



Moreland Economic Development Strategy

2016–2021



Moreland City Council



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This publication is a shortened version of the full Council endorsed strategy. It has been reduced for the purposes of usability. The full strategy is available at moreland.vic.gov.au/policies-strategies

Cover: Kirstie Mananov from Otto and Spike in Brunswick.
Left: The sound of sewing machines rings out on the production floor at Otto and Spike.

Executive Summary

Moreland City Council is committed to facilitating the growth and diversity of local jobs, while improving sustainable economic development in the municipality. This requires coordinated action across Council and participation from the broader community, including investors and policy-makers to work together to achieve sustainable development.

The strategy provides a framework to facilitate the retention of a viable and diverse business community and an increase in sustainable investment and jobs and seeks to deliver the Council Plan's (2013–2017) goal of having a 'growing local economy'.

The Economic Development Strategy 2016–2021 builds on the previous strategy and contains numerous initiatives to support a strong and vibrant economy. Its overall goal is to facilitate the development of a local economy that is productive and growing, socially inclusive and environmentally sustainable.

The strategy will guide an action plan, particularly for Council's Economic Development Branch, and will provide an organisational view of the numerous strategies that contribute to the overall health of Moreland's economy. Alignment of the *Economic Development Strategy 2016–2021* with other Council strategies, including the land-use planning framework, is critical.

Council has an important role to play in facilitating industry innovation, investment and job creation, to enhance the reputation of Moreland as a progressive and prosperous municipality. The development of the new strategy has involved internal engagement as well as external input and feedback from the business community, key government agencies and partners.

This *Economic Development Strategy 2016–2021* will continue to champion the integration of Council's efforts to support a strong and vibrant economy.

The strategy identifies a number of key challenges and opportunities. These include:

Key Challenges

Unemployment

Employment land use

Job automation

Match of local skills and local jobs

High resource use

Key Opportunities

Population growth increases demand

Urban manufacturing

Sharing economy

Technology and NBN

Sustainability initiatives

Arts and culture

Regional cooperation

Growing health and retail activities

Food and beverage

Phillip's Hairdressing in Merlynston.



In order to achieve the overall goal and address the challenges identified in the strategy, three objectives have been identified for Council to implement. Council will:

- 1. Work to create new opportunities for sustainable investment and jobs, building on our strengths and encouraging innovation
- 2. Work in partnership with business and the community to support enterprise, to develop the skills of the local workforce, and promote Moreland as a place to work, live, play and invest
- 3. Work with our partners to improve economic development outcomes in the wider region, ensuring that Moreland residents have access to a wide range of employment opportunities

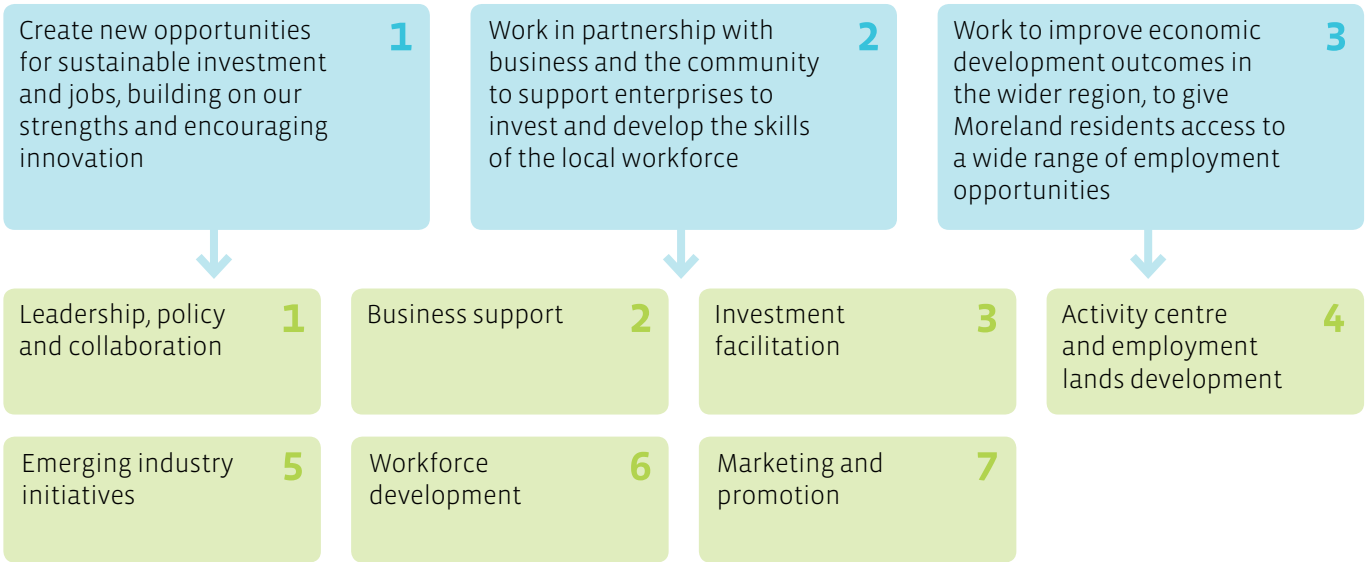
An action program will be developed, under seven themes, matching the economic challenges and opportunities facing Moreland with a focus on the most effective roles that Council can play:

