
Directorate: City Development
Director: Stuart Menzies

Purpose

For Council to consider the draft Economic Development Strategy 2016–2020 (draft Strategy) for community consultation, for a six (6) week period.

Report

1. Background

Council adopted the Brimbank Economic Development Framework 2012–2015 (Framework) at its Ordinary Council Meeting on 19 June 2012. The Framework provided the basis for a diverse work program that focused on key industries and areas that drive growth including:

- Manufacturing industry
- Health industry
- Education industry
- Town centres (retail industry)
- Cultural services area
- Connectivity area (social, technological, infrastructure connections).

The Framework is due to be updated and the draft Strategy has been prepared.

The draft Strategy is informed by the Brimbank Council Plan 2013–2017, which identifies six (6) key themes including ‘Industry and Economic Development and Strategic Sites’, and builds on the Framework and Council’s sustained economic development work to facilitate investment attraction, business development, employment growth and improved educational outcomes.

2. Consultation

It is proposed the draft Strategy will be made available for community consultation for a six (6) week period, and distributed and promoted through the following channels:

- A public notice in local newspapers and information in the Brimbank Business Link and business ‘e-bulletin’
- Information on Council’s website, in customer service centres, and libraries
- Distribution and engagement with Brimbank industry leaders, business associations, education and employment stakeholders, and regional economic development organisations including Leadwest, Western Melbourne Tourism, Regional Development Australia (Western Region), Metropolitan Planning Authority, and the Department of Economic Development, Jobs, Transport and Resources
- Information at Council business events.

Council has also consulted LeadWest, Western Melbourne Tourism, Regional Development Australia (Western Region), Metropolitan Planning Authority, and the Department of Economic Development, Jobs, Transport and Resources in the preparation of the draft Strategy.

3. Analysis

The draft Strategy, at Attachment 1 to this report, recognises and builds on years of sustained economic development work by Council to position the municipality for growth and development. It recognises Council is well placed to drive local economic development, and the importance of an integrated, whole of government approach.

The draft Strategy recognises the polarity in Brimbank’s economic profile that sees it operating as a significant economic hub in Melbourne’s West, with the largest number of businesses, the greatest output and the largest number of jobs of its neighbouring municipalities, which is contrasted against significant disadvantage in parts of the municipality.

The purpose of the draft Strategy remains consistent with the Framework. It identifies actions Council can take to support economic change and growth in Brimbank - to increase opportunities for business activity and investment, facilitate participation in employment and education, build the competitiveness and resilience of the Brimbank economy, and support the ongoing economic wellbeing of the community.

The draft Strategy proposes the following new economic development vision: ‘As the economic hub of Melbourne’s west, Brimbank will be characterised by dynamic, competitive and innovative businesses; accessibility and connectivity; economic and social participation and wellbeing; vibrant places and high quality development; environmental resilience; and leadership, collaboration and partnerships.’

The draft Strategy provides a scope for future work under five (5) key theme areas:

- Business Development and Innovation
- Investment Attraction and Facilitation
- Social and Economic Participation
- Place Development
- Effective Leadership.

It is proposed an implementation plan is developed identifying the key actions and initiatives under each key theme area.

4. Resource Implications

The draft Strategy and implementation plan actions requiring a budget allocation will be referred to Council’s annual budget process.

5. Compliance Statement

The recommendation made in this report is consistent with the Council Plan 2013–2017.

Conflict of Interest Declaration

The Local Government Act 1989 requires Council officers, and anyone engaged under contract, providing advice to Council to disclose any conflict of interest in a matter to which the advice relates. Council officers contributing to the preparation and approval of this report, have no conflicts of interests to declare.

6. Officer Recommendation

That Council:

a. Endorses the draft Economic Development Strategy 2016-2020, at Attachment 1 to this report, for community consultation, for a six (6) week period.

b. Receives a further report detailing feedback received about the draft Economic Development Strategy 2016-2020, and presenting a final draft Strategy for consideration.
DRAFT ECONOMIC DEVELOPMENT STRATEGY

2016-2020

This document has not been formatted and includes draft text only. The final version will be graphically designed and include maps and plans where appropriate.
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Draft Economic Development Strategy 2016 – 2020
1. Introduction

Economic development is about improving the Brimbank community’s economic wellbeing and quality of life. Brimbank City Council undertakes many economic development activities that position the municipality for growth and development.

