EVERYONE PLAYS THE GAME.
FEW CHANGE IT.

Economic Development Framework
2012 - 2015
We acknowledge that your business is being uniquely challenged during this period of global economic transition. We also acknowledge that business in Brimbank is characterised by strong leaders who adapt and drive growth, even when facing tough conditions.

To support local business leaders, Brimbank City Council has developed a focused game plan to provide a program of tailored business support. This support is outlined in an Economic Development Framework, a structured approach to aid business leaders that aspire to be game changers in their industry.
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To thrive, a city needs to grow

IBM Smarter Cities 2011
Purpose

The Economic Development Framework builds on a Council Plan by identifying actions that Council will take to support economic change and growth in Brimbank. These actions will increase opportunities for business activity and investment while facilitating participation in employment and education for residents. The Economic Development Framework is about building the competitiveness and resilience of our local economy and supporting the ongoing economic wellbeing of our community. Critically, the Economic Development Framework will set priorities of action for the Economic Development Unit.

Economic vision

“In 2015 Brimbank will be renowned as the centre of the west, a premier location for diverse and innovative industries that support entrepreneurial leaders and a dynamic workforce.”

An integrated approach

Brimbank City Council has an integrated approach to achieve this vision of prosperity and leadership. The Brimbank Community Plan (2009-2030) highlights the integration of economic development and community planning through four strategic directions.

1. Council and Community Working Together
   Developing leadership in the community through inspirational projects that connect business and community groups.

2. Community Wellbeing
   Building connected economically sustainable communities of lifelong learners who celebrate our history, creativity and diversity.

3. Urban Design and Infrastructure
   Supporting design that aids connectivity, safety and enjoyment in public spaces while building and maintaining a strong sense of identity.

4. Sustainable Environments
   Reducing waste and carbon emissions by improving connectivity and supporting planning that concentrates industrial, retail and commercial uses around key activity centres and industry hubs.
From Brooklyn in the South to Sydenham and Calder Park in the North, Brimbank holds the key to **unlocking the potential** of the West.
Council’s role in economic development

Local government is uniquely positioned to provide strong leadership and investment facilitation across key industries that are facing a significant period of economic transition. Council is ‘ready to play’, as demonstrated by our active involvement in a series of new strategic projects that are currently driving growth in Melbourne’s west. These projects include:

**Brokering major town centres and infrastructure investment**

The $4.3 billion Regional Rail Link (RRL) investment will cement Sunshine’s position as the regional centre of Melbourne’s fast growing western corridor. With an estimated 9,000 additional passengers per day during peak hour, facilitation of RRL investment is a testament to Brimbank’s Sunshine Rising town centres improvement project.

**Planning for strategic sites**

The strategic sites program focusing on areas such as Brooklyn and Orica, has seen significant environmental change, but also new economic investment in these areas. Council’s focus on strategic site management resulted in a two year, $500,000 environmental improvement project with Delta Constructions in Brooklyn, a key industrial site in Brimbank. Council’s innovative and streamlined approach to investment facilitation on key sites provides efficiencies for existing and incoming business.

**Attracting major business investment**

Following discussions with Brimbank City Council, Digital Reality has invested $150 million in a data centre project in Deer Park. The technology project is predicted to deliver 450 indirect jobs, 200 construction jobs and 33 ongoing localised jobs. This investment was facilitated by an award winning planning team and Economic Development team. With this level of investment and cluster development in Brimbank, businesses recognise that Brimbank is the place to be now and into the future. In Brimbank, you’re in good company. For more information on businesses located in Brimbank, visit www.business.brimbank.vic.gov.au.
Brimbank has the land, infrastructure, established town centres, transport facilities and employment areas necessary for the western region of Melbourne to succeed.
City of Brimbank - Economic profile

Current situation

Brimbank is one of Melbourne’s largest and most distinctive municipalities. Located approximately 20 minutes west of the Melbourne CBD, Brimbank’s population of 191,619 residents (2011) is one of the most multicultural in Victoria with more than 150 languages spoken across the city. Of these residents, a strong proportion (36%) work within the city.