- 1. Leadership, policy and collaboration
- 2. Business support
- 3. Investment facilitation
- 4. Activity centre and employment land development
- 5. Emerging industry initiatives
- 6. Workforce development
- 7. Marketing and promotion.



Denis Bainbridge from 3rd Stone Designs in Coburg North.

A local economy that is growing and productive, and which is socially inclusive and environmentally sustainable.



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Purpose

Moreland City Council is committed to improving the rate of sustainable economic development in the municipality. This requires coordinated action across Council and encouragement for the broader community – including investors and policy-makers – to work together to achieve sustainable development. The *Economic Development Strategy 2016–2021* builds on the previous strategy and contains numerous initiatives to support a strong and vibrant economy.

The strategy will continue to champion the integration of Council’s efforts to support a strong and vibrant community.

Lydia Cotter from Your Health Revolution in Brunswick.



Context

The context of the *Economic Development Strategy 2016–2021* is supported by a background report and is summarised below.

SNAPSHOT OF MORELAND'S ECONOMY



Forecast Population Growth

Forecast population growth is **48,000 between 2014 and 2031** at an average of 1.5% per year

Greater Melbourne is forecast to grow at 1.7% over the period (DTPLI, 2014a)

Left: Anderson Road Newsagency in Fawkner.

Population

Population was **163,488 in 2014**

This amounts to **3.7% of the population in Greater Melbourne** – 4,440,328 (ABS, 2015)

Population growth rate was **1.7% per year, 2009 to 2014**; the Greater Melbourne growth rate was 1.9% per year in this period

Right: Mutli-cultural dancers



Local Jobs

The number of local jobs was **42,998 in 2015, 1.5% growth per year since 2006**

This was equivalent to **1.8% of jobs in Greater Melbourne** (ABS, 2012)

Moreland has the lowest level of job self-containment of any Melbourne municipality

Left: Reconnect Yoga in Brunswick West.



Unemployment rate

Unemployment rate was **7.2% in September quarter 2015**

Unemployment was **6.4% in Greater Melbourne at the same time** (DoE, 2015)



Working Residents

The number of working residents was **81,580 in 2014**

This amounted to **2.8% of working residents in Victoria** (NIEIR 2014)

Left: Balha's Pastry in Brunswick.

Businesses

The number of businesses was **11,576 in 2014**, 2.5% growth in past 12 months

This amounts to **2.8% of all businesses in Greater Melbourne** – 404,618 (ABS, 2015a)

Right: Ruby's Cafe in Coburg.
Far right: Constantine Motors in Brunswick.



GRP

Gross regional product (GRP) in Moreland was **\$4.698 billion in April 2016**, a 3.9% increase in past 12 months (REMPAN, 2016)

This amounts to **1.3% of GRP in Greater Melbourne**

Further detail on Moreland's economic profile can be found at economicprofile.com.au/moreland

3.1 Policy Context

The *Economic Development Strategy 2016–2021* relates directly to the Council plan and the *Municipal Strategic Statement* on land-use planning, as well as a range of other strategies and action programs to which Council is a party. The policy context is shown below.

