



ECONOMIC DEVELOPMENT & TOURISM PLAN

FOUR YEAR ACTION PLAN



*A Proud Community
Growing Together*

2014–2017

The Economic Development and Tourism Plan, Four Year Action Plan 2014-2017 is the first of four action plans which will detail the activities and actions of the Economic Development and Tourism Plan 2014-2030. The Economic Development and Tourism Plan 2014-2030 is a long term vision and aims to ensure continued economic growth in the City of Melton, generate local employment opportunities, and position the municipality as a leading vibrant and diverse place of business and visitor experiences.

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

Background Report	Details key achievements of previous plan, current economic context, policy context, economic and demographic profile, strategic planning framework and feedback from consultation workshops.
Economic Development & Tourism Plan 2014 - 2030	Provides an overview of the key information from the background report and presents the vision and strategic direction for the next 16 years.
Action Plan 2014 -2017	Developed every 4 yrs in line with Council's corporate planning cycle, the action plans (four in total) will detail the specific actions under each of the strategic priority areas identified in the Economic Development and Tourism Plan.

The Economic Development and Tourism Plan 2014-2030 and associated Action Plan 2014-2017 has been developed through extensive consultation with a range of industry, community representatives, tourism operators, Government representatives and business owners as well as internally with a range of Departments across Council. Both the Background Report and the Economic Development and Tourism Plan 2014-2030 can be downloaded via the City of Melton website at melton.vic.gov.au/ecodevtourplan.

For more information on the Action Plan or associated documents contact Council on 9747 7200.

1. Business Growth & Attraction

Strategic Objective	Actions	Responsible Dept	Year 1,2,3,4	Council Plan Obj	Measure
1.1 Promote and facilitate business activity and investment across the City to support the creation of a diverse range of local employment opportunities.	1.1.1 Development of an Investment Attraction Strategy for commercial and business investment to the City.	Economic Development and Advocacy	1,2	1.3.1	Strategy developed and adopted by Council
	1.1.2 Development of a site inventory for potential investors.	Economic Development and Advocacy	1	1.3.1	Inventory developed and promoted to potential investors
	1.1.3 Host international delegations to promote local investment opportunities.	Economic Development and Advocacy	1,2,3,4	1.3.1	Host minimum of one international delegation per year
	1.1.4 Support and advocate for the Western Interstate Freight Terminal (freight and logistics hub).	Planning & Environmental Services Engineering	1,2,3,4	1.3.1	Attendance at relevant meetings/ letters to relevant authorities
	1.1.5 Identify existing social enterprises and support opportunities in partnership with relevant stakeholders to encourage new Social Enterprises across the City.	Economic Development and Advocacy	1,2,3,4	1.3.1	Meetings with relevant stakeholders.
	1.1.6 Implementation of the Community Service Organisation Attraction Strategy to attract a range of specialised CSO's to the City.	Community Planning	1,2,3	3.1.3	Attraction of two new CSO's into the City of Melton over the 4 yr period.
1.2 Develop a range of business development strategies and programs for new and existing businesses to support local business growth.	1.2.1 undertake an annual Business Visitations Program with local businesses	Economic Development and Advocacy	Ongoing	3.1.6	100 business visitations per year

	1.2.2 Coordinate and deliver an annual business expo	Economic Development and Advocacy	1,2,3,4	1.3.2	Implementation of Annual Business Expo
	1.2.3 Explore the feasibility of incorporating a cultural diversity element into business events.	Economic Development and Advocacy Community Planning	2	3.5.1	Contact with a range of cultural groups. Consideration in event planning.
	1.2.4 Develop a Social Procurement Strategy to support local businesses that provide training and employment opportunities to youth, people with a disability, indigenous or long term unemployed.	Economic Development and Advocacy Finance	1,2	1.3.1	Strategy developed and adopted by Council.
	1.2.5 Explore the feasibility of implementing the Child Friendly Business Accreditation Program.	Economic Development and Advocacy Children's Services	2,3	3.1.4	Review of Program completed and recommendations made.
	1.2.6 Explore the feasibility of Retail Trader Associations to support the growth in retail activity centres as recommended in the Melton Retail and Activity Centre Strategy.	Economic Development and Advocacy	3, 4	1.3.1	Research into RTA's completed and recommendations made.
	1.2.7 Implementation of a range of Council initiatives which provide opportunity for local contractors and suppliers (ie. CEEP program / EEP)	All/ Economic Development and Advocacy	1,2,3	1.3.1	Local contractors engaged in the implementation of a range of Council programs/ initiatives
	1.2.8 Provide an annual opportunity for local businesses to learn about Council's contract and tender processes.	Finance	1,2,3,4	1.3.1	Annual information session held for local businesses