For business, Brimbank offers exciting investment and development opportunities. In an era where superior supply chain management forms a key competitive advantage, Brimbank’s position between Victoria’s major port and Melbourne’s international airport combines with significant rail and road routes, delivering an ideal location to establish and grow a business. These routes continue to improve with significant plans to enhance Westlink and Regional Rail Link infrastructure.

Significant growth prospects are further fuelled by the availability of approximately 1,000 hectares of land in Brimbank, a growing residential population and well located activity centres, services and facilities.


Regional setting and partnerships

Significant growth prospects are supported by a Western region residential population of 800,000. This number is growing at a level that is unmatched throughout Melbourne, driven by rapid residential growth in Wyndham and Melton. The rapid growth of nearby municipalities provides local business with access to a rapidly expanding local customer and employee base.

Regional partnerships are also a strong feature of Melbourne’s west. Groups that support economic development regionally include Lead West, Western Melbourne Regional Development Australia, Western Melbourne Transport Alliance, Western Alliance for Greenhouse Abatement, Western Melbourne Tourism, Melbourne’s West Export Network. These groups support research, advocacy, industry development and sustainable investment.

In addition, cross council working groups have been established between the six western region municipalities including the Brimbank Melton Local Learning and Employment Network, the Aim West arts planning group, Greening the West facilitated by City West Water and the Western Region Economic Development group.

These regional partnerships deliver projects that provide connections between industry, education and government institutions. Strong regional partnerships also allow Brimbank business to access strong regional networks and information that provide business in Brimbank with a competitive edge.
Home to one of Australia’s leading tertiary institutions, Victoria University, and an Apprenticeships Group Australia facility, Brimbank provides strong and varied opportunities to support a skilled local workforce into the future.
Analysis of challenges

Council understands the link between community wellbeing and economic resilience. The next step in the economic development effort is to secure a strong future for key local industries so Brimbank can continue to lead in a competitive knowledge based economy, deliver sustainable and diverse employment options and support improved health and wellness industries to support residents now, and into the future.

Global pressures

Globally there are pressures brought by the rising value of the Australian dollar combined with declining stability in global finance and growth. These impacts are heightened by local pressures brought by a decreasing taxable base serving increased social and infrastructure needs and the implementation of the federal government’s carbon pricing initiatives.

Local Challenges

For Brimbank industry, these challenges have contributed to a reduction in economic resilience marked by reduction of employment in the most significant industry in the municipality, manufacturing.

These impacts are heightened in a community where an increasing number of residents are not proficient in English (24%) and a majority has no formal qualifications (57% in 2006). Future growth challenges will be particularly relevant to residents who are:

- **born overseas** (43% compared to 29% for Greater Melbourne). This is reflected in the number of residents with low English language skills, a characteristic that can impact employment prospects.

- **employed in manufacturing related roles** (19.4% compared to 12.9% for Greater Melbourne). Manufacturing is an industry experiencing significant transition. As the largest industry and employer of residents, an inability to manage market shocks would result in significant job losses among a labour force with limited opportunities in growing fields such as the ‘knowledge economy’.

- **reliant upon car transportation to get to work** (74% compared to 66% for Greater Melbourne). Peak oil and increasing transportation costs along with the impacts of ageing infrastructure will significantly impact residents who rely on car transportation to access employment.

- **under represented in knowledge industries** (16% compared to 28% for Greater Melbourne). The lower number of residents with formal qualifications as compared to neighbouring municipalities provides a challenge for Brimbank to grow in future based knowledge industries.

These challenges are being met by a thriving local business sector of over 13,000 registered businesses including 8/10 of Australia’s top performing companies of 2011. These established companies (including BlueScope Steel) are joined by over 100 new businesses that register to a Brimbank address each month and generate a total estimated turnover in excess of $20 million per annum. The entrepreneurial Brimbank community is evidenced by ongoing business growth and development during this period of global and local change. It’s a great environment to be a part of.
Melbourne’s west is one of Australia’s premier growth regions. In 2050, 40 per cent of Melbourne’s metropolitan growth will be in the west. **Imagine the possibilities** for Brimbank, the centre of the western region. All we need to do is harness the great opportunities at hand.