Policy Context for the Economic Development Strategy

This *Economic Development Strategy 2016–2021* is closely integrated with the other Council policies, and will continue to evolve in tandem with these policies to meet future challenges.



Inkwood founder and artist Raul Garderes.



3.2 Key Issues

Moreland is well-integrated into the regional economy, with most resident workers travelling to jobs in the inner city or the major industrial precincts to the north and west. Within the municipality, the local economy is still transitioning to a smaller manufacturing sector and a stronger services sector. Resident services are growing through the expansion of retailing and Moreland’s activity centres, and through the burgeoning health and education sectors.

Nevertheless, manufacturing in Moreland remains important as a source of highly productive jobs and exports. Local firms have national or international markets and continue to change and restructure to compete in those arenas. Many manufacturers focus on niche regional markets, capitalising on the strong growth in inner city businesses and population and their demand for small-run high value products, food and bespoke goods.

A wide variety of urban services located in Moreland also cater to this growing inner city market, including small scale wholesaling, printing, construction, shop-fitting, storage and arts and culture. In particular, Moreland is one of Melbourne’s cultural frontiers. The area is an incubator of the arts and boutique manufacturing, of ideas for sustainable urban living and new models for working and small business.

This creative environment is highly attractive to skilled workers and gives opportunities for investment in a wide range of activities, including arts and performance production; tourism; clothing, jewellery and furniture design and proto-typing; digital arts and application development; sustainability consulting and training; and creative professional services.

Moreland is also at the forefront of new ways of working – the sharing economy, on-demand working, maker spaces, co-working offices and business incubators – making this a natural laboratory for testing new ideas, products and services.

Supporting these growing industries will be a key part of Council’s plan for sustainable economic development, but there are also a number of challenges for the local economy.



Sydney Road Street Party.

The growth in local jobs is not keeping pace with population growth and unemployment remains above the average for Melbourne as a whole. An increase in local jobs is important for improving the sustainability and resilience of the local community.

While local and regional population growth will drive some growth in local services, growth in science-based industries will be required in the municipality to drive locally-based export-oriented development. These are likely to be those that are attracted by the creative environment and the proximity to the nearby CBD, biomedical precincts, national employment clusters, local urban manufacturing and entertainment.

Employment lands have come under pressure from redevelopment for housing. One of Council’s roles will be to maintain an appropriate balance between the various land-uses; ensuring that there is land for new housing while retaining sufficient land for jobs and services to enable sustainable communities. This is being addressed through Council’s *Industrial Land Strategy*.

Importantly, Moreland has partnerships with regional and State-wide organisations including regional development organisation NORTH Link and tourism marketing organisation Destination Melbourne, and is able to take advantage of State and Commonwealth funded programs that benefit key local industries or provide critical infrastructure. Council also has a wide range of existing strategies that have important links to economic development, including the *Land-use Planning Strategy* and strategies for activity centres, industrial land, arts and culture, and carbon reduction. These existing policies have been useful in guiding the updated Economic Development Strategy.

Objectives

The objectives of this strategy are to facilitate the development of a local economy that is growing and productive, and which is socially inclusive and environmentally sustainable.

Council will:

- Work to create new opportunities for sustainable investment and jobs, building on our strengths and encouraging innovation
- Work in partnership with business and the community to support enterprise, to develop the skills of the local workforce, and promote Moreland as a place to work, live, play and invest
- Work with our partners to improve economic development outcomes in the wider region, ensuring that Moreland residents have access to a wide range of employment opportunities

The overall goals of the strategy are to facilitate the growth and diversity of local jobs, while using our resources wisely.



Aidan Mackinnon from Cut Throat Knives in North Coburg.

Action for Economic Development

An action plan has been developed under seven themes that match the economic challenges and opportunities facing Moreland with the most effective roles that Council can play:

- > Leadership, policy and collaboration
- > Business support
- > Investment facilitation
- > Activity centre and employment land development
- > Emerging industry initiatives
- > Workforce development
- > Information, marketing and promotion



Oak Park Acupuncture and Chinese Medicine Clinic.