	1.2.9 Continue to encourage local businesses to be accessible to customers with a disability and support local business to provide a range of volunteering opportunities for people with a disability within their local community.	Community Care & Inclusion	Ongoing	3.1.6	Support the Business Excellence Awards by Disability Advisory Committee Sponsorship, DAC judging panel participation, DAC presence at the Awards. No. business supported No. of people with disability supported No. of opportunities available.
1.3 Develop and promote a range of programs which acknowledge the role of business within the community.	1.3.1 Pilot a voucher based 'Cafe Program' with local businesses, which provides HACC eligible clients older people, people with a disability and carers with discounted meals.	Community Care & Inclusion	1,2	3.1.5	Pilot through Ageing Well and Diversity Team evaluate to include future recommendations.
	1.3.2 Continue to support and expand the Buy Local initiative in partnership with the Greater Melton Chamber of Commerce.	Economic Development and Advocacy	1,2,3,4	1.3.1	Increase in No. of businesses and venues promoting the Buy Local campaign.
	1.3.3 Review the Business Excellence Awards annually and explore opportunities for additional categories including a child friendly category and tourism operator category.	Economic Development and Advocacy	1,2,3,4	1.3.2	Business Awards reviewed and changes made as per recommendations.
	1.3.4 Support the Greater Melton Chamber of Commerce through participation on the Committee and attendance at networking events.	Economic Development and Advocacy	1,2,3,4	1.3.2	Attendance at GMCC committee meetings and network events.

	1.3.5 Explore the feasibility of a business incentive program.	Economic Development and Advocacy	2,3	1.3.1	Research undertaken, report prepared and presented to Council.
1.4 Explore and develop information and resources which support potential and existing investors in understanding the local economy and attracting them to the region.	1.4.1 Development of an investment prospectus.	Economic Development and Advocacy	1	1.3.1	Investment prospectus developed, uploaded to Council website and promoted to external stakeholders.
	1.4.2 Development of an information pack for businesses regarding Council services and support programs.	Economic Development and Advocacy	1	1.3.1	Information pack completed, uploaded to website and promoted to local businesses.
	1.4.3 Development of a resource for Home-Based Businesses and distributed to a range of Council-based community facilities.	Economic Development and Advocacy Planning and Environment	2,3	1.3.2	Resource developed, uploaded to website and promoted externally.
1.5 Undertake research to identify key areas of business and industry growth	1.5.1 Undertake an industry growth/ skills gap analysis and identify opportunities for training and skill development.	Learning Communities Economic Development and Advocacy	2,3	1.3.3	Research undertaken. Report prepared. Recommendations communicated to Council and external stakeholders.
	1.5.2 Seek to obtain local level tourism and visitation data including international visitors and country of origin.	Economic Development and Advocacy	2,3	1.3.6	Research undertaken and local level data compiled and promoted.
	1.5.3 Undertake an inventory of local tourism assets and identify gaps and needs to enhance the industry into the future.	Economic Development and Advocacy Planning and Environment	3,4	1.3.6	Inventory completed and recommendations made to Council and industry stakeholders.

2. City Promotion & Tourism

Strategic Objective	Actions	Responsible Dept	Year 1,2,3,4	Council Plan Obj	Measure
2.1 Promote the City of Melton as a growing diverse community and a place of choice to live, work, do business and leisure.	2.1.1 Continue to run community events including Djerriwarrh & Summersault Festival.	Events & Culture	Ongoing	3.3.1	Events delivered within existing Council budget.
	2.1.2 Implementation of the Discover Your Own Backyard campaign including video and photographic competitions.	Economic Development and Advocacy	1,2,3,4	1.3.6	DYOB campaign implemented including minimum of 1 community video or photographic competition.
	2.1.3 Work with a range of businesses and venues such as real estate agents, entertainment venues, and civic services to promote the DYOB video.	Economic Development and Advocacy	1,2	1.3.6	Showcasing of the DYOB DVD in a range of venues across the City.
	2.1.4 Explore a local volunteer Ambassador Program to provide visitor servicing across the municipality.	Economic Development and Advocacy	1,2	1.3.6	Development of feasibility paper exploring model. Recommendations made to Council.
	2.1.5 Continue to promote good news stories regarding local businesses and visitor attractions in the local media.	Communications Economic Development and Advocacy	Ongoing	1.3.6	Minimum of 4 articles printed in local newspapers and other local media forums per year.