Brimbank is increasingly becoming a major employment hub for Melbourne’s west. Key attributes driving regional growth include a central location, proximity to Melbourne Airport and the Port of Melbourne, road and transport connections, and access to a growing labour force and land supply, with the second largest gross supply of zoned industrial land in the region.

Brimbank is being transformed by unprecedented public investment, exceeding $1 billion in Sunshine alone over the past five years. It is becoming an increasingly attractive place to live, work, visit, invest and conduct a business.

The Brimbank Economic Development Strategy builds on many years of sustained economic development work by Council, including:

- marketing and positioning Brimbank with government and the investment sector
- delivering investment attraction forums and development facilitation assistance
- delivering a range of business information, networking events and development sessions
- supporting Brimbank business associations (including establishment of Marketing and Business Development Special Rates) and business planning support for town centres
- facilitating place management through the Sunshine Rising program and St Albans Connect
- facilitating industry forums
- delivery of tourism initiatives
- supporting a range of employment programs
- introducing initiatives to activate town centres, including support for public art and cultural events
- improving the public realm, with a focus on town centres and open spaces
- advocating for improved transport infrastructure and community services
- facilitating investment, including strategic land use planning and planning permit approvals.

Council has a significant role in continuing to facilitate Brimbank’s sustainable growth and development through this Economic Development Strategy, which provides a broad-based program characterised by:

- dynamic, competitive and innovative businesses
- accessibility and connectivity
- economic and social participation and wellbeing
- vibrant places and high quality development
- environmental resilience
- leadership, collaboration and partnerships.
2. **Brimbank – the story so far**

Brimbank has enormous potential for growth and is becoming a major employment hub for Melbourne’s west, with significant development capacity and investment opportunities.

Transformation is already underway as evidenced by the amount of public investment completed or proceeding, including:

- **$880 million** construction of Sunshine Station, integrated bus interchange, and Anderson Road grade separation by Regional Rail Link
- **$400 million** to remove two level crossings and construction of new train stations at St Albans and Ginifer, and a commitment to remove the level grade crossing at Melton Highway
- **$200 million** Women’s and Children’s Centre with specialist maternity and paediatric services at Sunshine Hospital
- **$52 million** Brimbank Community and Civic Centre in the heart of the Sunshine Town Centre, including new Sunshine Library and business and education centre
- **$44.2 million** Victoria University Construction Futures training facility in the Sunshine Town Centre
- significant public realm and streetscape improvements including **$20 million** investment in Creating Better Parks, **$12 million** investment in cycling and walking trails, the **$3.2 million** first stage of Council’s Hampshire Square development near Sunshine Plaza shopping centre, and a long term commitment to improving urban design in town centres.
- **$8.9 million** Errington Community Centre and Performing Arts Facility, including a 200-seat performance space, in St Albans
- **$5.8 million** Visy Cares Hub, providing the largest co-youth services centre in Australia

This unprecedented amount of public investment is driving private investment and early indications are that the market is responding. Recent development and announcements include:

- Planning approval for construction of a **$130 million** private hospital opposite Sunshine Hospital
- global healthcare company Fresenius Kabi Australia to construct a **$47 million** pharmaceutical manufacturing facility in Derrimut, creating **120 jobs**
- establishment of large data centres in Derrimut (Digital Realty at **$250 million+** and Metronode at **$150 million**)
- completion of the nine-storey mixed use Foundry Towers development in Sunshine, and approval of amended planning permits for stage 2 (nine storeys) and stage 3 (15 storeys) of the Metrowest Development
- Sunshine Gateway Site – Development Plan approved consisting of one 15 storey, and three 12 storey buildings with associated roads and landscaping including a central plaza area
- Planning approval for a range of mixed use and residential developments in and around Brimbank’s activity centres.
Over the past decade, Melbourne’s west has grown markedly and this growth is expected to continue over the next 20 years – from around 750,000 people today to 1.1 million by 2031. The region will attract around a quarter of metropolitan Melbourne’s labour force growth over the same period providing a large, highly qualified, diverse labour force future industry and investors.

