

CITY OF MELTON

INVESTMENT
ATTRACTION
STRATEGY
**BACKGROUND
REPORT**

2016-

2019

Investment Attraction Strategy Background report.

Table of contents	2
Forward and Stages of project	3
Part A – Background Context and Policy Framework	4
1. Introduction	4
2. Background	6
2.1 Economic Development and Tourism Plan 2014 – 30	7
3. Economic Context	8
3.1 Australia	8
3.2 Victoria	8
3.4 City of Melton	14
4. Investment Context and Policies	15
5. National Case Studies and Clusters	22
6. Key Stakeholders	33
7. Federal and State Government Grants and Incentives	36
Part B – Economic Data and Demographics	39
8. Industry and Supply Chain and Skills Gap Analysis – Developed by AEC Group	39
7.2 Location Quotients	34
7.3 Cluster Mapping	37
7.4 Strategic Assets	40
7.5 Shift Share Analysis	42
7.6 Import and Export Analysis	44
7.7 Supply Chain Analysis	48
7.8 Local Workforce and Skills	56
9. Demographic Profile	59
Part C – Future Growth and Projects	63
10. Growth	63
9.1 Growth Corridor Plans	65
9.2 Precinct Structure Plans	65
9.3 Employment Precincts	66
11. Retail Activity	70
12. City of Melton Transport System	72
13. Strategic Assets	74
14. Strategic Planning and Key Infrastructure Projects	75
15. Past Projects	77
Part D – Themes and Recommendations	78
16. Consultation Workshops	78
17. Strategic Directions & Vision	94
18. Monitoring & Evaluation	96
19. Next Steps	96
20. For more information and key resources	97

Forward

The City of Melton has developed a new Investment Attraction Strategy in house with inclusion of an Industry and Supply Chain and Skills Gap analysis report by AEC Group. This report provides the background information and the evidence base for the development of the strategy. 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
- Investment Attraction Strategy
- Action Plan

Stages of Project

The project includes a number of important stages

- Background research
- Industry and supply chain and skills gap analysis report(external contract)
- Development of background report
- Consultation workshops for the development of the new plan
- Development of strategy
- Public comment
- Design of public documents
- Development of Action Plan
- Promotion and launch

Part A – Background Context and Policy Framework

1. Introduction

The Investment Attraction strategy is a deliverable of the first four year action plan from the Economic Development and Tourism Plan 2014 – 2030. The development of the plan was informed by a comprehensive background report combined with input from key industry stakeholders through a series of consultation sessions. The Plan focuses on the generation of local jobs across a diverse range of industries through the development of an innovative and skilled workforce.

1.1 Venture Melton

The City of Melton launched the **Venture Melton** Investment brand in September 2014. The Venture Melton program allows council to highlight the comparative advantages of doing business here and to advocate on behalf of the community to state and federal government. It will complement the Investment Attraction Strategy by providing the ability to Market and communicate



It has helped build people's knowledge of Melton and the brand will allow this to be communicated broadly to a range of stakeholders easily and efficiently.

The first deliverable of the Venture Melton program was the business prospectus. The prospectus showcases some of the key themes that make the City of Melton an attractive place to work and do business

Location - a strategic location with proximity to the CBD, ports and airports

Growth - plenty of room to grow with stocks of sites ready for development

Infrastructure - current and future projects that will connect your business with the market

Economy - young and mobile workforce with over 50% aged between 25 and 44

Lifestyle - urban meets rural with a wide range of leisure and lifestyle opportunities.

Social media channels have also been developed to allow the business community to stay up to date with recent happenings and share their good news with the community.

1.2 What is Investment Attraction

Investment attraction can be defined as the act of facilitating growth to the local economy through encouraging expansion of the existing businesses and generating flow of new capital to the City of Melton from external sources.

1.3 Why do we need an Investment Attraction Strategy

Attracting investment is an essential part of economic development as it leads to new employment opportunities, utilisation of local resources and creates a stronger local economy. The purpose of the development of the investment attraction strategy is to introduce a clear strategic plan for attracting new investments and encouraging established businesses to invest locally.

The City of Melton is one of Australia's fastest growing communities and with this comes incredible opportunity across a range of growth related industries. While much of this growth is happening organically, Council recognises that to ensure our vision of a proud community growing together we must be actively involved in the process of attracting business to establish here and to support existing businesses to grow.

Venture Melton provides the marketing arm to promote the municipality and the investment attraction strategy will detail the approach, strategy and program to realise the potential that our growth can provide business and the economic development of the municipality.

1.4 Planning for Growth

The City of Melton embraces a series of townships and communities including Caroline Springs (19 kilometres west of Melbourne's CBD) and Melton (35 kilometres west of Melbourne's CBD). During the last 13 years, the city has more than doubled in population from 52,830 to 127,937, an increase of 75,107 people. The current annual growth rate of 4.3% is the fifth largest in Victoria. Current population projections indicate that the City's population will be more than 241,000 by 2031 and approximately 400,000 at full development mid-century.¹

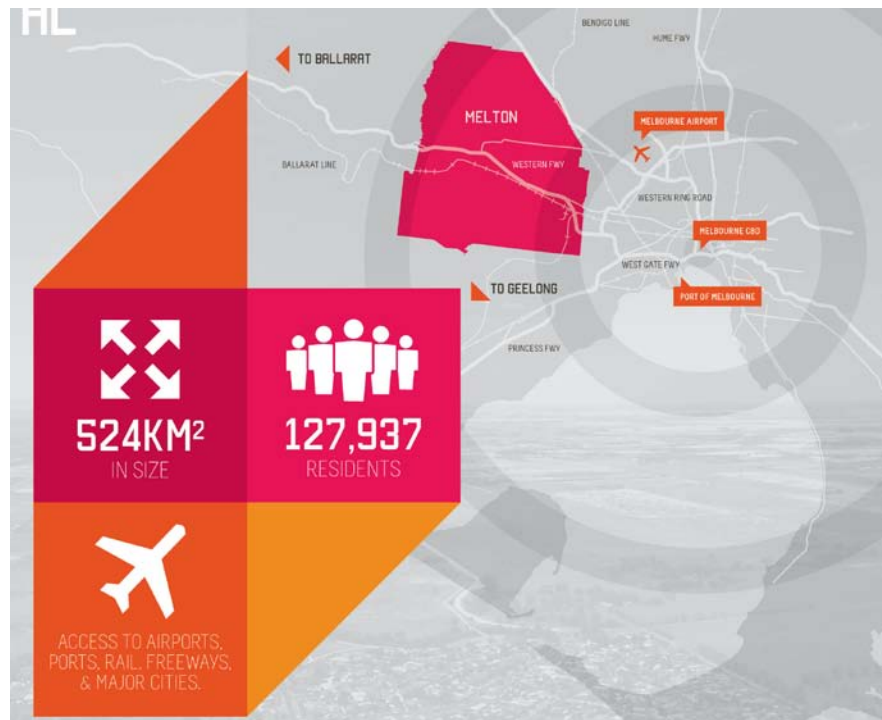
These people will be looking for well located shops, health and community facilities, educational opportunities and all the other services that are provided for a growing community to reduce the need for travel.²

Our residents will also be looking for local job opportunities in a wide range of occupations. Currently there is only one job for every four working residents in the City of Melton. This leads to a high level of commuting outside the municipality with high costs for families, employers, community and the environment.

¹ Venture Melton, Business Prospectus

² Melton Retail and Activity Centres Strategy, Tim Nott with Harvest Planning and Hansen Partnership

At full development mid century there will be 140,000 households, if we want a job for every household that will mean an increase of 124,000 jobs compared with the present situation.³



2. Background

Council has not previously had an investment attraction strategy. Investment Attraction is currently actioned by the Planning & Development Directorate. The Economic Development & Advocacy Department is responsible as the first point of contact for prospective investors or new businesses.

Strategic Planning, Statutory Planning, Engineering and Major Developments provide key information and expertise on a range of investment and business matters. The Planning & Development Directorate has strong connections with local businesses, developers, neighbouring Councils and State Government departments. The Investment Attraction strategy will build on these strong connections and provide an overall framework for future investment. While the strategy is being actioned by Economic Development & Advocacy the expertise, knowledge and key outcomes will come from the whole Directorate and tie into the current strategies that are in place across Council.

³ Melton Retail and Activity Centres Strategy, Tim Nott with Harvest Planning and Hansen Partnership

2.1 Economic Development and Tourism Plan 2014-30

Venture Melton and the Investment Attraction strategy are deliverables of the four action plan from the Economic Development and Tourism Plan 2014 – 2030. The development of the plan was informed by a comprehensive background report combined with input from key industry stakeholders through a series of consultation sessions.

Identified Strategic Areas of the plan

- Business Growth and Attraction
- City Promotion and Tourism
- Learning Capacity Building
- Innovation and Technology
- Planning for Future Growth

The Business Growth and Attraction theme is a key driver for the development of Venture Melton and an investment attraction strategy. The strategic objectives of this theme are

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

The previous Economic Development Strategy spanned the period 2010 – 2013 and included an action plan detailing 77 action items. Key achievements related to investment attraction included

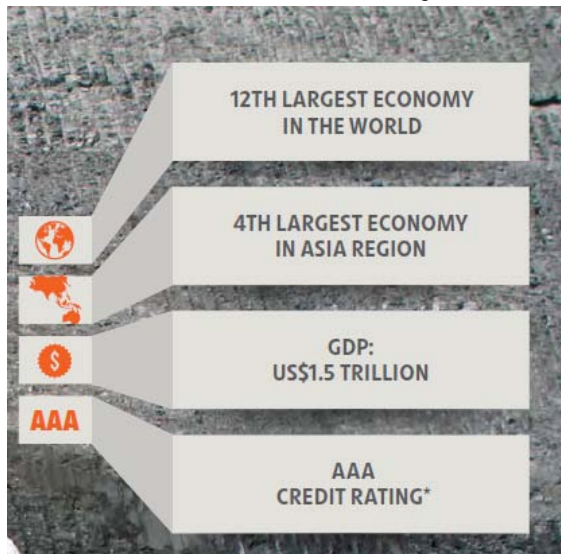
- successfully attracted \$14.62 million through the Commonwealth Government Regional Development Fund to build the Western BACE (Business Accelerator and Centre for Excellence)
- establishment of an internal Property Development Advisory Committee (PDAC) to promote the development of Council owned land within Toolern Business Park for employment purposes.
- enhanced partnerships with Western Melbourne Tourism, LeadWest and Destination Melbourne.
- advocacy to State Government regarding need for enhanced infrastructure.
- Enhanced joint marketing initiatives with property developers.

3. Economic Context

3.1 Australia

Australia's diversified economy means no single sector contributes more than 11 per cent to the country's real gross value added (GVA). In 2013, the infrastructure sector accounted for around 10 per cent of the economy. Construction has recorded the highest average annual growth rate since 1992, followed by professional, scientific and technical services, and financial services.

Australia's trade performance is increasingly driven by its proximity to Asia, with 10 of its top 12 export markets in the region. Asia's appetite for Australian minerals and energy resources continues, and there is growing demand for Australian agriculture, merchandise and services.⁴ By 2030, Asia will be home to 66 per cent of the global middle class, compared with 28 per cent today.⁵



Australia's population grew 17 per cent over the 10 years to 2012 and this trend is expected to continue. The United Nations projects Australia's population to be the third fastest growing among OECD countries over the 20 years to 2030 with an increase of 25 per cent. Eighty-nine per cent of Australians live in cities, regional centres and towns, mainly along the coastline. Almost half of the country's 23 million people live in Sydney, Melbourne and Brisbane.

Urbanisation and a growing population are placing increasing pressure on city infrastructure. The economic cost of congestion is expected to cost Australians A\$20.4 billion by 2021, providing a significant incentive to build more infrastructure.⁶

3.2 Victoria

Melbourne is a large Metropolis of 4.3 million people and a labour force of 2.2 million people. It spans nearly 10,000 square kilometres and includes 31 local Government areas and is home to nearly three quarters of all Victorians. For the year ended 30 June 2013, Melbourne had the largest population growth of any Australian City (95,500 people), followed by Greater Sydney (81,000).⁷ As Melbourne grows to be a city of around 7.7 million people by 2051, it is expected to add more than 1.7 million new jobs⁷.

⁴ Investment Opportunities in Australia Infrastructure, The Australian Trade Commission (Austrade) June 2014

⁵ Investment Opportunities in Australia Agribusiness and Food, The Australian Trade Commission (Austrade) May 2014

⁶ Investment Opportunities in Australia Infrastructure, The Australian Trade Commission (Austrade) June 2014

⁷ Plan Melbourne, Metropolitan Planning Strategy

Melbourne's economy has changed significantly in the last 20 years, with industries changing in their relative economic prominence. Globalisation, the growth in Asia's wealth, technological advances and population ageing are just some of the forces for change.

Business services (such as the industry sectors of professional services and finance) now generate a greater share of employment and economic output than they did in the past. In 2010–11, business services industries contributed 18 per cent of Gross State Product and employed over 355,000 Victorians, up from around 240,000 in 2000–01.

Population-related services (such as healthcare and education) are growing in their employment share. Health is now the largest single employing industry, with over 330,000 jobs in 2010–11. The health and social services sector is one of the largest contributors to the state's economy, and contributes over \$2.5 billion to our export earnings. Employment in education has increased 44 per cent in the last 10 years, and education has become a major service export, with international education valued at \$4.6 billion in 2010–11. Tourism is worth \$15.9 billion to the Victorian economy, provides 204,000 jobs and is the state's second-largest export.

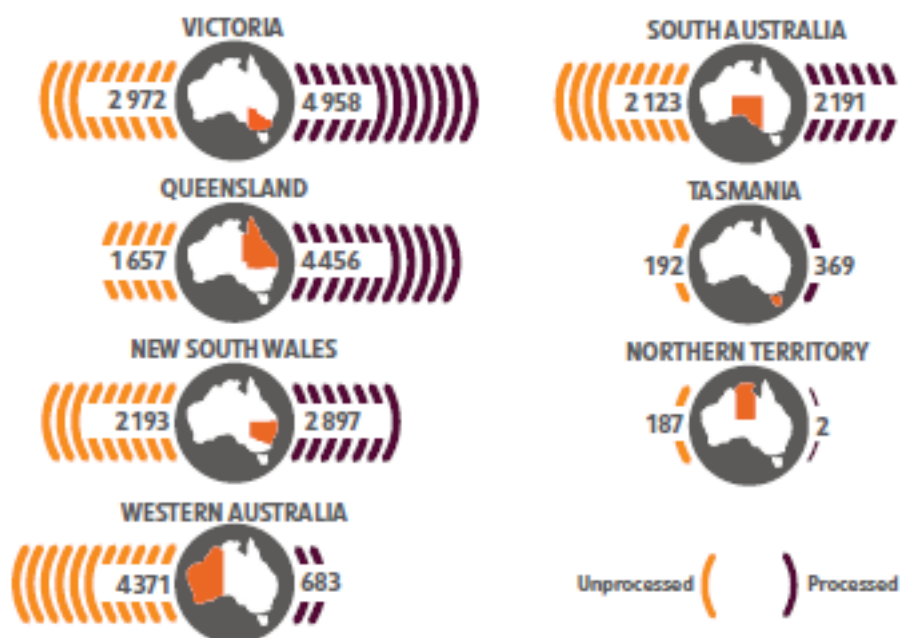
Manufacturing continues to play a very significant part in the economy but plays a smaller role in employment, due to globalisation and technological changes. The freight and goods-handling industries are growing as we import more. Melbourne's freight activities – importing, exporting and distributing goods – are projected to grow by over 55 per cent by 2020.⁸

Victoria accounts for more than two thirds of Australia's total dairy production and hosts companies undertaking 40 per cent of the country's food processing R&D. Its strong manufacturing base underpins opportunities in areas such as specialist dairy food as well as high value-add food processing for meat, cereals and horticulture produce.⁹

⁸ Plan Melbourne, Metropolitan Planning Strategy

⁹ Investment Opportunities in Australian Agribusiness and Food, The Australian Trade Commission (Austrade) May 2014

Food exports by state of origin (A\$ million)



Based on ABS Merchandise Trade data, DFAT STARS database. Totals do not include fibre exports or confidential items of trade.

The distribution of jobs across Melbourne is uneven and outer suburbs generally have poorer access to jobs than middle and inner Melbourne. For example, in the outer-west and outer-south-east, there are only about four jobs for every 10 working-age residents.

The development of national employment clusters at La Trobe, Monash, Parkville, Sunshine, East Werribee and Dandenong South will increase access to high-value knowledge jobs in the sub regions. Development of a major new transport gateway at the Port of Hastings will also improve the number and type of jobs in the sub regions. A possible future south-east airport will also provide new job opportunities. Building on these infrastructure investments can contribute significantly to future investment and job growth in outer areas.¹⁰

¹⁰ Plan Melbourne, Metropolitan Planning Strategy

3.3 Melbourne's West

Melbourne's West where the City of Melton is located is a fast growing and innovative region. Predictions indicate that it will accommodate more than 40 percent of metropolitan growth over the next 40 years.¹¹

Historically, Melbourne's growth has been in the South and East, with infrastructure in the West trailing behind. To accommodate population growth and the issues this presents investment and funding are required to allow the region to reach its potential.

Over the past decade its population has grown markedly and this growth is expected to continue over the next 20 years – From around 712,000 today to between 1.08 – 1.14 million by 2031¹² attracting around a quarter of metropolitan Melbourne's labour force growth over the same period.

And that workforce is fast becoming more qualified and skilled, providing a wide pool of potential talent for business. The region is expected to account for over one-quarter of total metropolitan growth in workers with bachelor or higher degrees and 27 per cent of those with trade training. Overall, the region will expand its number of skilled workers by about 47 per cent over the next 20 years, compared to just 34 per cent for Melbourne as a whole.¹³

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.¹⁴

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.¹⁵

The proposed Outer Metro Ring, the recently completed Regional Rail Link, CityLink-Tulla widening, East West Link, Potential Western Interstate Freight Terminal, Airport Rail Link, Caroline Springs Train Station and the National Broadband Network rollout will position the Western Region well to take advantage of its growth. With the development of new employment clusters in East Werribee and Sunshine along with Metropolitan Activity Centres in Toolern (City of Melton) and Sunshine, the Western

¹¹ Regional Plan 2013-2016, Western Melbourne RDA committee

¹² Plan Melbourne, Metropolitan Planning Strategy

¹³ Regional Plan 2013-2016, Western Melbourne RDA committee

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

¹⁵ A Job's and Industry Strategy for Melbourne's West, WMRDA, SGS Economic and Planning

Region can leverage off its existing strengths and better connect the residents of the west to employment and educational opportunities.¹⁶

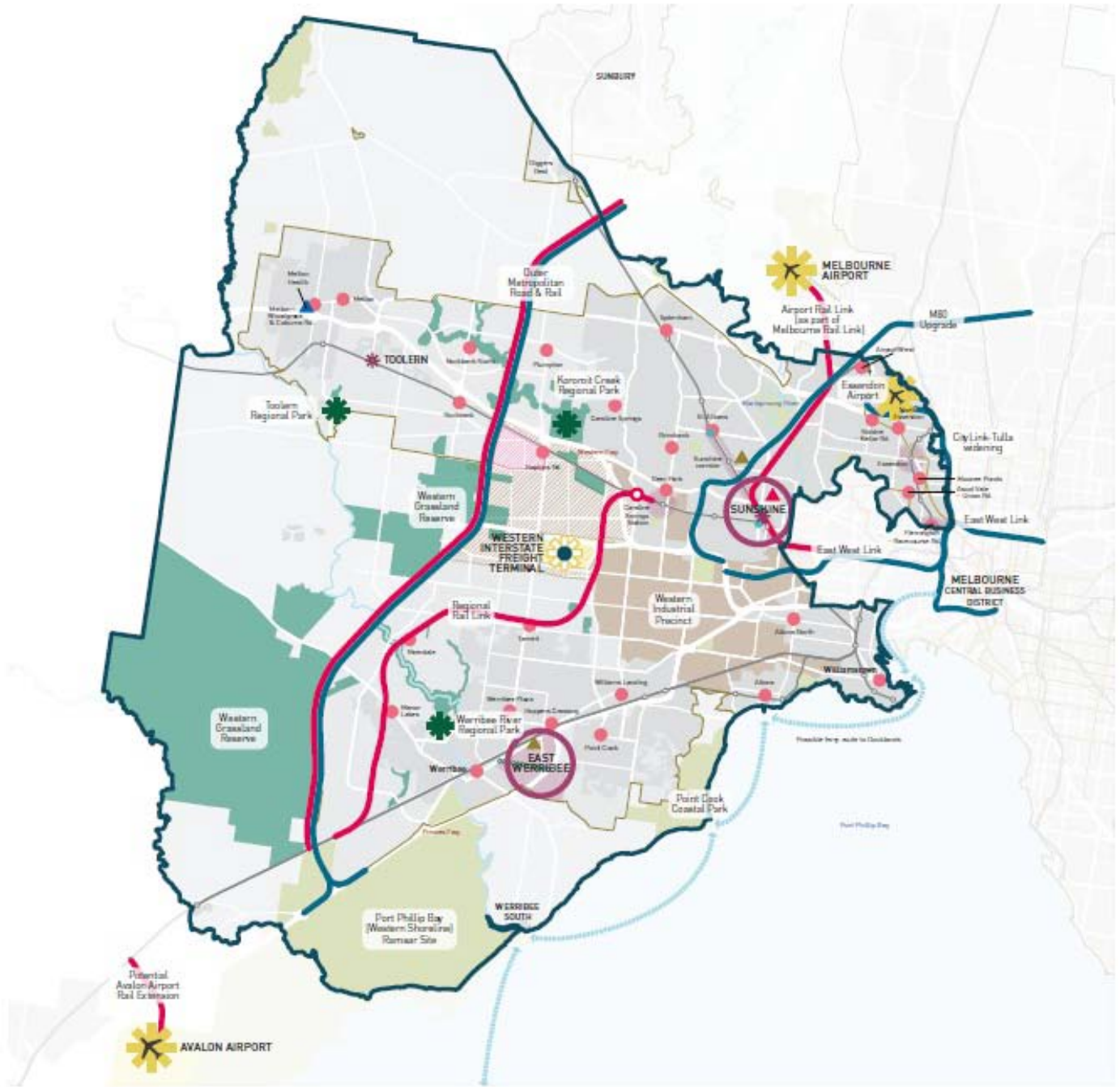
Urban land use in the region is characterised by:

- o a continuous residential corridor across the north, from Moonee Ponds moving west to Sydenham and Caroline Springs
- o historical residential and mixed-use areas in the inner western suburbs
- o a large industrial sub-region
- o significant new residential suburban areas in the south-west and outer west.

As one of Australia's premier growth zones, Melbourne's West is a largely urban society, fast growing, innovative, culturally diverse and inclusive. With more than 30 babies born every day, the region is experiencing one of the highest concentrations of population growth seen in Australia in recent times.¹⁷

¹⁶ Plan Melbourne, Metropolitan Planning Authority

¹⁷ Regional Plan 2013-2016, Western Melbourne RDA committee



MAP 31 - WESTERN SUBREGION

SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2014
 NOTE: THIS MAP IS DIAGRAMMATIC OF THE STRUCTURAL ELEMENTS OF PLAN MELBOURNE.



- Western subregion boundary
- Metropolitan region
- Metropolitan urban boundary
- Urban area
- Road network
- Rail network
- Level crossing removal
- Tram network
- Road initiative
- Rail initiative
- New station
- Potential ferry route
- National employment cluster
- Transport gateway - existing
- Transport gateway - future
- Metropolitan intermodal system terminal
- State significant industrial precinct - existing
- State significant industrial precinct - future
- Business and residential (as shown in growth corridor plans)
- Healthy/Education precinct
- Health precinct
- Education precinct
- Metropolitan activity centre - existing
- Metropolitan activity centre - future
- Activity centre - existing and future
- Boulevard to be investigated/implemented
- Regional open space - future
- Urban renewal area
- Biodiversity conservation area
- Major open space
- Waterway
- Airport

3.4 City of Melton

The City of Melton currently serves a limited employment function and many residents travel to work elsewhere.¹⁸ The City 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.¹⁹

The development of the City of Melton's employment precincts will be a staged process likely to occur over many decades. In the short term, population serving businesses, small industries and land extensive activities are likely to consume the most significant parcels of employment land. The proposed development of the Western Interstate Freight Terminal will stimulate significant investment in the Western Employment Node in the mid to long term, thereby growing the transport and warehousing sector of the local economy significantly.²⁰

Accessibility to the municipality's employment precincts will further improve with the construction of the Outer Metropolitan Ring, Regional Rail Link, East West Link and new train stations at Toolern and Caroline Springs.²¹

The development of Toolern will effectively double the size of Melton's township. Located in the southeast of Melton, it will comprise 20,000 households and allocate 620 hectares for employment generating services including the Metropolitan Activity Centre.

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 2004.²²

¹⁸ Western Agenda, LeadWest

¹⁹ Employment Land Supply, City of Melton 2013, SGS Economics & Planning

²⁰ Employment Land Supply, City of Melton 2013, SGS Economics & Planning

²¹ Employment Land Supply, City of Melton 2013, SGS Economics & Planning

²² Western Agenda, LeadWest

4. Investment Context and Policies

4.1 Federal Government

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.²³

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.'²⁴ 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 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'.²⁵

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

²³ A Plan for Australian Jobs. The Australian Government's Industry and Innovation Statement

²⁴ A Plan for Australian Jobs. The Australian Government's Industry and Innovation Statement, Pg. 13

²⁵ A Plan for Australian Jobs. The Australian Government's Industry and Innovation Statement, Pg. Xi

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

State of Australian Cities Report

The *State of Australian Cities Report* sets the scope and context for Australian Government involvement in urban policy and planning, which focuses on improved living standards for the people who live in the major cities.

It is a holistic study that measures economic, environmental, social and demographic change, and is a response to the fact that most of Australia's population lives in just five cities – Melbourne, Sydney, Brisbane, Perth and Adelaide – and that population growth into the future will take place in these capital cities. The report deals with issues such as transport, land usage, traffic congestion, air quality and social connectivity, providing a reference for RDA committee planning across these areas.²⁶

Infrastructure Australia

Infrastructure Australia is the statutory body charged with providing policy advice on Australia's infrastructure needs. Infrastructure Australia reports to the Council of Australian Governments through the federal minister for Infrastructure and Transport. The body has identified seven priority areas:

- National Freight Network
- National Ports Strategy
- Transforming Australia's cities through improvements to public transport and roads
- National Broadband Network
- Water Security
- Investment in the energy sector
- Infrastructure for Indigenous communities

4.2 State Government

Plan Melbourne

Plan Melbourne sets out the Victorian Government's vision that will guide the city's growth to 2050.

It is a strategy to house, employ and connect more people to jobs and services closer to where they live. It will also build the confidence, investment and employment vital for Victoria's long-term future. By 2051 the city will need to

²⁶ Regional Plan 2013-2016, Western Melbourne RDA committee

accommodate more than 7.7 million people, and provide an additional 1.7 million jobs.²⁷

Plan Melbourne sets out a clear vision for our future that responds to the pressures of population growth, driving economic prosperity and liveability while protecting our environment and heritage.

It provides an integrated approach to planning and development which includes land use, transport, plus social and community infrastructure.

Plan Melbourne focuses strongly on implementation to create an investment-ready Melbourne and achieve clear results through better governance, planning, regulation and funding options.

The Metropolitan Planning Authority was established in 2013 to drive the implementation of *Plan Melbourne*, plan for the future structure of precincts and coordinate efforts across government departments and agencies.

Five new subregions have been created to help coordinate planning and infrastructure at a local government level. They will unlock areas of strategic value for a pipeline of city-shaping projects and investment opportunities, driving the prosperity of each region.

Future Industries Fund

The Victorian Government is developing strategies for a number of priority sectors that have been identified as primed for growth.

Discussion Papers are being released progressively to guide consultation for each sector. Minister D' Ambrosio is leading the future industries initiative working closely with the relevant Minister in each sector.

Submissions were sought from interested industry groups, companies, academics, unions, non-government organisations and individuals to address specific questions in the Discussion Papers.

The formal consultation period for Food and Fibre, International Education and Medical Technologies and Pharmaceuticals, Professional Services and Construction Technologies has completed.

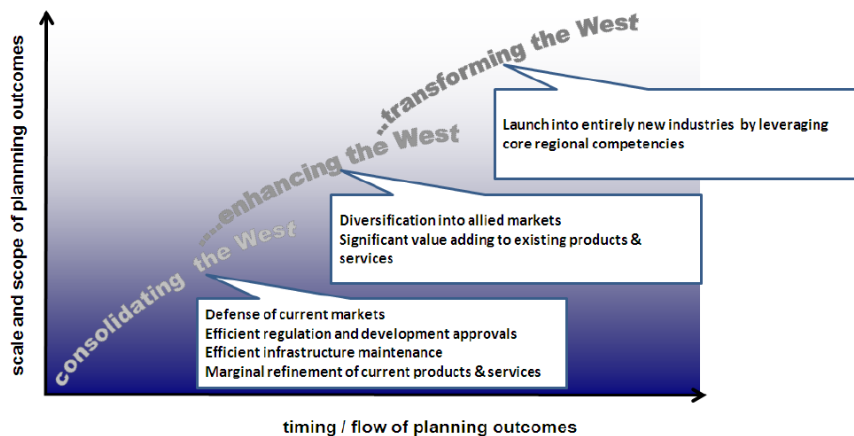
Your comments will help to guide the preparation of sector strategies, which will outline what actions the government will take to best support and partner with industry, business and the community to grow Victoria's economy.