In today’s highly competitive environment, business efficiency and education go hand in hand. The higher a community’s literacy rate, the higher the local economy’s gross production is likely to be. Similarly, the higher the literacy rate, the greater access to employment.
Economic development objectives

Consistent themes include an opportunity to grow through investment in education and lifelong learning, supporting future economies and skills by planning for development of the health industry and transport services, and, supporting continued business and infrastructure growth. While Brimbank is facing challenges, these challenges can be addressed. Through focused objectives and actions, Council will contribute to improved economic resilience, growth and prosperity for its residents. As Brimbank builds through a period of international economic transition, there are four key areas that will require support to drive growth and resilience.

Our objectives in focus

1. **Employment**

Supporting actions that can increase the diversity of employment opportunities, improve levels of education and language proficiency, generate jobs in knowledge industries and advanced economies. The aim of this objective is to improve incomes, reduce disadvantage of individuals in the job market and improve participation in long term satisfying careers.

2. **Investment**

Promote increased investment in business asset development, particularly non-residential development. Focus also on business retention that maintains investment levels and employment.

3. **Competitiveness and Productivity**

Support new business establishment, connectivity, skills levels, financing options and awareness of processes that will streamline work at times of business risk. This can be achieved through the generation of clusters or networking opportunities, increased density and availability of business and residential property and the creation of local information resources to increase skills and awareness. Competitiveness can also be achieved through innovative methods of fostering the ‘creative class’, encouraging reasonable risk taking and innovation, developing intellectual infrastructure such as e-commerce skills, and promoting leadership temperaments that drive industry growth.

4. **Improved Resilience**

Promote efforts that make the local economy more resilient to economic downturns and shocks. This focuses particular on business mix and the skill profile of the local workforce. Improved sustainable business outcomes are also in focus.
Quality employment options. Improved health and education. Affordable accommodation. Diverse art and culture. It's all possible.
Economic Development Framework
- A way forward

The Economic Development Framework focuses on the areas where Council can make a direct and real contribution. It recognises the role of other levels of government, industry groups, the education sector and other organisations in promoting economic development.

This will be achieved through the delivery of programs and efforts to improve economic resilience across key industries and areas that will build economic growth including the:

1. Manufacturing Industry
2. Health Industry
3. Education Industry
4. Town Centres (Retail Industry)
5. Cultural Services Area
6. Connectivity Area

Manufacturing Industry
Employing 13,144 people, manufacturing is the largest industry in Brimbank. It has played a crucial role in the economic landscape in Brimbank, and will continue to do so despite significant pressures facing the manufacturing industry.

What we’re doing now
Brimbank has taken the lead, establishing the Brimbank Manufacturing Breakfast Series. This series will provide the local industry with an opportunity to network and gain insights into issues that impact efficiency in their industry.

What we will be doing
Identifying opportunities to generate a cluster with improved access to information and an improved ability to advocate for State and Federal support. There are also opportunities to profile local business and to continue promoting investment in strategic sites. Promotion and facilitation aims to encourage significant investment similar to that made by Digital Reality and Polaris data storage centres.
Education doesn’t always take place in the classroom. Brimbank supports a range of networking events including the Brimbank Business Breakfast, CEO round tables, Business Start Up Forum and the Manufacturing Breakfast Briefing Sessions that support local lifelong learning opportunities.
Health Industry

Health and community services represented the second largest growth area in employment between 2001 and 2006 (+899). As the home of a significant hospital facility (Sunshine Hospital), Brimbank is well positioned to establish a unique regional cluster in health and ancillary service fields.

What we’re doing now

Planning for growth, Brimbank recognizes a trend toward increasing investment in medical and allied health establishments near to Sunshine Hospital. To facilitate the development of a future focused health cluster in the Melbourne’s West, Brimbank has established the Sunshine Hospital Medical Services Precinct Design and Development Principles. These principles have created a priority health employment and services precinct in Sunshine, encouraging investment in an industry that will drive future jobs growth in Brimbank.

What we will be doing

Identifying opportunities to market investment sites to investors, positioning of Brimbank as a regional centre for health and wellbeing.

Did you know?

Brimbank is participating in a western region health program that has delivered over 1500 medical screens for unemployed residents. A new migrant health program will be launched shortly with regional partner, WRDA.