*Plan Melbourne*, the Victorian Government’s metropolitan planning strategy, confirms the significant role Brimbank has in providing employment, services and housing for the region today and into the future. The Victorian Government ‘refresh’ of *Plan Melbourne* is not expected to change Brimbank’s importance.

In *Plan Melbourne*, Sunshine is recognised as one of 6 National Employment Clusters (NECs) in Melbourne. The Sunshine NEC is a 20 square kilometre area centred on Sunshine Hospital, extending from the Sunshine Metropolitan Activity Centre to the St Albans Activity Centre with potential to grow and accommodate thousands of additional jobs and dwellings. The largest industry sectors in the Sunshine NEC are Health Care and Social Assistance (24%), Manufacturing (17%) and Education and Training (10%). The agglomeration of health and education in the Sunshine NEC provides an opportunity to further drive innovative business development, improved commercial efficiencies and competitive advantages. The Sunshine Health and Wellbeing Precinct, surrounding Sunshine Hospital, is the fastest growing health-related employment area in Melbourne’s west.

*Plan Melbourne* also identifies the Sunshine Town Centre as a Metropolitan Activity Centre with a major service delivery role, including government, health, justice and education services, retail and commercial, and increased housing, underpinned by strong public transport networks. It also notes the importance of Brimbank’s industrial precincts, particularly Brooklyn, West Sunshine and Derrimut, which form part of the state significant Western Industrial Precinct in Melbourne’s west.

Brimbank has traditionally been home to a significant manufacturing base, which is located in established and new industrial estates. Of the 12,276 businesses in Brimbank, significant and recognised organisations include Aldi, ARC, Australia Post, Boral, Bunnings, Caterpillar, FedEx, Ferguson Piarre, Fisher and Paykel, Hunter Leisure, John Deere, Lombards, Schweppes, Schiavello and Sims Metal. In more recent times companies such as IBM, Metronode, Digital Realty, Rand Group, Preshafruit, Sleepyhead and Vistaprint have also chosen to settle in Brimbank.

Brimbank is home to established and new industrial estates including the Brooklyn Industrial Precinct, Paramount Estate in Derrimut and Translink Business Park in Keilor Park. Paramount Estate is leading Brimbank’s industrial investment, and since 2010 85% or 166 hectares of the original 194.5 hectare site has been sold. A major data centre hub is emerging in Derrimut following the location of Metronode and Digital Reality to the Estate in 2013 and the area also has potential for two additional data centres.
3. Strategic linkages

This Economic Development Strategy is informed by the Brimbank Council Plan 2013–2017 which provides Council’s statement of purpose, values, key themes and strategic objectives. It is directly aligned to the Community Plan and informs the development of Council’s Annual Plan and Budget.

The Council Plan identifies 6 key themes including ‘Industry and Economic Development and Strategic Sites’ and highlights Council’s commitment to providing local employment and business development opportunities through facilitation, promotion and advocacy to ensure increased and appropriate industrial, commercial and residential development.

The Strategy builds on the Brimbank Economic Development Framework 2012–2015 and is informed by a range of other Council strategies, policies and reports including:

- Sunshine National Employment Cluster – Background Report 2015
- Brimbank Special Rate and Charge Scheme Policy 2015
- Brimbank Business Association Support Policy 2015
- St Albans Precinct Structure Plan 2015
- Brimbank Education and Learning Strategy 2014–2017
- Brimbank Housing Strategy, Home and Housed 2014
- Sunshine Town Centre Structure Plan 2014
- Brimbank Sustainable Water Strategy 2013–2020
- Brimbank Greenhouse Reduction Strategy 2013–2023
- Brimbank Industrial Land Use Strategy 2012
- Sunshine Rising Business and Implementation Plan 2012
- Brooklyn Evolution 2012
- Brimbank Activity Centres Strategy 2008 (under review)
- Sunshine and Deer Park Urban Design Frameworks.

