Planning
- Business incubator programs (satellite and pop up incubators)
- Business support and training/ networking and mentoring/ online training – marketing of these
- Business incentives (Buy Local etc, reduced rates etc)
- Investment in infrastructure (ie. transport through to convention centre)
- Council tenders to include local employment/ infrastructure contributions
- Specific supports/ programs for young people
- Reframe/ redefine visitor servicing and what this looks like
- Site inventory of locations for potential investors
- More detailed analysis of visitors and where they are from and for what purpose
- Product analysis..what does Melton have to offer and how do we want to position ourselves
- GMCC and Council working more closely together
- Overcome invisible 'brick wall' between Melton & CS.

15. Strategic Directions

The background report and consultation workshops provided the framework for the key strategic areas that will form the basis for the new Economic Development and Tourism Plan. Detailed below is a list of the five key strategic areas identified throughout the consultation workshops.

Business Growth & Attraction	New business attraction/ Foreign Direct Investment Industry diversification Support for existing businesses Provision of information
City Promotion & Tourism	Promotion/ marketing of the region Attraction of new tourism assets Enhancing the image of the City
Innovation & Technology	Business Incubators / Western BACE Digital Economy Strategy/ promotion of the NBN Industry Clusters Sustainable design

Learning & Capacity Building	Skills/ Industry Analysis Support programs for specific population groups Training, networking and mentoring for industry and business owners
Planning for Future Growth	Research & Development Advocacy Facilitation of partnerships

Specific projects identified through the consultation workshops that will be included in the first 4 year action plan include:-

- Development of an investment attraction strategy
- Development of a Digital Economy Strategy
- Skills/ Industry Growth analysis
- Support of the NBN rollout
- Completion of the Western Business Acceleration and Centre for Excellence

16. Next Steps

A draft Plan will be developed which will be presented to Executive and Council in August 2013. This will be followed by a three week period of public comment whereby feedback will be invited from both those involved in the initial consultation workshops and the broader community.

Following the public comment period, suggestions will be incorporated and the draft Plan will be finalised and presented to Council for full endorsement in November 2013.

During September/ October 2013 work will commence (in collaboration with a range of Departments across Council and key stakeholders) on the first 4 year action plan. This action plan will enable the vision and strategic directions of the strategy to be realised and will be presented with the Plan to Council in November 2013 for adoption.

17. For more information

The development of the new Economic Development and Tourism Plan will be coordinated through the Economic Development and Tourism team in the Economic Development & Advocacy Department.

Contact details:-

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