5.1 Leadership, policy and collaboration

Council is capable of bringing together diverse community interests and exercising leadership for the benefit of existing and future residents. Council's *Economic Development Strategy 2016–2021* can provide the basis for collaboration and progress towards common economic goals. Council will involve and support local businesses and community members and will actively cooperate with regional organisations on issues of common economic interest.

5.1.1 Develop a holistic approach to sustainable economic development across Council.

Action:

- > Work across Council branches to ensure Council policies, strategies and actions take into account the goals of economic development.
- > Develop, monitor and refine Council's Economic Development Strategy 2016–2021 in response to emerging trends and data.

5.1.2 Represent Moreland's interests in regional economic forums and regional economic strategies.

Action:

- > Collaborate with regional bodies – including the Councils of Melbourne's North and Destination Melbourne – on strategic priority areas such as visitor destination strategies, industry sector facilitation and workforce development programs.

5.1.3 Engage local business and communities in economic development.

Action:

- > Work cooperatively with external stakeholders at every opportunity to deliver the *Economic Development Strategy 2016–2021*.
- > Develop Moreland ambassadors program as a means of enlisting local business support and promoting Moreland businesses.
- > Hold regular networking sessions for Moreland businesses.



Partnerships: “Within Moreland there are a lot of great local organisations (businesses, not-for-profits, training and education providers, etc.) and any ways in which we can leverage off each other more effectively will also help in maximising some of these economic development strategies”

Anthony O’Brien, Brunswick Business Incubator

Top: Christian Cole from Christian Cole Furniture in Coburg.

Below left: Moreland is home to some of Melbourne’s best wine bars.

Below right: CMS Meats in Glenroy.



5.2 Business support

Existing businesses are the entities likely to generate most employment and added value in Moreland over the next 15 years. It is important that these businesses are successful and that, by example, Moreland is seen as a welcoming place in which to create new employment. Council currently assists and regulates local businesses in important ways:

- through implementation of its statutory responsibilities such as land-use planning and environmental health functions
- through its support of business associations and retail facilitation work
- through programs aimed at improving key aspects of business efficiency, such as loans for renewable energy and other resource efficiency improvements
- through its work with individual enterprises in accessing government programs and facilitating change
- through promotion of local businesses through dedicated marketing campaigns like Moreland Made.

Council will continue to place a high degree of importance on continuing this work with individual enterprises and business organisations.

In particular, Council is in a position to assist in the development of business networks which link enterprises that can benefit from working together. This could include, for example, traders engaged in tourism; small scale manufacturers looking for science-based solutions to technical problems; food industry businesses seeking skilled staff; and professional services organisations looking for collective office space.

A small injection of resources into network development has the potential to create very significant benefits in future investment and employment. Such resources could take the form of assistance from Council officers in identifying network partners, establishment of network infrastructure (websites, social media), marketing or assistance to third parties to undertake these and other network development tasks.

5.2.1 Reduce delays and potential associated costs in Council approval processes for activities that grow the economy and are socially and environmentally sustainable.

Action:

- > Continue to ensure proactive customer service which is focused on rapid and effective customer outcomes.
- > Work with businesses seeking Council approvals to achieve positive outcomes, including ongoing support for the Commercial Priority Planner.
- > Continued provision of an advocate within Council for new or existing businesses seeking to expand.

5.2.2 Work with local businesses and business organisations to further economic development programs and initiatives.

Action:

- > Continue to assist the development of business associations in activity centres.
- > Continue to support energy and resource efficiency programs that help reduce business costs and improve environmental outcomes in collaboration with Moreland Energy Foundation (MEFL) and other organisations as appropriate.
- > Continue to promote and facilitate local business access to State and Commonwealth government programs.
- > Support local business campaigns to reduce resource use and deliver social benefits.
- > Actively participate in regional initiatives including business awards.
- > Undertake business visits to understand the concerns, needs and opportunities of local business.
- > Increase following and improve engagement of the Moreland Made campaign.

5.2.3 Facilitate the development of networks between businesses that can benefit from working together.

Action:

- > Provide assistance to establish networks for enterprises engaged in similar industries and users.
- > Maintain and develop the Moreland Business Directory.