The Victorian Government’s metropolitan strategy (Plan Melbourne) and identification of six high growth industry sectors (Medical technologies and pharmaceuticals; New energy technologies; Food and fibre; Transport, defence and construction technologies; International education; and Professional services) are important in setting the context for Brimbank’s economic growth and development. The Western Melbourne Regional Development Australia (RDA) Committee and LeadWest report, A Jobs and Industry Strategy for Melbourne’s West, is also an important reference document.

Preparation of this Strategy has involved consultation with Leadwest, Western Melbourne Tourism, Western Melbourne RDA, Metropolitan Planning Authority, and Department of Economic Development, Jobs, Transport and Resources.
4. Partnerships

Regional partnerships are a priority for councils and organisations in Melbourne’s west. Brimbank City Council recognises and values the importance of working with its municipal neighbours – Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham – to realise the benefits of the region’s growing population, and achieve at a regional level increased business attraction and job creation, and investment in infrastructure and other services to support this growth.

Brimbank City Council collaborates with neighbouring councils and regional organisations to advocate, cooperate and partner on a range of matters for the benefit of the region. These include LeadWest, Western Melbourne RDA, Western Melbourne Transport Alliance, Western Alliance for Greenhouse Action, Greening the West, Western Melbourne Tourism and the Brimbank Melton Local Learning and Employment Network.

These groups support research, advocacy, industry development and sustainable investment. They collectively work with all levels of government, local business, community groups and key regional stakeholders to provide strategic and targeted responses to economic, environmental and social issues affecting Melbourne’s West.

Council also works cooperatively and collaboratively with the Department of Economic Development, Jobs, Transport and Resources and the Metropolitan Planning Authority.

Continuing to work with, support and collaborate with neighbouring councils and regional organisations is essential to the economic development and growth of Melbourne’s west, and is an important feature of this Strategy.

Council also recognises that value of collaborative partnership groups comprising private and public stakeholders to facilitate the development potential of strategic priority areas.

Key groups include the Sunshine Town Centre Partnership Group, St Albans Connect Partnership Group, the Brooklyn Industrial Precinct Steering Group and the Sunshine Health and Wellbeing Precinct Board. Industry examples include the Brimbank Learning and Employment Steering Committee.

These non-statutory advisory groups comprise representation from major employers, property owners, community organisations, State government, state agencies, and major service providers. They share a fundamental role in realising a shared vision and work toward this through combining knowledge, experience and skills and forging an agenda of common and shared issues and a commitment to action.
5. City of Brimbank overview

Strategically located at the centre of Melbourne’s west, Brimbank is part of Australia’s fastest growing region and at the interface between the inner areas and major urban growth areas of Melbourne.

Covering 123 km², the City of Brimbank is a culturally diverse community with an estimated resident population of 197,701 residents (June 2014), 74,159 local jobs and 12,188 businesses. With a gross regional product (GRP) estimated at $6.7 billion, Brimbank’s key industry sectors are manufacturing, wholesale trade, logistics, health care and social assistance, and education.

Brimbank is the second most populous municipality in Melbourne and the largest in the region. Located in the western and north-western suburbs of Melbourne, Brimbank is between 12 and 23 kilometres west and north-west of the Melbourne CBD. It is bounded by Hume City Council in the north, Maribyrnong and Moonee Valley City Councils in the east, Hobsons Bay and Wyndham City Councils in the south and Melton City Council in the west.

The City encompasses 25 suburbs including Albion, Cairnlea, Deer Park, Delahey, Hillside, Keilor, Kings Park, St Albans, Sunshine, Sydenham and Taylors Lakes. Much of the recent residential growth has been in Delahey, Sydenham, Taylors Lakes and more recently Cairnlea. Growth is expected to continue, particularly in Deer Park, Derrimut and Cairnlea, through new residential development and redevelopment of older industrial sites, as well as mixed use development in town centres including Sunshine, St Albans and Deer Park.

