Submission

Inquiry on Growing the Suburbs: Infrastructure and Business Development in Outer Suburban Melbourne.
1.0 Executive Summary

2.0 Identify existing public and private infrastructure provision, including schools, hospitals, commercial and shopping precincts, transport and roads, telecommunications, water and power

3.0 Assess the capacity of existing infrastructure to accommodate increased population Growth

4.0 Investigate options, based on intrastate, interstate and international evidence, which reduce pressures on infrastructure and essential services

5.0 Catalogue the skills mix of outer suburban residents to identify those areas with a skills shortage and provide options for skills training and retention, especially as it relates to both younger and semi retired people

6.0 Examine the role of small businesses, local councils and community groups (such as Rotary and Lions clubs) in developing local expertise

7.0 Investigate the value of sister city relationships with key trade and innovation markets

8.0 Identify local manufacturing capacity and highlight export development opportunities available for businesses operating in the outer suburbs

APPENDICES:
1.0 Executive Summary

The City of Casey submission to the Inquiry on Growing the Suburbs: Infrastructure and Business Development in Outer Suburban Melbourne is primarily based on the need for the development of additional infrastructure, the delivery of more locally accessible jobs for the local community and the early development of the Port of Hastings.

The City of Casey is the largest municipality in Victoria and is one of the top four fastest growing municipalities along with Wyndham, Melton and Cardinia. Its current population is approximately 251,000 people. In 2010 as a result of ‘Melbourne 2030 a planning update’, Casey’s Urban Growth Boundary (UGB) was expanded by an additional 5,000 hectares to house an estimated forecast population of 450,500 people in the next 25 years. To cater for this growth, 68,000 new dwellings will be required in Casey. This forecast growth of the city will come on the back of some 50,000 dwellings built in the last 20 years, with an average of 8,000 people a year moving into the city over this time.

Two of the most important lessons from this rapid expansion are the role of key infrastructure both in Casey and in the region as a whole, and the need to attract new businesses and grow existing businesses in order to provide more locally available jobs for the community. The provision of transport infrastructure such as trains, buses and roads, is crucial to the social, economic and environmental well being of the Casey and Cardinia region. Sustainable accessibility for all will be crucial to the way we live, work and play in the future. Access to sporting, medical, educational, recreational and community infrastructure will also be crucial as well as a strong digital economy through the delivery of the National Broadband Network. Due to the stresses already apparent in the transport infrastructure more jobs local to where people live will be needed. Failure to deliver more locally available jobs will result in further congestion, result in longer travel times and have demonstrable impacts on people’s health and the social cohesion of the local community.

Casey continues to suffer from a history of infrastructure lag. The ‘knock-on effect’ of this is felt far beyond congested roads and freeways. In Casey this underinvestment has resulted in car dependency that impact on high costs of living which then contributes to increased mortgage and financial stress. This eventually has a compounding impact on the health and wellbeing of our families and communities. Casey also continues to suffer from a history of employment lag. Of greatest concern to the future of the City are the lack and diversity of local employment opportunities and the dominance of a ‘population growth-led’ economy that is characterised by retail, health care, education, construction and personal services jobs. The failure of having no strategic direction in how jobs should be delivered to meet the needs of the ever increasing population could have long term implications for the communities health and well being.

Casey submits that to ensure the managed growth of an outer suburb such as Casey investment in infrastructure has to be accelerated to match the rate of growth of the population. In many cases the infrastructure needs to be in place ahead of the population and as part of the strategic planning of the new suburban areas a “must deliver” infrastructure plan should be essential to this happening. This plan would identify key transport and community infrastructure, such as tertiary education facilities, schools, hospitals, recreation and community facilities which are needed by the community. The phasing of the delivery of such infrastructure should be part of that strategic plan.

The City of Casey together with its neighbour Cardinia Shire Council with the support of Regional Development Australia’s Southern Melbourne Committee has developed an Investment Attraction Framework plan to attract new businesses to the Casey Cardinia region. This comprehensive plan aims to increase the number of locally available jobs in the Casey Cardinia Region and reduce the number of employed residents who leave both Council areas every day to work. Casey will submit that the suggested actions contained in this document will be important in developing new business opportunities and increasing the number of locally available jobs in Casey and Cardinia.
Both from an infrastructure perspective but more importantly in terms of it being a main attractor for business investment and the creation of new jobs, the early development of the Port of Hastings as well as the key infrastructure to serve it is extremely important. It is expected that the development of the Port of Hastings has the potential to generate large numbers of additional jobs for the Casey Cardinia region over the next 20 years on top of the jobs that could be created through an intensive investment attraction package. Casey submits that the early delivery of the development of the Port of Hastings will help with business development in Casey and Cardinia creating new local jobs in the process.

This submission will address the terms of reference in sequential order whilst highlighting the importance of business development and attraction to the Casey Cardinia region and the need to generate new jobs. It will also focus on the role the Port of Hastings can play in business development and attraction as a major infrastructure project in south east Melbourne. Lastly, it will highlight the infrastructure needs of both the current population and the expanded population of Casey in the future.
2.0 Identify existing public and private infrastructure provision, including schools, hospitals, commercial and shopping precincts, transport and roads, telecommunications, water and power

The City of Casey has a significant amount of infrastructure serving a population now in excess of 250,000 people. That it is not to say that the infrastructure in place is sufficient to meet the needs of the current population and this issue particularly around roads and public transport will be covered later. In terms of a simple audit of community and private infrastructure Casey has the following main infrastructure.