2.2 Facilitate, support and promote local attractions and services which provide a range of diverse opportunities for residents and visitors.	2.2.1 Explore the potential for a public arts trail across the municipality.	Events & Culture	2	1.1.2	Research into public arts trail undertaken and recommendations made.
	2.2.2 Review the Public Art Policy and Procedure.	Events & Culture	1	1.1.2	Policy reviewed and amended accordingly.
	2.2.3 Implementation of the Heritage Strategy Action Plan.	Planning & Environment	1,2,3,4	1.1.4	Strategy implemented and key achievements reported to Council.
	2.2.4 Complete the Mt Cottrell Recreation Reserve Masterplan and explore the feasibility of educational tourism at this site.	Economic Development and Advocacy Planning and Environment	1,2	1.4.4	Masterplan completed and recommendations made to Council.
	2.2.5 Develop itineraries and visitor packages and distribute to a range of local public venues and accommodation providers.	Economic Development and Advocacy	1	1.3.6	Itineraries completed, promoted and distributed to local venues and accommodation providers.
	2.2.6 Further develop the Kororoit Creek Trail.	Engineering Planning & Environment	1,2,3	1.4.4	Continue to require the reservation of land for the trail in the development of relevant Precinct Structure Plans.
	2.2.7 Advocate for extension of the Werribee River Shared Trail providing links to Melton and Eynesbury.	Engineering Planning & Environment	1,2,3,4	1.4.4	Advocacy work undertaken.
	2.2.8 Mapping and promotion of walking trails across the City.	Economic Development and Advocacy Leisure Services	3	1.4.4	Mapping work undertaken, uploaded to website and promoted.

	2.2.9 Continue to develop local history resources and material at Melton Libraries including digital and oral history.	Learning Communities	1,2,3,4	1.1.4	Increase in digital and oral history items at Melton libraries.
	2.2.10 Explore the feasibility of a museum within the municipality.	Economic Development and Advocacy Learning Communities	3, 4	1.1.4	Research undertaken and recommendations made to Council.
2.3 Develop a local tourism industry which continues to add value to the local economy.	2.3.1 Continue to promote the Tourism Accessibility Guide to local tourism providers.	Economic Development and Advocacy	1,2,3,4	3.1.6	Guide distributed to all tourism operators annually.
	2.3.2 Coordinate a local tourism group to provide networking opportunities and facilitate integrated visitor experiences.	Economic Development and Advocacy	2,3,4	1.3.6	Group formed. Demonstration of at least one collaborative activity or promotional opportunity.
	2.3.3 Coordinate a series of famils for volunteers and overseas wholesalers to enhance knowledge of local attractions and visitations to the area.	Economic Development and Advocacy	1,2,3,4	1.3.6	Minimum of 4 famils held per year including at least one for overseas wholesalers.
	2.3.4 Explore opportunities to capitalise on the MICE tourism Market (Meetings, Incentives, Conferences & Exhibitions) through the strengthening of relationships with the Melbourne Convention Bureau.	Economic Development and Advocacy	2,3	1.3.6	Meeting with Melbourne Convention Bureau held and opportunities identified.
	2.3.5 Continue to liaise with large scale tourism operators to attract a significant visitor asset to the municipality.	Economic Development and Advocacy	Ongoing	1.3.6	Meetings with large scale tourism operators.