Major attractions and facilities include the Sunshine, St Albans and Watergardens Town Centres, six flagship parks, creeks and rivers including Kororoit and Taylors creeks and the Maribyrnong River, Sunshine and Keilor Public Golf Courses, Calder Park Motorsport Complex, St Albans and Sunshine Leisure Centres, Overnewton Castle, Organ Pipes National Park and Brimbank Park. Popular cultural events include the St Albans Lunar Festival, Sunshine Short Film Festival and Sunshine Lantern Festival.
5.1 Key demographics

Brimbank’s population is expected to increase to 206,753 by 2024, and has capacity to accommodate greater population growth through urban renewal in and around Brimbank’s town centres. The City prides itself on its cultural diversity and is one of Victoria’s most culturally diverse municipalities, having embraced more than 156 nationalities from around the globe. The key demographics shown below have been predominantly sourced from Brimbank’s Mapping Diversity (2014) report:

- A culturally diverse community with 46.1% residents born overseas. The top overseas country of birth is Vietnam (9.8%), India (4.3%), Malta (2.9%), Philippines (2.9%) and Italy (2%).
- A high proportion of non-English speaking residents (56.2%), where Vietnamese is the dominant non-English language spoken at home.
- A significant number of households with children including 38.4% of couples with children and 14.6% one parent families. Growth is anticipated for households of couples without children, lone person households and group households.
- A dominant age group is 25 – 29 years which accounts for 8.4% of the population, and overall 19.1% of the population aged between 0 and 15, and 11.5% aged 65 years and over. Over the next 10 years the population will age with a significant increase in 65 years and over.
- The second most disadvantaged municipality in the Greater Melbourne area, with a significant unemployment rate of 8.6% (December 2013), and has risen to 9.83% (September 2015)
- Compared to Greater Melbourne, a lower proportion of residents attending pre school (1.4%), primary school (7.2%) and University (4.1%), and slightly higher proportion attending secondary school (6.6%), Tafe (2.4%) and other learning organisations (1.4%).
- Increasing education levels where 22% of the workforce has a bachelor degree, 9.3% have an advanced diploma, and 21.6% having a certificate. 46% have no qualifications certificate.
- Since 2006 year 12 or equivalent completion rates have increased by 6%, and university attendance has risen by over 3%, while the number of residents with a bachelor or higher degree grew by 48%, and the number with a diploma or advanced diploma grew by 47%.
- An employment destination where 66% of employees live outside Brimbank predominantly in Melton (13.2%), Wyndham (9.1%), Hume (6.9%) and Moonee Valley 5.5%). 22.9% of employed residents work in Brimbank and other employment destinations include Melbourne (16.9%), Maribyrnong (6.5%) and Hume (6.4%)
- A high proportion of residents in the lowest and medium lowest weekly income groups.
- A high proportion of home ownership with 69.1% of homes owned or being purchased and 22.3% renting.
- A relatively high level of disability with 18% affected by some form of disability
- A high reliance on cars with over 90% of the journeys to work in Brimbank undertaken either as a car driver, or as a passenger in a car on Census day.
6. Economic development and the role of local government

The pursuit of economic development embraces a wide range of activities, initiatives and processes that ultimately improve the economic wellbeing and quality of life of citizens.

Edward Blakely provides a definition for economic development as 'the process in which Local Governments or community-based organisations engage to stimulate or maintain business activity and / or employment. The principal goal of local economic development is to develop local employment opportunities in sectors that improve the community using existing human, natural and institutional resources.'

The Victorian Government’s Inquiry into local economic development initiatives in Victoria, July 2013 (the Inquiry) identified that local government is well placed to drive local economic development because of its proximity to the community, local businesses and organisations. It identified that councils should establish an integrated, whole of government approach to economic development through an economic development strategy with clear aims and measurable outcomes linked and integrated with all council strategies and activities.

Although councils have a wide scope to undertake economic development, budgetary constraints limit capacity and efforts need to be targeted. It is important to understand the economic growth process, and what drives growth and development in the long term, so that an economic development strategy focuses resources into the most appropriate areas.

The South Australian Government report Promoting Local Economic Development: A role for Metropolitan Local Councils, December 2013, identified the importance of driving regional growth from the bottom up, with a strong focus on assets within the region. It also recognised the importance of human capital capable of using local assets more efficiently in response to market opportunities, leading to innovation and driving growth.