**Education**
- 59 Primary Schools
- 16 Secondary Schools
- 2 TAFE campuses
- 1 University Campuses

**Health**
- 1 Hospital and 1 private hospital
- 2 “super” clinics
- 4 health centres
- Numerous medical practices

**Sporting/Recreational Facilities**
- 3 swimming and leisure centres (2 indoor and 1 outdoor pool)
- 112 sports grounds and 60 recreation reserves
- Regional athletics centre
- Racecourse at Cranbourne
- Indoor sports complex at Cranbourne, Berwick and Endeavour Hills
- Numerous private sporting facilities

**Commercial and Shopping Facilities**
- There are two principle activity centres at Cranbourne and Narre Warren (Fountain Gate)
- Major activity centres are located at Berwick, Endeavour Hills, Hampton Park and Casey Central
- 35 Neighbourhood Activity Centres

**Road/ Rail Infrastructure**
- 28 arterial roads
- Monash Freeway, Princes Freeway and South Gippsland Freeway
- Pakenham railway line with the following stations at Hallam, Narre Warren and Berwick
- Cranbourne Line with stations at Lynbrook (under construction), Merinda Park and Cranbourne

**Other infrastructure**
- High pressure gas pipelines
- Major electricity transmission lines
- Desalination water pipeline
- Class A recycled water pipeline infrastructure around the main agricultural areas of Clyde
3.0 Assess the capacity of existing infrastructure to accommodate increased population growth

3.1 Background

Over the past few decades the City of Casey has experienced considerable growth with its population increasing by nearly 100,000 people since 1991. The extent of Casey's urban area has been reviewed on numerous occasions with the most recent change being the extended UGB in 2005. The changes in 2005 generally aligned with Councils understanding of the ultimate extent of urban development in Casey, as articulated in its C21 Strategy, and also aligned with policy directions for preservation of land for non urban purposes.

Despite the objective to increase housing densities within the existing urban fabric the UGB has been expanded twice since 2002; in 2005 and more recently in 2010 through Melbourne 2030 a planning update: Melbourne @ 5 Million. The UGB now includes much of Cranbourne East, Botanic Ridge, Cranbourne South, Clyde North and Clyde (refer to Appendix 1).

In its submission to the Victorian Government regarding the 2010 expansion, the City of Casey expressed concerns with the expansion of the UGB. These concerns included:

- The lack of identification of infrastructure and service requirements for Casey and the south east region as a whole to support a population that will grow by 200,000 people in the next 25 years. The commitments of the Victorian Transport Plan and Freight Futures Strategy did not match the projected population and economic growth proposed for the south east region.

- The lack of consideration given to land that otherwise provides an important and highly productive agricultural region within Casey's Westernport Green Wedge; particularly given half of the area included in the gazetted 2010 UGB expansion includes market gardens.

- The lack of consideration given to sustaining the economy of the south-east region and future-proof education, employment and economic opportunities.

- Missed opportunities to encourage the innovation of the housing market, particularly in relation to housing types and housing densities.

Continual expansion of the UGB is not a sustainable response to providing for a growing population and Casey is concerned the current government has stated that it will review the UGB every two years, which seems counter intuitive to the purpose of having a boundary in the first instance.

Casey notes that research undertaken by Parsons Brinkerhoff and Curtin University Sustainable Policy Institute concludes that urban fringe development costs the economy and the environment twice as much as intensification of development in urban areas. The research estimated that fringe development costs Government $86m more per 1,000 dwellings to provide essential infrastructure such as power, water, sewerage, roads, schools, hospital and local government services. Furthermore, the research also concludes that the costs to people living on the fringe includes $250m more in transport costs and $4.23m in health costs due to higher car use and lower levels of physical activity.

Expansion of Casey’s urban area only exacerbates these issues, increases the costs to government and creates poor liveability outcomes for existing and future residents.
3.2 Can the existing infrastructure cope with the increase in population growth?

3.2.1 Roads and Transport

The existing infrastructure is currently inadequate particularly from a public transport and road perspective. Presently, Casey has very poor service levels on their Principal Public Transport Network (PPTN) when compared to other parts of metropolitan Melbourne.

There is a substantial reliance on private vehicle ownership in the City of Casey, with 44% of households owning two private vehicles. An additional 20% own two or more cars and less than 5% have no car.

According to a 2007 Community Indicators Victoria Survey, 25% of people living in Casey had experienced transport limitation in the previous year, whereby residents did not have access to a car or public transport; that public transport within the area did not go to the desired destination, ran at the wrong time or was unaffordable; that there was a perception of fear for personal safety or there were poor quality walking or cycling paths. In comparison to other municipalities in Metropolitan Melbourne, only Darebin City Council had a higher percentage of persons experiencing transport limitations.

The reliance on private vehicles is causing severe congestion on roads in Casey, such as the Monash Freeway and Princes Highway, leading to greater running costs of vehicles and poorer air quality for residents. The Monash Freeway for example now backs up in the morning between 7am and 10am causing significant delays for commuters even on relatively short journeys. This is causing significant economic and environmental issues and will get worse as the population in Casey and Cardinia grows.