Top left: Omate Pty Ltd – Graduates of the Brunswick Business Incubator.
Top right: Dovcote Designs – Suppliers of the Christmas decorations program.
Right: Danny Leone from Ferrovia Deli and Fine Foods in Pascoe Vale.

5.3 Investment facilitation

Substantial and ongoing investment is required to deliver the jobs and services required to meet the objectives in this strategy. Council plays a critical role as gate-keeper for new investment through the planning approvals process and this task can continue to be streamlined – whilst ensuring good social and environmental outcomes. Council will also play a more active role in seeking out and facilitating investment.

Council's Commercial Priority Planner ensures that consideration of job-creating applications is expedited. This role will continue, with improved marketing of this service.

Council offices will also work with proponents on significant investment projects that can deliver on Council's economic, social and environmental priorities. This will include assistance with Council services such as planning, as well as facilitation of assistance by other agencies providing, for example, training, technology grants and export assistance.

Council's Economic Development Branch will continue to provide a 'first point of contact' for commercial and industrial investors of all types and sizes, helping to facilitate new investment and jobs.

Council will continue to respond positively and proactively to requests for information from investment leads through State Government – that is, prospective investors who seek assistance with location choice – and from individual investors.

This will require regular contact with State Government representatives and real estate agents in order to build a better understanding of the location requirements and to identify suitable locations for investments. Ongoing research of local and regional economic conditions and wider trends will be required.

5.3.1 Improve approvals process for job-creating developments.

Action:

- > Continue to work closely with the dedicated Commercial Priority Planner to expedite approvals and positive outcomes.
- > Provide a 'first point of contact' for new and growing commercial and industrial investors to facilitate the investment process.

5.3.2 Facilitate significant investment projects.

Action:

- > Seek out and work with significant investors to deliver jobs and sustainable development.
- > Respond promptly to requests for location data from enterprises.
- > Continue to deliver key catalyst projects in Moreland's activity centres.

5.3.3 Work with regional partners on strategic investment attraction.

Action:

- > Continue to implement the Regional Food and Beverage Plan.





Left to right: Vasili's Garden in Coburg, Fawkner Leisure Centre and Wilson Avenue in Brunswick.



The existing planning and community development functions are informed by an assessment of economic trends and of the preferred economic future. Council will continue to ensure that economic development considerations are integrated into land-use planning, and respond to changes in the local and regional economy.

Health has been one of the fastest growing sectors across Australia, including in Moreland. Council has been working to facilitate investment in a new hospital at Coburg, and this work will continue. New and existing hospitals generate demand for medical specialists and allied services and Council will investigate the potential for these new services, and how other investment can be encouraged in this precinct, including the potential for a health services precinct in or adjacent to activity centres.

Moreland's activity centres are service providers, job generators and an expression of our community life. While many parts of the network of centres perform strongly, some parts are in transition or have fallen behind, with consequent vacancies. Council has been operating a shopping strip renewal program, focusing on urban design improvements to smaller strip centres and delivering innovative programs such as Windows WOW! These programs will continue and be extended to the larger strips, particularly in areas with high vacancy rates. Council will partner with property owners and traders to develop programs to fill vacant shop spaces through events, community and cultural uses, and commercial pop-ups.

5.4 Activity centre and employment land development

As well as focussing on enterprises, Council will focus on the places where investment occurs to help create attractive locations for business, work and for the delivery of services to our community.

Activity centres and employment lands are the places where most economic activity occurs and need to be managed as key community assets. This requires a broad approach to place-making from all areas of Council, understanding that attractive, safe environments with integrated transport access encourages the development of healthy communities that are well-connected to job and investment opportunities.

Council has strong physical development plans in place for the three main activity centres of the municipality – Brunswick, Coburg and Glenroy – and is developing further planning and urban design strategies for the smaller neighbourhood activity centres that provide important local services, and can add much to the quality of life of residents.

Council has also approved a planning regime to manage the extensive industrial lands in the municipality, protecting the ability of Moreland to host a wide range of employment uses into the future.

Council has a team of place-makers working in the three main activity centres, encouraging investment, coordinating major projects and community participation.

Moreland Made Retail Revolution

The Moreland Made Retail Revolution program is an Economic Development initiative, delivered in partnership with RMIT and the Sydney Road Brunswick Association that seeks to rejuvenate selected shopping strips in Moreland.