3. Innovation & Technology

Strategic Objective	Actions	Responsible Dept	Year 1,2,3	Council Plan Obj	Measure
3.1 Create the enabling vehicles for entrepreneurship that result in innovative start-up businesses, enhancement of existing enterprises and quality job opportunities.	3.1.1 Completion of the Western Business Accelerator and Centre for Excellence.	Economic Development and Advocacy	2	1.3.4	Western BACE completed and open for operation.
	3.1.2 Facilitate a range of programs and initiatives within the Western BACE which encourage business growth, training, education and pathway opportunities.	Economic Development and Advocacy Learning Communities	2,3	1.3.4	Range of training and education opportunities being offered through the Western BACE.
3.2 Explore and promote a range of technologies and programs to enhance business growth and development across the municipality.	3.2.1 Facilitate workshops for local businesses on the benefits of innovative technology.	Economic Development and Advocacy	1,2,3	1.3.2	Minimum of one workshop held per year.
	3.2.2 Explore a range of Apps and devices which enhance visitor and business servicing.	Economic Development and Advocacy	1,2	1.3.6	Research undertaken into possible apps, testing undertaken and recommendations made to Council.
	3.2.3 Development of a Digital Economy Strategy.	Economic Development and Advocacy	1,2	1.3.5	Digital Economy Strategy completed.
	3.2.4 Explore opportunities to support NBN Co. with communicating the key messages of the changeover to the local community.	Economic Development and Advocacy	1,2,3	1.3.5	Attendance of NBN Co. at a min of 2 Council events per year.
	3.2.5 Promote State and Federal funding opportunities and encourage local businesses to submit innovative business ideas.	Economic Development and Advocacy	Ongoing	1.3.2	Inclusion in business correspondence.

	3.2.6 Further develop video conferencing in the delivery of courses and training programs at the MLLH and CS Library.	Learning Communities	2,3	2.3.1	Increase in No. of courses delivered at MLLH via video conferencing.
3.3 Demonstrate leadership by incorporating innovative ideas and practices into the way Council delivers services, information and infrastructure.	3.3.1 Continue to incorporate and promote environmentally sustainable features into Council facilities.	Planning and Environment Capital Projects	Ongoing	1.4.1	Completion of the ESD policy.
	3.3.2 Develop a branding strategy which encourages investment and innovation with the City of Melton.	Economic Development and Advocacy	1,2	1.3.1	Completion of branding strategy project and development of branded products.
	3.3.3 Explore the use of social media in enhancing communication with the business community.	Economic Development and Advocacy	1,2,3,4	2.3.1	Incorporation of one new form of social media in communicating with businesses.
	3.3.4 Development of a Council E-Newsletter to promote a range of business and tourism opportunities.	Economic Development and Advocacy	1,2	2.3.1	E-Newsletter completed and distributed to local businesses.
	3.3.5 Develop a branding strategy for visitor servicing which identifies the City of Melton as a destination of choice.	Economic Development and Advocacy	3,4	1.3.6	Completion of branding strategy and development of branded products.
	3.3.6 Support the pilot of the Eynesbury Drive Share Program.	Community Planning Economic Development and Advocacy	1	1.5.6	Launch held. Maintenance of email correspondence to support the program.
	3.3.7 Identify opportunities within E-books and digital borrowing at Melton Libraries.	Learning Communities	1,2,3,4	3.4.3	Research undertaken and recommendations made.

4. Learning & Capacity Building

Strategic Objective	Actions	Responsible Dept	Year 1,2,3,4	Council Plan Obj	Measure
4.1 Facilitate local level partnerships which create and promote a range of learning, employment and pathway opportunities.	4.1.1 Increase opportunities and participation in further education and employment for people with a disability.	Community Care & Inclusion	Ongoing	3.1.6	Support City of Melton Community Learning Board Works 4 All Strategy Actively participate on the Works 4 All Social Inclusion Working Party
	4.1.2 Work with identified schools and RTO's to deliver initiatives focused on school transition, retention, entry level qualifications and experience to industry.	Family, Youth & Housing	1,2,3,4	1.3.3	Delivery of vocational training in hospitality through Cooking with Gas and Saturday Night Live programs.
	4.1.3 Coordinate and deliver an annual careers expo within the municipality.	Family, Youth & Housing	1,2,3,4	1.3.3	Annual career expo held and evaluated.
	4.1.4 Continue to develop partnerships between Neighbourhood Houses for the delivery of Adult and Community Education (ACE) services.	Community Planning	Ongoing	3.4.1	One new partnership developed
	4.1.5 Develop and deliver a volunteer training and community leadership model to build employability amongst local residents.	Community Planning	1,2,3	3.4.1	Model developed, implemented and evaluated.
	4.1.6 Support the flexible delivery of higher education in the Melton Community, including supporting a range of Higher Education programs in partnership with University of Ballarat to be delivered out of the MLLH.	Learning Communities	1,2,3,4	3.4.1	Delivery of a minimum of 4 higher education programs at MLLH per year