Cranbourne is expected to grow significantly over the next 25 years. Currently, there is no direct public transport route between Cranbourne and Berwick (Casey Hospital) and only one north-south bus route that runs every 45 minutes between Cranbourne and Fountain Gate – Narre Warren, a journey of 56 minutes. A direct route would only travel a distance of 12 kilometres at 21 minutes. This is an example of the many ‘gaps’ in the public transport system in Casey. These gaps result in public transport becoming an option of last resort.

As part of the continuing expansion taking place particularly in the south of the City of Casey, the new railway station, so long promised, will need to be developed at Cranbourne East as the natural extension of the Cranbourne line. A further station at Clyde would also be needed to meet the transport demands of the new population seemingly destined to be there as a result of the expansion of the urban growth boundary in 2010.

A number of duplications of key road links in Casey will need to continue, in particular along Clyde Road and the Narre Warren Cranbourne Road. From an employment perspective the continued duplication of Thompsons Road is crucial together with the link across Cardinia Creek into Cardinia’s major western employment lands. The Council is advocating for a list of arterial roads that it currently sees as a backlog to the existing road network, the attachment ‘Arterial Road Priorities 2011’ contains detailed information on this point. The estimate of these works is in the order of $1 billion and if population growth continues the transport network will grind to a halt without significant investment in it.

A major issue for the Casey Cardinia Region is the number of people (70%) leaving the Casey Cardinia region every day to go to work. Providing better transport infrastructure and in particular connections to major employment areas will be crucial in attracting new businesses to the Casey Cardinia region and retaining and creating more jobs for local people. This in turn will reduce the significant impacts of congestion for example on the Monash Freeway.
3.2.2 Other Infrastructure

Apart from the key transport infrastructure pressures other infrastructure is currently stretched. Additional schools will be required to meet the need of the future population as well as more sports and recreation facilities. Crucially the City of Casey is also concerned about the Casey area with a current population of over 250,000 and an expected population in excess of 400,000 by 2031 only having one public hospital. Serious concerns exist of the ability of the health service through the exiting public hospital in Berwick (Casey Hospital) to serve the needs of the future population and the serious impact this could have on health and well being in Casey.

3.3 What needs to happen?

In choosing to continue the growth in the suburbs significant investment in infrastructure will be required by the State Government, particularly in the areas of public transport, road and rail infrastructure, education and health. The City of Casey would submit that the following would be the minimum required to serve the current population and to manage the further increases in population as a result of the expansion of the Urban Growth Boundary.

- Continue the duplication works along the Clyde Road and the Narre Warren Cranbourne Road as well as other key arterials in Casey.
- Extension of Cranbourne line to Cranbourne East station.
- Provision of bus services into key employment areas for Casey, such as Dandenong South.
- Bus services that connect to every train to allow residents to undertake an entire journey by Public Transport.
- Bus services in new estates, before residents buy the second and third car.
- Continue the duplication of Thompsons Road along its length and connect over Cardinia Creek into the western employment lands of Cardinia as a means of stimulating jobs growth.
- Duplicate Grices Road and connect into Cardinia to also stimulate investment and job growth.
- The establishment of a functioning and useable public transport system on the PPTN to service Casey and the growth area before development in the new area commences should be a priority for Government.
- Future routes of the PPTN should be considered in conjunction with the preparation of the draft GAFF including provision of high capacity north-south internal transport connections to facilities within the growth area and at Berwick and Narre Warren.
- The extension to the existing PPTN must be planned to provide efficient and accessible connections to Dandenong, Narre Warren, Cranbourne, Berwick, Officer and Pakenham for all residents in the growth area.
- The new routes of the PPTN should be planned as an integrated grid system taking account of the high probability that journeys from the growth area to destinations in surrounding areas will require mode or route changes. This will increase the need for high frequency, multi-directional services along these PPTN routes.
- The extension of pedestrian and cycling routes within the road network in addition to open space, biodiversity and waterway corridors will also be important to allow for non-vehicular movement corridors.
- Given the significant size of Casey’s ultimate population (450,000 people) and the lack of some regional level facilities in the sub-region it is important that these facilities are provided for within or with access to the new growth area. These facilities should include a strong focus on local health facilities and services. A greater opportunity to access tertiary education opportunities for residents should also be planned and provided for.
- Casey submits that to build a resilient south east economy the State Government needs a ‘regional job and business investment strategy’ that ensures the appropriate land area for jobs and the appropriate types of jobs are planned for, attracted and delivered in an integrated and staged manner. Casey and Cardinia have recently completed an Investment Attraction Framework with the support of the southern Melbourne committee of RDA. This investment
attraction work supports the need for major investment in infrastructure projects as a means of attracting more business development in the Casey Cardinia region. Casey and Cardinia are committed to implementing an aggressive investment attraction programme as a result of that work. This will require substantial resources and commitment from the State Government.

- Casey submits that opportunities should be safeguarded in an enterprise corridor along Thompsons Road, as part of its duplication and connection to employment lands in Cardinia, and within multi use and functional activity centres. Casey has recently undertaken a regional strategic view of employment land in the corridor and the initial findings indicate that an additional major allocation of employment land (in addition to Thompsons Road) will also be needed to avoid increasing the jobs deficit. A Casey Cardinia Investment Attraction Framework developed with the southern Melbourne committee of RDA supports the development of new employment infrastructure to retain more residents in the Casey Cardinia region.
- It is important that a range of community and recreation facilities (local, middle and regional level) are provided. There is currently a lack of different level facilities in the region and Council has observed a tendency to neglect the provision of regional and middle order facilities in the Precinct Structure Planning process.
- Given the scale area, it will be important that, as part of new development, there is a focus on creating a series of healthy and connected communities rather than allowing a simple swathe of development. These communities will enable greater consideration of community and environmental needs and the effective and efficient provision of facilities and open space. These include recreation facilities (playing fields, pools, indoor sports centres) and learning centres (schools, childcare, health facilities, community centres, libraries).