The program builds on the success of *Windows Wow!* – a pilot project delivered in late 2015. Students from RMIT's Associate Degree in Fashion and Textile Merchandising partnered with retailers and local designers to create stunning temporary window displays in Coburg North's Merlynston Neighbourhood Centre.

In 2016 the project expanded and rebranded to *Retail Revolution*. In the first stage Council partnered with the Sydney Road Brunswick Association and students from RMIT's Diploma of Visual Merchandising. The participants created customised window installations for eight businesses on Sydney Road in Brunswick. This project allowed students to have access to industry by working in consultation with business owners to deliver mutually beneficial outcomes.

The second stage of the project provided 20 businesses with a series of one-on-one mentoring sessions, delivered by successful the visual merchandising agency, Pop Creative. The sessions included window displays, store layout and personalised advice on individual areas of concern. The tailored consultation approach allowed businesses to make changes incrementally, in relation to their budget and time constraints. The business owners' found the confidence to change their windows more frequently.

The benefits of the Retail Revolution program include; traders receiving professional student visual merchandising skills and advice, increased trade, students gaining an invaluable opportunity to work with clients in a real commercial environment, start up designers having a platform to showcase their products, and the community benefiting from the improved look and feel of their neighbourhood centre and shopping strips.

5.4.1 Ensure activity centres are economically attractive.

Action:

- > Employ place management techniques to create attractive centres.
- > Continue to implement structure plans for activity centres ensuring that jobs are a key consideration.
- > Improve urban design of activity centres to create attractive and useful spaces.
- > Improve and advocate for improvements to transport connections to activity centres and industrial precincts, including bike lanes, pedestrian routes and freeway access.
- > Work with business associations to implement and oversee special rate schemes for marketing and promotion activity.

5.4.2 Ensure land is available for industrial and other employment activities.

Action:

- > Continue to implement the *Moreland Industrial Land Strategy*.

5.4.3 Improve investment in health services in activity centres.

Action:

- > With health service partners, work to improve health services investment including a new hospital and development of a health services precinct.

5.4.4 Encourage the renewal of shopping and activity centres.

Action:

- > Continue the Shopping Strip Renewal Program, including urban design improvements and tailored retail programs.
- > With local partners, develop a program to fill vacant shops including temporary social and cultural uses and pop-up shops.



Right: The Welcome Shop in Merlynston.



5.5 Emerging industry initiatives

Moreland has a range of existing and emerging economic activities that generate income from outside the region. Council will support these industries in order to improve community resilience in the face of economic shifts and shocks, to broaden local opportunities, and to make the most of the skills and talents of local workers. Many of these emerging industries are at Melbourne's cultural frontiers, show-casing new talent, new ways of working, and new strategies for sustainable living. Council will work in partnership with emerging industries to foster investment and particularly where market mechanisms are not yet sufficiently robust to deliver encouraging outcomes.

Council has long supported start-up businesses through its funding and assistance to the successful Brunswick Business Incubator. This support will continue and can be broadened to a wider range of locations for new businesses, from traditional small offices and workshops to co-working spaces and maker spaces.

Council will continue to work with existing and emerging industries in areas such as digital arts, sustainability consulting, cultural production and the broader professional services sector. Council will seek to identify and implement the critical interventions needed to generate investment; these could include infrastructure, such as high speed video-conferencing or services such as boutique accommodation or assistance with market access. Our aim will be to ensure that Moreland is 'the place to be' for businesses at Melbourne's cultural frontier.

In some cases, Moreland is becoming a test bed for old industries with new business models. This includes urban manufacturing – particularly small scale food and beverage producers, furniture and artisan makers – with integrated design, production and retail facilities. Council will work with these producers to ensure that suitable locations are available and will market this facet of the local economy to visitors.

Council will continue to work in partnership with the *Inner Melbourne Action Plan*, urban manufacturing mapping and promotional project, which highlights the role of creative industries – including artisans and crafts people – in developing their local economies, recognising that technology, design and innovation is a magnet for entrepreneurs, creatives and those seeking to make things and services in new ways.