²⁷ Plan Melbourne, Metropolitan Planning Strategy

4.3 Melbourne's Western Region

A Jobs and Industry Strategy for Melbourne's West – May 2013, commissioned by WMRDA and LeadWest and prepared by SGS Economics and Consulting.

'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



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.

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

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

Western Agenda, LeadWest's strategic action plan for the West 2012-2016

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)
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

Western Melbourne RDA Committee Regional Plan 2013-2016

WMRDA's vision is: '***Melbourne's West: leading growth and opportunity***'.

WMRDA regional priorities

³⁰ Western Agenda, LeadWest. Pg 9

³¹ Western Agenda, LeadWest.

³² Western Agenda, LeadWest.

The six priorities identified by WMRDA and key regional stakeholders are as follows.

Priority 1: Education, training and skills: given the relatively low skills base of the region's population, supporting further development of education and skills is essential.

Priority 2: Business development and employment growth: with such high levels of population growth, it is imperative that regional employment options for new and existing residents increase in number and diversity

Priority 3: Connectivity: efficient, connected public transport and road networks are required to handle expansion in the region, in terms of population growth, the Port of Melbourne and traffic from connected regions

Priority 4: Health and liveability: WMRDA research has shown that the resident population has significantly lower health outcomes than the general population

Priority 5: Environment and sustainability: there is a need to ensure that massive growth is balanced by environmentally sensitive and sustainable design, with open spaces and parks to contribute to community wellbeing

Priority 6: Building communities: the West needs to have a regional focus and recognition that there is an urgent need to rebalance Melbourne so that the West has the same levels of infrastructure and services enjoyed by the rest of the metropolitan area.³³

4.4 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

³³ Regional Plan 2013-2016, Western Melbourne RDA committee

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 Investment Attraction Strategy and will feed into the development of the action plans.

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 Investment Attraction Strategy will be dependent on it being integrated with a range of other council plans and strategies including the Council Plan, 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 Investment Attraction 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, Western Plains Green Wedge Management Plan and Transport Strategy will have a significant connection with the new Investment Attraction Strategy.

5. National Case Studies

Brisbane City Council

As a wholly-owned subsidiary of Brisbane City Council, **Brisbane Marketing** has the responsibility of driving long-term social and economic benefits to Brisbane and the greater Brisbane region.

Brisbane Marketing collaborates with both industry and the community throughout a diverse range of economic development projects to attract investment and create jobs for the residents and businesses of Brisbane.

Central to Brisbane Marketing's projects is that of profiling Brisbane as Australia's new world city, a leading destination for business investment, export, international students, conventions, tourism, major events, retail and film and television production.

Brisbane's \$114 billion economy is fuelled by a strong economic development plan and is rapidly emerging as a diverse, energised and self-assured global city. Together, Brisbane City Council and Brisbane Marketing are working hard to deliver Brisbane's vision for a prosperous city that provides economic and social value for the businesses, residents and visitors of Brisbane.

The *Brisbane Economic Development Plan 2012-2031* sets out the economic priorities for securing Brisbane's long term prosperity by:

1. building Brisbane's Global reputation as Australia's New World City
2. growing business and investment to deliver a more productive Brisbane
3. attracting talent and strengthening global connections
4. building a city known for its lifestyle
5. leadership and strong engagement with businesses, education providers and other levels of government to support Brisbane's economic development.

Some new initiatives the Council is undertaking include:

- planning and delivering infrastructure to support the growth of the city and a workforce of 1.5 million workers
- extending Wi-Fi in public places and on transport
- establishing a Brisbane Greeters program for visitors
- relaxing infrastructure charges for hotel developments
- increasing business engagement with Asia
- promoting Brisbane nationally and internationally to attract new investment, business conventions, international students and facilitating export growth
- working with the airport and resource industry to build Brisbane as a global resource hub.

Fraser Coast Council

Fraser Coast Opportunities is the Fraser Coast region's peak body for regional marketing, investment attraction, event and tourism development. Fraser Coast has

a population of 99,000 which is expected to reach 164,000 by 2031. They have a labour force of 33,000 and are approximately 250km from Brisbane.

Fraser Coast Opportunities Ltd. (FCO) is a not for profit company limited by guarantee. FCO is governed by a Board of Directors, consisting of mostly private sector representatives in addition to the Mayor and CEO of the Fraser Coast Regional Council.

It is not controlled by Council, but it must be noted that FCRC is the dominant funding body and a three year funding agreement is in place. FCO was formally registered on 27 February 2013, and began formally trading on 1 July 2013.

Infrastructure Incentives Scheme

The incentives are aimed at attracting investment and development to the region with a focus on employment generation, residential development and medical centres. The incentives are the most generous in a decade.

Incentive Category	The maximum amounts of subsidy available for each category are as follows:
Category 1 - Residential Delayed Payment	Delayed payment of 'Reconfigure A Lot' Infrastructure charges until the sale of the lots created or 2 years, whichever is earlier, subject to agreement to the terms and conditions.
Category 2 (a) Infill residential development (b) Central Business District development & Hervey Bay Nodal Development (c) Employment generating businesses (excludes medical)	10%; or 20%; or 20%
Category 3 - Medical Facilities	30%
Category 4 - Preservation of roll-in provisions	Applicable to existing approved developments only in the former local government areas of Maryborough, Tiaro and Woocoo
Category 5 - Development considered to be of special or significant benefit	Subject to individual assessment
New Direct Incentive Scheme - applicable to commercial development within CBD, Nodes, Structure, Planned Areas & Rural/Coastal Townships; Industrial and Medical. Must demonstrate employment and commence use within timeframes.	45% refund of paid infrastructure charges if you've commenced within 12 months and 20% within 2 years.

Gold Coast City Council

Business Gold Coast is the Gold Coast City Council's Economic Development Branch that facilitates the growth of key industries.

The Investment Attraction program they have developed incorporates a suite of investment attraction services with one component being a financial assistance package which is seeking to attract companies from export focused and knowledge based industry sectors to strengthen the City's economy.

The financial assistance package is not for existing Gold Coast businesses who are seeking to relocate their existing operations within the City. But they can apply if they are looking to expand their operations and meet the eligibility criteria.

After the initial assessment by the Economic Development Branch the application and business proposal will be completed. The final decision will be made by Council after consulting with the Economic Development Branch.



Eligibility Criteria

- the applicant must have a successful and proven track record and the capability (including technical, managerial and financial) to carry out the activity proposed
- the applicant must have been operating profitably for at least the past two years
- the applicant company must provide significant net economic benefits to the city that will result in the creation of sustainable jobs for the city's workforce
- the applicant must have, or can obtain, an Australian Business Number (ABN)
- the proposed activity must be commercially viable in the absence of any financial assistance that may be provided by GCCC
- the proposed activity must not cause significant detriment to, and/or be a substitute for, existing businesses located in Gold Coast City
- the proposed activity must not have been committed to or commenced on the Gold Coast prior to applying to Council's Investment Attraction Program
- the proposed activity must be contestable with other cities, states or countries
- the proposed activity does not compromise national and international obligations for Queensland and Australia.

Target Sectors

In order to attract companies from export focused and knowledge-based industry sectors, the program is available for businesses to relocate or expand to Gold Coast City in the following specific key industry sectors:

- advanced manufacturing
- biotechnology
- creative industries

- education and training
- environmental and alternative energy technologies and services
- information communication technology
- marine manufacturing and design
- processed foods and beverages manufacturing
- health & medical related industries
- STEM (Sciences, Technology, Engineering and Mathematics) related firms research and development
- sports business
- tourism

Budget and Successes

Gold Coast City Council allocated up to \$1.3 million (including carried forward funds) to the Economic Development Branch budget centre as part of the Investment Attraction Budget Program for 2014-15. Since the commencement of the Investment Attraction Program in July 2009, the program committed to provide financial assistance of \$3,895,250 resulting in \$399 million in direct capital investment to the city and the creation of 2700 full time employment positions. Following contract monitoring and milestone evaluation, the program has currently committed to provide financial assistance of \$3,308,649 resulting in \$403 million in direct capital investment to the city and the creation of 2374 full time employment positions.

To date, the City has received over 300 enquiries into the program resulting in a wide range of economic benefits and new investment projects for the city. The attraction of 56 companies and film projects; 26 of which have received or will receive an assistance payment

To date, the Investment Attraction Program has received over 300 enquiries which have resulted in:

- 26 successes with an assistance payment
- b 35 successes without an assistance payment
- c five pending enquiries where a decision is expected to be made shortly
- d 14 general enquiries
- e 20 long term enquiries
- f 40 film project enquiries
- g 127 leads on hold
- h 55 unsuccessful bids

There have been 35 companies attracted through Council's investment program to the city without an assistance payment. Generally these projects have not been eligible for the program due to the nature of their industry (i.e. retail) or have made a commitment before applying for the Investment Attraction Program.

Casey Cardinia

The City of Casey and the Shire of Cardinia have combined their resources to promote their region to prospective businesses and attract investment.

The Casey Cardinia Region is based in South East Melbourne and is identified as one of six growth areas in metropolitan Melbourne.

In 2011 the Southern Melbourne RDA Committee commissioned a report to investigate ways to attract employment and investment to the Casey – Cardinia region.

The Casey-Cardinia Investment Framework was developed out of the report to initiate and drive a coordinated response. The framework provides a strategic direction and has three key themes.

Following the development of the Investment Attraction framework both councils signed up to the partnership in early April 2013 which will continue for a minimum of three years.

In May 2013 they launched the Casey Cardinia Region Investment Attraction website and prospectus. The new website and prospectus are a result of the partnership project between the two councils which is underpinned by a joint, ongoing focus to encourage economic development, and provide support to businesses, in the Casey Cardinia region.



The Economic Development Alliance of Southeast Alberta

The Economic Development Alliance of Southeast Alberta (EDA) is an economic development organisation in Canada with the goal of promoting investment and increasing economic growth in the region's member municipalities.

Southeast Alberta is a place where agricultural production greatly contributes to the

Marketing	<p>1. Raising the profile of Casey-Cardinia Developing a comprehensive suite of marketing material that broadly promotes the area for business is important. The material should be targeted across various market segments and industry sectors. Attendance at trade shows, conferences and other industry/networking events will be necessary as well as a strong public relations campaign, including press releases and announcements from government.</p> <p>Output: Marketing material, press releases and news articles about business in the area</p>
Business development	<p>2. Aggressively pursuing business development Developing strong networks to identify and engage with prospective investors (both property developers and corporate end users) will be important. Building strong systems and personal relationships will provide a solid foundation for recruiting investment and jobs.</p> <p>Output: Strong annual program of business development, including the generation of investment leads</p>
Investment facilitation	<p>3. Facilitating investment Providing excellent customer service and customised information packages to prospective investors will build confidence in the location and assist with the investment decision. Ensuring a smooth and efficient planning process can help to generate investment outcomes. Targeted incentives can assist in the investment facilitation process.</p> <p>Output: Creation of an investment facilitation program</p>

local economic base. In addition, there are several existing industrial facilities in the region. Combined with provincial and national priorities focused on developing bio-industrial opportunities, including bioenergy, the EDA believes that the region holds promising potential as a future location for development in the bioenergy sector.

They developed an Investment Attraction Strategy for Bio industry opportunities. The following Action Plan can be tailored to general Investment Attraction that is relevant to the City of Melton. The 4 Actions create a pathway for Investment Attraction.

Investment Attraction Action Plan

1. Form a Local Stakeholder Team	2. Create Collateral and Marketing Assets to Attract & Support Investment	Begin an Active Lead Generation Program	Advance Opportunities that Arise and Promote Success
<ul style="list-style-type: none"> • Recruit stakeholders who can benefit from bioenergy development • Determine roles of the team which include marketing the region and developing resources to advance projects. • Scan for opportunities that may be of interest to local developers. 	<ul style="list-style-type: none"> • Prepare an inventory of feedstocks, resources, and named end-markets in proximity to the region. • Prepare a profile of opportunities and resources for bioenergy investment, along with contact connections for local players. • Establish a microsite that supports investment by promoting the benefits of the region, raising awareness of the stakeholder team, and making connections with local players and generating leads for prospective projects or opportunities. • Identify resources for feasibility research that can be promoted as an incentive to attract investors 	<ul style="list-style-type: none"> • Develop a prospect list of developers who may be interested in ethanol, biodiesel, or waste to heat/electric investments in Alberta. • Actively pitch the region's feedstocks and resources to key audiences including network organization staff who may learn of opportunities and to developers. • Lead delegations of local business to selected events. 	<ul style="list-style-type: none"> • Begin a media relations campaign to promote awareness of projects that enter a feasibility stage. • Connect project players with resources and play an active role in developing resources that are lacking. • Make connections with political leaders where government action is needed in order for a project to advance. • Take action to mitigate project risks or roadblocks, including an active public relations campaign to build local support for controversial projects.

Clusters

What are clusters

Clusters exist where there is loose concentration or association of firms and organisations involved in a value chain producing goods and services and innovating (Enright, M. & Roberts, B., 2001). They are intricate networks of a range of actors that are linked to each and in some cases encompassing strategic alliances with universities, research institutes and the like (Roelandt, T. & Hertog, P., 1999). Clusters can vary in size with some service clusters having virtual characteristics. The main goal is resource targeting and leveraging and using clusters as a device for strategic planning and investment (Feser, E., 1998).

Benefits of clusters

There are a range of benefits to employing cluster or industry precincts such as:

- leverage synergies and increased flexibility
- economies of scale, greater efficiencies
- proximity to markets/customers
- short feedback loops for ideas and innovations
- repositories for industry specific knowledge
- talented, specialised labour pooling
- shared infrastructure
- reduced transaction costs
- cluster reputation and competitiveness
- partnership projects

Cluster development success factors

Dynamic clusters have local rivalry and international competition, specialised local suppliers, advanced training and scientific infrastructure, highly developed social capital and advanced institutions for collaboration (Orjan, S., Lindqvist, G., & Ketels, C., 2003). Many failures can be attributed to assumptions being made. Success depends on a number of factors as listed below:

- Cluster linkages to markets
- Trust in business relationships
- Supply and demand side initiatives
- Strong innovation policy and incentives that promotes cluster competitiveness
- Local decision makers playing an active role
- The way firms relate to one another/interrelationships
- Specific cluster make up and processes in place
- Entrepreneurship and strategic choices by cluster firms
- Leadership, vision and long term commitment to capacity building
- Not all industries are equally affected by the process of clustering. Assessing relevance of clustering for a company/industry is important. Those industries with a transportable product or service or a long value chain increase the potential for clustering conditions (Steinle, C. & Schiele, H., 2002).

Cluster policy pitfalls

A review of OECD countries highlighted some key pitfalls of cluster-based industrial policy making:

- The creation of clusters should result from market-induced and market-led initiatives and should not be created from 'scratch'
- Government policy should not be strongly oriented to directly subsidising industries and firms or to limiting rivalry
- Government policy should shift towards indirect inducement
- Government should work as a catalyst and broker, bringing actors together and supplying support structures and incentives to facilitate the clustering and innovation process
- Cluster policy should not ignore small and emerging clusters; nor should it focus only on 'classic', existing clusters

Source: Roelandt, T. & Hertog, P., 1999, p.420

No two clusters are alike and cluster policy making should be done on a case by case basis.

How clusters are formed

The cluster development process can vary but generally occurs over several stages and months. Steps involved include:

- Engagement of industry champions and key stakeholders to develop a cluster leadership group
- Background research to map the structure of regional clusters
- A series of meetings to develop trust and consensus on how industries and firms involved in a cluster could work together
- The preparation of an action and business plan for each cluster to undertake strategic projects
- Securing of resources necessary to support the development of the cluster; and
- The preparation of a framework for the ongoing development and management of each cluster.

Source: Enright, M. & Roberts, B., 2001, p.75

When deciding on which firms to include in an industry cluster, it is important to identify clear criteria. Below is an example that the Greater Tucson Strategic Economic Plan used for screening and prioritising firms to become a part of an industry cluster:

- Firms that are stable or able to form growth industries
- Industries with the capacity to become global competitive
- Industries that have a unique competitive advantage
- Firms that use significant local labour and suppliers
- Firms that assist export-oriented businesses; and
- Firms with the best potential to joint venture internationally.

Source: Enright, M. & Roberts, B., 2001, p.75

International case studies

Dutch knowledge industry clustering (KIC) project

The KIC Project involved the clustering between Océ, a large manufacturer of copiers and printers, and several of its lead suppliers. The aim of the project was to enable innovation by creating inter-organisational teams. Following interviews with key stakeholders, the critical success factors pointed to the importance of creating trust in such inter-organisational teams (Batenburb, R., & Rutten, R., 2003).

Indonesia SME cluster

SME's play a key role in employment creation and economic growth for Indonesia. Consequently, they have focused on development of SME clusters but have been unsuccessful. The failures can be explained by neglecting cluster linkage to markets. Prerequisite for successful cluster development is the cluster's potential to access growing markets, either domestic or abroad. (Tambunan, T., 2005).

High technology clustering in three countries

Six regions were studied on their opto-electronics industry to examine the extent and significance of localised inter-company trading and network relationships. The study found that national and international relationships were found to be much stronger than local ones. This was a function of customer and supplier markets, which derive from the technological characteristics of the industry and the way its markets were created (Hendry, C., Brown, J & Defillippi, R., 2000).

British financial services cluster

Like high technology industry clusters, the dynamics in clustering in financial services was found to be quite similar. The paper found that access to specialised inputs and knowledge spillovers to the supply side and a clusters reputation and close proximity to sophisticated customers on the demand side were important benefits in financial services clusters. The paper also found that performance differences between significant financial services clusters were due to differences in the make-up of a cluster and the processes that took place within it (Pandit, N. & Cook, G., 2003).

Australia Case Studies

According to Marceau's research, Australian clusters are very weak. From the 2000 National Economics study, it showed that there were significant weaknesses in knowledge networks in the regions studied, suggesting that failure to develop soft infrastructure was undermining the competitiveness of regions to develop industry clusters (Enright, M. & Roberts, B., 2001, p. 73). Marceau points to the failure of Australian business and government policy to develop stronger networks of collaboration, information and technology exchange within and between industries (Enright, M. & Roberts, B., 2001, p. 73). She also identifies the importance of the development of virtual clusters in recognition that Australia's geography and the size of industry sectors preclude the creation of local economies of scale that enable regional firms to compete for global business (Enright, M. & Roberts, B., 2001, p. 73).

Hunter Region Cluster

The experience with the Hunter Region cluster development was challenging. Many industries and firms were sceptical of a process that involved collaboration with competitive firms (Enright, M. & Roberts, B., 2001, p.80). There was a fear of sharing information, lack of trust and a 'what's in it for me' attitude. These factors had to be overcome from the cluster development learning process. Significant public funds were invested in the process, ongoing government assistance to maintain and support cluster activities. This experience suggests that it takes between three and five years of learning and capacity building before clustering is embraced by local firms and industries, and that clusters are capable of becoming self-financed. Even then, size is a major factor in industry clusters becoming self-financed (Enright, M. & Roberts, B., 2001, p.80).

Adelaide Metropolitan Cluster Development Initiatives

From the various initiatives, leadership, vision and long term commitment to capacity building were identified as key success factors. It was important to change the mindset of many industries and firms in the region to look at different ways of doing business. There was a considerable period of learning and mentoring necessary before trust was formed between firms and collaboration was accepted as a way to enhance competitiveness and create opportunities. From the Adelaide case, achieving initial results was key to keep the momentum of the process going (Enright, M. & Roberts, B., 2001, p.77).

Industry Clusters in the City of Sydney

The city's industry clusters have shown an increase in transmission of ideas into innovation and a sound productivity base. See Box 1 below from the Sydney 2030 plan on some key success results from the city's creative and digital economy clusters.

Box 1: the City's creative industries and digital economy clusters

At a national level, 2011 Census employment and start-up data indicates that Sydney is the creative and innovation capital of Australia. The city acts as the focal point for many of these knowledge based clusters.

The Census data reveals that on an occupational basis, 13.4 per cent of Australia's Arts and Media Professionals are employed in the City of Sydney LGA (and over 44 per cent of Sydney's total employment in this group). In both cases, this is more than double the general employment shares of 4 per cent and 21.5 per cent respectively.

As a percentage of total Australian employment in specific industries in the creative sector and digital economy, the City of Sydney comprised:

Specific industry	% employment of Australian industry
Internet publishing and broadcasting	56
Publishing	17
Information, media and technology	15
Creative and performing arts	11
Motion picture and sound recording	14
Library and information services	7

In the city, this concentration is reinforced by strong localised and specialised clusters.

In Chippendale and Redfern, around 20 per cent of the workforce is in the creative industries. In Surry Hills, this creative industries proportion rises to 30 per cent of the workforce. In Ultimo-Pyrmont almost 20 per cent of workers are employed in the digital economy.

Local Council Initiatives

A number of Victorian Councils attract new businesses through the creation of clusters or industry precincts. Campaspe Shire Council has been particularly active in encouraging the growth of clusters in the winemaking, poultry and water technology sectors. Several councils including Gannawarra Shire Council, Loddon Shire Council and Horsham Shire Council have sought to sustain clusters by actively developing and selling industrial land, and undertaking key infrastructure works to encourage businesses to co-locate.³⁴ To date, it is early days to determine the success of these initiatives and no formal studies have taken place.

6. Key stakeholders

Lead West

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.

Department of Economic Development, Jobs, Transport and Resources

The Department of Economic Development, Jobs, Transport and Resources is the Victorian Government's lead agency for business development and investment. The department has a service model whereby business development managers assist SMEs on a one-to-one basis. Council works closely with the Tottenham office.

As well as offering support through business development managers, the department also manages Business Victoria, an online portal that provides advice and resources to business owners and operators. The department also provides low cost workshops and programs through Small Business Victoria.

The department offers a wide range of programs and initiatives to help businesses set up and facilitate investment. Each program has different sets of requirements for eligibility and funding options are assessed on a case by case basis against select criteria. The easiest way to find out what grants, vouchers and assistance programs are most relevant to your business is to visit:

<http://www.business.vic.gov.au/support-for-your-business>

You can then narrow down your search on the left panel by selecting relevant options on the checklist. This will help populate specific programs relevant to your circumstances from the extensive list of services.

DSDBI also manages various Government business attraction activities, including the programs **Invest Assist**, **Invest Victoria** and **Export Victoria**. The primary focus of

³⁴ Inquiry into Local Economic Development Initiatives in Victoria, Parliament of Victoria, July 2013

Invest Assist is to help source sites for potential investors through the Site Identification Service. Specifications and strategic requirements for sites are identified and appropriate site options recommended. Specific services on offer through Invest Assist include:

- Specialist advice on the development approvals process
- Statutory approvals coordination
- Site location services
- Identification of infrastructure and utility requirements
- Continuing client support
- Advice on the investment client

Invest Victoria focuses both on foreign direct investment and domestic investment by promoting Victoria, its assets and advantages for business. Its primary focus is to facilitate and encourage investment in Victoria.

Export Victoria delivers a variety of export programs to assist companies to get into new markets such as trade missions and other initiatives.

The Victorian Government maintains a network of international business offices to promote investment opportunities within the state, including in London, Frankfurt, Dubai, Bangalore, Kuala Lumpur, Shanghai, Beijing, Mumbai, Hong Kong, Nanjing, Tokyo, San Francisco, Chicago, Washington DC and New York.³⁵

Economic Development Australia

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.

³⁵ Inquiry into Local Economic Development Initiatives in Victoria, July 2013

Greater Melton Chamber of Commerce

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.

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.

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.

Western Alliance on Greenhouse Action

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, Hobson's 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 network of 55 locally-based committees which bring together representatives of business, industry, community groups and all levels of government to focus on regional development. Each RDA committee has developed a regional plan that identifies priority infrastructure and strategic planning goals for their area.

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 The Australian Trade Commission (Austrade), Department of Economic Development, Jobs, Transport and Resources, Department of Education and Training, Department of Transport, Regional Development Australia and Metropolitan Planning Authority.

7. Federal and State Government Incentives & Grants

Partnership Development

Partnerships Victoria

Partnerships Victoria oversees Victoria's public-private partnerships (PPPs) for the provision of public infrastructure and related services. There are 20 Partnerships

Victoria projects worth around \$10.25 billion in capital investment currently underway.

Federal Government – AusIndustry

Early Stage Venture Capital Limited partnerships (ESVCLP) For fund managers seeking to raise a new venture capital fund of between \$10 million and \$100 million for investing in Australian businesses.

Venture Capital Limited Partnerships (VCLP) For fund managers seeking to raise a new venture capital fund of at least \$10 million for investing in Australian businesses with assets of up to \$250 million. Eligible foreign limited partners receive a capital gains tax exemption for gains made on eligible investments.

Small to Medium Size Enterprises (SMES)

Victorian Government

Grow Your Business – Eligible businesses can apply for a grant to engage the services of an independent specialist to undertake

- 1) A Business Strategic Review analysing where the company has come from, and/or
- 2) A Business Development Plan, which assists organisations to identify where they want to go and how to get there.

Federal Small Business Support

Commercialisation Australia (AusIndustry) - makes government subsidised training places (at TAFE colleges) available to all eligible Victorians at all levels of skills development. www.commercialisationaustralia.gov.au

Small Business Advisory Services (SBAS) - works with small and medium-sized businesses to explore training and education opportunities that will benefit the business and develop the skills of staff.

Small Business Online (SBSL) An initial single point of contact to access information and referral services that assist small businesses.

Victorian Government Export Assistance

First Step Exporter offers financial assistance to Victorian companies seeking to research and explore opportunities in their first export markets.

Export Networks bring companies together to exchange practical knowledge, experience and ideas.

Trade Fairs and Missions – This program provides companies with export opportunities and market intelligence by enabling them to access strategic overseas markets and to showcase their capabilities internationally. The program also includes Industry Capability Missions, which are usually accompanied by the relevant Victorian Government Minister, or a senior industry or Government representative.

ICT Trade Events and Export Assistance - This Multimedia Victoria program provides grant assistance for export-ready Victorian information and communications technology companies to attend recognised overseas trade fairs and missions.

Federal Government - R & D Tax Incentive

The R&D tax credit is a national tax incentive designed to encourage businesses to invest in research and innovation, aiming to provide more predictable, less complex support to business.

The new system, which came into effect on 1 July 2011, applies to all companies that carry out R&D activities through a permanent establishment in Australia.

Federal Government - AusIndustry

Biotechnology International Partnering Program (BIPP) provides grant assistance for eligible biotechnology companies to attend international biotechnology conferences and trade events overseas.

Victoria's Science Agenda (VSA) Strategic Projects Fund sustains investment in facilities and human capital through collaborative projects between research and external partner organisations in priority areas.

Boosting Highly Innovative SMEs – Market Validation Program Uses Victorian Government technology demand as a driver for technology SME development and commercialisation. The program boosts the ability of technology SMEs to interact with customers in a commercial setting, develop and prove their products and/or services and provide a real-life commercial base from which to secure expansion capital and future customers.

Part B - Economic Data and Demographics

8. Industry and Supply Chain and Skills Gap Analysis



Executive Summary

Background

AEC was engaged by Melton City Council to undertake a variety of technical analyses regarding the local economy to identify industry growth opportunities for the Melton Investment Attraction Strategy that is being developed by Melton City Council.

What the Analysis Shows

The analysis clearly shows the effects of the significant population growth experienced locally over the recent past. Many of the industries of strength (in terms of relative proportion of local employment by industry) are related to the local population growth, including:

- Retail trade
- Accommodation and food services
- Education and training
- Healthcare and social assistance
- Construction

While this population growth has delivered considerable economic and investment growth, it has all been focused in areas that are directly related to the pace of population growth. In other words, the growth of these sectors is directly related to population growth and will increase over time without significant intervention by Melton City Council.

The analysis also showed the strength of the local economy in terms of manufacturing and logistics. Melbourne's Western industrial corridor (including the City of Melton) is the current preferred location for the logistics industry given the amount of affordable, large scale sites and access to transport infrastructure.

Not All Industries are Created Equal

For local governments, investment attraction efforts need to be focused in areas where the local economy has competitive advantages and in industry sectors that provide considerable value, either in terms of the local value added to the economy or in regards to increasing the local amenity, which will in turn attract more residents and businesses.

As a community attracts investment from high value adding areas of the economy, there is significantly more benefit created in the local economy through the flow-on impacts compared to low value-adding industries and sectors of the economy that will grow anyway (as a result of population increases). High value adding sectors

require a higher skill set and tend to pay higher wages to workers, thereby increasing local wealth of residents.

Table ES. 1. Gross Value Add Per Employee, 2011-12

Industry	GVA per Employee
Agriculture, forestry and fishing	\$35,643
Mining	\$297,056
Manufacturing	\$95,531
Electricity, gas, water and waste services	\$193,734
Construction	\$80,335
Wholesale trade	\$137,406
Retail trade	\$80,229
Accommodation and food services	\$57,299
Transport, postal and warehousing	\$96,725
Information media and telecommunications	\$197,246
Financial and insurance services	\$326,108
Rental, hiring and real estate services	\$233,299
Professional, scientific and technical services	\$138,489
Administrative and support services	\$130,211
Public administration and safety	\$89,993
Education and training	\$93,454
Health care and social assistance	\$91,685
Arts and recreation services	\$76,457
Other services	\$63,753
Total	\$126,595

Source: AEC (unpublished)

High value activities can exist in many industries. For example, healthcare and education can have very high value activities when it relates to a medical specialty (e.g. a special medical precinct – cardio vascular surgery unit) or a research centre with university or a specialised training centre with a vocational training institute.