3.4 The impacts of a lack of local jobs in the Casey Cardinia region on the community and infrastructure network

Currently over 70% of the working population in Casey and Cardinia travel out of the region everyday to their place of work. This is having serious consequences on the road and public transport infrastructure of the region. Major arterial roads, in particular the Monash Freeway, are heavily congested and this congestion comes at a cost to the community and the environment.

To help address this issue and as a means of securing business investment to the Casey Cardinia region the City of Casey, Cardinia Shire and the southern Melbourne committee of RDA commissioned a report to determine how we can attract more investment into the region to help deliver more local jobs for the local community.

The key recommendations to come out of the series of reports that make up the work are as follows:

**Commit to supporting investment attraction and employment growth:**

Statements of commitment from all levels of Government supporting investment attraction and employment growth in the Casey-Cardinia region would signal a unified approach by government, which would assist in changing the perceptions of the area. These commitments could also be supported further by encouraging relevant divisions in the Victorian Department of Business and Innovation, Austrade and the City of Casey and Shire of Cardinia to actively encourage businesses to consider locating in the Casey-Cardinia region.

**Develop the Port of Hastings as soon as possible:**

Modelling conducted for this project has identified the dramatic impact that the Port of Hastings development could have on the future economy of the Casey-Cardinia region. Fully committing to the development of the Port of Hastings, including engaging in detailed feasibility and planning studies would greatly improve the long-term competitiveness of the region. Efforts to deliver the Port of Hastings before 2021 should be made.
Develop the associated infrastructure necessary to support the Port of Hastings development:

The development of the Port of Hastings by itself is insufficient to achieve the desired economic, social and environmental benefits. Upgrades and improvements in road and rail infrastructure are also needed. Similar to the Port, commitments to this infrastructure need to be made, including the commencement of detailed planning and feasibility studies.

Develop specific investment incentive program to encourage investment and job growth:

Given the particular circumstances of the Casey-Cardinia region, a special investment incentives program is needed from local and State Governments. State Government should consider providing a financial incentive package to encourage investment and job growth in all the identified Growth Areas. Many of them suffer similar issues as in the Casey-Cardinia region such as high residential population increases and slower employment growth. The State Government incentive package could include payroll tax rebates, stamp duty rebates and/or cash grants. Consultation with industry identified that such incentives would encourage industrial development, investment and job growth in the short term.

Commit to delivering East-West road extensions and upgrades:

The extension and upgrade of Thompsons Road will be critical to unlocking the employment lands in the Casey-Cardinia region through improving connectivity and accessibility. These investments should be made in a proactive fashion to act as a catalyst for job growth and investment in the area. Waiting until the area develops will not generate the same type of impacts and should be avoided. The key east-west tidal flow of movement relies on a few arterial roads, being Monash Freeway, Princes Highway and Thompsons Road. Each of these roads would have spare capacity in the opposite direction during peak times and attraction of local jobs would ease the current strain on these roads.

Given the nature of the Casey-Cardinia economy (i.e. reliant on population driven industries), many residents are forced to seek employment outside of the region:

- As of 2006, 70% of residents left the region for work every day: Over 87,000 workers;
- The self sufficiency rate (proportion of local jobs to local resident workers) is 44%; and
- The self containment rate (proportion of residents living and working locally to local resident workforce) is 32%.
As a result of this large migration every day the report identifies the serious consequences to people's lives and the impact on the local infrastructure. Some of these are as follows:-

- Residents are spending an estimated $384 million in travel costs to get to work;
- On average, a resident of Casey-Cardinia is forced to spend a total of over 300 hours (close to two weeks away from family) travelling to work;
- Based on BTRE2 estimates, the current social costs of congestion in the Casey-Cardinia region are $344 million;
- Based on BTRE data, the economic cost of pre-mature death and disease caused by motor vehicle pollution in Melbourne is $861 million, equally approximately $70 million for the Casey-Cardinia Growth region, based on population;
- Based on average commutes and per vehicle carbon emissions, Casey-Cardinia residents currently produce 400,000 tonnes of carbon by commuting to work;
- Considerable retail spending leaks from the region during the work day, based on the large amount of local residents that leave the region every day for work; and
- There are numerous health impacts on residents due to congestion and travel time such as higher levels of stress, less time for exercise and lower levels of personal wellbeing.

Policy changes, infrastructure investment as well as proactive investment attraction can change the future and address these issues and improve significantly the economic, social and health well being of the community. Improvements in the environmental quality of the region would also be achieved. Such agreement has to be reached that will:-

1. Commit to supporting investment attraction and employment growth;
2. Develop the Port of Hastings as soon as possible;
3. Develop the associated infrastructure necessary to support the Port of Hastings development;
4. Develop specific investment incentive program to encourage investment and job growth; and
5. Commit to delivering East-West road extensions and upgrades.
With the necessary policy changes, investment in catalytic infrastructure and a proactive investment attraction program, the future in 2031 could look very different:

- A larger, more diverse economy ($5.4 - $14.9 billion larger than the status quo - $22.1 billion);
- More local jobs (32,400 – 80,600 more than the status quo – 166,000);
- Less people leaving the region for work (a reduction of 16,000 - 40,000 from the status quo – 163,000);
- Travel cost savings (an annual savings of between $131 - $328 million by 2031);
- More time at home (between 208,000-517,000 more days at home by 2031);
- Lower social costs of congestion (reduction of $16.6 million by 2020);
- Lower economic costs of various health conditions (10%-25% reduction by 2031); and
- Lower carbon emissions (reduction of 65,000-163,000 tonnes of carbon emissions by 2031).