5.5.1 Develop a vibrant eco-system of new enterprises in Moreland.

Action:

- > Continue to provide support for the Brunswick Business Incubator.
- > Provide promotional and marketing support for co-working and maker-spaces.
- > Work with tenants and property owners to develop and implement models to facilitate affordable and attractive office spaces.
- > Identify potential small office precincts and apply Place Management techniques to generate investment.

5.5.2 Increase investment by emerging industries. Work with emerging industries to identify key opportunities for growth.

Action:

- > Work with providers and local partners to improve NBN provision to businesses.
- > Explore the potential for spin-off industries, such as high-tech design and 3D printing, from the nearby biomedical precinct in Parkville, in collaboration with DEDJTR.
- > Investigate potential for transitioning automotive enterprises.



Left to right: Space Tank Studio in North Coburg, the Cowork Collective in Brunswick East, Karhina textile art in Brunswick and Whinfield Electrics in Coburg.



5.6 Workforce development

The changing nature of work continually shifts the kinds of skills required by Moreland's workers. Current trends are likely to place a high value on interpersonal skills and flexible, higher order problem solving.

Council is party to a regional employment development strategy – *The Future Workforce: Melbourne's North* – and will continue to work with its regional partners to implement the plan. Council is in a good position to help identify skill requirements and broker their development in conjunction with local partners in business and education.

Council will continue to cultivate and host business skills development programs in conjunction with State government and business organisations. It will also continue to support business leadership initiatives to build capacity within the local community.

Education and training is a strong growth area in itself. Moreland has a strong primary and secondary education sector as well as the RMIT School of Fashion and Textiles and several trade training centres. The municipality is well connected to one of the nation's principal tertiary education nodes in Parkville, Melbourne. Council will continue to promote its current education and training sector, emphasising tertiary connections and working to better connect industry to education.

5.6.1 Ensure that local workers have in-demand skills.

Action:

- > Work with regional partners to implement *The Future Workforce: Melbourne's North*.
- > Work with local partners to help broker skills development programs.

5.6.2 Provide assistance to those disadvantaged in the labour market.

Action:

- > Work with local partners, including the local learning and employment networks, to support disadvantaged job seekers and develop and implement programs.
- > Investigate how social procurement programs and social enterprises can be better supported.

5.6.3 Improve the capacity of our small business leaders.

Action:

- > Identify the impact of the sharing economy on skills development and work with partners (co-working spaces etc.) to deliver relevant programs.
- > Continue to host and promote skills development programs.

5.6.4 Promote local education and training.

Action:

- > Seek out new opportunities to host education and training activities in Moreland.
- > Continue to improve connections to nearby tertiary education facilities.



Above: Annabel Meagher from Himmel Brewing Co.

5.7 Marketing and promotion

Council will promote the municipality as a place to invest and do business, using all the avenues available. It will provide accessible and attractive information for investment location searches. It will celebrate the successes of Moreland businesses to demonstrate the breadth of talent and potential in our municipality.

Council will also adequately promote its economic development programs in order to reach the intended audience and will cooperate with others to promote the area as a visitor destination.

The attractions of Moreland are gaining an international audience and visitors are keen to experience the lifestyle and culture of the area – from the CERES Environmental Park, to the live music venues, from the craft beers and bespoke furniture to the Brunswick Music Festival and one of the longest shopping strips in Melbourne, Sydney Road. Council will continue to participate in Destination Melbourne programs and work to promote the products, shops, galleries, music venues and events of the municipality to visitors, facilitating the development of new attractions where possible.

Council will bring together arts and the creative industries in order to foster economic development through culture. Council will also encourage major cultural events that will attract people from beyond the region. This may include using Council arts facilities to deliver programs that will attract new audiences.

5.7.1 Provide timely and accurate information on the local economy for potential investors.

Action:

- > Maintain an online economic and demographic profile.

5.7.2 Promote Moreland businesses.

Action:

- > Promote good news stories about Moreland enterprises.
- > Continue and further develop specific campaigns such as Moreland Made to link and showcase local talent.

5.7.3 Disseminate information about business programs and support from Council and others.

Action:

- > Continue to upgrade and improve the BizMoreland website.
- > Increase subscriber database for e-news and increase circulation of targeted, relevant hardcopy publications.
- > Increase social media reach and content, including measuring and monitoring of engagement activity.
- > Continue to improve online business information and support.