Investment Attraction Opportunities

The following table highlights opportunities that should be explored and pursued proactively in the Investment Attraction Strategy.

Industry of Opportunity	Specific Business Activities	Why Melton?
Logistics and Warehousing	Large warehouses for key transport providers or large retailers Smaller industrial warehouse units for owner/operator businesses	Availability of Industrial Lands: The City of Melton has over 900 ha of industrial land available now and almost 2,000 of future industrial land (DPCD, 2013). Affordable Industrial Land: Land prices for industrial land in the West is the most affordable in the Melbourne Metropolitan region, providing between 50%-80% savings compared to the City Fringe and between 12%-45% savings with other parts of Melbourne (Colliers International, 2014). Access to transport infrastructure: Easy access to major highway infrastructure that easily links to other major regional and national networks. The Port of Melbourne and the Melbourne International Airport are within 30-40 minutes of Melton providing easy access for moving products and people.
Advanced Manufacturing	Construction materials manufacturing and supply Machinery and	Availability of Industrial Lands: The City of Melton has over 900 ha of industrial land available now and almost 2,000 of future industrial land (DPCD, 2013). Affordable Industrial Land: Land prices for industrial land in the West is the

Industry of Opportunity	Specific Business Activities	Why Melton?
	equipment manufacturing Food production and agri-business	<p>most affordable in the Melbourne Metropolitan region, providing between 50%-80% savings compared to the City Fringe and between 12%-45% savings with other parts of Melbourne (Colliers International, 2014).</p> <p>Access to transport infrastructure: Easy access to major highway infrastructure that easily links to other major regional and national networks. The Port of Melbourne and the Melbourne International Airport are within 30-40 minutes of Melton providing easy access for moving products and people.</p> <p>Local supply chains and workforce: Melton has existing strengths in manufacturing, which translates to existing supply chains and local networks for the manufacturing industry. Additionally, there is an existing local manufacturing workforce, providing a potential labour pool.</p> <p>Proximity to agricultural production regions: The production from the agricultural lands surrounding the Melton area could be value added and processed in Melton.</p>
Professional Services	Legal, accounting and banking services Business services (i.e. graphic design, IT services, etc.) Engineering, architecture and planning	<p>Strong growth: City of Melton is one of seven growth areas, supporting significant population growth, which drives demand for professional services.</p> <p>Local workers: The City of Melton has a higher number of local residents working in these sectors than the number of jobs in the City of Melton in this sector. Pursuing these sectors could assist in improving the City of Melton's employment self-containment rate.</p> <p>Workforce: There is a significant amount of local residents that leave every day for work, creating an opportunity to capture local workers (or provide options for these local residents to work, at least part-time, closer to home).</p>
Amenity Industries	Specialty retail Mix of retail offer, including national and international brands Mix of restaurants and cafes	<p>Strong growth: City of Melton is one of seven growth areas, supporting significant population growth, which drives demand for retail.</p> <p>Growing Town Centre: With the significant increase in population growth, the Melton Town Centre is has potential to continue to grow, providing additional space for professional services (above) and amenity industries.</p>
Education and Health	Speciality medical services Specialised education and training (i.e. technical, vocational and tertiary education) Research and development	<p>Strong growth: City of Melton is one of seven growth areas, supporting significant population growth, which drives demand for health services and training.</p>

Source: AEC

Training Gap

It is estimated only 5.5% of the new employment positions generated in Melton will also receive training in Melton. Whilst some of the new positions may not require specific VET certification, this number is considered relatively small. It is also observable the jobs/ occupations that are likely to receive training locally are also likely to be of a lower income or value added per employee.

8.1 Location Quotients

What are Location Quotients?

In order to demonstrate the specialisation of the economy, location quotients based on employment have been calculated. The location quotients demonstrate the degree to which a local or regional economy is specialised by examining the proportion of employment (by industry sub-sector) compared to a larger economy (Australian economy). Location quotients can be used to indicate strengths and weaknesses of a local or regional economy (i.e. its natural competitive advantage).

For this project, the analysis has compared Melton, Melbourne SD and Victoria with the Australian economy. A location quotient of "1" means the economies being examined have the same share of employment as Australia for that specific industry sector (and would be unlikely to have a potential advantage either way). A location quotient above "1" indicates a specialisation of labour and therefore an area of potential competitive advantage. If the location quotient is below "1", the area has a lower than average representation in this particular industry sector, which may indicate a weakness.

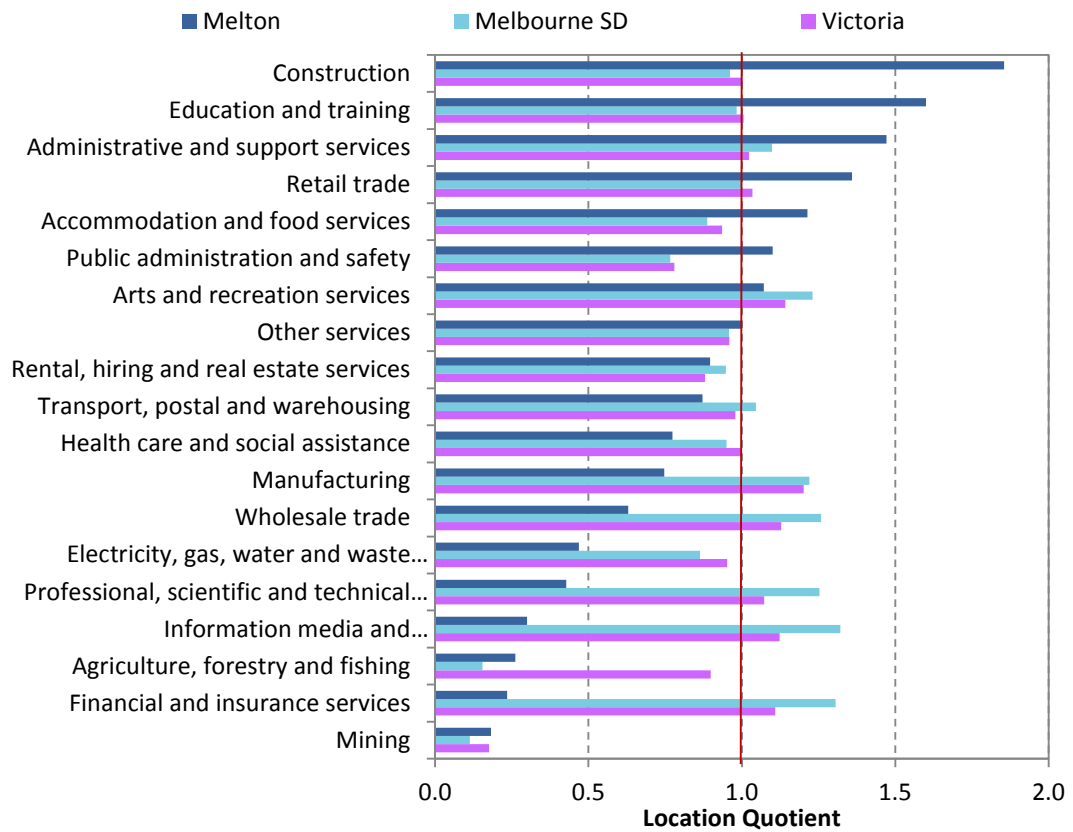
Sectors of employment specialisation in Melton reflect areas in which Melton has a strong existing skills base. Expanding these sectors through business attraction is likely to be relatively efficient due to the existence of industry in the region.

Overall, Melton has significant employment specialisations in key population-driven industries, such as construction, plaster and concrete manufacturing, retail trade and education and training. In contrast, Melton has an under-representation of business support industries, such as finance and insurance services, information, media and telecommunications and professional scientific and technical services. Within the key sectors of specialisation, Melton has strong specialisations in primary and secondary education, and construction services and residential building construction.

Sectors which employment is under-represented in Melton could be opportunities for skills development in the region, where appropriate. Key sectors which currently have low representation in Melton, such as professional, scientific and technical services and transport, support and storage, could be developed (or attracted through population attraction) within the region to support business expansion.

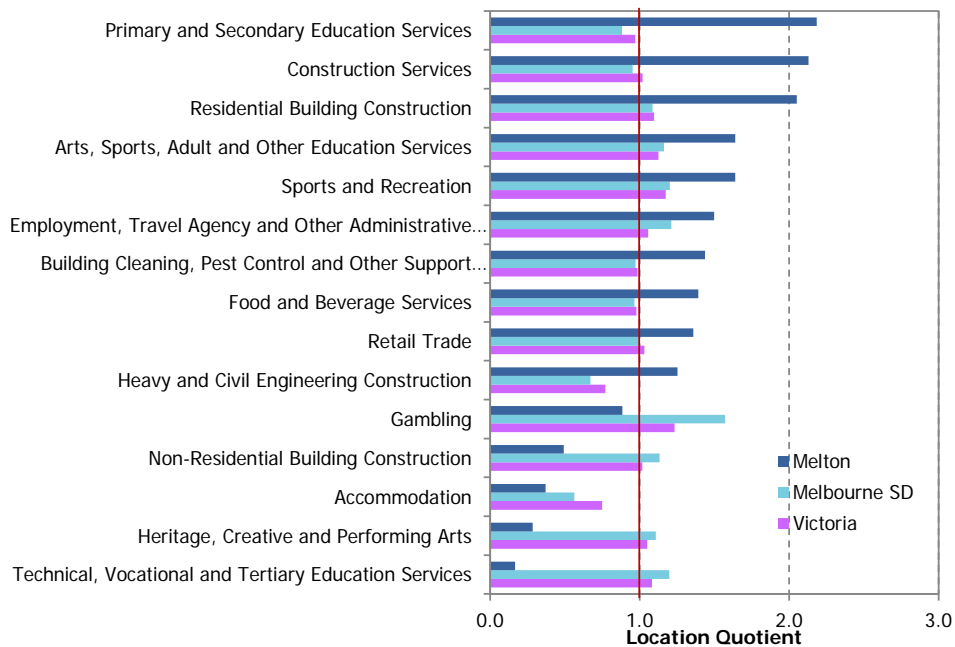
The following graphs depict Melton's location quotients in key sectors.

Figure 0.1. Location Quotients, 1 Digit ANZSIC, 2011



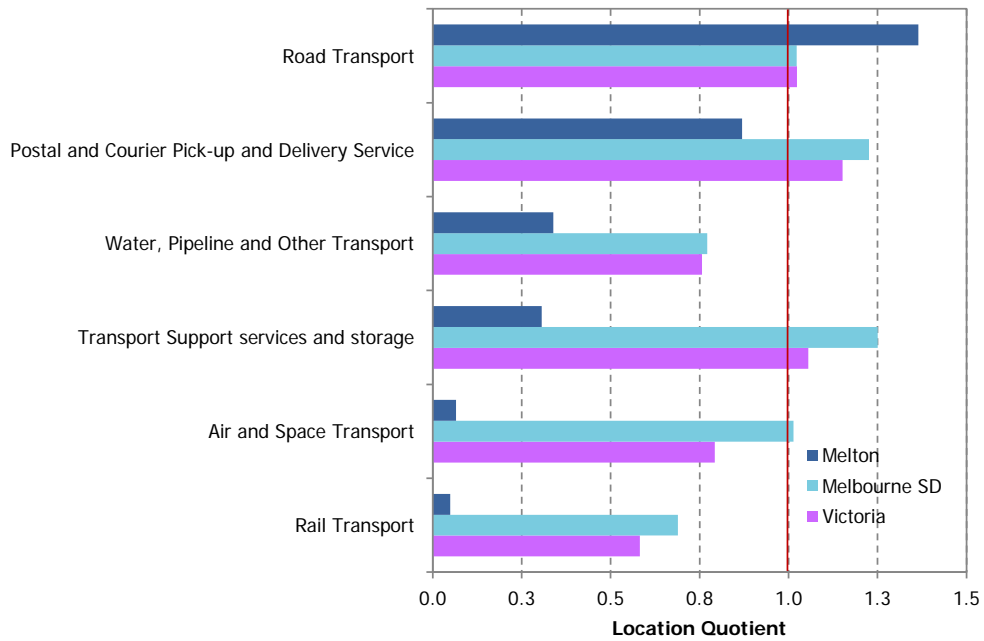
Source: ABS (2012)

Figure 0.2. Location Quotients, Key Sectors (Detailed), 2011



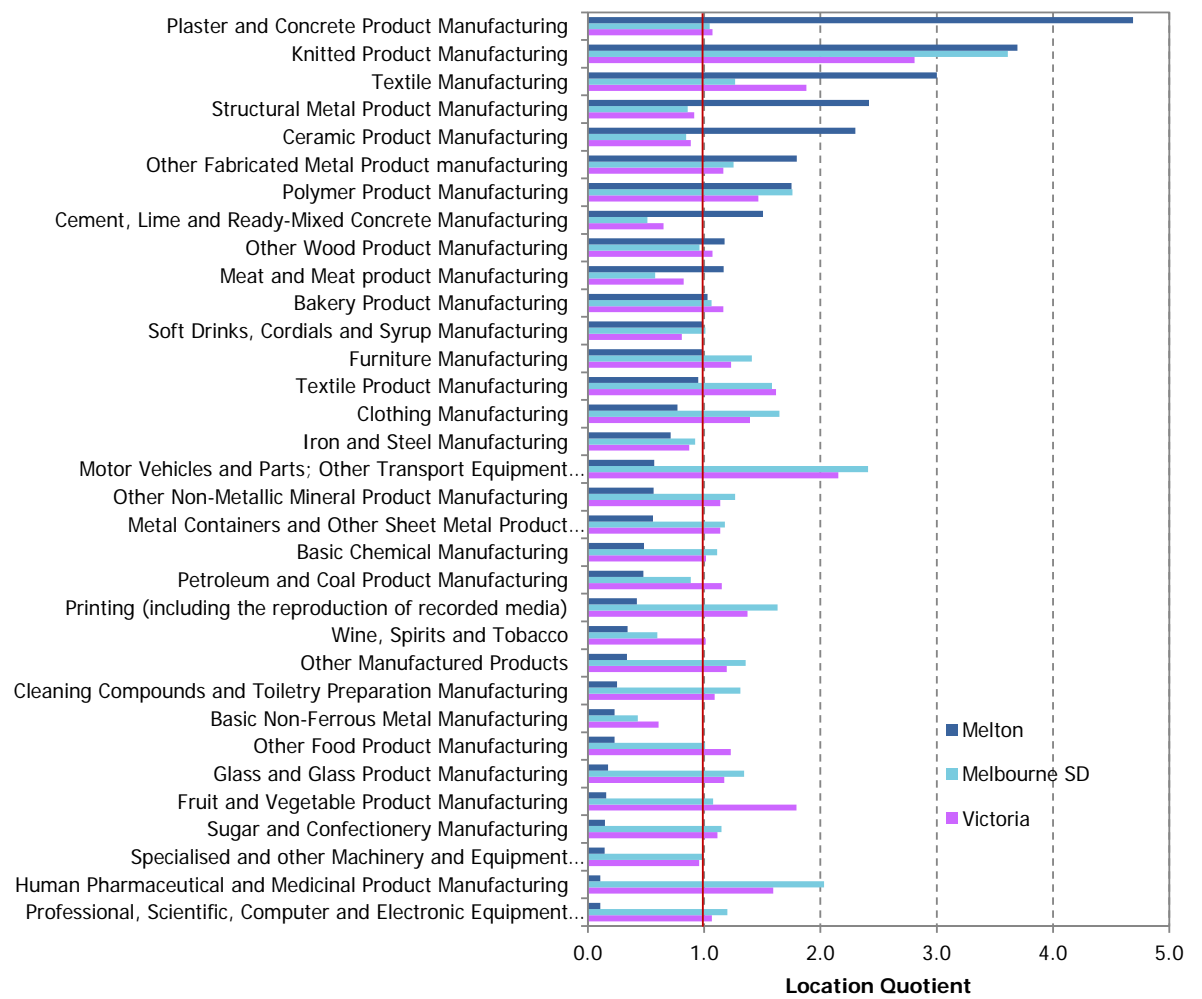
Source: ABS (2012)

Figure 0.3. Location Quotients, Transport, Postal and Warehousing (Detailed), 2011



Source: ABS (2012)

Figure 0.4. Location Quotients, Manufacturing (Detailed), 2011



Source: ABS (2012)

8.2 Cluster Mapping

What are Cluster Maps?

Cluster mapping builds on the local location quotient analysis (refer to **Chapter 0**) by portraying the Melton location quotients against Australian industry estimated employment growth over the near term (from 2013-14 to 2018-19). By incorporating industry growth, cluster mapping allows for the identification of growth opportunities in specific industry sectors, where a natural competitive advantage already exists against a backdrop of the national expectation for industry growth. This process enables the identification of sectors which may not be currently strong locally but have strong macro-economic growth factors which could encourage its growth locally.

Industry clusters located above the “1” on the vertical axis indicate an existing industry concentration (strength or competitive advantage, as discussed previously) within the region being examined (this is the location quotient).

The national industry employment growth estimate for 2013-14 to 2018-19 (IBIS World, Various) is plotted along the horizontal axis, with 0% growth over the five years creating a midline. The further to the right of this central horizontal axis, the faster the industry is expected to expand.

Similarly, the farther to the left of the zero percent midline, the faster it is expected to shed jobs over the five year period. The size of the cluster (circle/ blob) in the map demonstrates the relative size of the local workforce in that industry sector.

Sectors which are currently well-represented and anticipated to grow could be described as “easy wins” for investment attraction. These sectors already have a strong skills base to support business and will experience growing demand at a national level. Key local sectors which are in this quadrant and could be targeted for investment attraction activities include (but are not limited to):

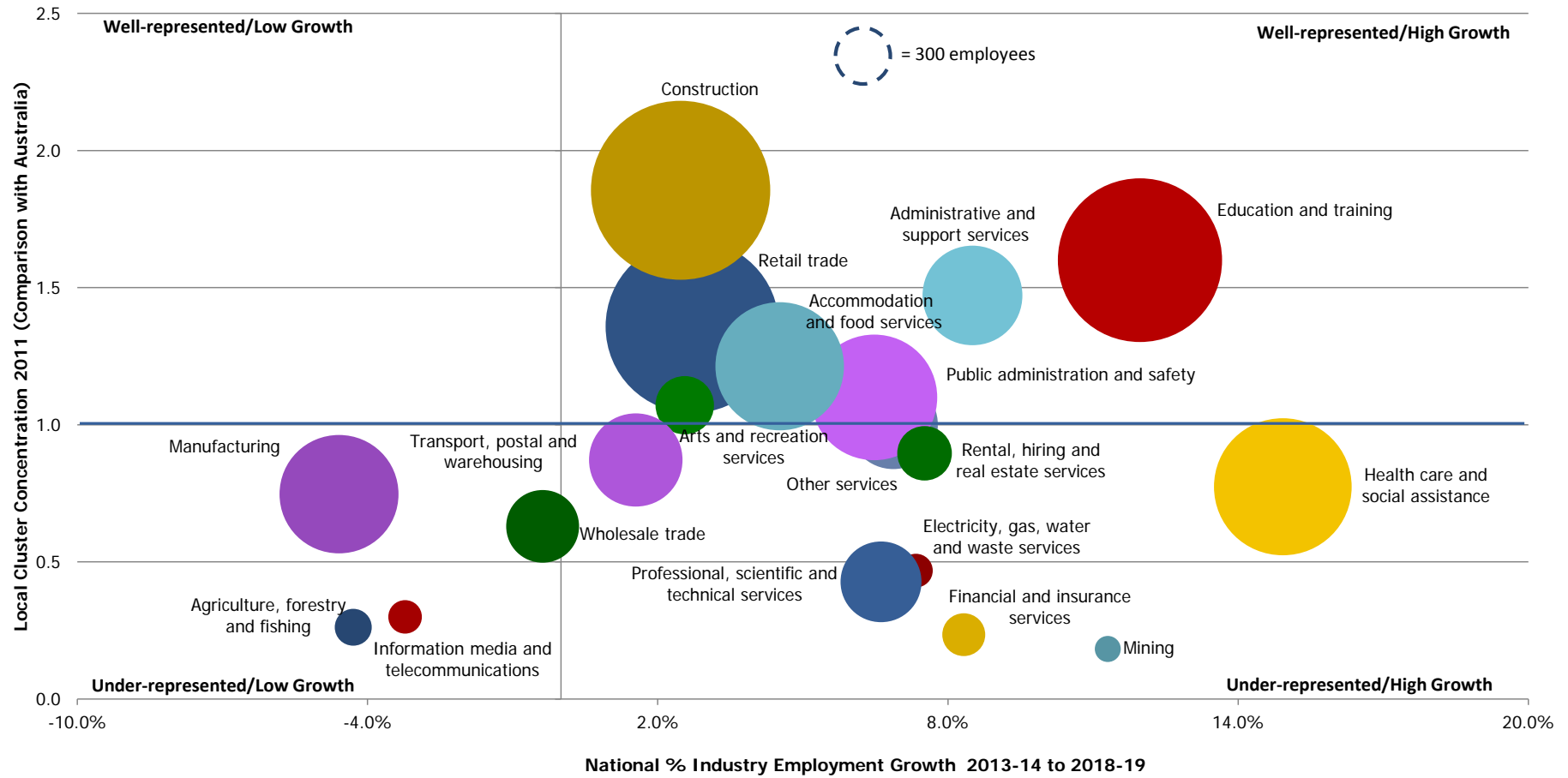
- Health care and social assistance
- Education and training
- Residential building and construction
- Construction services
- Food and beverage services.

In addition, sectors which are currently not well represented, but are anticipated to grow at the national level, can potentially present opportunities for diversification of the economy through investment attraction. These sectors will require local skills development to supply labour to new business in the region. Key local sectors which are in this quadrant and could potentially be targeted for investment attraction activities include (but are not limited to):

- Professional, scientific and technical services
- Health care and social assistance
- Non-residential building construction.

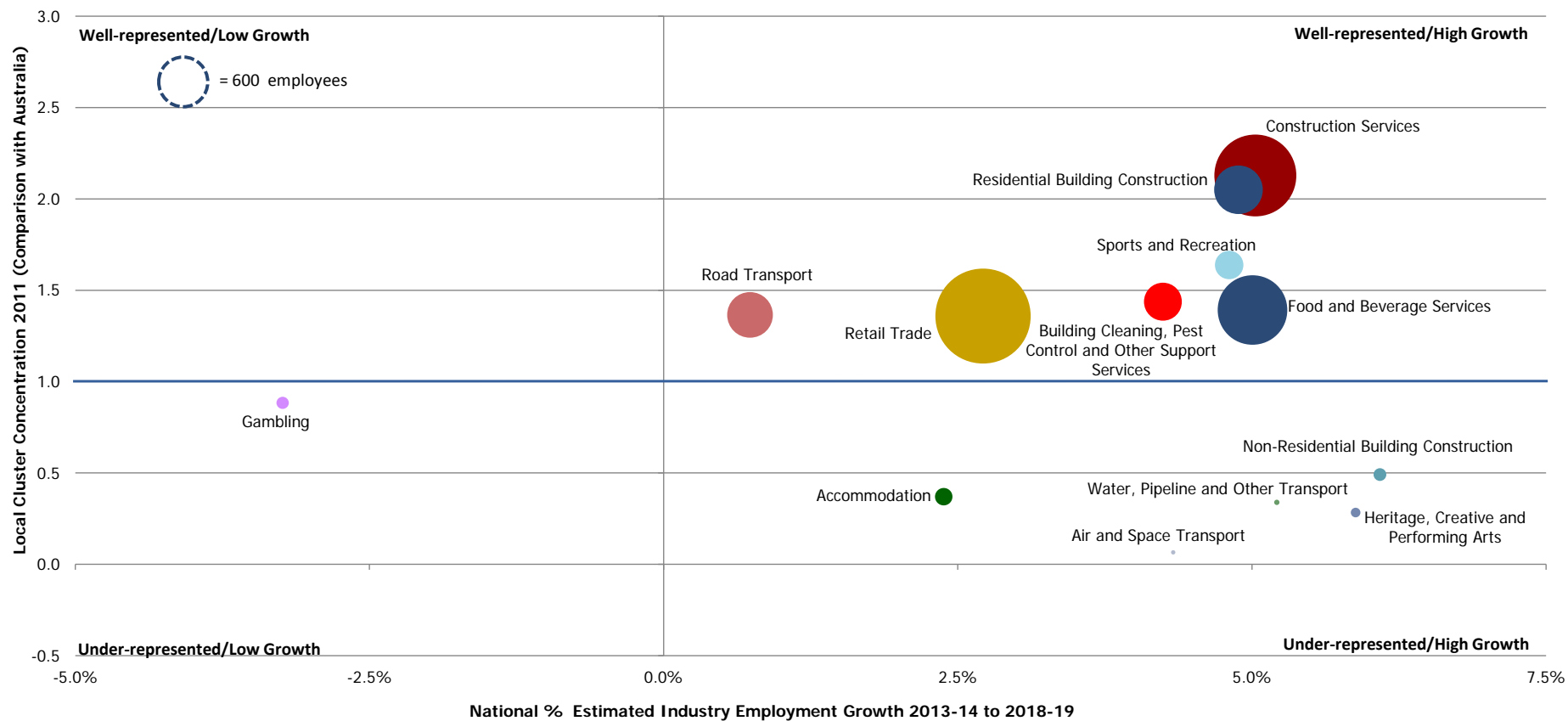
Sectors which are well-represented but low growth can be opportunities if there are reasons to believe the local sector has a unique and different structure to the national sector. This is not currently pertinent to Melton.

Figure 0.1. Cluster Map, 1-Digit ANZSIC



Note: Industry employment growth projections are at the national level.
 Source: ABS (2012), IBIS World (Various)

Figure 0.2. Cluster Map, Key Sectors, Detailed



Note: Industry employment growth projections are at the national level.
 Source: ABS (2012), IBIS World (Various)

8.3 Strategic Assets

This section identifies strategic assets specific to Melton which can be leveraged for investment attraction.

These assets demonstrate the unique capacity of the local economy and can provide opportunities for significant growth, when combined with other existing competitive advantages.

A strategic asset assessment of Melton confirms that there are a number of locational, geographical and existing industry characteristics that would further support the growth opportunities.

These key assets include:

Transport Infrastructure and Accessibility: Melton is a key gateway to Ballarat and western Victoria and access to Geelong by under an hour's drive. On the outer western fringe of Melbourne, Melton is serviced by the Calder Freeway, the Western Freeway, the Melton Highway and the Western Highway, with the Western Freeway and Melton Highway connecting the town to Melbourne's CBD in only 30 minutes. Rail transport includes passenger rail and freight rail serviced by the two VLine train lines of Ballarat and Bendigo. Increased accessibility is important for future industry expansion.

Proximity to Major Sea Port, International and Local Airport: Port of Melbourne is Australia's largest container Port and Melbourne International Airport offers easy access to all domestic and international business destinations. Both are key assets for moving product and people and located within 30-40 minutes of Melton. More locally is Melton Airfield, approximately 8kms to the north of Melton providing general aviation services.

Opportunities for New and Emerging Businesses – Western BACE: the Western Business Accelerator and Centre for Excellence (Western BACE) is expected to be operational by mid-2015. The Melton South project will provide significant opportunities for start-up and new businesses, stimulating opportunities for investment and providing business and training support. It is anticipated that the Western BACE will also entail a strong research component in addition to its key role as a business incubator.

Availability of Affordable Industrial Land: Melton offers significant development potential with industrial land prices in the West region of Melbourne between 50% - 80% lower than the City Fringe and 12% - 45% lower than other parts of Melbourne (on a \$ per square metre basis) (Colliers International, 2014).

Supply and Accessibility of Industrial Areas: Melton has a plentiful supply of industrial land with over 900 hectares of current industrial land available and an estimated 2,000 hectares of unzoned land which will likely become available as future industrial land in Melton (DPCD, 2013). The

four main industrial areas in Melton are: Toolern, Melton Township, Melton East and Melton South.

Fast Growing Area: Located in two of the State's four Growth Corridor Plans, Melton is characterised by a fast growing and young population and workforce.

Access to the National Broadband Network: As of August 2014, building was underway on the National Broadband Network (NBN) across Melton's township with the service already available to homes and businesses in several areas such as Melton West, Brookfield and Kurunjang. On average it takes around 12 months from the start of construction until residents and business owners can receive NBN services from phone and internet providers (NBNCo, 2014).

Strategic Planning and Key Infrastructure Projects: Various projects in the planning pipeline are set to leverage Melton's strong forecast future population growth and accessibility. These include:

Five approved Precinct Structure Plans (PSPs) which will provide roads, shopping centres, schools, parks, housing and employment opportunities catering for the 117,000 new residents estimated to arrive to Melton within the next 25 years. The planned employment hub in Toolern will create up to 25,000 jobs, efficiently doubling the size of Melton's township.

Transport infrastructure projects such as the Regional Rail Link (RRL), proposed Outer Metropolitan Ring Road (OMR) and Rail transport corridor and the Melton rail line corridor.

The planned development of the Western Interstate Freight Terminal at Truganina will significantly improve Melbourne's freight handling capacity, create local jobs and stimulate the local freight and logistics industry.

Melton can leverage these strategic assets to further advance economic development and investment attraction growth opportunities.

8.4 Shift Share Analysis

What is Shift Share Analysis?

Shift share analysis is a method used to examine the relative importance and/ or contribution of different factors influencing any growth or decline of employment in a region's industries. Shift share analysis examines the difference between actual industry growth compared to what would be expected if the industry were to move in the line with overall national change in employment (the national contribution to growth) or at the national rate for the specific industry (the industry contribution to growth).