Outside of these benefits, there would be a multitude of qualitative benefits, including increases in retail spending as local resident workers are likely to spend more money locally on food services, personal services (i.e. dry cleaning, hair dresser, etc.) as well as leisure activities, if they worked locally. The social benefits would include increases in personal wellness from lower levels of stress and increased levels of health from having more time to relax or exercise. Additionally, family and community cohesion would be improved from having more time to spend at home and in the community.

3.5 The role of the Port of Hastings

The Port of Hastings represents an opportunity for a major state/national infrastructure development which will need to connect with the south east of Melbourne and beyond and has the capacity to influence infrastructure development in Casey as well as generating large numbers of new jobs in the Casey Cardinia region.

Development of the Port of Hastings to become a significant container Port within Victoria has the potential to significantly increase Victoria’s export and import potential. As the Port of Melbourne approaches its capacity and the need for an additional Port to service future demand arises, any additional activity generated by the Port of Hastings is regarded as a ‘net state benefit’ to the Victorian economy, since certain future economic activities are tied to Port expansion and this expansion has to occur somewhere in the State. Development of this Port will therefore contribute significant construction and operational benefits to the Victorian economy if the development were to proceed.

Container traffic volumes are estimated to quadruple over the next 30 years and currently all traffic is handled by the Port of Melbourne. According to recent Government announcements (May 2011), the Port of Hastings is well positioned to be Victoria’s second container port with its existing deep water access and extensive supply of port-zoned land. It has been estimated that almost 350 ships could call at the Port of Hastings by 2021. AECgroup has estimated a potential increase of $38.7 billion in GRP and an additional 85,000 jobs by 2031 due to the Port of Hastings.

In addition to the Port of Hastings, there are other necessary infrastructure upgrades required in order to leverage the port developments. Specifically, a rail corridor is required from the National Rail Network to Hastings. Additional principal freight routes to support access to Hastings and upgrades to various road and rail links to Hastings are required.

The current Victorian Government supports the development of the Port of Hastings. The independent Port of Hastings Development Authority was created specifically to facilitate the Port’s growth. “We need to start work now on establishing a second port to relieve the forecast congestion and ensure Victoria’s continued economic success. (Minister for Ports Denis Napthine, Media Release, 31 May 2011).” Beyond acknowledging the importance of the Port for the future development of the State, the current
Government is supportive of bringing the development online as soon as possible. “Unlike the previous Labour Government, the Victorian Coalition wants to get started on delivering Victoria’s second container port as soon as possible. (Minister for Ports Denis Napthine, Media Release, 31 May 2011).” “This development [Port of Hastings] is essential for the long-term economic viability of our state and the Coalition Government is committed to fast-tracking the Port of Hastings project. (Minister for Ports Denis Napthine, Media Release, 31 May 2011).”

The Port of Hastings is key to the long-term development of a more diversified economy in the Casey-Cardinia region. It would provide considerable stimulus for investment attraction and prove to be an invaluable asset. Providing better road connections between the major employment areas of Casey and Cardinia (i.e. Thompsons Road and Grices Road) as well as ensuring the necessary transportation upgrades are made to accommodate the Port of Hastings will also contribute significantly to the future attraction of investment and jobs to the region.

3.6 Conclusion

Infrastructure development can enable economic development and investment attraction. The strategic use of infrastructure investments can contribute significantly to future investment and job growth. However, given the expense and long lead times, infrastructure investments are often made in a reactionary and often ad-hoc manner.

Foresight and strategic investments in infrastructure that can generate significant economic and social benefits is needed. Given the pace at which the Casey-Cardinia region has developed recently (2% higher population growth than Melbourne’s South East and Victorian State average in 2010), strategic investments in infrastructure are needed now in order to facilitate better outcomes in the future.

4.0 Investigate options, based on intrastate, interstate and international evidence, which reduce pressures on infrastructure and essential services

Clearly there are many international examples of how the managed growth of cities can influence the pressures placed upon necessary infrastructure. Significant investment in public transport has been the norm in most European cities including connections to outer suburban areas. Also significant investment in retail, leisure and community based facilities has occurred in most European Capitals within their outer suburban areas. Mixed use developments as well as significant employment areas have resulted in cities that have developed local job markets in outer areas that serve the local population and decrease long travel times for people to go to work.

In parts of North America and Europe ‘Smart Growth’ has emerged in the last 10–20 years driven by "new guard" urban planners. In theory it is about concentrating development into compact urban centres and placing significant importance on high quality and efficient transit options for residents. This “theory” can easily be applied to the “polycentric” nature of Melbourne.