5.7.4 Promote Moreland as a visitor destination.

Action:

- > Accelerate the promotion of Moreland destinations through dedicated initiatives in partnership with Destination Melbourne.
- > Maintain and promote an events calendar to entice the community to participate and welcome newcomers into the municipality.

5.8 Priorities

As a starting point, this strategy recommends a broad suite of actions that aim to deliver the goals outlined in preceding sections. The priorities identified in the diagram on page 22/23 include a mix of base-line economic development activities – such as information provision, network development, and responding to business enquiries – to more direct and pro-active initiatives, such as the emerging industries investment program and activity centre development.

These broad initial priorities have been chosen to maximise the efficiency of Council resources. Actions in the program generally contribute to several goals of the strategy while still leaving capacity for other initiatives within existing resources. These other initiatives can be prioritised on an annual basis and may include regional partners.

Alex Byrne and Cam Nicol from Noisy Ritual in Brunswick East.



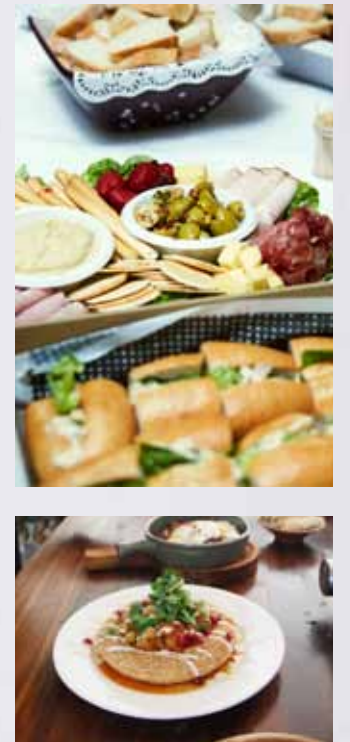
Roles and Responsibilities

The *Economic Development Strategy 2016–2021* is a whole-of-Council responsibility and will be undertaken in conjunction with external agencies, including business organisations, regional, State and Commonwealth government bodies and individual businesses.

The main responsibility for the strategy will lie with the Economic Development Branch of Council. The key roles of the Economic Development Branch, as determined by the strategy, are:

1. Leadership, policy and collaboration
2. Business support
3. Investment facilitation
4. Activity centre and employment land development
5. Emerging industry initiatives
6. Workforce development
7. Marketing and promotion.

The Economic Development Branch will be responsible for delivering the overall program, for coordinating the various roles, reporting progress and promoting economic development within Council and externally.



Economic Development Action Program



Monitoring, Evaluation and Review

This strategy will operate over the period of 2016 to 2021.

At the end of the period, the strategy will be reviewed, to set goals and identify ongoing actions that will meet the needs of the time.

Short term priorities will be set each year in an annual report on economic development, drawing on the actions in this strategy to meet the goals. The annual report will also identify new actions that may be required from time-to-time, consistent with Council's overall goals.

Council's work on economic development will be assessed in two ways:

1. Work on the action plan will be assessed according to the performance indicators identified for each action.
2. Several broader indicators will be reported to give a more general picture of the Moreland economy and its performance compared with Melbourne/Victoria/Australia as a whole. These indicators will include:
 - Unemployment rate (Department of Employment)
 - Estimated resident population growth, current and projected (ABS and DTPLI)
 - Housing and non-housing building investment (ABS)
 - Latest estimate of Gross Regional Product for Moreland (NIEIR and economy.id)
 - Latest estimate of local jobs (NIEIR and economy.id)
 - Latest estimate of local businesses (NIEIR and economy.id)
 - Latest estimate of employed residents (NIEIR and economy.id)

These indicators will be supplemented by a statistical assessment of the local economy when the latest data from the Census of Population and Housing becomes available.

Assessment of these broader indicators will help focus Council resources on areas of concern in the local economy, adjusting the priorities of the *Economic Development Strategy 2016–2021* as necessary.

Back cover: Wally's Barber Shop in Glenroy.





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2016/Nov28/DED278

This strategy is applicable
to Moreland City Council.