The observed growth in employment compared to what would be expected based on national and industry contributions depict the change generated by the regionally specific attributes and characteristics. Essentially, shift share analysis allows for the isolation of local sectors where there is an obvious and demonstrated combination of factors contributing to higher than national or sector growth (i.e. industry growth not based on the national economy or specific industry drivers).

In each of the following graphs:

The dark blue bars represent the degree of local expansion/contraction in employment which is attributable to national factors (e.g. for retail trade, it is estimated that national factors contributed to 124 local jobs between 2006 and 2011).

The light blue bars represent the degree of local expansion/contraction in employment which is attributable to specific industry factors (e.g. for retail trade, it is estimated that industrial factors contributed to -158 local jobs between 2006 and 2011).

The pink bars represent the degree of local expansion/contraction in employment which is attributable to local factors in Melton (e.g. for retail trade, it is estimated that local factors contributed to 877 local jobs between 2006 and 2011).

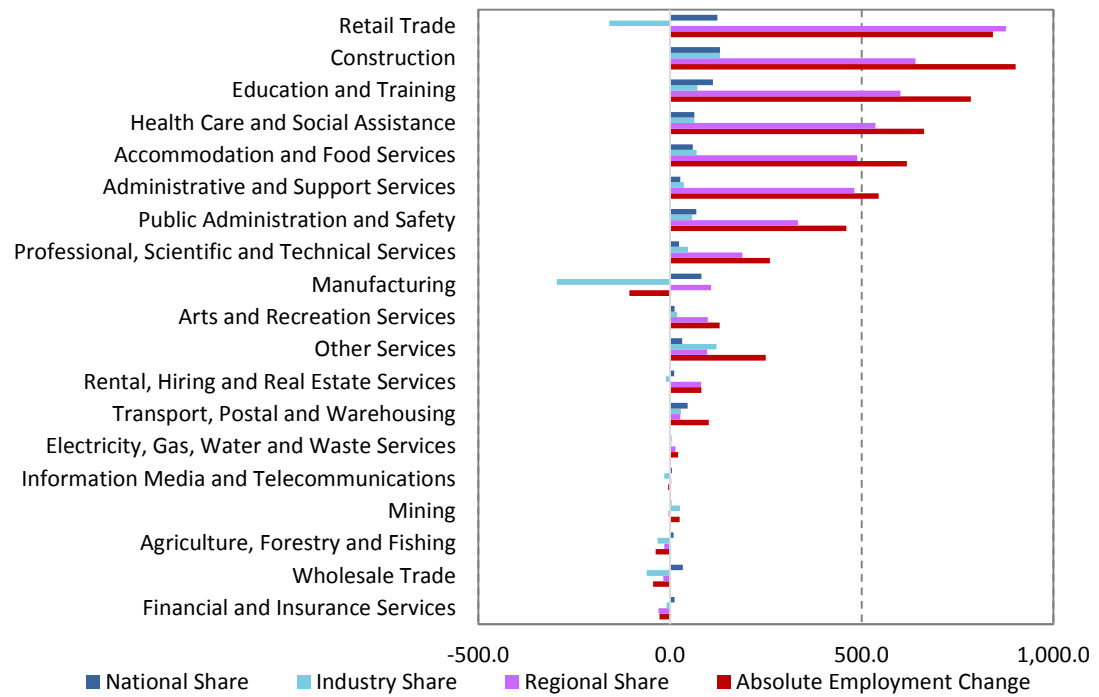
The red bars represent the absolute employment change in Melton between 2006 and 2011 (e.g. for retail trade, it is estimated that a total of 842 new jobs).

Shift Share analysis for Melton primarily reflects strong local growth factors for population growth sectors, including retail trade, construction, education and training and health care and social assistance.

In contrast, many industries are more heavily influenced through national economic trends or broader trends across the entire industry. The local manufacturing sector benefited from local factors and national growth which outweighed negative industrial factors between 2011 and 2006. This was particularly the case in the sub-sectors of other fabricated metal products, plaster and concrete manufacturing, plaster and concrete product manufacturing and iron and steel manufacturing.

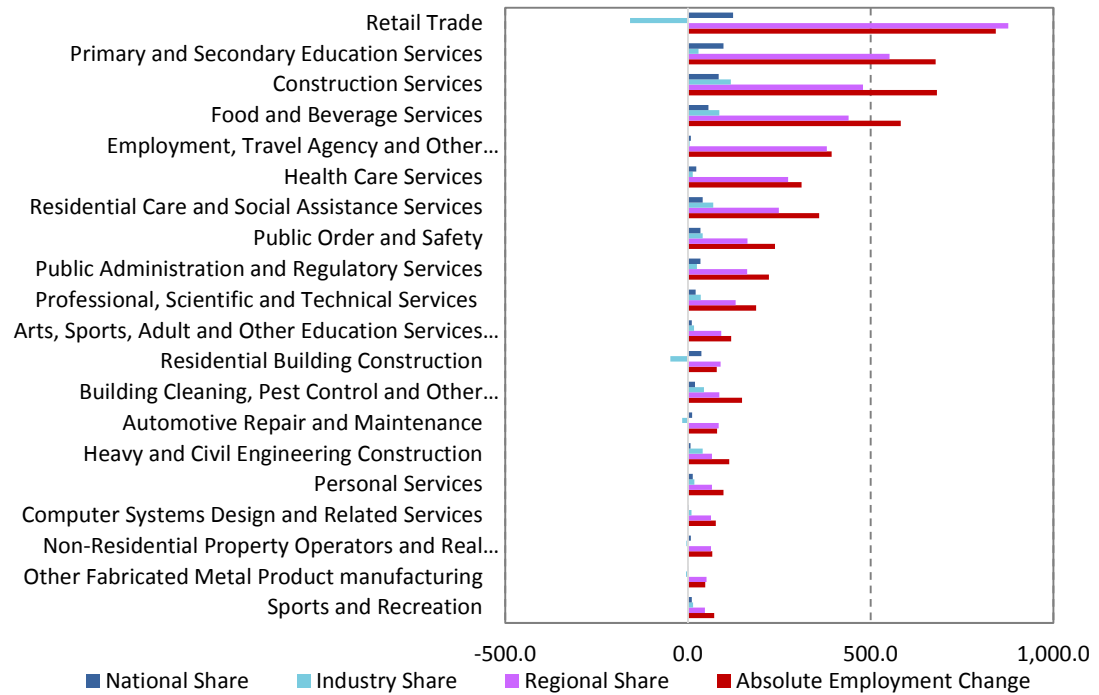
Other key sub-sectors to have grown significantly from local factors include primary and secondary education services, food and beverage services, employment, travel agency and other services and health care services.

Figure 0.1. Shift Share Analysis, 1 Digit ANZSIC, 2011



Source: ABS (2007, 2012)

Figure 0.2. Shift Share Analysis, Top 20 Detailed Sectors, 2011



Source: ABS (2007, 2012)

8.5 Import and Export Analysis

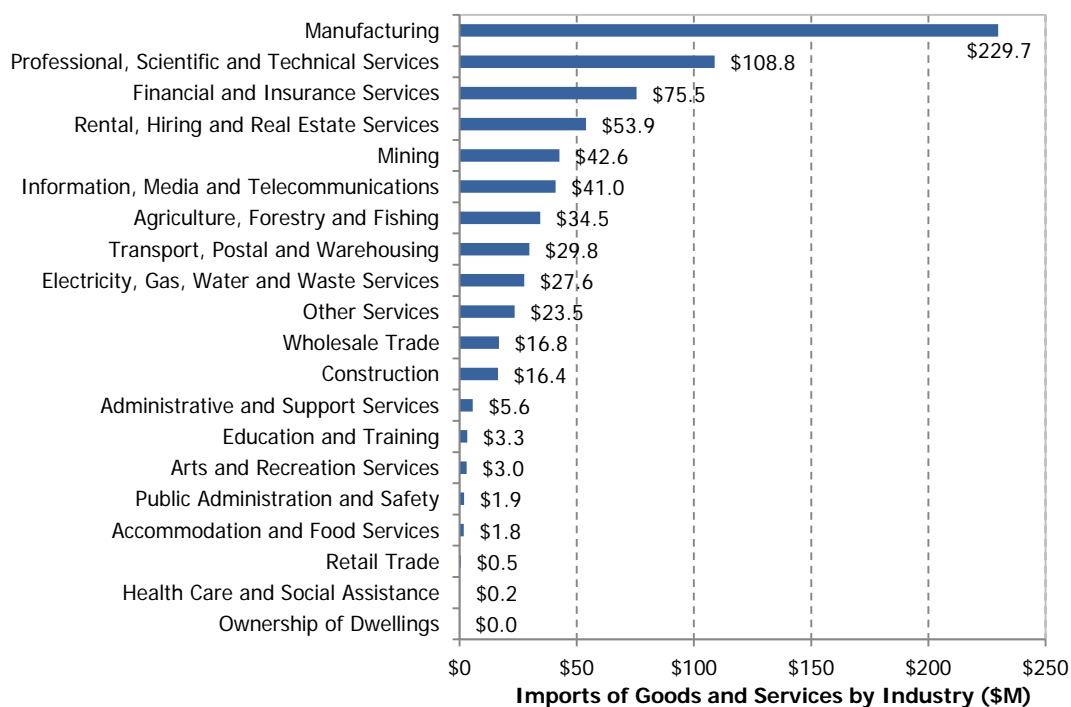
What is Import and Export Analysis?

Localised transaction tables were developed for Melton in order to quantify the value of imports and exports for the region. In this study, imports refers to any good imported into the Melton LGA, this import could be sourced from elsewhere in the region, the nation or another country. Similarly, in this study, exports refers to any goods or services exported out of the region, this could be exported to elsewhere in the region, the nation or another country.

Prominent imports into a region can represent opportunities, where skills and labour can be easily sourced. This could improve local industry supply chains and provide additional job opportunities for locals.

At the 1-digit ANZSIC level, manufacturing is the most prominent import to Melton, forming 15.2% of all imports. The second most prominent import to Melton is professional, scientific and technical services which formed 10.8% of all imports.

Figure 0.1. Key Imports into Melton, 1 Digit ANZSIC, 2009-10



Note: The amounts presented in the figure are derived estimates and should be taken as indicative of the order of magnitude only, and not a specific dollar amount. Source: ABS (2012, 2013), AEC

At the more detailed sector level, prominent imports into the Melton include:

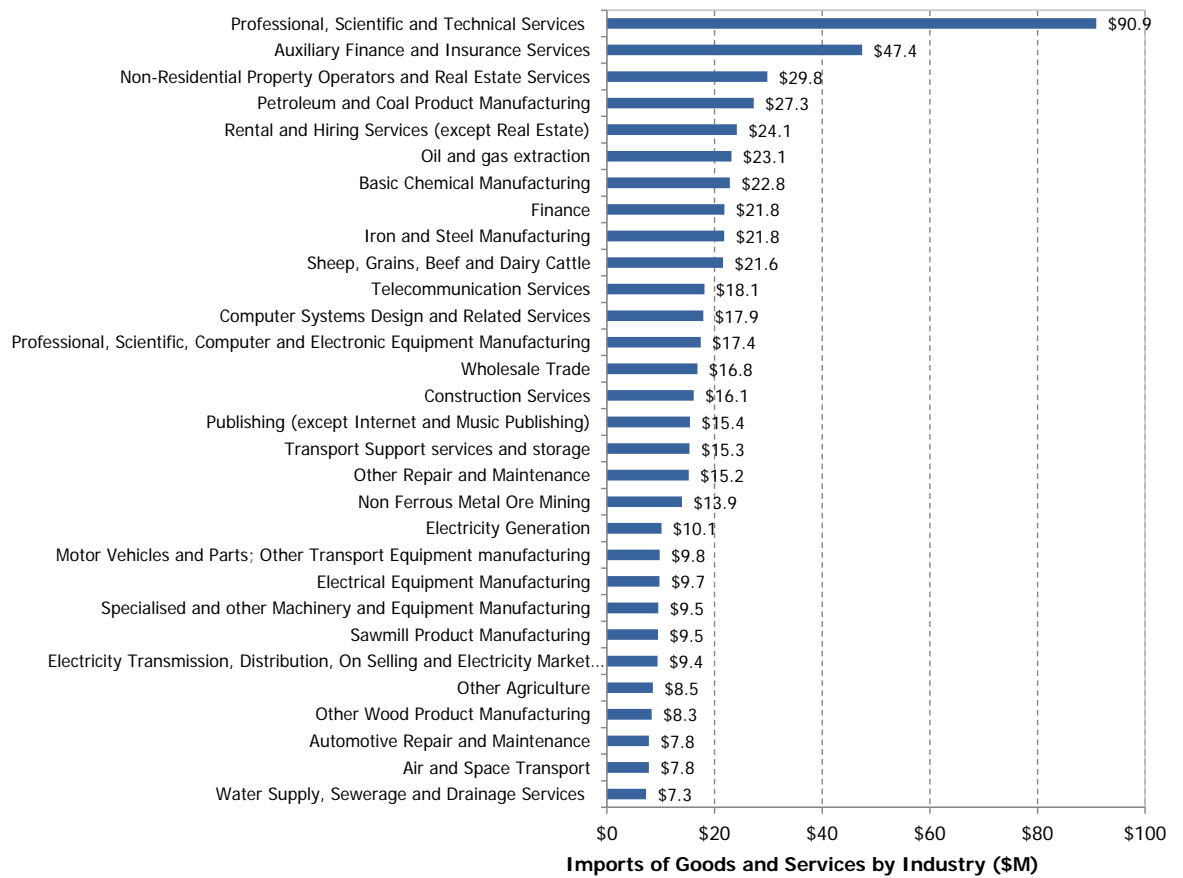
Professional, scientific and technical services (12.7% of imports at \$91 million)

Auxiliary finance and insurance services (6.6%, at \$47 million)

Non-residential property operators and real estate services (4.2%, at \$30 million)

Key imports into Melton, reflect the general under provision of business services in the region. Import replacement may be appropriate for some of these services, such as professional, scientific and technical services, finance and property market services.

Figure 0.2. Key Imports into Melton, Detailed Sectors, 2009-10

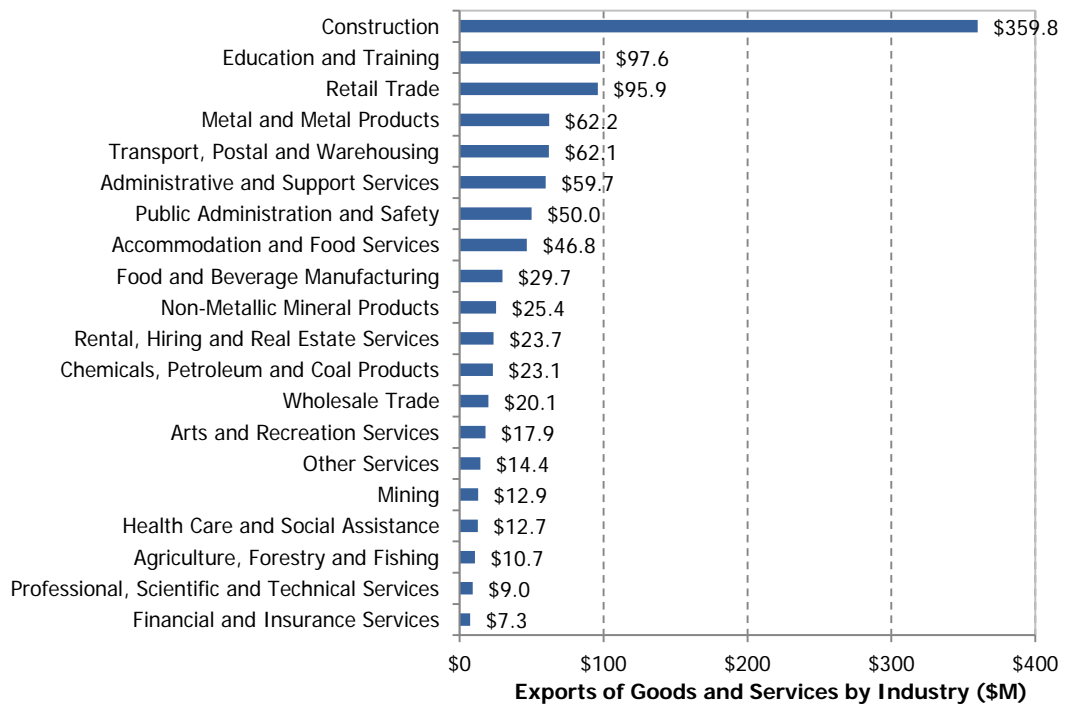


Source: ABS (2012, 2013), AEC

Key exports out of a region tend to be reflective of its competitive advantage and can represent opportunities for further growth and expansion.

At the 1-digit ANZSIC level, construction services are the most prominent export, forming over a third of all exports from Melton. This suggests that local labour is used to construct houses outside the LGA. Manufacturing is the second most prominent exporting sector, forming 9.2% of total exports, followed by education and training (i.e. persons coming into the region to study), which forms 9.0% of exports. Retail trade exports reflect the fact that non-residents come into the LGA for retail activities.

Figure 0.3. Key Exports from Melton, 1 Digit ANZSIC, 2009-10



Source: ABS (2012, 2013), AEC

At the more detailed sector level, prominent exports from Melton include:

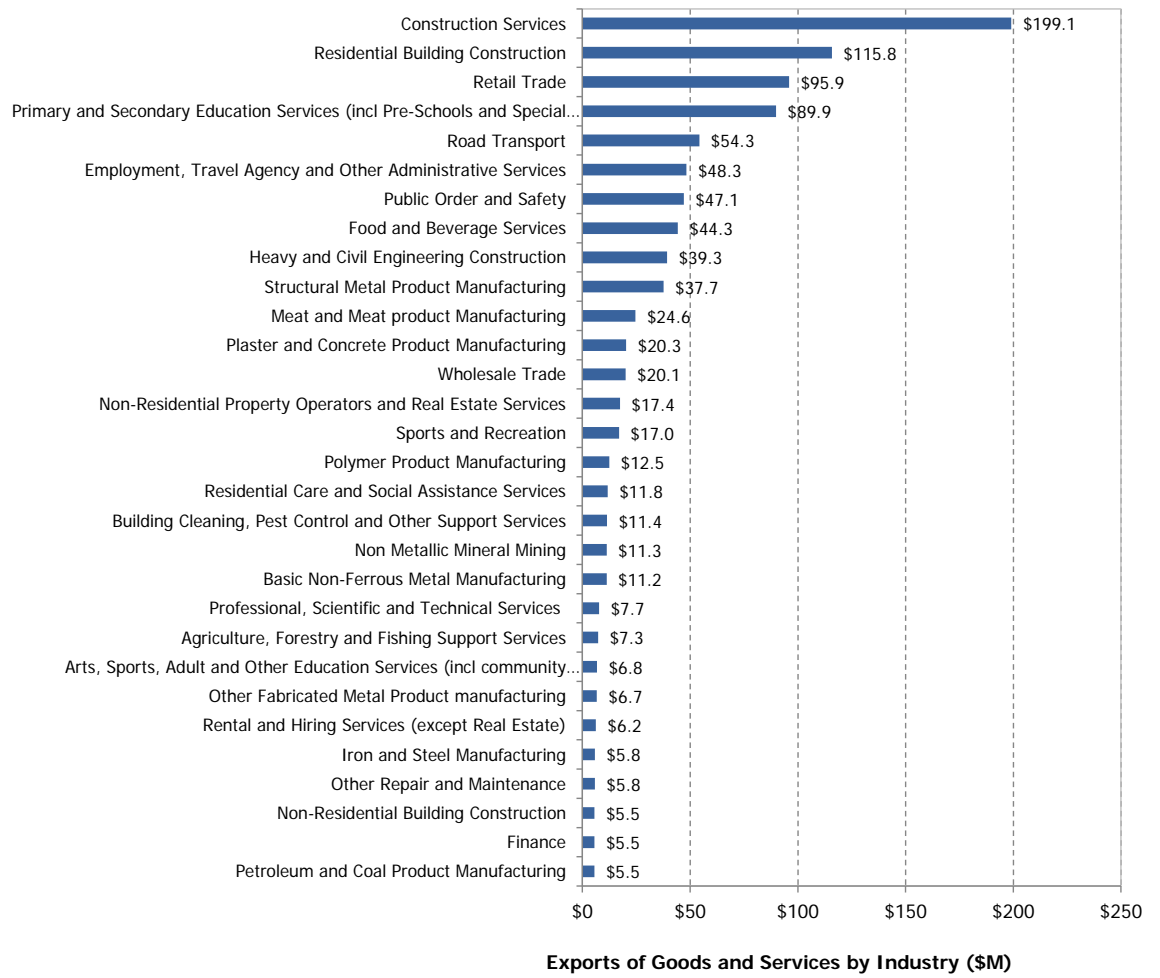
Construction (18.8% of exports, at \$199 million)

Residential building construction (10.9%, at \$116 million)

Retail trade (9.0%, at \$96 million)

Key exports from Melton reflect its key sectors including retail, construction and education. These are primarily population driven sectors. Key manufacturing exports, such as structural metal products, meat and meat products and plaster and concrete products could be further opportunities for Melton to leverage.

Figure 0.4. Key Exports from Melton, 2009-10



Source: ABS (2012, 2013), AEC

8.6 Supply Chain Analysis

What is Supply Chain Analysis?

The following tables provide a summary of the key upstream (imports and local purchases) and downstream (local sales to industry and consumption, as well as exports) markets for each industry in Melton. **Care should be taken in interpreting these results as the values presented in the tables are indicative estimates only**, and are designed to broadly identify the key inputs for each industry and potential targets for regional development rather than the specific quantum of each component.

The supply chain assessment has been conducted using Input Output transaction tables developed specifically for Melton, based on the 2009-10 National Input Output Tables developed by the Australian Bureau of Statistics (2013) and employment by industry estimates provided by the Australian Bureau of Statistics (2012). The method used for regionalising the national tables to Melton's economy is consistent with the approach outlined in West (1993).

Interpreting the Supply Chain Assessment Flow Diagram

The supply chain assessment identifies both the upstream and downstream activities engaged in by an industry, which can be classified as:

Upstream inputs to production:

Sourced locally, or
Imported to the region.

Downstream sales of product:

Sold direct to local industry (and used elsewhere in value adding production)
Consumed by the local economy (population based consumption), or
Exported from the region.

Overarching findings of the supply chain analysis are:

At the 1 digit ANZSIC level, most industries purchase the majority (60.5%) of their inputs locally. Exceptions are education and training, accommodation and food services and, to a very small degree, mining.

The sector (at the 1 digit ANZSIC level) which exports the highest proportion of its production is mining which exports 63.8% of its outputs.

On average, 36% of all local outputs are consumed locally or and a further 36% are purchased by other sectors in the local region. This suggests quite strong supply chain connectivity in the local region.

Supporting growth sectors by enabling access to key inputs can assist in developing local regions. Where appropriate, key inputs for major local industries can be provided locally through import replacement where local demand is adequate to support these new businesses. Analysis for key future growth sectors are outlined below. Feasibility assessments of their potential to be delivered locally are required to ensure business viability of attracted businesses.

Health Care and Social Assistance: Mostly well-serviced locally with over 58% of all inputs sourced locally (including wholesale trade and professional scientific and technical services). However, key inputs include professional, scientific, computer and electronic equipment

manufacturing (18% of the industry's imports) and additional professional scientific and technical services (9%). The majority of the sector's output is consumed locally by residents. Though non-residents also use local facilities.

Education: Over 56% of all inputs for the sector are imported. Major imports include professional, scientific, computer and electronic equipment (likely school supplies which may not be practical to manufacture locally) at 11% of imports and non-residential property operators and real estate services at 9% and publishing at 8% (including printing etc.). It is possible that publishing activities could be developed in the local region, if printing activity is ongoing and required by other sectors also. The local education sector attracts a lot of non-resident students to the region.

Accommodation and food services: The majority of inputs to the accommodation and food sector are imported (54% of total). However, key imports are unlikely to be viable for local import replacement. Key imports include beer manufacturing (16.4% of total imports), dairy product manufacturing (7.5%) and grain mill and cereal product manufacturing (4.9%). One potential import for replacement would be professional scientific and technical services (particularly if the services needed are occupations such as bookkeepers etc.). Discussions with local providers could assist in identifying particular occupational groups for attraction.

Construction: the majority of inputs to the local construction industry are sourced locally at 68% of total. Key imports such as auxiliary finance and insurance services (20% of imports), construction services – such as contract trades persons (9%) and non-residential property services (5%) may be difficult to replace locally. However, 13% of imports are professional, scientific and technical services. Depending on the types of services imported, these could potentially be replaced locally.

The following diagrams show the supply chain for 1-digit sectors excluding manufacturing.

For each of the manufacturing supply chains, the supply chain for the sector is presented first (with a dark grey box) followed by details on the sub-components of each sector.

Figure 0.1. Estimated Supply Chain, 2009-10

UPSTREAM INPUTS TO PRODUCTION				SECTOR OF INTEREST	DOWNSTREAM SALES OF PRODUCT			
IMPORTS		LOCAL PURCHASES			SALES TO LOCAL INDUSTRY		LOCAL CONSUMPTION	EXPORTS
Industry	\$M	Industry	\$M		Industry	\$M	\$M	\$M
Other Agriculture	\$1.8	Agriculture, Forestry and Fishing	\$2.7	Agriculture, Forestry and Fishing	Meat and Meat product	\$9.6	\$3.5	\$10.7
Basic Chemical Manufacturing	\$0.9	Support Services	\$1.1		Manufacturing	\$1.8		
Sheep, Grains, Beef and Dairy	\$0.5	Other Agriculture	\$1.1		Retail Trade	\$1.6		
Cattle		Wholesale Trade	\$1.1		Sheep, Grains, Beef and Dairy	\$1.6		
Petroleum and Coal Product	\$0.5	Poultry and Other Livestock	\$1.0		Cattle	\$1.5		
Manufacturing		Road Transport	\$0.8		Agriculture, Forestry and Fishing	\$1.5		
Other Food Product	\$0.5	Other industries	\$6.8		Support Services	\$1.5		
Manufacturing		Total	\$13.6	Poultry and Other Livestock	\$1.5			
Other industries	\$3.6			Other industries	\$6.0			
Total	\$7.8			Total	\$22.0			
Petroleum and Coal Product	\$0.6	Professional, Scientific and	\$0.8	Mining	Cement, Lime and Ready-Mixed	\$2.2	\$0.0	\$12.9
Manufacturing		Technical Services	\$0.7		Concrete Manufacturing	\$1.4		
Professional, Scientific and	\$0.6	Construction Services	\$0.7		Construction Services	\$1.4		
Technical Services		Exploration and Mining Support	\$0.6		Plaster and Concrete Product	\$1.0		
Exploration and Mining Support	\$0.6	Services	\$0.6		Manufacturing	\$1.0		
Services		Heavy and Civil Engineering	\$0.3		Non Metallic Mineral Mining	\$0.6		
Finance	\$0.4	Construction	\$0.3		Heavy and Civil Engineering	\$0.4		
Rental and Hiring Services (except	\$0.3	Finance	\$0.3	Other industries	\$1.6			
Other industries	\$2.6	Other industries	\$1.8	Total	\$7.3			
Total	\$5.1	Total	\$4.5					
Professional, Scientific and	\$0.3	Heavy and Civil Engineering	\$0.8	Electricity, Gas, Water and Waste Services	Construction Services	\$3.4	\$5.5	\$3.2
Technical Services		Construction	\$0.7		Residential Building Construction	\$1.8		
Basic Chemical Manufacturing	\$0.3	Construction Services	\$0.7		Heavy and Civil Engineering	\$0.8		
Petroleum and Coal Product	\$0.2	Finance	\$0.5		Construction	\$0.8		
Manufacturing		Gas Supply	\$0.5		Construction	\$0.5		
Finance	\$0.2	Professional, Scientific and	\$0.5		Gas Supply	\$0.5		
Rental and Hiring Services (except	\$0.1	Technical Services	\$0.5		Employment, Travel Agency and	\$0.3		
Real Estate)		Other industries	\$2.0	Other Administrative Services	\$0.3			
Other industries	\$1.2	Other industries	\$2.0	Other industries	\$4.2			
Total	\$2.3	Total	\$5.0	Total	\$11.0			