The basic principles of “smart growth’ communities are based around:

- Mixed land uses
- Take advantage of compact building design
- Creating a range of housing opportunities and choices
- Create walkable neighborhoods
- Foster distinctive, attractive communities with a strong sense of place
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Strengthen and direct development towards existing communities
- Provide a variety of transportation choices.
Public transport allows transport at an economy of scale not available through private transport. Through stimulating public transport it is possible to reduce the total transport cost for the public. Time costs can also be reduced as cars removed from the road through public transit options translate to less congestion and faster speeds for remaining motorists. Transit oriented development can both improve the usefulness and efficiency of the public transit system as well as result in increased business for commercial developments.

Well-designed transit systems can have a positive effect on real estate prices. The Hong Kong metro MTR generates a profit by redeveloping land around its stations. Much public opposition to new transit construction can be based on the concern about the impact on neighborhoods of this new economic development. Few localities have the ability to do as Hong Kong has done. Increased land desirability has resulted around stations in places such as Washington, D.C.

Investment in public transport also stimulates the economy locally, with between $4 and $9 of economic activity resulting from every dollar spent. Many businesses rely on access to a transit system, in particular in cities and countries where access to cars is less widespread, businesses which require large amounts of people going to the same place may not be able to accommodate a large number of cars (concert venues, sport stadia, airports, exhibitions centres,...), or businesses where people are not able to use a car (bars, hospitals, or industries in the tourism sector whose customers may not have their cars). Although Melbourne and in particular its outer suburbs has very high car user rates, the principles of mass public transport should be used to reduce the congestion and burden on the current road infrastructure, whilst at the same time help stimulate investment and jobs. The Croatian capital of Zagreb is a classic example where the central city areas are covered by an extensive tram network which goes as far as the inner suburbs and the outer suburbs rely on an extensive public bus service linking into the transit points and linking areas in the outer suburbs.

5.0 Catalogue the skills mix of outer suburban residents to identify those areas with a skills shortage and provide options for skills training and retention, especially as it relates to both younger and semi retired people.

Compared to Victoria, the workforce in the City of Casey is more likely to be involved in the following occupations:-

- Tradespersons and related workers
- Intermediate clerical
- Sales and service workers
- Intermediate production and transport workers
- Elementary clerical, sales and service workers
- Labourers and related workers

The following table indicates the comparisons between Casey and Victoria relating to specific trades.

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<th>City of Casey</th>
<th>Victoria</th>
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<tr>
<td>Managers and Administrators</td>
<td>8.7%</td>
<td>10%</td>
</tr>
<tr>
<td>Professionals</td>
<td>12%</td>
<td>20%</td>
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<tr>
<td>Associate Professionals</td>
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<td>7%</td>
</tr>
<tr>
<td>Tradespersons and Related Workers</td>
<td>11.7%</td>
<td>9.1%</td>
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<tr>
<td>Advanced Clerical and Service Workers</td>
<td>2.3%</td>
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Intermediate Clerical, Sales and Service Workers 17.8% 17.2%
Intermediate Production and Transport Workers 10% 6.1%
Elementary Clerical, Sales and Service Workers 10.1% 9.7%
Labourers and Related Workers 12.4% 9.8%
Not Stated 8.6% 8.6%

Skills Australia estimates that 2.4 million additional trained workers will be required by 2015. According to Skills Victoria, the following professions are expected to remain in high demand in the near future:

- Bakers and pastry cooks
- Childcare workers
- Communications tradespersons
- Electrical engineering technicians
- Electrical distribution tradespersons
- Electricians
- Plumbers
- Tillers and stonemasons
- Registered nurses
- Social workers
- Supply and distribution managers
- Truck drivers.

Above- average employment prospects are expected in the following industries:

- Electricity, gas and water
- Government administration and defence
- Health and community services
- Transport distribution and storage.

The growth industry areas in Casey based on changes between 2001 and 2006 are in the following sectors:-

- Construction
- Public administration
- Transport and logistics
- Retail
- Education and training

These areas are expected to grow significantly and skills gaps will exist in these areas. Based on the work undertaken by the City of Casey, Cardinia Shire and the southern Melbourne committee of RDA the growth industries could change based on an aggressive investment attraction strategy and the early development of the Port of Hastings.

However the City of Casey faces significant challenges in terms of up skilling its workforce and the levels of education attainment illustrate this challenge.
Only 40% of people in Casey aged 15 years and over have completed Year 12 or an equivalent level of schooling; compared to 48.6% for Metropolitan Melbourne. More than half of people in Casey aged 15 years and over have no qualifications above secondary schooling, 19% of people have vocational qualifications and 16% have a diploma or a University degree.

6.0 Examine the role of small businesses, local councils and community groups (such as Rotary and Lions clubs) in developing local expertise

6.1 Introduction

The City of Casey recognises economic development as being important for improving the quality of people’s lives and for helping to address important matters, such as social inclusion and lifelong learning. There is a national agenda for economic prosperity, centred on economic development. This is closely linked to other cross-cutting policy areas including housing and health. The objective is to ensure the benefits of high and stable levels of growth can be shared by everyone and so deliver a better quality of life.

Local economic development concerns the various activities undertaken by local Councils to address the challenges in maintaining economic prosperity and enabling business success. The City of Casey leads, or significantly contributes to a number of economic development initiatives. Such activities have far reaching implications for the economic stability of the municipality. Like most councils, the City of Casey needs to take a coordinated approach to inward investment and business development, both of which have to be deliver with limited resources.