Primary economic drivers were described as skilled people and high levels of human capital; entrepreneurship; innovation (technological and non-technological); equipment embodying technology; and quality of other inputs/intermediate goods. Supporting social economic factors included education and training, vocational skills, community services, health services, housing, recreation, leisure and cultural facilities and events, and land use planning, as well as supporting infrastructure including transport and information and communications technology.

A key point was that ‘governments, local, state and national, themselves do not drive growth – business investment, innovation and entrepreneurship drive growth – but governments, regional organisations and associations are enablers of economic development that can facilitate and enhance it’.

On this basis the purpose of this Strategy remains consistent with the Brimbank Economic Development Framework 2012 – 2015, which is to identify actions that Council will take to support economic change and growth in Brimbank to increase opportunities for business activity and investment, facilitating participation in employment and education for residents, building the competitiveness and resilience of the Brimbank economy, and supporting the ongoing economic wellbeing of the community.
7. Brimbank economic profile

Melbourne's west is a region of opportunity, set to lead industry and employment growth in Victoria over the next 30 years and host around 13% of metropolitan Melbourne's total employment growth up to 2046. (Jobs and Industry Strategy for Melbourne's West)

Brimbank makes a significant economic contribution to the regional and state economy. In 2013–2014, the City of Brimbank contributed 2.5% of Victoria’s employment and 2.1% of its value add. It has an estimated GRP of $7.621 billion, the largest in Melbourne’s west.

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Value of GRP</th>
<th>Percentage of Melbourne’s west GRP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brimbank</td>
<td>$7.621 billion</td>
<td>(25.70%)</td>
</tr>
<tr>
<td>Hobsons Bay</td>
<td>$4.785 billion</td>
<td>(16.13%)</td>
</tr>
<tr>
<td>Maribyrnong</td>
<td>$3.924 billion</td>
<td>(13.23%)</td>
</tr>
<tr>
<td>Melton</td>
<td>$2.552 billion</td>
<td>(8.60%)</td>
</tr>
<tr>
<td>Moonee Valley</td>
<td>$4.200 billion</td>
<td>(14.16%)</td>
</tr>
<tr>
<td>Wyndham</td>
<td>$6.574 billion</td>
<td>(22.17%)</td>
</tr>
</tbody>
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In 2015 National Institute of Economic and Industry Research (NIEIR) data indicated that Brimbank’s key export sectors were Manufacturing ($2892.1 million), Transport, Postage and Warehousing ($1265 million), Wholesale Trade ($1138.1 million) Electrical, Gas, Water and Waste ($193.3 million) and Education and Training ($113.1 million).

Of the 12,276 businesses registered in Brimbank, small to medium-sized enterprises (SMEs) make up the majority of businesses, with most non-employing or employing between one and 19 people. There are 283 businesses employing between 20 and 199 people, and eight employing over 200. The Construction sector includes the largest number of businesses (19.9%), followed by Transport, Postal and Warehousing (17.5) and Real Estate Services (9.4%).

Brimbank industries employed 74,159 people with manufacturing the largest employer (16.9%), followed by Transport, Postal and Warehousing (11.1%), Construction (10.8%), Health Care and Social Assistance (10.7%), Retail Trade (10.1%), Wholesale Trade (10.6%), and Education and Training (8.7%). (NIEIR 2015).

Between 2008–2009 and 2013–2014, employment grew by an additional 9,265 jobs. The biggest growth was in the Health Care and Social Assistance sector, with an additional 2,259 jobs created, followed by Transport, Postal and Warehousing (+1,522 persons), Wholesale Trade (+1,320 persons), and Construction (+883 persons).

Brimbank has a reasonably high level of employment self-containment, with 22.9% of its working residents employed within the municipality. However, this number has decreased by 1.7% from 2006 to 2011 (ABS, Census of Population and Housing 2006–2011).