UPSTREAM INPUTS TO PRODUCTION				SECTOR OF INTEREST	DOWNSTREAM SALES OF PRODUCT			
IMPORTS		LOCAL PURCHASES			SALES TO LOCAL INDUSTRY		LOCAL CONSUMPTION	EXPORTS
Industry	\$M	Industry	\$M		Industry	\$M	\$M	\$M
Auxiliary Finance and Insurance Services	\$37.1	Construction Services	\$222.1	Construction	Construction Services	\$142.8	\$1.5	\$359.8
Professional, Scientific and Technical Services	\$24.5	Structural Metal Product Manufacturing	\$22.1		Residential Building Construction	\$48.2		
Construction Services	\$16.0	Professional, Scientific and Technical Services	\$16.9		Heavy and Civil Engineering Construction	\$23.9		
Non-Residential Property Operators and Real Estate Services	\$8.7	Employment, Travel Agency and Other Administrative Services	\$14.4		Non-Residential Building Construction	\$7.2		
Petroleum and Coal Product Manufacturing	\$8.2	Wholesale Trade	\$14.2		Public Administration and Regulatory Services	\$5.7		
<i>Other industries</i>	<i>\$91.7</i>	<i>Other industries</i>	<i>\$131.7</i>		<i>Other industries</i>	<i>\$21.9</i>		
Total	\$186.1	Total	\$421.4		Total	\$249.6		
Transport Support services and storage	\$3.9	Non-Residential Property Operators and Real Estate Services	\$6.0	Wholesale Trade	Construction Services	\$7.2	\$37.5	\$20.1
Professional, Scientific and Technical Services	\$3.7	Transport Support services and storage	\$5.4		Residential Building Construction	\$4.1		
Oil and gas extraction	\$2.7	Professional, Scientific and Technical Services	\$4.3		Food and Beverage Services	\$3.3		
Telecommunication Services	\$1.2	Wholesale Trade	\$2.5		Health Care Services	\$3.0		
Publishing (except Internet and Music Publishing)	\$1.1	Construction Services	\$2.3		Wholesale Trade	\$2.5		
<i>Other industries</i>	<i>\$13.3</i>	<i>Other industries</i>	<i>\$19.8</i>		<i>Other industries</i>	<i>\$36.2</i>		
Total	\$26.0	Total	\$40.3	Total	\$56.4			
Professional, Scientific and Technical Services	\$9.6	Employment, Travel Agency and Other Administrative Services	\$7.6	Retail Trade	Retail Trade	\$1.4	\$128.2	\$95.9
Non-Residential Property Operators and Real Estate Services	\$4.1	Professional, Scientific and Technical Services	\$6.9		Wholesale Trade	\$0.8		
Sheep, Grains, Beef and Dairy Cattle	\$3.2	Non-Residential Property Operators and Real Estate Services	\$6.7		Construction Services	\$0.7		
Telecommunication Services	\$2.3	Meat and Meat product Manufacturing	\$6.4		Residential Care and Social Assistance Services	\$0.6		
Publishing (except Internet and Music Publishing)	\$2.3	Wholesale Trade	\$2.3		Sports and Recreation	\$0.5		
<i>Other industries</i>	<i>\$22.5</i>	<i>Other industries</i>	<i>\$25.6</i>		<i>Other industries</i>	<i>\$4.4</i>		
Total	\$44.1	Total	\$55.5	Total	\$8.4			

UPSTREAM INPUTS TO PRODUCTION				SECTOR OF INTEREST	DOWNSTREAM SALES OF PRODUCT			
IMPORTS		LOCAL PURCHASES			SALES TO LOCAL INDUSTRY		LOCAL CONSUMPTION	EXPORTS
Industry	\$M	Industry	\$M		Industry	\$M	\$M	\$M
Beer Manufacturing	\$6.2	Wholesale Trade	\$3.6	Accommodation and Food Services	Employment, Travel Agency and Other Administrative Services	\$3.0	\$72.2	\$46.8
Dairy Product Manufacturing	\$2.8	Meat and Meat product Manufacturing	\$3.5		Professional, Scientific and Technical Services	\$1.5		
Professional, Scientific and Technical Services	\$1.9	Employment, Travel Agency and Other Administrative Services	\$2.6		Public Administration and Regulatory Services	\$1.4		
Grain Mill and Cereal Product Manufacturing	\$1.9	Non-Residential Property Operators and Real Estate Services	\$2.0		Wholesale Trade	\$1.0		
Wine, Spirits and Tobacco	\$1.8	Soft Drinks, Cordials and Syrup Manufacturing	\$1.9		Retail Trade	\$1.0		
<i>Other industries</i>	<i>\$23.1</i>	<i>Other industries</i>	<i>\$18.5</i>		<i>Other industries</i>	<i>\$7.2</i>		
Total	\$37.7	Total	\$31.9	Total	\$15.2			
Telecommunication Services	\$0.8	Telecommunication Services	\$1.9	Information, Media and Telecommunications	Professional, Scientific and Technical Services	\$3.1	\$14.8	\$2.5
Professional, Scientific, Computer and Electronic Equipment Manufacturing	\$0.6	Employment, Travel Agency and Other Administrative Services	\$1.2		Retail Trade	\$1.7		
Internet Service Providers, Internet Publishing and Broadcasting, Websearch Portals and Data Processing	\$0.6	Motion Picture and Sound Recording	\$1.1		Telecommunication Services	\$1.7		
Publishing (except Internet and Music Publishing)	\$0.5	Non-Residential Property Operators and Real Estate Services	\$1.1		Public Administration and Regulatory Services	\$1.6		
Electrical Equipment Manufacturing	\$0.3	Construction Services	\$1.0		Wholesale Trade	\$1.4		
<i>Other industries</i>	<i>\$2.9</i>	<i>Other industries</i>	<i>\$8.1</i>		<i>Other industries</i>	<i>\$12.8</i>		
Total	\$5.8	Total	\$14.4	Total	\$22.3			
Auxiliary Finance and Insurance Services	\$2.6	Finance	\$6.4	Financial and Insurance Services	Construction Services	\$6.5	\$23.7	\$7.3
Finance	\$1.1	Auxiliary Finance and Insurance Services	\$3.2		Ownership of Dwellings	\$5.7		
Computer Systems Design and Related Services	\$0.5	Computer Systems Design and Related Services	\$1.6		Finance	\$5.7		
Insurance and Superannuation Funds	\$0.3	Non-Residential Property Operators and Real Estate Services	\$1.0		Residential Building Construction	\$3.3		
Professional, Scientific and <i>Other industries</i>	<i>\$0.2</i>	Employment, Travel Agency and <i>Other industries</i>	<i>\$0.9</i>		Non-Residential Property <i>Other industries</i>	<i>\$2.9</i>		
Total	\$5.4	Total	\$15.4		Total	\$49.8		

UPSTREAM INPUTS TO PRODUCTION				SECTOR OF INTEREST	DOWNSTREAM SALES OF PRODUCT			
IMPORTS		LOCAL PURCHASES			SALES TO LOCAL INDUSTRY		LOCAL CONSUMPTION	EXPORTS
Industry	\$M	Industry	\$M		Industry	\$M	\$M	\$M
Professional, Scientific and Technical Services	\$9.9	Non-Residential Property Operators and Real Estate	\$10.7	Rental, Hiring and Real Estate Services	Non-Residential Property Operators and Real Estate	\$8.6	\$2.6	\$23.7
Finance	\$3.0	Professional, Scientific and Technical Services	\$8.2		Retail Trade	\$7.3		
Non-Residential Property Operators and Real Estate Services	\$1.9	Employment, Travel Agency and Other Administrative Services	\$6.1		Wholesale Trade	\$7.0		
Rental and Hiring Services (except Real Estate)	\$1.4	Construction Services	\$5.1		Construction Services	\$5.5		
Telecommunication Services	\$0.9	Building Cleaning, Pest Control	\$4.6		Employment, Travel Agency and Other industries	\$5.3		
<i>Other industries</i>	\$5.9	<i>Other industries</i>	\$12.6		Total	\$82.9		
Total	\$23.0	Total	\$47.3					
Professional, Scientific and Technical Services	\$7.6	Professional, Scientific and Technical Services	\$15.7	Professional, Scientific and Technical Services	Professional, Scientific and Technical Services	\$14.9	\$5.0	\$9.0
Broadcasting (except Internet)	\$2.3	Employment, Travel Agency and Other Administrative Services	\$4.2		Non-Residential Property Operators and Real Estate Services	\$7.4		
Computer Systems Design and Related Services	\$1.5	Computer Systems Design and Related Services	\$3.6		Retail Trade	\$7.3		
Publishing (except Internet and Music Publishing)	\$1.0	Non-Residential Property Operators and Real Estate Services	\$2.4		Construction Services	\$7.2		
Finance	\$0.9	Finance	\$2.4		Public Administration and Other industries	\$6.6		
<i>Other industries</i>	\$8.7	<i>Other industries</i>	\$15.6		Total	\$100.6		
Total	\$22.0	Total	\$44.0					
Professional, Scientific and Technical Services	\$7.6	Employment, Travel Agency and Other Administrative Services	\$7.8	Administrative and Support Services	Construction Services	\$9.0	\$9.7	\$59.7
Non-Residential Property Operators and Real Estate Services	\$3.4	Non-Residential Property Operators and Real Estate Services	\$6.2		Retail Trade	\$8.5		
Rental and Hiring Services (except Real Estate)	\$2.8	Professional, Scientific and Technical Services	\$4.1		Non-Residential Property Operators and Real Estate Services	\$8.0		
Computer Systems Design and Related Services	\$2.6	Food and Beverage Services	\$2.8		Employment, Travel Agency and Other Administrative Services	\$6.8		
Transport Support services and Other industries	\$2.5	Transport Support services and Other industries	\$2.0		Professional, Scientific and Other industries	\$3.7		
<i>Other industries</i>	\$21.0	<i>Other industries</i>	\$18.9		Total	\$87.7		
Total	\$39.9	Total	\$41.8					

UPSTREAM INPUTS TO PRODUCTION				SECTOR OF INTEREST	DOWNSTREAM SALES OF PRODUCT			
IMPORTS		LOCAL PURCHASES			SALES TO LOCAL INDUSTRY		LOCAL CONSUMPTION	EXPORTS
Industry	\$M	Industry	\$M		Industry	\$M	\$M	\$M
Computer Systems Design and Related Services	\$7.5	Computer Systems Design and Related Services	\$5.2	Public Administration and Safety	Public Administration and Regulatory Services	\$4.2	\$122.8	\$50.0
Professional, Scientific and Technical Services	\$5.1	Professional, Scientific and Technical Services	\$4.3		Road Transport	\$1.7		
Auxiliary Finance and Insurance Services	\$2.6	Public Administration and Regulatory Services	\$3.8		Professional, Scientific and Technical Services	\$1.1		
Telecommunication Services	\$2.2	Non-Residential Property Operators and Real Estate Services	\$3.6		Employment, Travel Agency and Other Administrative Services	\$1.1		
Publishing (except Internet and Other industries)	\$1.8	Construction Services	\$3.4		Construction Services	\$0.8		
Total	\$35.3	Total	\$44.9		Total	\$19.1		
Professional, Scientific, Computer and Electronic Equipment	\$2.5	Non-Residential Property Operators and Real Estate	\$2.5	Education and Training	Primary and Secondary Education Services (incl Pre-Schools and Employment, Travel Agency and Other Administrative Services)	\$0.4	\$87.5	\$97.6
Non-Residential Property Operators and Real Estate	\$2.0	Employment, Travel Agency and Other Administrative Services	\$2.1		Professional, Scientific and Technical Services	\$0.3		
Publishing (except Internet and Music Publishing)	\$1.9	Wholesale Trade	\$1.5		Professional, Scientific and Technical Services	\$0.3		
Computer Systems Design and Related Services	\$1.6	Computer Systems Design and Related Services	\$1.0		Sports and Recreation	\$0.2		
Professional, Scientific and Other industries	\$1.3	Professional, Scientific and Other industries	\$0.8		Construction Services	\$0.1		
Total	\$23.2	Total	\$18.1		Total	\$3.1		
Professional, Scientific, Computer and Electronic Equipment	\$3.2	Wholesale Trade	\$4.3	Health Care and Social Assistance	Health Care Services	\$0.7	\$128.8	\$12.7
Professional, Scientific and Technical Services	\$1.5	Professional, Scientific and Technical Services	\$2.0		Residential Care and Social Assistance Services	\$0.3		
Dairy Product Manufacturing	\$1.0	Non-Residential Property Operators and Real Estate	\$1.8		Insurance and Superannuation Funds	\$0.1		
Basic Chemical Manufacturing	\$0.8	Employment, Travel Agency and Other Administrative Services	\$1.6		Public Administration and Regulatory Services	\$0.1		
Human Pharmaceutical and Other industries	\$0.7	Building Cleaning, Pest Control	\$1.1		Sports and Recreation	\$0.1		
Total	\$17.6	Total	\$25.0		Total	\$1.4		

UPSTREAM INPUTS TO PRODUCTION				SECTOR OF INTEREST	DOWNSTREAM SALES OF PRODUCT			
IMPORTS		LOCAL PURCHASES			SALES TO LOCAL INDUSTRY		LOCAL CONSUMPTION	EXPORTS
Industry	\$M	Industry	\$M		Industry	\$M	\$M	\$M
Professional, Scientific and Technical Services	\$2.3	Sports and Recreation	\$3.1	Arts and Recreation Services	Sports and Recreation	\$2.9	\$26.5	\$17.9
Veterinary Pharmaceutical and Medicinal Product Manufacturing	\$1.7	Employment, Travel Agency and Other Administrative Services	\$2.6		Employment, Travel Agency and Other Administrative Services	\$0.8		
Other Manufactured Products	\$1.3	Professional, Scientific and Technical Services	\$1.7		Retail Trade	\$0.5		
Professional, Scientific, Computer and Electronic Equipment Manufacturing	\$1.1	Wholesale Trade	\$1.3		Professional, Scientific and Technical Services	\$0.4		
Other Food Product	\$0.8	Non-Residential Property	\$1.0		Primary and Secondary Education	\$0.3		
<i>Other industries</i>	<i>\$8.1</i>	<i>Other industries</i>	<i>\$7.7</i>		<i>Other industries</i>	<i>\$2.2</i>		
Total	\$15.4	Total	\$17.4	Total	\$7.1			
Motor Vehicles and Parts; Other Transport Equipment	\$3.2	Wholesale Trade	\$3.1	Other Services	Road Transport	\$9.2	\$33.8	\$14.4
Specialised and other Machinery and Equipment Manufacturing	\$2.6	Motor Vehicles and Parts; Other Transport Equipment	\$2.3		Construction Services	\$3.7		
Professional, Scientific and Technical Services	\$2.0	Professional, Scientific and Technical Services	\$1.7		Retail Trade	\$3.0		
Professional, Scientific, Computer and Electronic Equipment Manufacturing	\$1.7	Non-Residential Property Operators and Real Estate Services	\$1.5		Wholesale Trade	\$1.5		
Petroleum and Coal Product Manufacturing	\$1.1	Employment, Travel Agency and Other Administrative Services	\$1.2		Employment, Travel Agency and Other Administrative Services	\$1.4		
<i>Other industries</i>	<i>\$10.6</i>	<i>Other industries</i>	<i>\$9.5</i>		<i>Other industries</i>	<i>\$16.0</i>		
Total	\$21.2	Total	\$19.4	Total	\$34.9			
Finance	\$0.9	Finance	\$5.6	Ownership of Dwellings	N.a	N.a	\$54.7	\$0.3
Insurance and Superannuation Funds	\$0.2	Construction Services	\$3.2		N.a	N.a		
Professional, Scientific and Technical Services	\$0.1	Non-Residential Property Operators and Real Estate	\$0.8		N.a	N.a		
Other Repair and Maintenance	\$0.1	Professional, Scientific and Technical Services	\$0.4		N.a	N.a		
Water Supply, Sewerage and	\$0.0	Polymer Product Manufacturing	\$0.3		N.a	N.a		
<i>Other industries</i>	<i>\$0.1</i>	<i>Other industries</i>	<i>\$0.9</i>		<i>Other industries</i>	<i>N.a</i>		
Total	\$1.5	Total	\$11.2	Total	\$0.0			

Source: AEC, ABS (2013)

8.7 Local Workforce and Skills

What is the Workforce and Skills Assessment?

In order to understand potential demand for skills development and training within Melton, estimates of future levels of employment and occupation were developed. This modelling applied detailed national employment growth rates to 2017-18 from IBISWorld (IBISWorld, Various), adjusted using the local growth factors from the shift share analysis, to 2011 Census (ABS, 2012) estimates of employment by industry and by occupation at a detailed industry and occupational (4-digit ANZSCO) level.

This modelling assumes the occupational profile/ structure of each industry remains constant over time, and should be used a guide only. The model will inherently suggest higher change outcomes for sectors which are already prevalent in Melton, providing guidance on future skills requirements.

Skills Demand

The findings below report the estimated change in employment over the estimation period (i.e. estimated 2017-18 less actual 2011), rather than total employment at the end of the estimation period. As a result, these estimates represent the sectors with the largest gap between current levels of employment and future needs. These gaps will need to be filled through either the attraction of skilled workers or training and development of local residents.

Overall, the modelling reveals a general need for additional employees in the education and training sector as well as support services occupations. A total of 474 occupations were considered. The top 10 growth occupations to 2017-18 are:

- Child Carers
- Primary School Teachers
- Secondary School Teachers
- Prison Officers
- Education Aides
- Aged and Disabled Carers
- Receptionists
- Commercial Cleaners
- Registered Nurses
- Kitchen hands.

Due to the detailed nature of the occupations modelled, these occupations form a very small proportion of the total number of new jobs provided over the coming years. The proportion of total new employment (i.e. the change between 2018 and 2011) formed by these top 10 occupations is very small, at just 5.2%.

Whilst these sectors occupations are anticipated to grow most strongly, they are also (generally) considered to be relatively low value adding sectors, and intervention may be required to encourage growth in higher value adding job areas.

For greater context, the top 10 growing detailed industries (by employment, of a total 114 industries) are estimated to be:

- Residential Care and Social Assistance Services
- Primary and Secondary Education Services
- Food and Beverage Services
- Construction Services
- Health Care Services
- Public Order and Safety
- Professional, Scientific and Technical Services
- Heavy and Civil Engineering Construction
- Building Cleaning, Pest Control and Other Support Services
- Computer Systems Design and Related Services.

Overall, the change estimated for these sectors is estimated to equate to 14.0% of the total growth in employment over the estimation period. Many of these have higher value adding employment positions.

Training Provision

Data provided by Melton City Council (DEEDC, 2014) provides insight into the types of training courses local residents have undertaken in Victoria (by LGA) since 2008. This data suggests that of the recorded 53,188 course enrolments from Melton residents (where an LGA of training was specified), just 6% of these enrolments were for a local training organisation; suggesting 94% were taken in another LGA.

Occupational breakdowns of the courses undertaken by Melton residents suggest that key skills demand by 2018 will likely be primarily trained outside of Melton LGA. Some local training is likely to be undertaken by those entering into the occupations of child care, education aides, aged and disabled carers, kitchen hands, waiters, hairdressers, nursing support and personal care workers and general clerks. However, all other key growth occupations are likely to receive all training elsewhere or potentially receive on the job training (some of the key growth occupations are able to be filled by untrained workers). Overall, an estimated 5.5% of the top 29 future occupations demand is likely to be met by local training provision. These occupations tend to be lower income earning sectors than those in which locals are trained elsewhere.

Table 0.1. Training Provision Estimates, 2011 to 2018

Occupations	Increased Demand by 2018	Number Likely to Be Trained Locally	Number Likely to Be Trained Elsewhere
Child Carers	231	34	196
Primary School Teachers	154	0	154
Secondary School Teachers	118	0	118
Prison Officers	96	0	96
Education Aides	69	24	45
Aged and Disabled Carers	56	11	45
Receptionists	51	0	51
Commercial Cleaners	50	0	50
Registered Nurses	46	0	46
Kitchen hands	43	4	39
Waiters	41	1	40
Fast Food Cooks	41	0	41
Truck Drivers	40	0	40
Bookkeepers	38	0	38
Hairdressers	38	4	34
Nursing Support and Personal Care Workers	36	1	35
Gardeners	35	0	35
Software and Applications Programmers	34	0	34
General Clerks	32	3	29
Plumbers	30	0	30
Police	27	0	27
Secretaries	26	0	26
Cleaners and Laundry Workers	26	0	26
Earthmoving Plant Operators	25	0	25
Chefs	25	0	25
Generalist Medical Practitioners	24	0	24
Electricians	22	0	22
Bar Attendants and Baristas	21	0	21
Sports Coaches, Instructors and Officials	20	0	20

Source: DEEDC (2014), AEC

9. Economic and Demographic Profile

Gross Regional Product

The City of Melton's Gross Regional Product is estimated at \$2,323 billion. This represents 8.33% of Melbourne's west Gross Regional Product (GRP) of 28.607 billion and .71% of Victoria's Gross Regional Product of \$337.493 billion.

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).

Employment

The total employment estimate for the City of Melton is 16,291 jobs. The largest employment sectors in the City of Melton 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.

The largest gap between the number of workers and the number of available jobs in the City of Melton is in the Manufacturing sector. There are 6,464 residents employed in manufacturing although the industry in the municipality comprises approximately 1,159 jobs.

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

Workforce

Manufacturing is the number 1 industry for residents in the City of Melton but it is 7th in regards to local employment opportunities, hence why a significant number of residents travel outside the municipality for work.

The City of Melton has a relatively young workforce with over 50% aged between 25 and 44.

Journey to Work

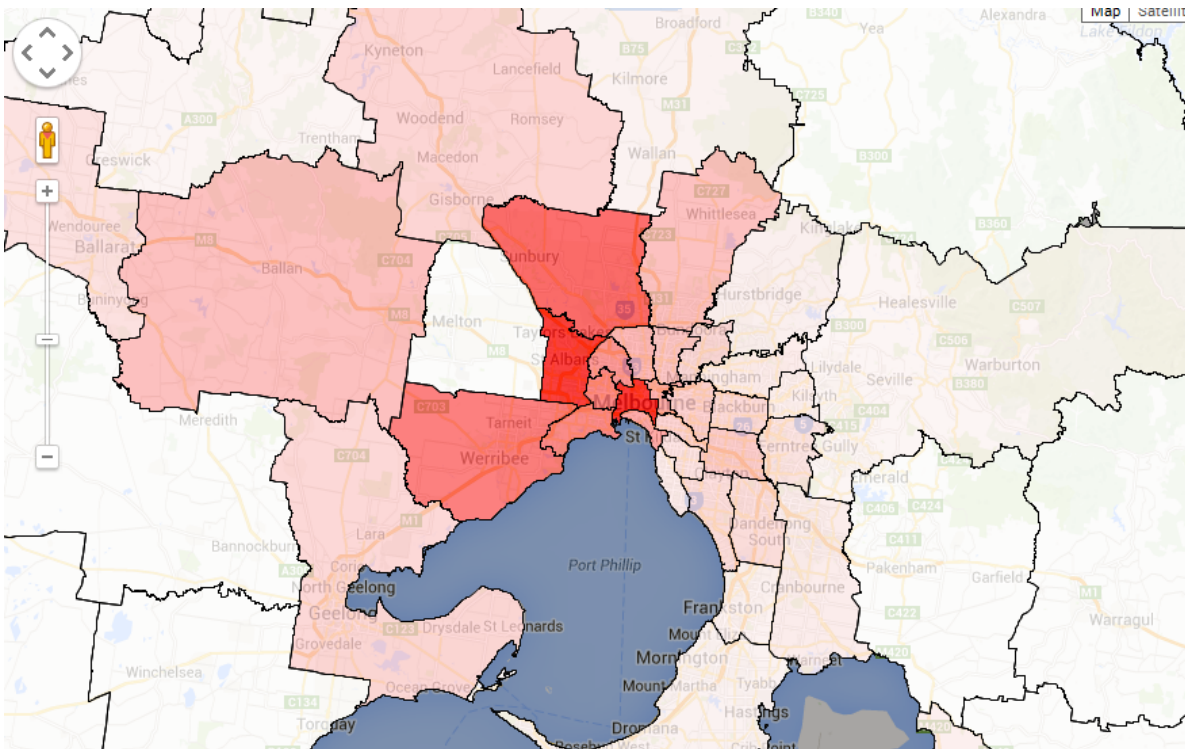
Whilst there are 16,291 jobs in the City of Melton only 18.8% of Melton residents actually work in the municipality with 42.3% of workers coming from other areas. A large number of residents (81%) travel outside the municipality to access work. With the highest number travelling to Melbourne CBD (15.1%) and Brimbank (13.5%). Melton, Brimbank and Wyndham have a larger workforce than available 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.

City of Melton Working Population

Live here	49,581
Jobs exist here	16,139
Live and work here	9,294
Go out for work	40,287
Come in for work	6,845

Reside in Melton – Work Elsewhere

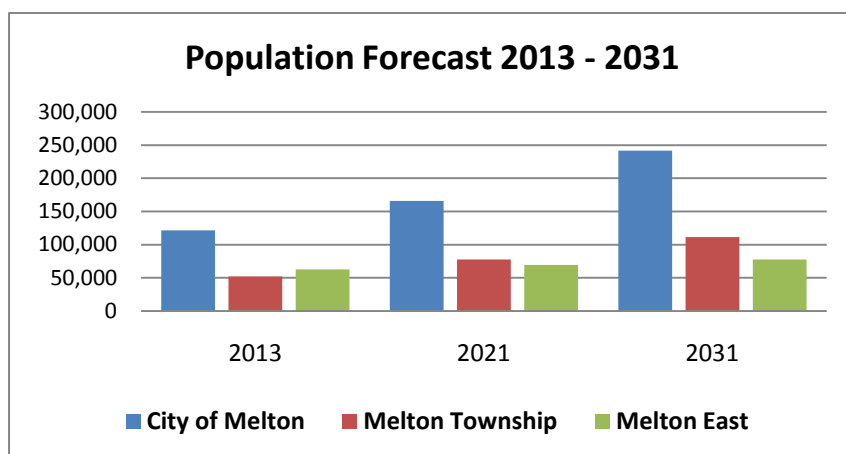
LGA of Usual Work	Jobs	%
Melbourne (C)	7,521	18.7 %
Brimbank (C)	6,700	16.6 %
Hume (C)	3,559	8.8 %
Wyndham (C)	2,707	6.7 %
Maribyrnong (C)	2,145	5.3 %
Hobsons Bay (C)	2,098	5.2 %
Moonee Valley (C)	1,600	4.0 %
Port Phillip (C)	1,119	2.8 %
Yarra (C)	918	2.3 %
Moreland (C)	735	1.8 %
Moorabool (S)	592	1.5 %
Whittlesea (C)	562	1.4 %
Darebin (C)	472	1.2 %
Sub-Total	30,726	76.3 %
Total	40,287	100 %



Weekly Individual Income

Analysis of weekly individual income levels in the City of Melton compared to Melbourne's West 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 \$600 per week). Overall 5.6 of the population earned a high income, and 38.6 % earned a low income, compared with 15.7% and 29.4% respectively for Melbourne's West.

Population Growth



	2014	2021	2031
City of Melton	126,680	165,755	241,000
Melton Township	54,559	77,643	111,299
Melton East	64,029	69,566	77,547

- Median age of residents is 31 making the City's population one of the youngest in Victoria.
- 42 babies are born each week and more than 70% of the population is under 40 years of age.
- High rate of people born overseas representing more than 130 different nations speaking over 100 different languages.

Age

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).

Land Price

Affordable Commercial Office space however limited availability.