A large percentage of City of Casey businesses are small businesses operating in increasingly competitive markets. They are constantly faced with pressures relating to basic issues such as cash flow, recruitment of staff, customer service requirements, upgrading of skills, adoption of new technologies, business planning and marketing. It is important for the City of Casey to retain and develop a vibrant small and medium sized business sector to help foster innovation and local employment.

Support for the business community is therefore a paramount concern of the City of Casey and working with other organisations such as Monash University, Chisholm TAFE and local business organisations such as Chambers of Commerce is a key element in delivering a quality supportive service. This in turn increases the knowledge and expertise of our local businesses making them better placed to grow and generate new employment opportunities for our local residents.

6.2 Key activities

The City of Casey undertakes a number of key activities to support business and to assist them in developing expertise in operating a business. These activities are based around, training and education; mentoring; networking and growing businesses.
6.2.1 Training workshops and seminars

The City of Casey holds a number of training sessions and seminars specifically targeted at businesses in Casey. The idea is to equip businesses with the necessary skills and expertise to help those businesses grow as well as helping to secure their future. The training is provided by the City of Casey or by agreement with a third party for example the Australian Tax Office or Business Victoria. Examples of training being provided recently are:

- Marketing and promotion
- Social media
- Improving workplace safety
- Starting your business right
- Time management
- Business finance
- Business planning
- Succession planning
- Greening business

The City Casey also runs the Casey Business Week, a week long series of events providing training and networking opportunities for business.

6.2.2 Business Breakfasts

The Council has four business breakfasts per year aimed at providing a topical speaker and allowing businesses a great opportunity for networking and learning from others. These breakfasts are provided in partnership with Monash University Berwick Campus and Melbourne Football Club. Both are key partners of the City of Casey. These are proving to be very popular with numbers increasing over the last eighteen months from around 50 participants on average to over 120.

6.2.3 Business Mentoring

A business mentoring program in conjunction with the Small Business Mentoring Service commenced in Casey in 2010. The program assists Casey based businesses by providing them with affordable business mentoring. Each business is entitled to four one-to-one mentoring sessions with a business consultant provided through the Small Business Mentoring Service (SBMS). The SBMS is a not-for-profit association. The Mentors give their time for free. The costs paid cover administration costs and Mentors’ out-of-pocket expenses.

Casey businesses have the opportunity to choose a mentor through the SBMS website at a greatly reduced cost of $100 for 4 sessions. The usual fee for this service is $320 with the City of Casey paying the balance of $220 on behalf of the business owner. Our target was to have 30 businesses on the program by the end of the 2010/11 financial year. To date we have had over 50 businesses involved in the mentoring programme far exceeding our expectations.

6.2.4 “Coffee Clubs”

These are aimed at the operators of micro-business to introduce them to the concept of networking. The coffee clubs are hosted by the Economic Development Department in a number of locations in the City. The aim of these clubs is to encourage the micro/home based business to become more involved in the city’s business activities, particularly networking. Networking is an accepted method of obtaining additional business, obtaining ideas from other business owners and helps reduce the loneliness experienced by the home based business.
These coffee clubs also allow us to talk to businesses that may not normally make use of the council’s business services. It provides an avenue of communication between the Economic Development Department and Casey’s business community. There is usually a presentation at each “coffee club” meeting from a local business person on a topic relevant to small start up type businesses. These meetings are specifically designed for small groups of businesses, no more than twenty at a time and again have proven very popular.

6.2.5 The Casey Business Awards

These Awards are a celebration of the outstanding contribution the business sector makes to the City of Casey. It’s a promotion of the success and innovation of local businesses to the wider community. Council received 88 applications from 56 businesses across the municipality for this year’s awards on the back of a strong performance in the inaugural awards of 2010. Based on survey analysis which takes place after the awards each year, it is clear that businesses that apply for the awards use the application process as an opportunity to evaluate how their business is travelling.

The business awards are a great example of how a local council can celebrate the success of its business community, whilst ensuring the application process allows for reflection on how a business is tracking.

6.2.6 Business Organisations

The City of Casey has a number of business organisations which are active within the municipality. The Council has regular dialogue with them, assists them in developing their business plans and their recruitment of members. Business organisations in general are finding it hard to survive and all are run by volunteers which are time poor. The City of Casey provides financial support to some of the organisations.

The various business groups have decided with the support of the City of Casey to create a Casey wide business organisation to which their members will belong as an over arching organisation representing the needs of all the business groups. It is anticipated that this group will commence in the 2011/12 financial year and will be a major vehicle for the Council’s business development activity in the future.

6.2.7 Monash University Partnership

The City of Casey’s Economic Development Department relocated to the Monash University Berwick Campus in January 2011 as part of a partnership agreement between the Council and the university. The move allows both parties to work on a range of initiatives to help strengthen the local economy and create more local jobs. This new partnership is a key milestone in Council’s Economic Development Strategy. It will enable joint projects and provide a sound research base for the very challenging work required to support growing and new communities. The location of the Economic Development Department at Monash Berwick is a clear statement of Council’s intent to place business investment, attraction and development at the forefront of its priorities.

6.2.8 Casey Economic Development Partnership

The Casey Economic Development Partnership (CEDP) is a partnership between the City of Casey, local businesses, business organisations, voluntary organisations and representatives of local education providers. Its focus is on the development of the local economy for the benefit of local business competitiveness through the growth of existing businesses and the attraction of new business to the City of Casey.
It has a vision that includes:

- being at the forefront of innovation and change with a prosperous and thriving economy;
- supporting the progress and success of existing businesses and encouraging new enterprises that will sustain high employment rates;
- ensuring that all sections of the community are able to benefit from economic opportunities.