	4.1.7 Continue to build and expand the Building Melton Together program in collaboration with local organisations and industry partners and explore opportunities to apply the model to other industries.	Learning Communities	1,2,3,4	1.3.3	Research undertaken and recommendation made to Council.
	4.1.8 Explore opportunities to build closer relationships between the Melton Library and Learning Hub and the U3A.	Learning Communities	1,2,3,4	3.4.1	Min of one collaborative activity with U3A at MLLH per year.
	4.1.9 Facilitate the Early Years Partnership and the Early Education and Care Network to support networking and professional development opportunities for early year's services.	Children's Services	1,2,3,4	3.2.4	Meetings held and attended by key stakeholders.
	4.1.10 Delivery of an annual Children's Services Conference to enhance the capacity of local providers.	Children's Services	1,2,3,4	3.2.4	Conference held and evaluated.
	4.1.11 Implementation of the Learning Communities Outreach Strategy.	Learning Communities	1, 2	3.4.4	Strategy implemented and key outcomes reported to Council.
	4.1.12 Continue to support men's health and wellbeing through Men's Sheds programs and activities across the municipality.	Community Care & Inclusion	1,2,3,4	3.2.2	Number of programs / activities (150 annually).
	4.1.13 In partnership with local groups, create opportunities to increase participation for community members across different cultural backgrounds (e.g. Chamber of Commerce) to increase social and business interaction.	Community Planning	1,2,3,4	3.2.4	Inclusion of cultural groups on business database. Meetings with local cultural groups.

	4.1.14 Explore opportunities to create and support opportunities, activities and projects that help increase employment outcomes and economic participation for Aboriginal and Torres Strait Islander people.	Community Planning	1,2,3,4	3.2.4	Meeting with local Aboriginal and indigenous groups. Identification of opportunities for development.
4.2 Enhance the capacity of new and existing businesses through a range of training initiatives, programs and support.	4.2.1 Delivery of two business breakfasts per year including a Women's Breakfast event to promote the role of women in Business within Melton City.	Economic Development and Advocacy	1,2,3,4	1.3.2	Businesses breakfasts held and evaluated.
	4.2.2 Continue to encourage industry sectors to engage with local, regional and state-wide network and skill development opportunities.	Economic Development and Advocacy	Ongoing	1.3.1	Promotion of network opportunities in email newsletter.
	4.2.3 Delivery of an annual training calendar for local businesses.	Economic Development and Advocacy	1,2,3,4	1.3.2	Annual training calendar developed and promoted. Minimum of 15 programs held per year.
	4.2.4 Explore the feasibility of a Business Mentoring Program.	Economic Development and Advocacy	2,3	1.3.1	Research undertaken and recommendations made to Council.
	4.2.5 Attract Business Victoria Programs to the City of Melton.	Economic Development and Advocacy	1,2,3,4	1.3.2	Two Business Victoria Programs per year.
4.3 Explore and develop information, resources and supports for the municipality's existing workforce and those seeking work.	4.3.1 Promote the WRAP website to the local community and showcase it at industry forums and networks.	Economic Development and Advocacy Learning Communities	1,2,3,4	1.3.3	Presentation at forums and events. Distribution of WRAP flyer to local businesses.
	4.3.2 Facilitate opportunities for skilled migrants to network and connect with the local business community.	Community Planning Economic Development and Advocacy Learning Communities	Ongoing	3.2.4	Facilitation a min of 1 targeted activity per year for skilled migrants.