Location	Municipality	Cost	Distance from CBD
Corporate Drive, Moorabbin	City of Kingston	\$295 per sqm	22km
Ferntree Gully Road, Notting Hill	City of Monash	\$279 per sqm	23km
Robinsons Rd, Ravenhall	City of Melton	\$240 per sqm	26km

Affordable housing

The following table provides a summary of median prices and rents for the 12 months ending March 2014

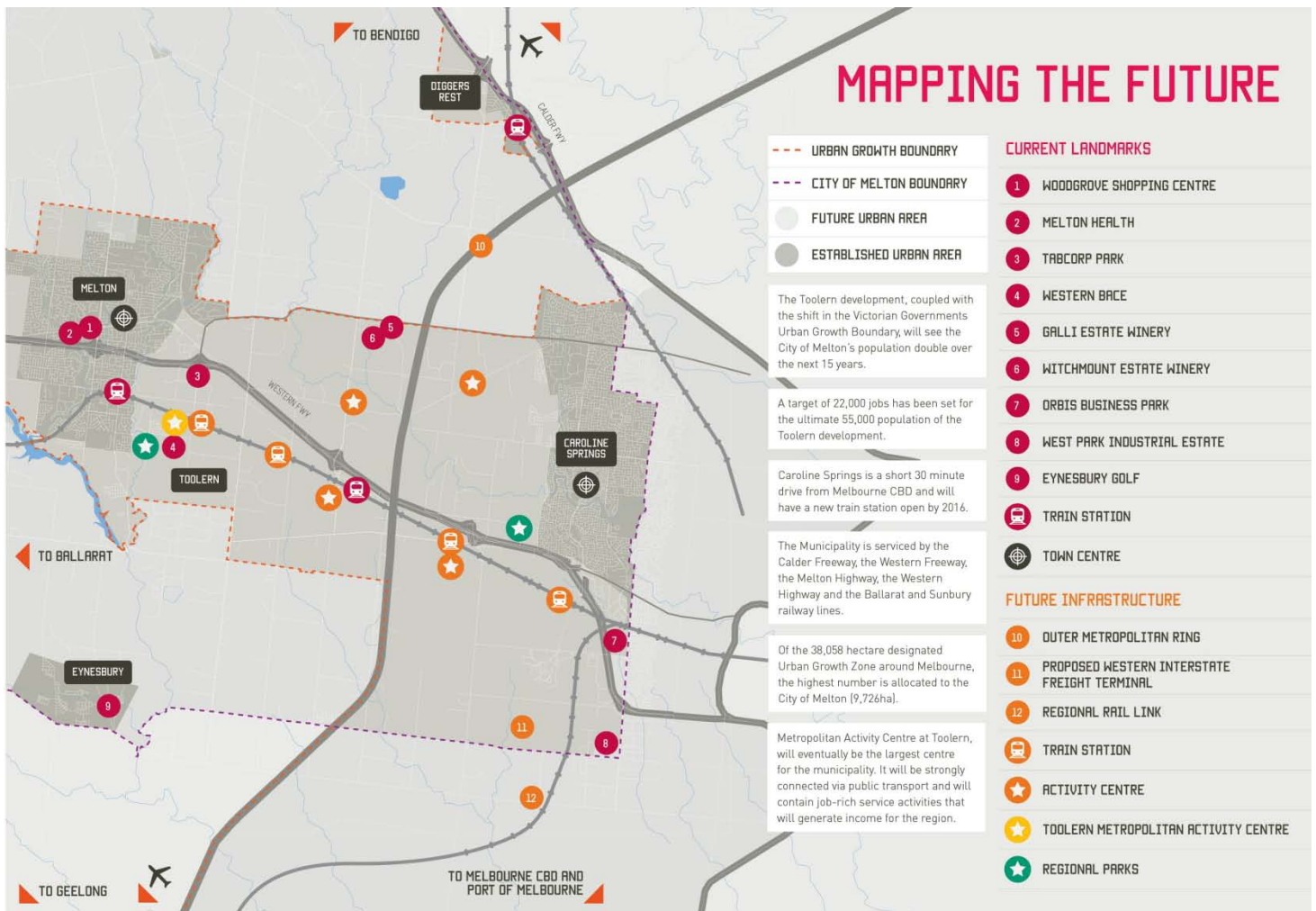
Median House Prices

3 Bedroom House	Gross rental yield (Mar 2014)	Median rent (Mar 2014)	Median Price (Mar 2014)
Inner Melbourne	3.2%	\$570	\$930,000
Middle Melbourne	3.2%	\$370	\$597,250
Outer Melbourne	4.1%	\$331	\$416,000
Melbourne Total	3.6%	\$370	\$540,000
Regional Victoria	5.2%	\$290	\$289,000
Melton	5.5%	\$259	\$242,000
Brookfield	4.4%	\$259	\$305,000
Melton West	4.9%	\$259	\$275,000
Caroline Springs	4.5%	\$360	\$415,000

Part C – Future Growth & Projects

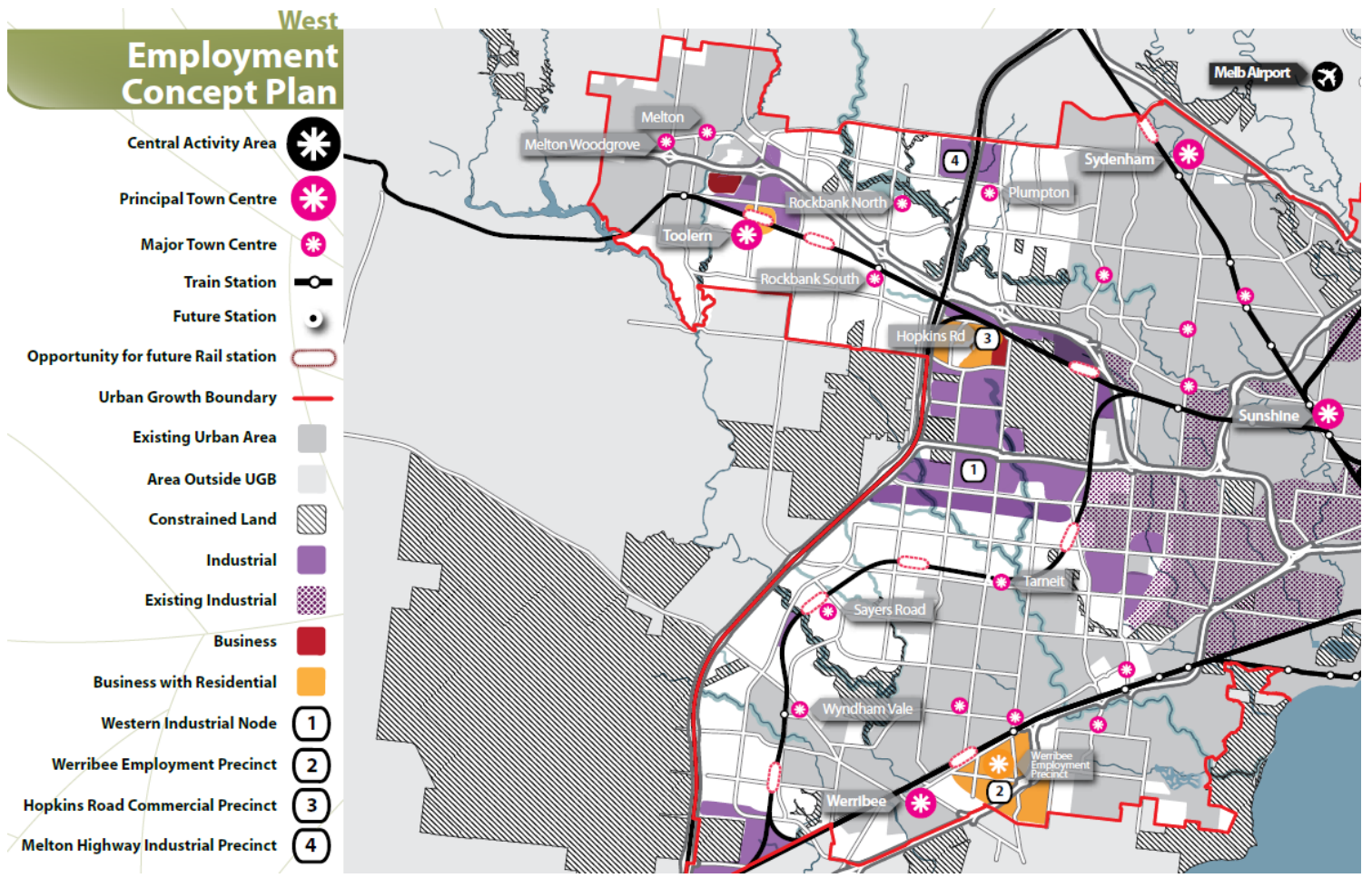
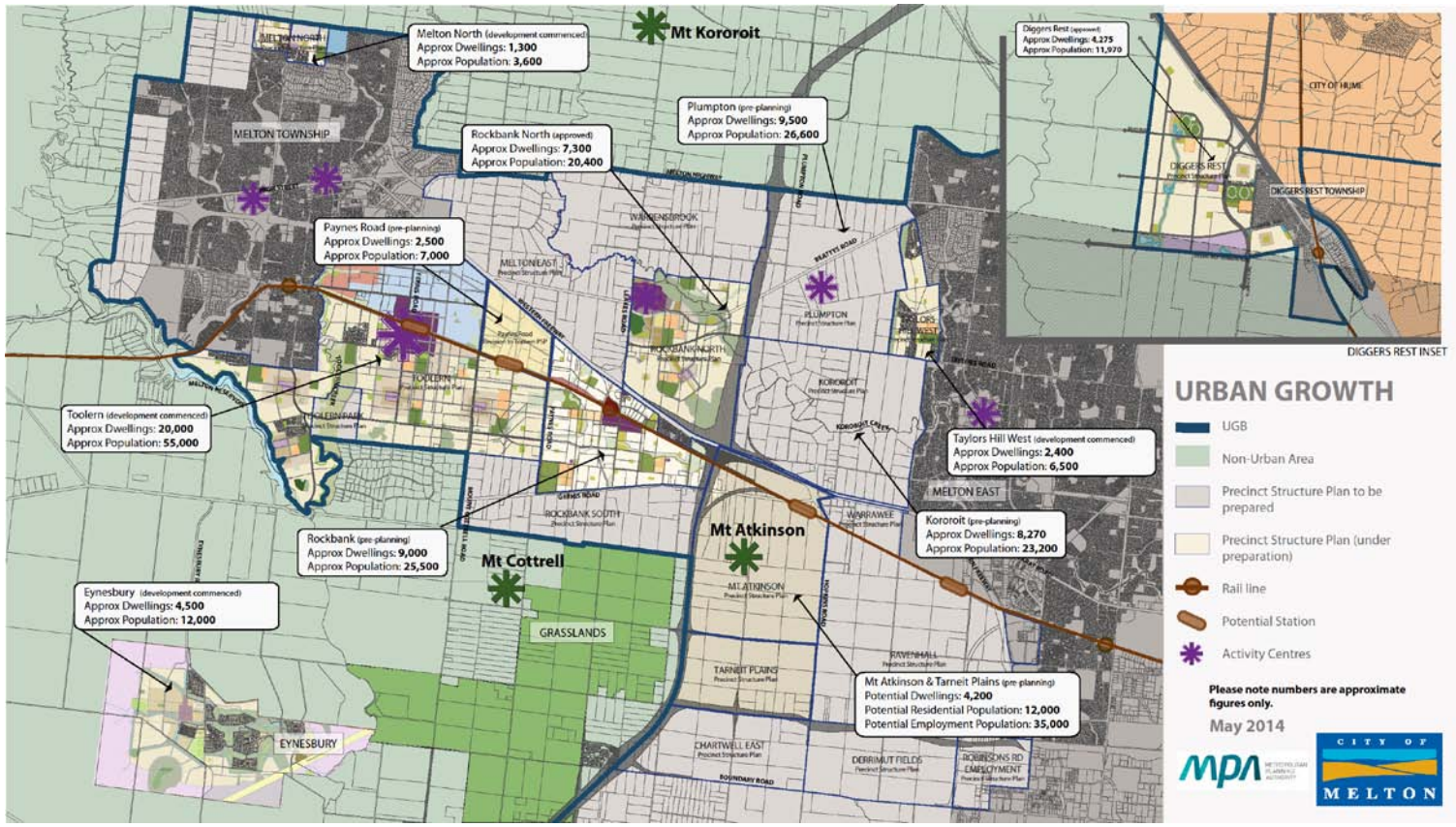
10. Growth

The Western Region is the fastest growing region in Australia and Greenfield development in the growth corridors have played a key role in accommodating this growth. Plan Melbourne provides for future population growth of between 370,000 – 430,000 in the Western growth corridor by 2031 taking the population to between 1.08 – 1.14 million residents.³⁶



Taken from Venture Melton Business Prospectus

³⁶ Plan Melbourne, Metropolitan Planning Strategy



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

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 Precinct Structure Plans. The Growth Corridor Plans seek to create communities with greater self containment, job and housing diversity, and improved transport links.

The West Growth Corridor Plan identifies:

Locations that are suitable to meet business and employment needs in the growth corridor;
Strategic transport and other infrastructure reservation required to provide for future development;
Areas suitable for industrial, mixed use, retail, commercial and residential development; and
Areas of high environmental and landscape values.

Furthermore, the West Growth Corridor Plan makes provision for:

3,960 gross hectares of industrial land;
1,410 gross hectares of business land; and
Approx. 100 gross hectares of land for local industrial and commercial activities.³⁷

10.2 Precinct Structure Plans

Precinct Structure Plans (PSPs) are master plans for whole communities and lay out roads, shopping centres, schools, parks, housing, employment, connections to transport and generally resolve the complex issues of biodiversity, cultural heritage and infrastructure provision.³⁸

Metropolitan Planning Authority (MPA) is responsible for overseeing the preparation of all precinct structure plans in Melbourne's growth areas. The MPA works in partnership with Councils to complete the planning for Metropolitan Growth Areas. The following Precinct Structure Plans (PSPs) have been approved and are incorporated into the Melton Planning Scheme. These PSPs will see the municipality's population grow to an estimated 241,000 by 2031.³⁹

Rockbank North	7,300 households and 20,400 people
Taylors Hill West	2,400 households and 6,500 people
Diggers Rest	4,275 households and 11,970 people
Melton North	1,300 households and 3,600 people
Toolern	20,000 households and 55,000 people
Eynesbury*	4,500 households and 12,000 people

*Development Plan not PSP

³⁷ Employment Land Supply, City of Melton 2013, SGS Economics & Planning

³⁸ Venture Melton Business Prospectus

³⁹ Venture Melton Business Prospectus

Four additional PSPs are currently in pre-planning stage.

Rockbank

Kororoit

Plumpton

Mt Atkinson & Tarneit Plans

10.3 Employment Land Supply

Existing employment areas

1. The **Melton Township Employment Precinct** is located at the northern side of the Western Freeway at Ferris Road. This area is approximately 200 hectares in size.
2. The **Ballarat Road Employment Precinct** consists of:
 - a. Approximately 680 hectares of industrial land
 - b. The Metropolitan Remand Centre, the Dame Phyllis Frost Correction Centre, and a newly identified correctional facility site.
3. A variety of tourist uses are located at **Warrensbrook Faire** on the Melton Highway. These uses include wineries, function centres and restaurants. Warrensbrook Faire is subject to a Special Use Zone, which requires all land uses in this area to be tourist oriented.

Under development

4. The **Toolern Employment Precinct** includes a total of 620 hectares and has been allocated for employment generating services including the **Metropolitan Activity Centre**.
5. The **Robinsons Road Employment Precinct** includes 96 hectares of the **West Park Industrial Estate**.

Proposed Employment Areas

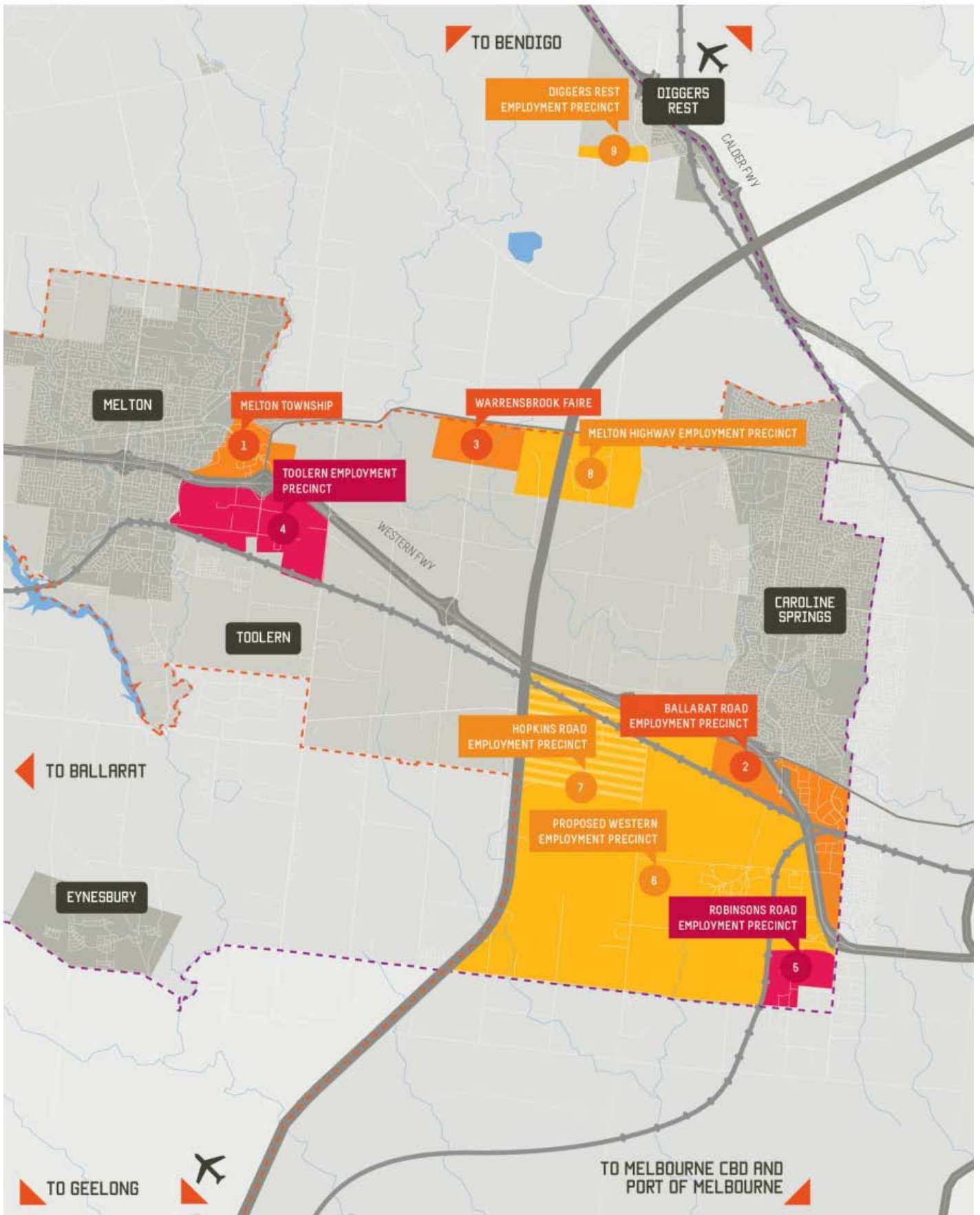
6. The existing **Western Employment Precinct** in the Cities of Brimbank and Wyndham is proposed to be expanded by 1,510 hectares (most of which will be located in the City of Melton). This node will enjoy access to the proposed **Outer Metropolitan Ring (OMR)** which will connect Werribee with Craigieburn 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. It is also well positioned to accommodate any significant manufacturing and logistics operations which are seeking to establish in the City of Melton, particularly those which are relocating from other parts of metropolitan Melbourne. The precinct also consists of the Boral Quarry on a 1,100 hectare site bounded by the Ballarat Railway Line, Hopkins Road, and Christies Road in Ravenhall.
7. **Hopkins Road Employment Precinct** is located at the intersection of the Western Freeway and the OMR. 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 railway line, and a 65 hectare commercial precinct along Hopkins Road. This precinct's uses will need to respond to the presence of a major quarry, the OMR, the railway line, a freight spur line, and the Western Freeway.

8. The **Melton Highway Employment Precinct** includes 320 hectares of industrial land, which is located on the eastern and western sides of the proposed OMR.
9. **Diggers Rest Employment Precinct** includes approximately 28 hectares that has been allocated for employment and other uses.

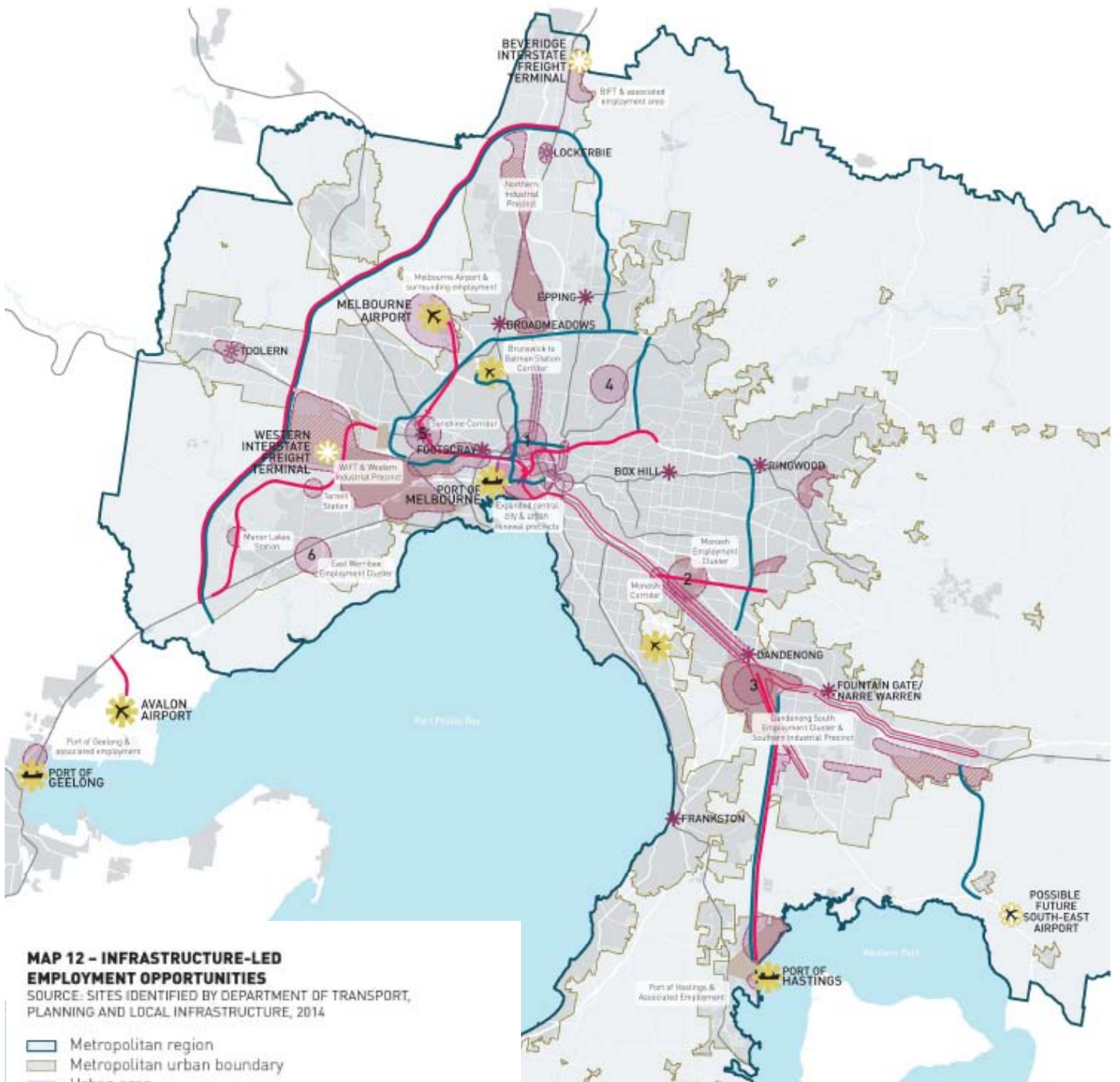
Plan Melbourne

The development of national employment clusters at La Trobe, Monash, Parkville, Sunshine, East Werribee and Dandenong South will increase access to high-value knowledge jobs in the sub regions. Development of a major new transport gateway at the Port of Hastings will also improve the number and type of jobs in the sub regions. A possible future south-east airport will also provide new job opportunities. Building on these infrastructure investments can contribute significantly to future investment and job growth in outer areas.⁴⁰

⁴⁰ Plan Melbourne, Metropolitan Planning Strategy



Taken from Venture Melton Business Prospectus



MAP 12 – INFRASTRUCTURE-LED EMPLOYMENT OPPORTUNITIES
 SOURCE: SITES IDENTIFIED BY DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2014

- Metropolitan region
- Metropolitan urban boundary
- Urban area
- Road network
- Rail network
- Investment & employment opportunity
- Expanded central city
- National employment cluster**
- 1 Parkville
- 2 Monash
- 3 Dandenong South
- 4 La Trobe
- 5 Sunshine
- 6 East Werribee
- Transport gateway – existing
- Transport gateway – future
- Metropolitan activity centre – existing
- Metropolitan activity centre – future
- Rail initiative (planned & potential)
- Cranbourne-Pakenham Rail Corridor Project and potential South East Rail Link (freight)
- Road initiative (existing & planned)
- State-significant industrial precinct – existing
- State-significant industrial precinct – future
- Airport
- Seaport
- Waterway

Taken from Plan Melbourne

11. Retail and Activity Centres

Activity Centre Planning has been undertaken by Melton City Council. This planning has been within the framework set by the State Government through its various Metropolitan Plans. The work undertaken by the Metropolitan Planning Authority provides a rational hierarchy of centres based largely on their retail function. Plan Melbourne also has a hierarchy of centres but this focuses on the jobs and services aspects of the centres without nominating concrete retail functions.⁴¹

The Melton Retail and Activity Centres Strategy completed in November 2013 blends the hierarchy outlined by the Metropolitan Planning Authority and that in Plan Melbourne.

Neighbourhood Centres – focal points of the local community providing highly accessible day-to-day requirements such as food and groceries, pharmacy, newsagents, take-away food, hairdressing, childcare and local health and fitness services.

Activity Centres – substantial focal points for the Melton community providing a broad range of retail and service activity and jobs. In most cases, Activity Centres will have a sub-regional retail role providing a wide range of routine comparison goods (such as clothes, furniture and household items) as well as food and groceries. Many community services will be delivered from these centres.

Metropolitan Activity Centre – at Toolern, will eventually be the largest centre for the municipality providing higher order goods and services as well as providing all the goods and services found in other centres. Toolern will be strongly connected to the rest of the metropolitan area via public transport. It will contain job-rich service activities that generate income for the region.

All residents in the municipality will be served by at least one of these centres in the hierarchy.

In addition to these centres, in some areas there may also be:

Local Centres – small collections of commercial activities that can provide top-up retail goods and services or small office premises. These centres can be important in providing services in areas that are beyond a comfortable walk to larger centres.

Bulky Goods Precinct – the concentration of large format retailers at Melton Gateway forms a stand-alone centre that focuses on bulky goods and home-maker items, especially important in a strongly developing residential area. Elsewhere, concentrations of bulky goods outlets will be encouraged to locate adjacent to larger activity centres.⁴²

⁴¹ Melton Retail and Activity Centres Strategy, Tim Nott with Harvest Planning and Hansen Partnership

⁴² Melton Retail and Activity Centres Strategy, Tim Nott with Harvest Planning and Hansen Partnership

Supportable network of activity centres in City of Melton at full development

Level in hierarchy (as per Plan Melbourne)	Centre	Anticipated Retail Function
Metropolitan Activity Centre	Toolern	Regional centre
Activity Centres	Burnside Caroline Springs Hopkins Road Melton Town Centre Plumpton Rockbank Rockbank North Woodgrove	Sub-Regional Centre Sub-Regional Centre To be determined Large Neighbourhood Centre Sub-Regional Centre Sub-Regional Centre Sub-Regional Centre Regional Centre
Neighbourhood Activity Centres	Arnolds Creek Banchory Grove Botanica Springs Diggers Rest Exford Road Eynesbury Hillside Kororoit NAC 1 Kororoit NAC 2 Melton East NAC 1 Melton East NAC 2 Melton East NAC 3 Melton North Melton South Melton West Plumpton NAC 1 Rockbank Local Town Centre Rockbank South NAC 1 Rockbank South NAC 2 Rockbank South NAC 3 Taylors Hill Taylors Hill West Toolern NAC 1 Toolern NAC 2 Waterford Watervale	Small Neighbourhood Centre Neighbourhood Centre Large Neighbourhood Centre Small Neighbourhood Centre Neighbourhood Centre Neighbourhood Centre Small Neighbourhood Centre Neighbourhood Centre
Bulky Goods Precinct	Melton Gateway Homemaker Precinct	Sub-Regional Bulky Goods
Local Activity Centres (existing)	Ballarat Road Brookside Burleigh Road Centenary Drive Diggers Rest Diggers Rest Station Kirkton Drive Melton Hwy/Gourlay Road Morris Street Roslyn Park Avenue Scott Street	Local Centre Local Centre Local Centre Local Centre Local Centre Local Centre Local Centre Local Centre Local Centre Local Centre Local Centre

Taken from 'Melton Retail and Activity Centres Strategy' November 2013

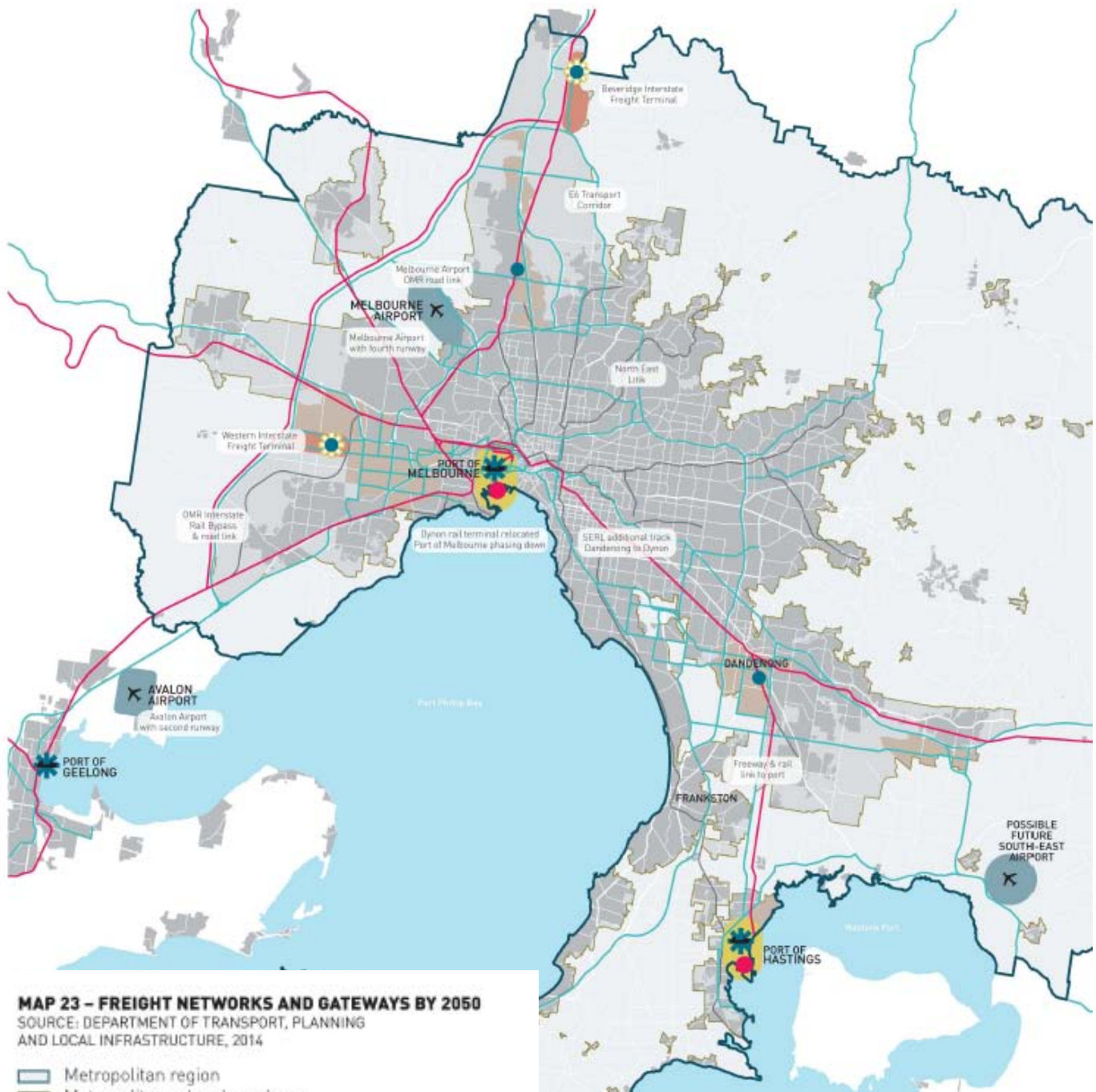
12. City of Melton Transport System

The Growth Corridor Plan suggests the way Melton will work from a transport perspective could be subtly different to today. The major transport characteristics that shape this are

- Melbourne Airport's runways. These set the northern boundary of growth because of the noise impacts. The Melton Highway marks this boundary.
- The Outer Metropolitan Ring, which will be the highest capacity north to south connection through the Municipality, a critical freight route, a vital link to other regions, and a constraint on local travel. It will have a major region shaping effect, stimulating land use change
- The Western Highway and Melton Railway corridor, and the Calder Highway and Sunbury Rail Corridor. Together these high capacity corridors become the central spines for the corridors of land extended on either side, both are a unifying and dividing transport feature depending on adjacent land uses.⁴³

<p>Strengths – what Melton's transport system does well</p> <ul style="list-style-type: none"> - Car travel - Long distance freight - Has rail lines which can be improved - Bypasses - Planning for future roads - Planning for future railway stations - Road connections to neighbouring areas - 	<p>Weaknesses – What Melton's Transport system does poorly</p> <ul style="list-style-type: none"> - Quantity of infrastructure and services in growing areas - Because of the land use patterns, the transport system cannot minimise the need and distance to travel, particularly to access jobs - Some areas only designed around car use - Running new bus services soon after development occurs - Public transport for smaller communities and to some other regions - Providing walking and cycling links to smaller communities - Options for people with limited mobility - Congestion hotspots - Overcrowding on trains - Infrequent trains - Connections between buses between buses and trains - Providing a competitive economic advantage for business
<p>Opportunities – things we can improve in transport</p> <ul style="list-style-type: none"> - Prioritising transport improvements based on highest need or disadvantage - Providing more jobs locally so people can travel less and choose not to drive - Disability access - Running more trains and buses - Filling gaps in networks - Connecting transport modes better - Reducing the need for households to own multiple cars - Increasing opportunities for people to live close to high quality public transport and activity centres 	<p>Threats – things that could make transport worst</p> <ul style="list-style-type: none"> - Slow transport development despite population growth - Increasing congestion at railway level crossings - Relying on the Western and Calder Freeways to get to most of Melbourne - Poorly designed infrastructure that impacts on residents - Increasing price of transport spoiling town centres with too many cars and too much parking - Ageing population with changing needs that aren't met - Over investment in one transport mode or project - Planned local jobs do not eventuate, meaning people have to travel further - Putting important land uses like houses, jobs and community services in hard to reach locations

⁴³ Melton Integrated Transport Strategy, Melton City Council



MAP 23 – FREIGHT NETWORKS AND GATEWAYS BY 2050

SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2014

- Metropolitan region
- Metropolitan urban boundary
- Urban area
- Road network
- Rail network
- Principal Freight Network - rail
- Principal Freight Network - road
- Bulk port
- Container port
- Interstate freight terminal (indicative location)
- Metropolitan intermodal system terminal (indicative location)
- Airport initiative
- Intermodal terminal precincts
- Port initiative
- Airport
- Seaport
- Key industrial precinct
- SERL South-East Rail Link
- OMR Outer Metropolitan Road

Taken from Plan Melbourne

13. Strategic Assets

Western BACE

In September 2012, the Australian Government announced that Melton City Council had been successful in its application for \$14.62 million in funding towards the establishment of the innovative Western Business Accelerator and Centre for Excellence (Western BACE), which will be located in the Toolern growth area.