Education Industry

Educational qualifications can broaden the economic opportunities available to residents. A significant asset, Victoria University is located in Brimbank providing residents with access to one of Victoria’s premier educational institutions. A focus on community access to lifelong learning that encourages social inclusion, improved business practice and employment prospects links this framework to the Brimbank Community Learning Strategy.

What we’re doing now

The ‘Are You Job Ready’ employment skills DVD was developed in partnership with the Brimbank / Melton Local Learning and Employment Network. This DVD provides local secondary students with an insight into employability skills.

What we will be doing

Identifying opportunities to link students with industry through webinars, providing job seekers with an understanding of the education and experience they require to achieve their career goals through an ‘Air CV’ and career advice pilot program, and, promoting tailored business training, networking and mentoring programs that support local entrepreneurs to start a business, market a business and manage business obligations.
Brimbank is home to a thriving network of town centres. From diverse products and services to vibrant markets and award winning festivals, you’ll find what you need in Brimbank.
Town Centres (Retail Industry)

The retail sector is the second largest employer of Brimbank residents (11.6% in 2006). As a key sector driving economic vibrancy, the diverse activity centres and retail outlets located in Brimbank play a key role by supporting employment, acting as important social spaces and providing goods and services locally.

What we’re doing now

The Sunshine Rising and St Albans Connect programs provide significant ongoing support to two Principal Activity Centres located within Brimbank. These programs work to support trader associations and aid advocacy for activated spaces within significant social and infrastructure investment projects such as Regional Rail Link.

What we will be doing

Investigate formalised trader driven marketing funds through special rate schemes while supporting centre promotion and business networking activities.

Cultural Services Area

With over 150 languages spoken and 100 religions practiced, Brimbank is characterised by a high degree of social, economic and cultural diversity as well as a high level of entrepreneurialism. To enhance this characteristic, the encouragement of innovation will effectively foster local entrepreneurial activities that are fundamental in supporting economic growth and resilience.

What we’re doing now

Brimbank is investing in cultural infrastructure through the establishment of the Sunshine Art Spaces initiative. The project establishes an artist studio space open to cultural creatives, the innovative and entrepreneurial artists of Brimbank.

What we will be doing

Supporting economic initiatives that celebrate cultural attributes of the local community. This can be through festivals and spotlighting innovative and sustainable businesses and business practices.
Connectivity Area

Business innovation and growth in a transitional economy will be sustained and accelerated at a rate directly linked to the level of physical, social and technological connectivity each person and business has. Host to the NBN initial roll out and with physical infrastructure and location advantages, Brimbank is an increasingly well connected community positioned to grow.

What we’re doing now

The Regional Rail Link will deliver major improvements to Sunshine Railway Station and support plans to revitalize the Sunshine Town Centre. Improvements include new station facilities, rail and road separation and two new Regional Rail Link tracks. The Brimbank Economic Development and Transport Committee continue to focus on transportation and infrastructure investment.

What we will be doing

Actions in this Framework promote ongoing advocacy for infrastructure investment including improvements to the transport system and prioritisation of Brimbank during the National Broadband Network 4-6 year roll out. Further social and technological connectivity projects will include investment in intellectual infrastructure including a review of online content and the provision of e-education for business.

Resourcing

Actions within this Framework can be achieved within existing City Strategy budgets. Partnerships and funding opportunities will be pursued to improve the delivery of projects and positioning of Brimbank in alignment with the Economic Vision.

Key Progress Indicators

These indicators will be reported upon annually at the end of financial year to track and measure outcomes that are in alignment with framework objectives. Measurable and achievable indicators in support of this framework include:

1. Production of 11 online and 4 hard copy business updates
2. Delivery of more than 10 business events
3. Engagement in 2 sustainable business events
4. Participation in Tourism Week
5. Participation in the Victorian Small Business Festival
6. Engagement with the Melbourne Food and Wine Festival
7. Delivery of networking and education sessions to over 200 businesses
8. Maintenance of an online business directory and information
9. Quarterly local business spotlight
10. Support of sustainable business associations and marketing funds
11. Commencement of more than 75% of scheduled framework actions
12. Measurement of business satisfaction at training, events and networking activities
13. Measurement of vacancy rates, employment rates, value of commercial permit applications
14. Engagement in regional partnerships
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Local call costs apply.