5. Planning for Future Growth

Strategic Objective	Actions	Responsible Dept	Year 1,2,3,4	Council Plan Obj	Measure
5.1 Maximise opportunities for economic development and growth in strategic planning processes.	5.1.1 Act on the recommendations of the Melton Employment Land Supply Review (MELSR).	Planning & Environment	1,2,3,4	1.1.1	Recommendations implemented and outcomes reported to Council.
	5.1.2 Finalise and implement the Melton Retail and Activity Centre Strategy.	Planning & Environment	1,2,3,4	1.1.3	Strategy finished. Recommendations implemented and outcomes reported to Council.
	5.1.3 Creation and implementation of the Integrated Transport Strategy.	Planning & Environment	1,2,3,4	1.5.1	Strategy created. Recommendations implemented and outcomes reported to Council.
	5.1.4 Development of the Toolern Employment Area Urban Design Framework.	Planning & Environment	1	1.1.3	Framework developed and recommendations made to Council.
	5.1.5 Implementation of approved PSP's.	Engineering Planning & Environment Economic Development & Advocacy	Ongoing	1.1.3	Implementation of PSP's.
	5.1.6 Maximise opportunities for tourism and suitable businesses purposes as part of the implementation of the Western Plains North Green Wedge Management Plan.	Planning & Environment	1,2,3,4	1.1.6	Implementation of the WPNGWMP.

	5.1.7 Review and update the Tourism Precinct Outline Development Plan.	Planning & Environment	3, 4	1.1.1	Plan reviewed, updated and endorsed by Council
	5.1.8 Advocate to State and Federal Government for infrastructure required to deliver the vision for the West set out in the Metropolitan Planning Strategy, the Growth Corridors Plans and approved Precinct Structure Plans.	Planning & Environment Engineering Economic Development & Advocacy	1,2,3,4	1.5.1 1.5.2 1.5.3 1.5.5	Use the Metropolitan Planning Strategy, the ITS (5.1.3) and other relevant strategies as an evidence base to lobby State and Federal Government.
	5.1.9 Advocate for the Metropolitan Planning Authority to initiate the creation of Precinct Structure Plans	Planning and Environment	1,2,3,4	1.1.1 1.1.3 1.1.6	Attendance at meetings. Letters to relevant authorities.
5.2 Strengthen relationships with regional groups and government bodies to enhance economic development and activity across the Western Region.	5.2.1 Continue involvement with the Western Transport Alliance.	Planning & Environment Engineering	1,2,3,4	2.5.1	Attendance at meetings.
	5.2.2 Continued involvement on a range of boards and committees including Western Melbourne Tourism Board and LeadWest.	Executive Economic Development and Advocacy	Ongoing	2.5.1	Attendance at meetings.
	5.2.3 Continue to liaise with and explore partnerships with a range of Government agencies including DSDBI, DEEWR and Regional Development Australia.	Economic Development and Advocacy	Ongoing	2.5.1	Facilitation of a min of two meetings per year.
	5.2.4 Continued support and attendance at Economic Development Australia professional development opportunities and initiatives.	Economic Development and Advocacy	Ongoing	2.5.1	Attendance at EDA events.

	5.2.5 Continue to develop relationships with tourism bodies including Daylesford Macedon Ranges, Sunbury Wine Growers and Parks Victoria.	Economic Development and Advocacy	Ongoing	2.5.1	Facilitation of a min of two meetings per year.
5.3 Facilitate processes to enhance community infrastructure which supports the growing needs of the City of Melton's business & tourism sectors.	5.3.1 Continue to upgrade community facilities and infrastructure to ensure that people with a disability are able to access learning, employment and visitor services.	Capital Works	Ongoing	3.1.6	Incorporation of DDA standards in all new builds and refurbishments to existing facilities.
	5.3.2 Enhance visitor signage and wayfinding across the municipality.	Economic Development & Advocacy Engineering	1,2,3,4	1.2.3	Audit undertaken and recommendations made. Incorporation into capital works program.
	5.3.3 Continuous improvement of built form in retail and activity centres, and commercial precincts including upgrades to Scott Street and McKenzie Street.	Engineering Planning & Environment	1,2,3,4	1.2.3	Completion of annual program (\$1.5Mill per year).
	5.3.4 Implementation of the Advocacy Strategy to enhance funding opportunities for the City of Melton.	Community Planning Economic Development & Advocacy	1,2,3,4	2.5.2	Implementation of strategy. Reporting of outcomes to Council.
	5.3.5 Continue to advocate to a range of transport bodies including VicRoads, Public Transport Vic and Department of Transport Planning and Local infrastructure regarding enhancing road, rail and freight infrastructure across the City.	Engineering. Planning & Environment	Ongoing	2.5.4	Min of two advocacy efforts per year