The Western BACE will provide emerging businesses workspace with flexible lease arrangements, reception services, client meeting rooms, high speed optic fibre, video conferencing facilities, assistance in business activities such as business planning, access to networks and linkages with other Western BACE businesses.

The facility itself will be a working example of 5 star Green star quality environmentally sustainable construction, while the grounds will complement this as a training space for landscaping and horticulture. The Western BACE is supported by some of Australia's largest developers, home builders and tertiary institutions. Construction of the Centre commenced in November 2013 and will be operational by mid 2015.

The Western BACE is an exciting and important community and economic development facility for the City of Melton. The establishment of the Western BACE and initial business acceleration, training and research programs in conjunction with significant planned investment in the Toolern development will deliver critical enduring local employment benefits to both the City of Melton and Western Region of Melbourne.⁴⁴

Transport Infrastructure and Accessibility

The City of Melton is a key gateway to regional Victoria with Ballarat, Geelong and Bendigo all within a 90 minute drive. The City is serviced by the Calder Freeway, the Western Freeway, the Melton Highway and the Western Highway, with the Western Freeway and Melton Highway connecting to the CBD. Rail transport includes passenger rail and freight rail serviced by the Ballarat and Bendigo lines.

Proximity to Major Sea Port, International and Airport

Port of Melbourne is Australia's largest container Port and Melbourne International Airport offers easy access to all domestic and international business destinations. Both are key assets for moving product and people and located within 30-40 minutes of Melton.

Availability of Affordable Industrial Land

Melton offers significant development potential with industrial land prices in the West region of Melbourne between 50% - 80% lower than the City Fringe and 12% - 45% lower than other parts of Melbourne (on a \$ per square metre basis)⁴⁵

⁴⁴ Venture Melton Business Prospectus

⁴⁵ Melton Industry and Supply Chain and Skills Gap Analysis, AEC Group September 2014

Access to National Broadband Network

As of August 2014, building was underway on the National Broadband Network (NBN) across Melton's township with the service already available to homes and businesses in several areas such as Melton West, Brookfield and Kurunjang. On average it takes around 12 months from the start of construction until residents and business owners can receive NBN services from phone and internet providers.⁴⁶

Young and Mobile Workforce

Over 50% of the workforce are aged between 25 and 44⁴⁷

14. Strategic Planning and Key Infrastructure Projects

Various projects in the planning pipeline are set to leverage Melton's forecast future population growth and accessibility. These include:

Caroline Springs Train Station

A new \$55 million railway station will be built for Caroline Springs on the Ballarat line, between the existing Rockbank and Deer Park stations. Preliminary works, such as design, purchase of land required and the construction of an access road, have been completed. Construction work is anticipated to start in the second half of 2014 and be completed by 2016.⁴⁸

Western Interstate Freight Terminal (WIFT)

A pre-feasibility study is currently underway by Federal and Victorian Governments. If the WIFT is selected as the preferred location, the project will include the construction of an interstate terminal and freight precinct at Truganina in Melbourne's west as well as a link to the Interstate Rail Freight Network.

Currently interstate containers bound for distribution in Melbourne are railed to terminals adjacent to the Port and then trucked to the outer suburbs. The WIFT would reduce freight traffic through the inner west, potentially removing up to 2,000 truck movements by removing the need for interstate trains and trucks to come into the precinct.

It will improve the efficiency of freight by making better use of road and rail connections and reducing the time and length of truck trips. This will be the first step in a new network of major intermodal freight terminals outside the Port of Melbourne.⁴⁹

Regional Rail Link

The Regional Rail Link is a jointly funded project with the Commonwealth contributing \$3.225 billion and the Victorian Government contributing \$1.582 billion. Regional Rail Link is designed to remove major bottlenecks in Victoria's rail network. It will do this by untangling metropolitan and regional tracks as they travel through Melbourne's west into the heart of the city. When complete, passengers on the

⁴⁶ Melton Industry and Supply Chain and Skills Gap Analysis, AEC Group September 2014

⁴⁷ Venture Melton Business Prospectus

⁴⁸ Venture Melton Business Prospectus

⁴⁹ Venture Melton Business Prospectus

Geelong, Bendigo and Ballarat lines will have a streamlined journey through the metropolitan system. As the City of Melton lies on the Ballarat/Melbourne train line, an expectation is that Melton rail users/commuters will also enjoy a faster, more streamlined train journey to and from Melbourne and access to a greater number of peak hour services.

Regional Rail Link will create capacity for an extra 23 metropolitan and 10 regional services during each morning and evening peak period. This means capacity for an additional 54,000 passenger trips each day. Work began in June 2012 and will be completed by early 2016.⁵⁰

Toolern

Located alongside the Western Freeway and approximately 35 kilometres from the CBD is the exciting development area of Toolern. The first developments of Atherstone and Waterford are underway and over the next 15 years Toolern will see the development of 20,000 new homes. Eventually Toolern will be home to approximately 55,000 residents and incorporate a range of sporting, community and educational activities.

There is a large amount of infrastructure to be put into place in Toolern over the coming years and throughout the life of this project. The delivery of roads, services (including optic fibre), schools, community facilities, retail opportunities, open space, public transport, walking and cycling paths and health facilities will all be undertaken by various Government, private, educational and not for profit groups. This will see investment in the area of Toolern total more than **\$15 billion**.

The **Metropolitan Activity Centre (MAC)** at Toolern will become the key regional centre for the Melton community and the pinnacle of the activity centre network in the municipality. MACs are intended to have the broadest mix of uses and to be a location for many higher order activities that deliver services to the whole region. These could include major health services, higher educational institutions, recreation, entertainment and dining venues, corporate and government headquarters, as well as major retailers.

The Toolern development will include:

- a Metropolitan Activity Centre incorporating retail, commercial and civic space
- a new railway station on the Ballarat line
- 1,500 hectares of residential land and 620 hectares of employment land
- a 131 hectare regional park incorporating formal and informal recreation opportunities
- 22,000 new jobs
- access to Class A recycled water.⁵¹

⁵⁰ Venture Melton Business Prospectus

⁵¹ Venture Melton Business Prospectus

The Outer Metropolitan Ring

The Outer Metropolitan Ring is being planned to accommodate a 100 kilometre long high-speed transport link for people and freight in Melbourne's North and West. Once complete, the project will:

- create better connections to key international transport hubs such as Melbourne Airport, Avalon Airport and the Port of Geelong
- improve access to the proposed Interstate Rail Terminal
- serve as an important travel and freight route to interstate and regional destinations
- link residential and employment growth areas in the north and west of Melbourne
- improve access in this major employment corridor, which includes Avalon Airport, Werribee, Melton, Melbourne Airport, Mickleham and Donnybrook.

Construction is expected to begin in 2020.⁵²

15. Past Projects

Tabcorp Park

Harness Racing Victoria purchased a significant parcel of land in the City of Melton during 2004. The site was developed into Tabcorp Park, which includes a harness racing track, a four star hotel and a range of entertainment and sporting facilities. The \$46 million facility was officially opened in July 2009. The City of Melton was selected as the site for the complex because it boasted the highest proportion of standardbreds in Victoria. In addition, the municipality had attractively positioned land available for Harness Racing Victoria to acquire, and had demonstrated a strong framework of support for the project over a period of years. The remaining land is to be commercially developed by Harness Racing Victoria as an additional revenue stream in line with the Master Plan for the area.⁵³

Woodgrove Shopping Centre

The \$88M expansion of Woodgrove Shopping Centre comprises approximately 26,000 square metres of additional retail space and external landscaping. The expansion provides two exciting new major tenants, four mini major tenancies, up to 80 speciality retail tenancies, a brand new 550-seat foodcourt and numerous kiosk tenancies. The redevelopment was completed November 2013.⁵⁴

⁵² Venture Melton Business Prospectus

⁵³ Venture Melton Business Prospectus

⁵⁴ Venture Melton Business Prospectus

Part D – Themes and Recommendations

16. Consultation Workshops

Consultation workshops for the development of the Investment Attraction Strategy will take place both with internal and external stakeholders beginning February, 2015. The workshops will encourage involvement; planning and decision making based on the outcomes from these workshops and will involve representatives across:

- Local businesses
- Various Council Department staff
- Educational providers
- Service providers
- State government and other key regional groups

During the initial internal consultation workshop, discussion was around the following areas:

- What is economic development and importance of investment attraction
- Supply Chain and Skills Gap Analysis key findings by AEC
- Current council projects that influence investment attraction
- Models for economic development and investment attraction
- How can Melton best approach investment attraction and next steps

The information obtained from the initial internal consultation workshop is included below.

What is economic development and importance of investment attraction

- Investment attraction is based on job creation, new activity (PSPs), helping existing businesses, new technology and taking a long term approach to an investment attraction program in collaboration with stakeholders.
- Use North Carolina case study as inspiration for the type of investment attraction that will work for Melton – consider style of investment and innovative industries for competitive advantage
- Insights from US Survey on key decision factors for investment: availability of skilled labour, construction and labour cost etc. Importance of understanding location decisions from the investor perspective. What are the 3 key location factors that will position Melton as a preferred location? How can we influence these factors and give investors ‘confidence.’

Supply Chain and Skills Gap Analysis key findings by AEC

- Location quotients: looks at the proportion of employment in the City of Melton and the state. Provides indication of how we align to the nation and where we have strengths i.e. Natural competitive advantage. City of Melton is strong in terms of employment for all things that come from the population growth e.g. Construction, education and training, administrative support, retail trade and food services. City of Melton is weaker in Professional Services and Insurance/Finance. **See p.34** for detailed breakdown and analysis.
- Cluster maps: allows for identification of which employment sectors are retracting and which are growing. When we can understand movement of different industries there can be potential opportunities. **See p.37** for detailed breakdown and analysis.
- Strategic asset assessment: looks at what City of Melton currently has that we can build on. Identifies areas that we can leverage to generate investment outcomes and new jobs. **See p.40** for full listing of key assets from the assessment.
- Shift share analysis: breaks down where growth is coming from locally. Identifies the individual growth drivers and how best we can participate. Analysis reflects strong local growth factors for population growth sectors. **See p.42** for detailed breakdown and analysis.
- Import and export analysis: looks at what comes in and out of the local Melton economy. Helps to identify services we are importing and opportunities to substitute with a local service. In terms of exports, what areas are we doing really well at and can build on. **See p.44** for detailed breakdown and analysis.
- Specific supply chains: explains how the industries and supply chains we have trade and relate with one another both upstream and downstream to identify local opportunities. **See p.49** for detailed breakdown and analysis.
- Workforce and skills development: main finding was that the top 10 occupations only accounted for 5.2% of the total number of new jobs provided over the coming years. Not all jobs are created equal and a challenge for Melton will be increasing the value contribution of jobs to the economy, up-skill local residents and leveraging what we have to generate employment and minimise travel to work. **See p.56** for detailed breakdown and analysis.

Current council projects that influence investment attraction

- Venture Melton investment attraction brand
- Precinct Structure Plans (PSPs)
- Integrated Transport Strategy
- Employment Plan Supply Review
- Retail and activity centre strategy
- Green wedge management plan
- Social research activities
- Community infrastructure
- Community Service Organisation Attraction
- Western Business Accelerator and Centre for Excellence (BACE)
- Investment attraction strategy
- Shared priorities with state government
- Workers Retraining and Adjustment Program (WRAP)
- Buy Local
- Victorian Information Centre (VIC)

Models for economic development and investment attraction

- Find an approach that will work for Melton. May be a mix of some of the below models. Must be the 'right' mix combined with a proactive approach, preparation, support, information sharing and leveraging strategic partnerships.
- Brisbane Marketing Group: A stand-alone entity funded by Brisbane City Council and other stakeholders from universities, law firms and accountancies, the group is heavily focused on direct marketing both locally and abroad. They focus on 5 key sectors and deliver trade missions and conduct business development trips to encourage expansion or relocation to Brisbane. **See p.21** for more details.
- Redmond City Council (RCC), Brisbane South: RCC focus on the CBD and priority planning area designation. They use their own land in the CBD along with the planning authority to market and recruit investment into the area. Key relationships are formed with major property developers to entice them to come and build – bricks and mortar attraction.
- Penrith Business Alliance, Sydney: The alliance operates as a separate entity to the Penrith City Council and focuses on the lobby side for investment attraction. They actively steer/advise and lobby for state or federal funding for initiatives that drive investment and job growth in Penrith. Currently, they have a special Health and Wellbeing precinct designation in the new Sydney plan. They also have partnerships with universities to develop a University precinct. The alliance lobby for the redevelopment of the downtown area created 300-500 jobs in sports

and recreation.

- Albury Council, Victoria: Local government level which uses land holdings as a catalyst for investment attraction. For example, after a retail assessment council discovered a gap for bulky goods, identified the land that they owned, devised a lease to develop the area as a bulky goods centre and then built up and leased the area. Albury Council works proactively to get developments off the ground.
- Pilgrah: The local economy is dependent on mining and to decrease the reliance on the industry, they were granted a \$30mil economic diversification fund. This fund recognition allowed investment to prosper by making it easier to get buy in into the region via the incentive fund.
- City of Casey/Cardinia: This is a joint investment attraction strategy where both parties benefit from the partnership. Together they function as a region and promote the area and raise its profile as a place to do business. They are aggressive in working with other companies, targeting individual businesses, making them aware of local opportunities and known for their 3 day turn around DA to get jobs in the area. **See p.25** for more details.
- City of Hume: Following the Ford announced closure; the Hume Council changed its investment attraction approach toward networking around the municipality and greater Melbourne to position themselves as having a customer service and business development focus. They are quick to move on decisions for instance a logistics company was interested in 20HA of available land and in 24hours they had a customised investor pack delivered.
- City of Dandenong: Focuses on working with property developers of industrial precincts. They offer strong support to help get tenants in these precincts.

How can Melton best approach investment attraction and next steps

Perception Shifts

- Overcome negative and outdated perceptions through daily promotion of the Venture Melton brand to build on Melton story. Possible need for Venture Melton tag line?
- Educate that Melton is not just the Melton Town Centre but also 10km from Caroline Springs.
- Enhance reputation beyond residential affordability, educational and family services.
- Shift toward high end/order services and position the West as having more than industrial/logistical usages
- Overcome travel barriers and profile Melton as accessible with

- proximity to central areas, airport, infrastructure access and ports.
- Build Council reputation as 'easy to do business with' and promote what we can do. E.g. Australand relationship: strong understanding of expectations and trust.
- Council's role in driving perceptions of infrastructure project benefits e.g. Ravenhall prison: position positively for the economy and new jobs rather than a social issue.

Raise Profile / Marketing Activity

- Promote Melton's competitive advantage and articulate affordable land values offering
- Focus on the 'right' offering (e.g. Lot, size, time etc) and focus energies
- Promote good business happening in the West, foster pride and embrace attraction from within the region and community
- Drive messaging: 'you don't need to leave to recreate or have experiences'. Ensure messaging is consistent across channels.
- Attract the 'right mix' of investors and ensure we have the confidence and know our offering and advantages. Attract high value industries.
- Develop tangible tools such as good news business case studies. Work closely with companies that set up business in Melton, document their successes and put into a publication to grow profile of Melton.
- Acknowledge our historical landscape in promotion and investment.
- Drive and leverage enabling infrastructure e.g. Metropolitan Ring Road, OMR etc and be prepared for long term impacts
- Promote long term benefits of the Western BACE and strategic alliances

Strategy

- Tailor to match young population, youth unemployment and future demographic changes. Use information to assess needs to drive future long term strategy.
- Identify what are the future growth/value add industries. Focus on technology and innovation, the role that Melton can play in these broader changes and how this links to enabling infrastructure projects.
- Focus on the digital economic strategy as a key influencer and enabler
- Understand Council limitations and what is within our capabilities, good governance, accountabilities and deliver on what we promise. Ensure the right conversations are being held with the right person in council/business and we have the right internal structure to deliver.
- Be in the opportunities here and now and review yearly

Partnerships

- Gain state level government support and partner with other councils for a stronger voice to lobby.
- Explore economic development alliances to increase knowledge and information pool with Chamber of Commerce, local universities, larger companies interested in clustering and compile the 'right' resources

- Possibility of joint investment attraction with City of Wyndham. Leverage synergies and promote growth area.
- Competition vs. collaboration with industries and councils. Need to look at eligibility criteria and ensure the right balance.
- Increase collaboration/communication between internal departments with a new level of maturity and confidence in innovative activities that drive growth.

Business Support

- Engage with businesses; find out what is important to them and their preferences when choosing a location to do business.
- Use of the 'right' incentives. Can be financial or non-financial in the form of business support.
- NBN and ensure people understand it.
- Economic Development & Advocacy department being more aggressive, proactive and contacting businesses to have first hand conversations and gather local intelligence.
- Focus on new businesses but also continuing to grow and support existing businesses.
- Understanding of what can be supported in our industrial areas such as clear industrial design guidelines, knowing key players in industrial estate and how we can build these relationships. E.g. Fuji Xerox is a large player who has relationship with the state government but not local council. Focus energies on leveraging these types of players and use as case studies for attraction.

Approach

- Responsiveness if an innovative idea comes up, having a flexible approach to take timely action
- Facilitation role and preparedness if a business says 'yes'. Being resource ready.

During the Education Provider consultation workshop, discussion was around the following areas:

- How to address the skills gap?
- What are they key drivers/opportunities/barriers?
- How can Melton best approach Investment Attraction?

The information obtained from the Educational Provider consultation workshop is included below.

- Need to look at different precincts. One approach to whole city will

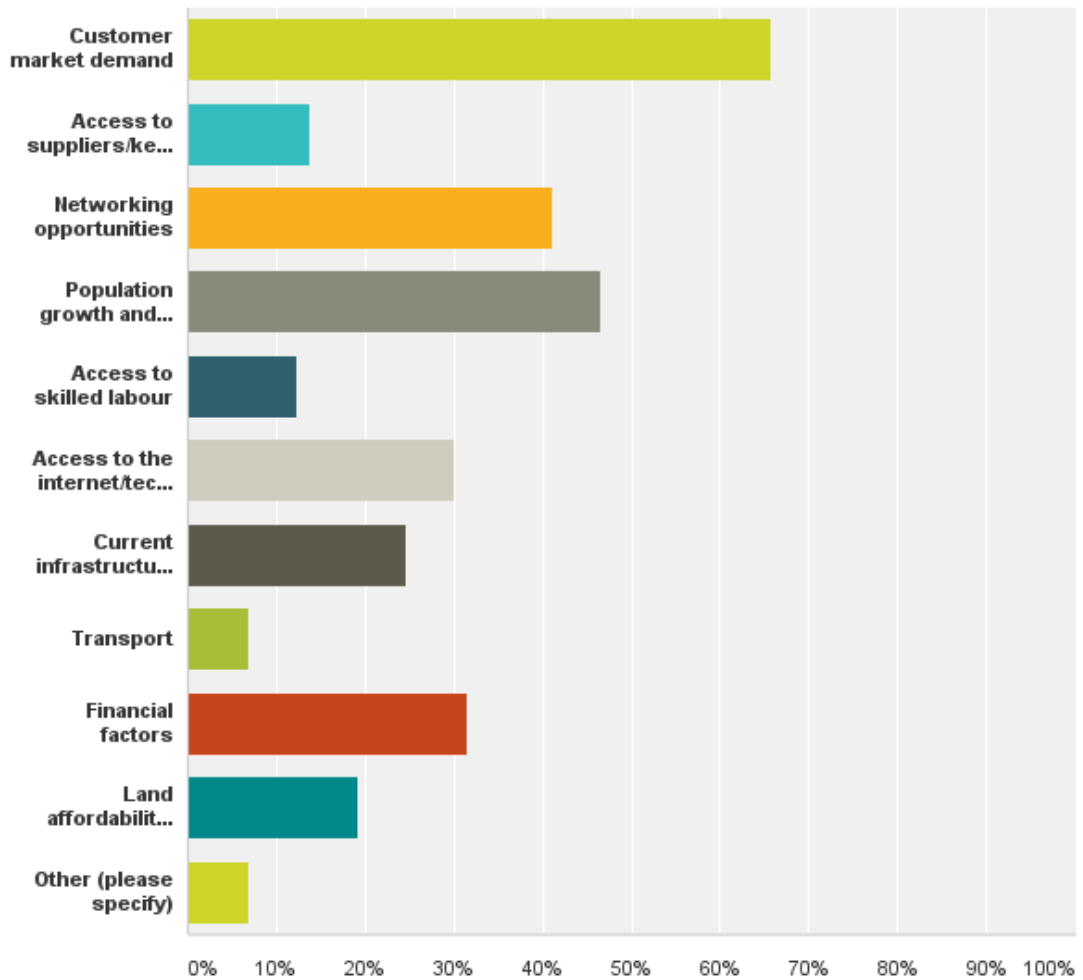
not work.

- Need variety of value propositions to attract investment.
- Pitch different industries and different businesses to different precincts eg. Caroline Springs – professional/administrative/accommodation
- Ravenhall logistics precinct – distribution centre and manufacturing
- Look at who are the anchor businesses and think about what other companies would want to tack-on to them to make a precinct
- How might we start today attracting interest with private health providers for the future hospital?
- Think upstream / downstream services and co-location
- Equine – Tabcorp on site stabling precinct. Not talked up enough as thoroughbred country.
- Emphasis on new green industries, environmental industries
- Innovative solutions – brains trust, consultative, getting young people together
- Strategy to release up some shop space as there's not enough retail space in the Town Centre that is affordable
- Fragmented work opportunities, not typical 9-5, global business, looking at other skills - entrepreneurial
- Manufacturing – advanced manufacturing focus
- Key building blocks
- Strength in modular construction and manufacturing. Leveraging these traditional strengths and capacity for growth through aligning with opportunity.
- 52% kids don't go onto study. Concerns regarding so many children not going anywhere and navigation issues i.e. Doing a cert II but not leading to job outcomes
- Identify skills requirements with larger companies and upskill so positions with these companies can be filled
- Other skills we need to up skill youth with entrepreneurial etc
- Home based businesses and find out the various types
- Traditional strengths: construction (modular), manufacturing
- Aligning capabilities to available jobs (higher value)
- Short – mid – long term priorities for each of the targeted industries
- Opportunity - Distribution centres role due to the large plots of land
- Opportunity - Food companies emerging industry to focus on
- Hub of excellence – construction, biotech
- NBN roll out – communicating potential at community level and how to optimise it for business

The local business consultation consisted of an online Business Growth Survey. There were 104 respondents, 73 of which completed all questions in the survey. Answers to the questions are detailed below.