The key roles of CEDP are to:

- Support the implementation of the City of Casey Economic Development Strategy and concentrate on the most important issues for the economic well-being of the City. Develop, monitor and review strategic goals and shared ambitions that underpin the economic development of the City.
- Prepare an annual economic development update outlining progress against the actions of the Economic Development Strategy, key economic information and promoting future opportunities in Casey.
- Provide a focus for land and land development issues – particularly the impact on the local economy and how best to respond to needs.
- Provide a focus on skills and inclusion issues - ensuring that future employment needs are considered within the City’s skills, education and training strategies so that the best employment opportunities are available for residents and that businesses have access to a locally based and skilled workforce.
- Provide a focus for supporting existing businesses and encouraging new enterprises and inward investment – maintaining a prosperous and flourishing economy that will sustain high employment rates.
- Providing a focus for considering sub-regional, regional, national and international issues - as they impact on the Casey economy.
- Exploring new ways of working and service delivery.
- Consulting with the wider business community on economic development.
- Providing a focus on how sustainability issues can be considered within proposals for the economic development of the City.

6.3 General conclusion

Council has developed strong partnerships with business and employment groups, the education sector and business leaders through the various Casey Business organisations. Our close ties with the Faculty of Business and Economics at Monash University Berwick Campus, mean that we are sharing important research and resources putting this City at the forefront of current trends, which are shared with our business community to encourage local enterprise and maximise business opportunities.

7.0 Investigate the value of sister city relationships with key trade and innovation markets

The City of Casey continues to promote the ideals of Casey’s Global Friendships and the Sister Cities movement as it relates to the community. Projects and activities involve a range of community members and support from Council enables the acknowledgement of the participation and involvement of many volunteers.

Casey’s Global Friendships is a group of community members and Council representatives who have an interest in building links between people and communities from different cultures around the globe. It is an Advisory Committee of Council, governed under Council’s Advisory Committees Policy and Section 3 of the Local Government Act.
The City of Casey has fostered sister city relationships and friendship links over a number of years. Council’s sister and friendship cities have been formalised by agreement and are on a Mayor to Mayor basis. The City of Casey has formal global friendships with:

- Berwick-upon-Tweed, England – sister city since 1982
- Springfield, Ohio, USA - sister city since 1985

Casey’s Global Friendships is committed to building global alliances to promote cultural understanding and build goodwill and friendship between the Casey community and communities from different cultures. Members of Casey’s Global Friendships, together with Council, work with the Casey community and communities around the globe to help people to connect and develop these cultural or global friendships.

Utilising strategic objectives, Casey’s Global Friendships plans and implements sister city and friendship city related activities to develop opportunities for cultural exchange, increase youth involvement, explore partnerships and enhance community awareness.

Examples of global friendship projects include multicultural community involvement in the Wall of Global Friendships, support for Friends of Ermera programs, sister city photographic exchanges and exhibitions, development of sister school links and support for Casey Youth Ambassadors sister city initiatives for young people.

The Council has from time to time considered if there are any major business development opportunities as a result of its global friendship connections, but to date none have come forward.

8.0 Identify local manufacturing capacity and highlight export development opportunities available for businesses operating in the outer suburbs

In 2007, there were 996 manufacturing businesses in the City of Casey, 6.7% of total businesses and almost half of these being non-employing businesses. The manufacturing sector employs 10.6% of the Casey workforce, generating an estimated $432 million in industry value added in 2007-08. Manufacturing is also a value activity in the economy, due to the contribution of GRP per employee as well as the associated supply chains that service manufacturing businesses and the related flow-on impacts across the economy. The manufacturing sector in the City of Casey is mainly engaged in food product manufacturing, machinery & equipment, transport equipment, fabricated metal product manufacturing industries and furniture. Many of these activities can be considered advanced manufacturing and require a relatively high level of skill and generally pay above average wages.

It is expected that the South East Melbourne Manufacturing Alliance (SEMMA) will be making a submission to the inquiry. They are best placed to comment on the local manufacturing industries capacity and highlight any opportunities for the development export opportunities for businesses operating in Casey and the outer suburbs of the south east of Melbourne.
Appendices


Casey Employment Industries 2006

2. City of Casey Occupation Types

Casey Occupation Types 2006
3. Employment Land Gap Analysis, City of Casey, 2011

Casey Employment Land Gap Analysis

- 700ha that will need to be provided in the Clyde Growth Area
- 350ha Thompsons Road corridor in Growth Area
- C21 Business Park
- Cranbourne West Employment Land and other planned land
- Existing Employment Land provision

Note: Excludes existing developed employment land. Assumes the midpoint of the different scenarios including 28% of jobs in employment land and 25 jobs/ha.
Source: ASG Group
4. Attracting Employment & Investment to the Casey-Cardinia Region
   Background Report

5. Attracting Employment & Investment to the Casey-Cardinia Region
   Impact Assessment Paper

6. Attracting Employment & Investment to the Casey-Cardinia Region
   Investment Attraction Framework

7. Attracting Employment & Investment to the Casey-Cardinia Region
   Policy and Infrastructure Recommendations

8. Attracting Employment & Investment to the Casey-Cardinia Region
   Summary Paper

9. Arterial Road Priorities 2011