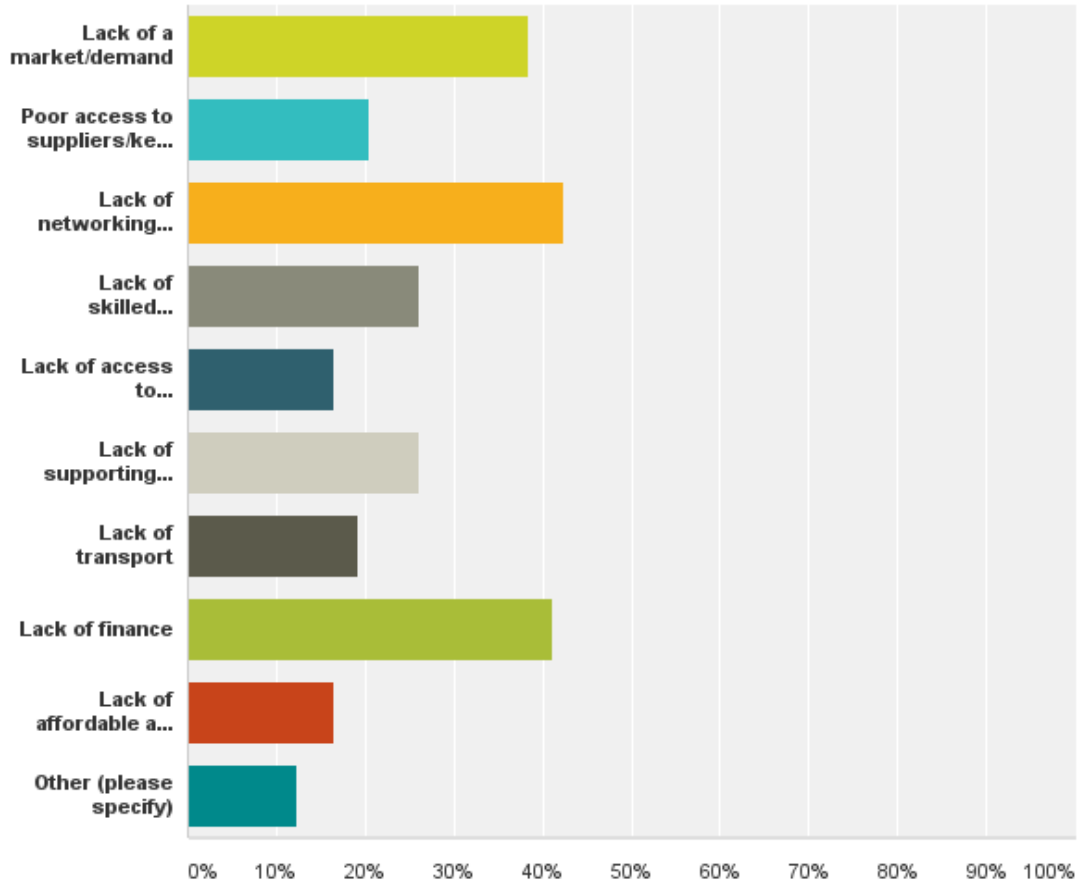
Q2 What are the local influencing factors that benefit your business? Select top 3 that apply:

Answered: 73 Skipped: 31



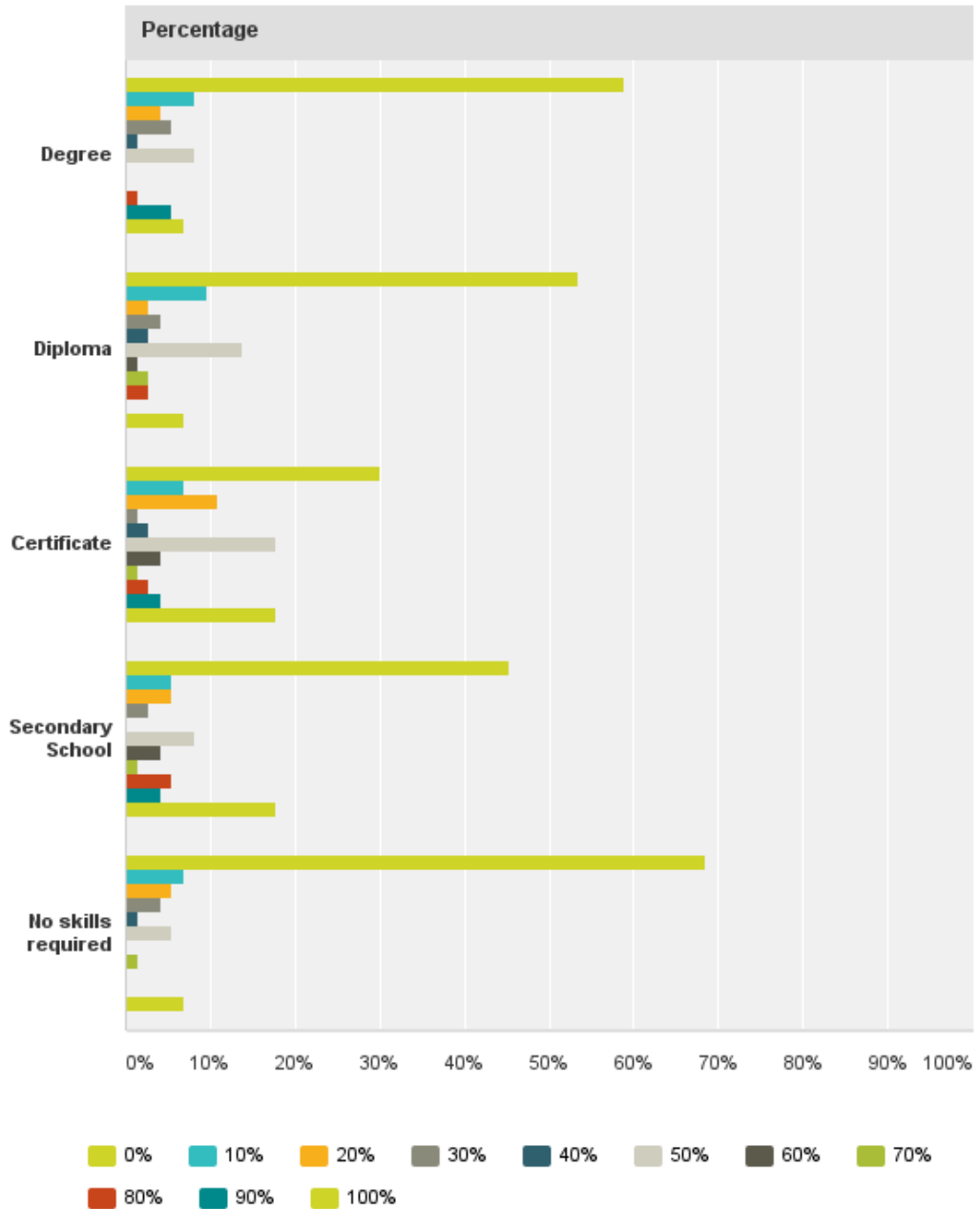
Q3 What would you identify as the local influencing factors that are the greatest challenges to your growth? Select top 3 that apply:

Answered: 73 Skipped: 31



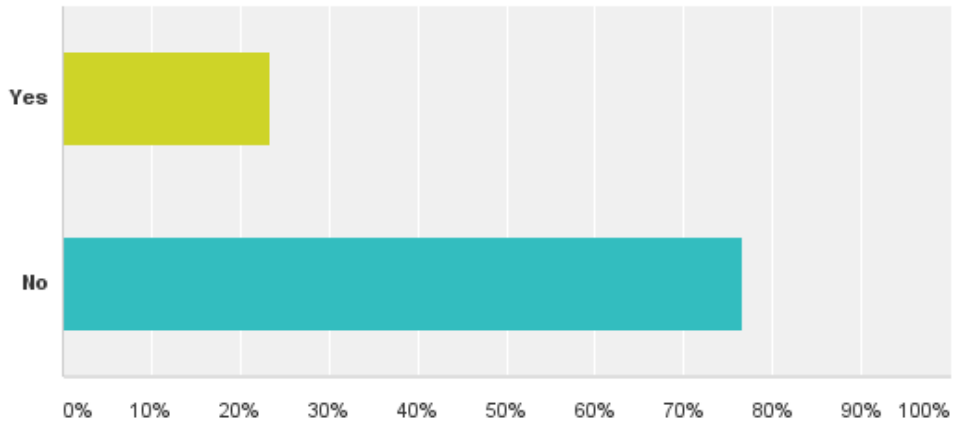
Q4 From the following list, please indicate what is the percentage level of skill that will meet your future staffing requirements

Answered: 73 Skipped: 31



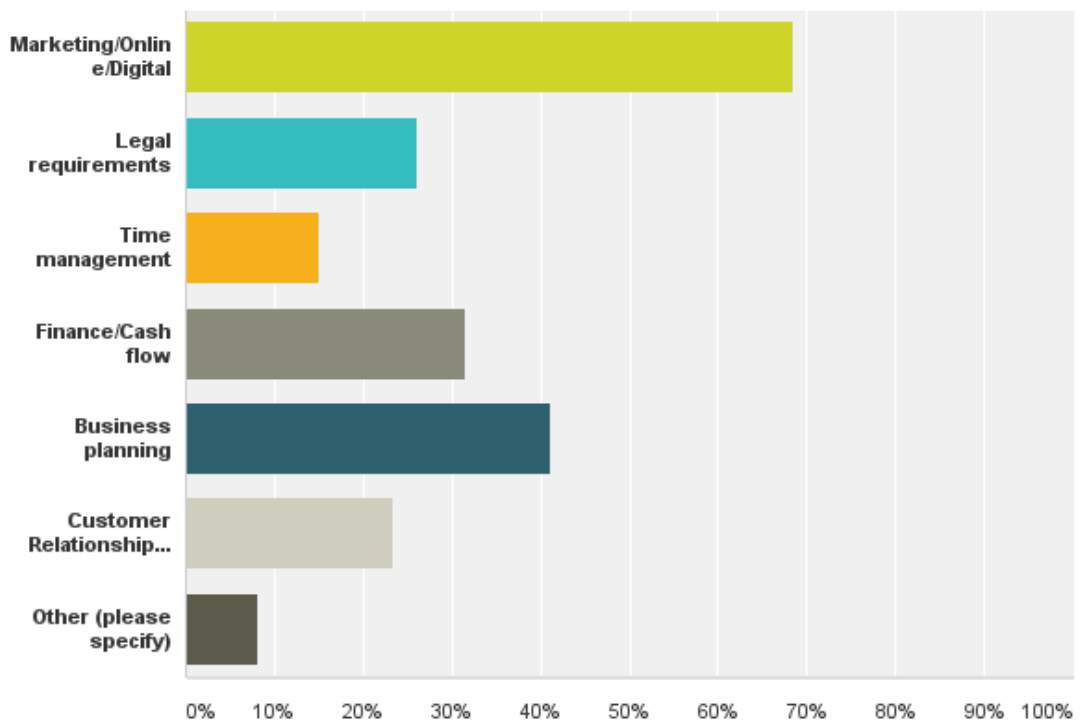
Q5 Are you currently experiencing skill shortages?

Answered: 73 Skipped: 31



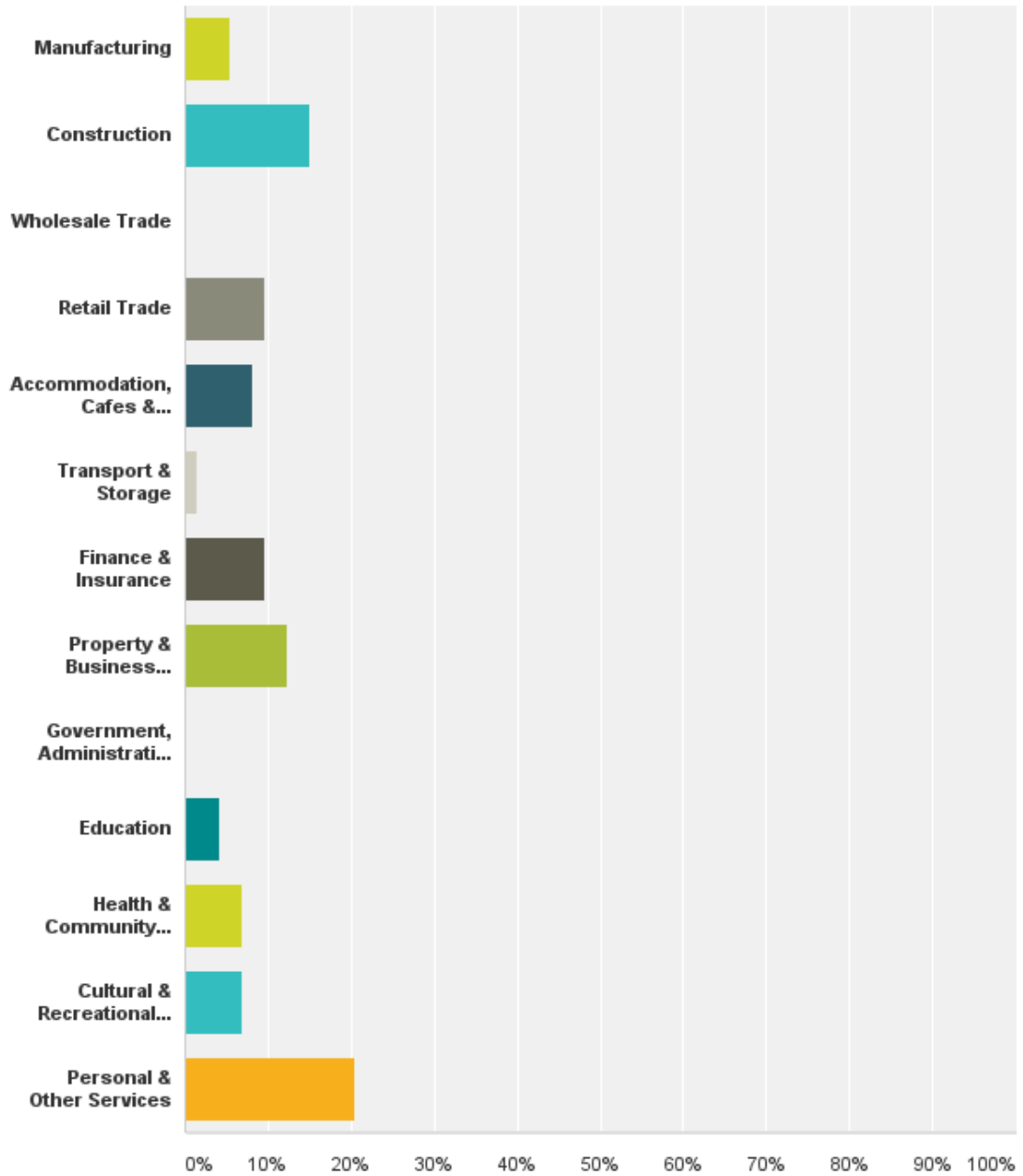
Q6 What are the key subject areas you would like more training on to help grow your business?

Answered: 73 Skipped: 31



Q7 What industry does your business operate in?

Answered: 73 Skipped: 31



Q8 What do you feel needs to be done to facilitate business growth and/ or future investment in the City of Melton?

Answered: 72 Skipped: 32

1	not sure
2	Advertising
3	Cheaper industrial estates

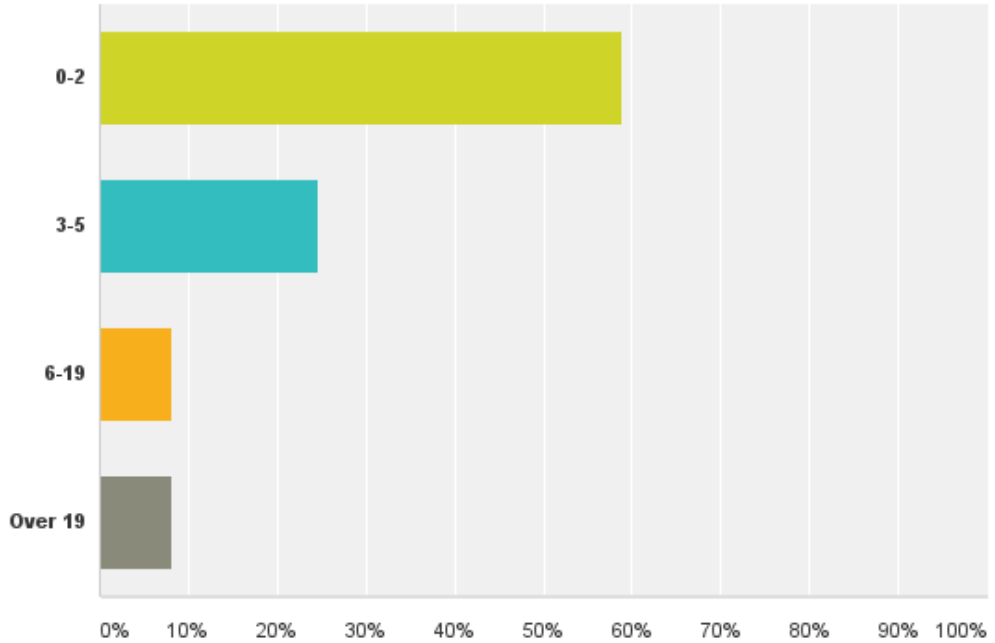
4	Have fast and reliable internet
5	Promotion of local business
6	Not sure In my industry
7	Continue to offer a higher level of facilities to attract residents of a higher calibre (in Melton itself). Too many resources are spent in Caroline Springs, with great neglect for the residents of Melton proper. Having lived and worked in the area for 31 years, the decline in Melton Township since the development of Caroline Springs has been very evident. Our work is spread all over Melbourne and indeed Australia, with less than 1% of our income being generated locally.
8	We are experiencing a major shortage of office space for new business and organisations coming to Melton or setting up in Melton. This has caused us problems.
9	public transport to Toolern Vale end of Coburns road
10	Invest in upgrading infrastructure
11	Some investment into infrastructure in order to attract more businesses
12	not sure
13	Help small business attract more customers
14	Better transport links, better area maintenance (roads, parks, footpaths), advertising and marketing support.
15	not sure
16	Better access to the western hw during busy times.
17	Infrastructure, promotion of jobs within the city, increase in quality rather than quantity of housing.
18	trade schools
19	Cheaper commercial property access, rent is major financial burden.
20	More financial support for start up business
21	More access to public transport.
22	Better infrastructure
23	24 Upskill local workers, many I have dealt with don't know the basics about using the internet and don't even have an email.
24	The East/West link would have been a great start! People on the other side of the 'bridge' need to be aware that the City of Melton is a growing hub in all areas. Overall letting more & more people & business's be aware of the diversity of our current businesses and projected growth with population & infrastructure can only be a good thing.
25	Business incentives
26	High schools in area.
27	Create a learn to work programme with incentives for performance and competency over 2 years minimum
28	More education for children
29	We are a low socio-economic area which I feel impacts upon the lifestyles, businesses, and physical and mental health of the city. Financial education is essential.

30	Affordable Trade Expos for customers to have a look at local businesses
31	Improving public transport available to Caroline Springs would certainly assist us. Also reducing traffic congestion particularly around school times.
32	More networking opportunities.
33	more safety in the town
34	more small business support , support to strip shopping districts
35	unsure
36	Better level of skills
37	Finance opportunities, grants etc
38	Melton needs to find a point of difference to attract businesses.
39	Cut council spending and use the money to assist small businesses providing lease and equipment subsidies, rates abatements and other incentives
40	Transport
41	rental costs are too high
42	have a local tender for local trades
43	Remove stigma of the "Melton" name, changes at State Government level
44	Business training programmes to help running/growing the business
45	Support
46	customer confidence
47	Grants to help small business grow
48	public transport & new train station at artherstone
49	Less red tape with town planning, release more land keep developers more honest, they make all the money, they have no guarantees
50	better roads
51	Satisfied with the potential business growth here in the city.
52	More commercial infrastructure,
53	Planning to attract new technology such as Software development hub - Make Melton City of Technology - Start with young kids , so in 10 years the City will develop it self
54	Business and Community working together toward a common goal
55	Start a directory of businesses which is easily accessible to the public(probably available free of charge at the council office & other prominent locations)
56	Genuine and honest networking - none of the normal sales orientated networking
57	Melton has not seen what other suburbs have by way of a sizeable main street office complex to replace high turnover spaces such as Bakery Square complimented by appropriate parking. Serviced offices with meeting rooms are not accessible and businesses are now forced to head to Western BACE which is not convenient enough for local customers. Foot traffic has been sacrificed and lost by forcing customers to spread out and traverse to the corners of Melton.
58	Better Signage & Awareness for small business - lighting upgrades.

59	Not sure
60	Small Grants for Small Businesses
61	Affordable business offices for small businesses
62	the Western BACE is a fantastic asset for businesses in Melton
63	Ability for locals to know about local SME including at home businesses. we don't realise what is in our back yard
64	Affordable Housing. Transport infrastructure for movement around the town and connect to Melbourne & Ballarat
65	Zoning and parking issues
66	Networking opportunities
67	You are not promoting small Business or I never see it (for example) I work up to 35 km away in other suburbs as normal operation.
68	The stigma associated with, and the negative perception of, Melton - commonly held by people who don't live/work in the area
69	Cheaper rates and access to the NBN
70	more allowable signage for business owners less restrictions
71	Public transport to/from Eynesbury and building of shops in the outskirts of the suburb
72	promotion of local business, support to local business in development of their business

Q9 Please indicate the size of your business in terms of people employed:

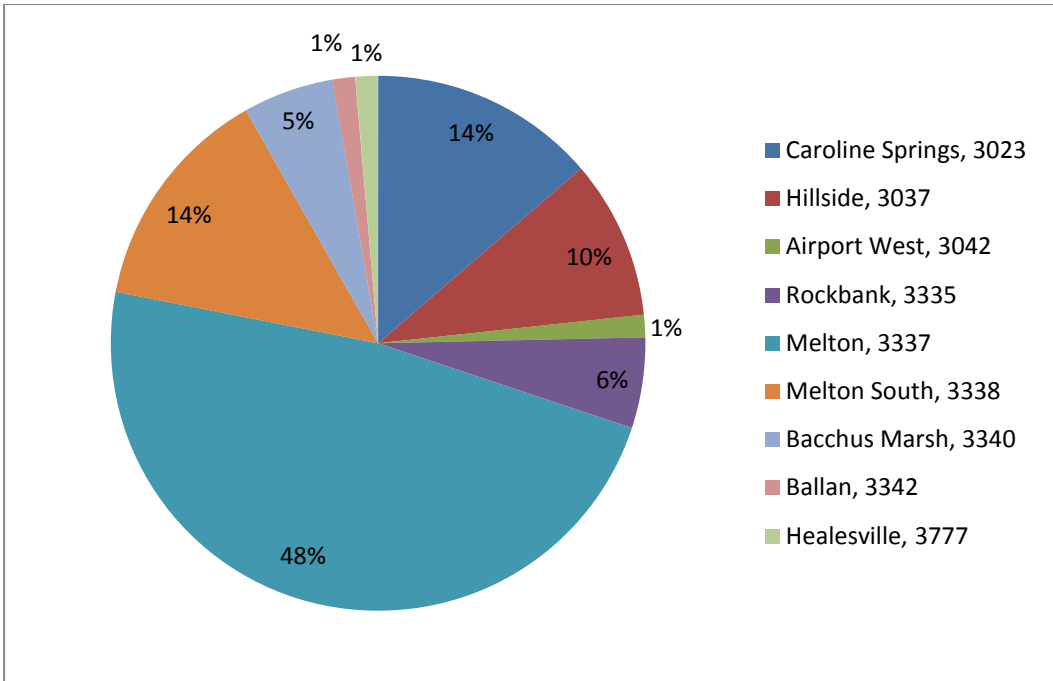
Answered: 73 Skipped: 31



Q10 – Please enter the postcode in which your business operates

104 respondents – 73 of which did all questions

Postcode	Number of respondents
Caroline Springs, 3023	10
Hillside, 3037	7
Airport West, 3042	1
Rockbank, 3335	4
Melton, 3337	35
Melton South, 3338	10
Bacchus Marsh, 3340	4
Ballan, 3342	1
Healesville, 3777	1
TOTAL	73



17. Strategic Directions & Vision

Theme 1: Activity Centres & Precincts

- 1.1 Facilitate the development of appropriate employment precincts within the municipality to encourage sustainable investment
- 1.2 Demonstrate a combined approach to engagement to enhance successful precinct and activity centre development
- 1.3 Engage with businesses in activity centres to build community pride and develop positive perceptions of council infrastructure projects

Theme 2: Investment Facilitation & Business Development

- 2.1 Develop and facilitate new investment opportunities across the City to support local economy growth and employment outcomes
- 2.2 Explore and develop information resources which support attraction of potential investors in understanding the local economy
- 2.3 Facilitate local, regional and state level relationships to maximise opportunities for economic development and investment

Theme 3: Incubation of Home Based & Small Business

- 3.1 Devise a range of business development strategies, programs and resources for home based and small business that complement the Western BACE offering and support local business growth

3.2 Support and promote local business networking and consultation opportunities that add value and contribute to innovation and entrepreneurship

3.3 Develop, activate and promote a range of flexible spaces including the Western BACE facility for home based and small business to encourage further reinvestment

Theme 4: Future Growth & Enabling Assets

4.1 Support investment projects and engage with the local business community to influence growth opportunities

4.2 Facilitate processes and cross council alliances for attracting future innovative and emerging industries to support the growth and resilience of the local economy

4.3 Strengthen relationships with Western BACE, state government and regional bodies to identify opportunities for innovation, leadership and best practice to contribute to sustainable future growth

4.4 Engage and facilitate collaboration between local educational providers to deliver employment and skills programs that contribute positively to industry growth

Theme 5: Investment Attraction Marketing

5.1 Develop the City of Melton narrative as a hook to attract specific high value industries to cater for future growth and economic sustainability

5.2 Target prospective investors in primary focus industries for attraction both locally and internationally through marketing activation initiatives that build investment value

5.3 Foster local business community pride and continue to develop the 'Melton story' to build the profile of the municipality as a place to invest for targeted growth industries

5.4 Collaborate across all levels of government, Western BACE and external agencies for greater investment outcomes and development opportunities

Vision: Our vision is to leverage population industry growth whilst cultivating future industry investment through targeted skills development and promotion of the City of Melton as an emerging investment destination for businesses to consider.

18. Monitoring and Evaluation

Key measurement indicators:

- Level and scope of new investment enquiries
- Business investor feedback captured through engagement
- Success in retaining and assisting expansion of existing businesses captured through engagement
- Growth identified by Australian Business Register data and number of new business packs distributed
- Local industry and workforce outcomes identified by Census data

Review Timeline: Annually to ensure relevance of the Strategy and reflective of the current Melton investment climate.

19. Next Steps

Next Step	Date
Council meeting report seeking endorsement of Draft Plan	13 October 2015
Public Comment period	20 October – 17 November 2015
Amendments to draft	18 November – 2 December 2015
Presentation of final draft to Council for endorsement	15 December 2015
Design of public document	December 2015 / January 2016
Public launch	February 2016

20. For More Information

The development of the Investment Attraction Strategy will be coordinated through the Economic Development and Tourism team in Economic Development and Advocacy.

Contact details

Rachel Bernardo

Business Marketing & Investment Attraction Officer

Ph. 9747 5499

E-mail. rachelb@melton.vic.gov.au

20. References

'Western Agenda 2013-2016. A strategic Action Plan for Melbourne's West', LeadWest February 2013

'Inquiry into Local Economic Development Initiatives in Victoria' Parliament of Victoria July 2013

'Regional Plan 2013-2016' Western Melbourne RDA Committee

'A Jobs and Industry Strategy for Melbourne's West' Western Melbourne RDA, SGS Economics and Planning, May 2013

'Melton Retail and Activity Centres Strategy', Tim Nott with Harvest Digital Planning and Hansen Partnership, November 2013

'Plan Melbourne' Metropolitan Planning Strategy, The State of Victoria, Department of Transport, Planning and Local Infrastructure 2014

'Employment Land Supply', City of Melton 2013, SGS Economics & Planning

'Venture Melton Business Prospectus', City of Melton September 2014

Industry and Supply Chain and Skills Gap Analysis City of Melton' AEC Group, October 2014

'Investment Opportunities in Australian Agribusiness and Food', The Australian Trade Commission (Austrade) May 2014

'Investment Opportunities in Australian Infrastructure', The Australian Trade Commission (Austrade) June 2014

'Melton Integrated Transport Strategy, Melton City Council Background Report' November 2014, AECOM Australia Pty Ltd

AEC (unpublished). *Gross Regional Product, 2012-13*. AEC, Brisbane

ABS (2007). Australian Bureau of Statistics. *Census of Population and Housing, 2006*. ABS, Canberra.

ABS (2012). Australian Bureau of Statistics. *Census of Population and Housing, 2011*. ABS, Canberra.

Australian Bureau of Statistics (2013). *Australian National Accounts: Input-Output Tables - Electronic Publication, 2009-10 Final*. Cat. No. 5209.0.55.001, Australian Bureau of Statistics, Canberra.

Colliers International (2014). *Industrial Research and Forecast Report – Second Half 2013*. Available from:

http://www.colliers.com.au/~media/Files/Corporate/Research/Industrial/Industrial_RFR_Second%20Half%202013.ashx. Last accessed: 22 August 2014.

DEEDC (2014).

DPCD (2013). *Urban Development Program – Metropolitan Melbourne 2013*. Department of Transport, Planning and Local Infrastructure, Victorian Government. Melbourne, Victoria.

IBIS World, Various. *Industry Reports*.

NBNCo (2014). *Connect Home or Business - Check your address*. Available at: <http://www.nbnco.com.au/>. Last accessed: 22 August 2014.

West, G. R. (1993). *User's Guide, Input-Output Analysis for Practitioners An Interactive Input-Output Software Package Version 7.1*. Department of Economics. University of Queensland.

Enright, Michael J. Enright Michael J., and Brian H. Roberts Brian H. Roberts. "Regional Clustering in Australia Regional Clustering in Australia." *Australian Journal of Management* (2001).

Roelandt, Theo JA, and Pim Den Hertog. "Cluster analysis and cluster-based policy making in OECD countries: an introduction to the theme." *Boosting innovation: The cluster approach* (1999): 9-23.

Edward J. Feser. "Old and new theories of industry clusters" *Clusters and Regional Specialisation: On Geography, Technology, and Networks*. Ed. M Steiner. London: Pion, 1998. 18-40.

Available at: <http://works.bepress.com/edwardfeser/3>

Steinle, Claus, and Holger Schiele. "When do industries cluster?: A proposal on how to assess an industry's propensity to concentrate at a single region or nation." *Research policy* 31.6 (2002): 849-858.

Sölvell, Örjan, Göran Lindqvist, and Christian Ketels. *The cluster initiative greenbook*. Stockholm: Ivory Tower, 2003.

Tambunan, T. (2005), Promoting Small and Medium Enterprises with a Clustering Approach: A Policy Experience from Indonesia. *Journal of Small Business Management*, 43: 138–154.

Ronald Batenburg, Roel Rutten, (2003) "Managing innovation in regional supply networks: a Dutch case of "knowledge industry clustering"", *Supply Chain Management: An International Journal*, Vol. 8 Iss: 3, pp.263 – 270

Hendry, Chris, James Brown, and Robert Defillippi. "Regional clustering of high technology-based firms: opto-electronics in three countries." *Regional studies* 34.2 (2000): 129-144.

Pandit, Naresh R., and Gary Cook. "The benefits of industrial clustering: Insights from the British financial services industry at three locations." *Journal of Financial Services Marketing* 7.3 (2003): 230-245.

http://www.cityofsydney.nsw.gov.au/_data/assets/pdf_file/0006/156525/Draft-Economic-Development-Strategy.pdf

The City of Melton Investment Attraction Strategy 2016 – 2019 is a medium term vision which aims to facilitate continued investment and business growth in the City of Melton, skills development and position the municipality as an emerging investment destination for businesses to consider. To find out more about the Strategy or to obtain a copy in an alternative language contact Council on (03) 9747 7200.

This document is also available in alternate formats upon request. To obtain a copy in an alternative format contact Council on (03) 9747 7200.

For more information contact Melton City Council's Economic Development & Advocacy Department.

venturemelton@melton.vic.gov.au or (03) 9747 7200

 /venturemelton

 @venturemelton

Disclaimer

Whilst all reasonable effort has been made to ensure the accuracy of information contained herein as at the time of printing, Melton City Council takes no responsibility for the accuracy, completeness or currency of such information or for any loss incurred as a result of the application or use of such information.