In 2014, 89,948 Brimbank residents were employed (NIEIR 2014) and the number of employed people has increased by 8,316 since 2006. The three most popular occupations for Brimbank residents were:

- Clerical and Administrative Workers (11,429 people or 18.9%)
- Technicians and Trades Workers (11,305 people or 14.8%)
- Labourers (10,712 people or 14.0%).
The largest changes in the occupations of residents between 2006 and 2011 were:

- Professionals (+2,453 persons)
- Community and Personal Service Workers (+1,867 persons)
- Clerical and Administrative Workers (+840 persons)
- Technicians and Trades Workers (+791 persons).

While there was a larger percentage of people employed in Brimbank in Manufacturing, Transport, Postal and Warehousing, and Wholesale Trade compared with the state average, there was a smaller percentage of persons employed in Professional, Scientific and Technical Services (2.4% compared to 8.4%).

7.1 Brimbank’s key industry and employment sectors

7.1.1 Manufacturing and allied industries

Victoria has the largest manufacturing industry in Australia, employing approximately 30% of Australia's manufacturing workforce. Manufacturing is the state’s largest employer of full time jobs and accounts for $30.8 billion or 11.2% of gross state product (GSP) in Victoria’s economy.

Manufacturing is Brimbank’s largest industry, with 933 businesses employing 12,546 workers or 16.9% of the workforce, of which 9% of businesses employ 20 or more people.

The Manufacturing sector encompasses automotive, advanced electronics and machinery, aerospace and aviation, defence, chemicals and plastics, pharmaceuticals, fabricated metals, textiles clothing and footwear, and food processing. From 2008–2009 to 2013–2014 Brimbank experienced an overall decline of 438 manufacturing jobs, although there was growth in food manufacturing (+388 jobs) and beverage and tobacco product manufacturing (+211).

Brimbank faces important challenges, and despite strengths in manufacturing and logistics, will need to increasingly embrace high-tech manufacturing, value chain optimisation and innovation through increased research and development.

A significant challenge involves increasing the supply of professional services in Brimbank and Melbourne’s west. The transition to higher value manufacturer emphasise the need for a range of professional services, including the field of mechatronics. “Mechatronic engineering is the engineering discipline concerned with the research, design, implementation and maintenance of intelligent engineered products and processes enabled by the integration of mechanical, electronic, computer, and software engineering technologies” (Engineers Australia).

Broadband connectivity is also critical factor in enabling improved productivity and innovation to support business development and growth. NBN Co released a proposed three-year construction work schedule up to September 2018, which at 18 October 2015 indicated that a number of Brimbank areas would receive broadband however there are also a number of areas that have not been listed for installation. NBN Co indicate that they update the plan quarterly to reflect new areas and reflect ongoing variations. The lack of broadband is significant inhibitor to business, and the expedited delivery of NBN is essential.
Relative to other metropolitan municipalities, the resident labour force in Brimbank has a ‘skills deficit’ and this will need to be addressed to maximise local employment opportunities within a Manufacturing sector that will increasingly demand a skilled workforce. The Manufacturing sector in Brimbank and Melbourne’s west already imports a significant proportion of professional services from outside the region to service the needs of industry, and requires the growth of professional services in the region.

Australia faces challenges around business collaboration, with many measures below OECD averages. Research and development expenditure as a percentage of GDP is also lower than the OECD average. The Global Innovation Index also suggests that Australia is not very efficient at translating innovation into commercial outcomes. Manufacturing is one of the industry sectors where innovation-active businesses are most likely to be found, (Department of Industry and Science).

### 7.1.2 Retail

Retail contributes $13.1 billion to the Victorian economy, comprising 4.8% of output and employing 11.3% of the Victorian workforce. A total of 48% of the retail workforce is employed part time and the sector is the second highest employer of 15-24 year olds (34.9% of workers).

The Retail sector in Brimbank is the fifth largest employer, with approximately 7,453 employees or 10% of Brimbank’s workforce.

Retail offers scope to grow the economy of Brimbank, particularly as the local and regional population grows and changes. Retail expenditure escaping from Brimbank remains important and this will be addressed through improved business operation, tenancy mix, marketing and place management.

Retail is a fundamental driver of town centres, which in turn are a fundamental component of social and economic life. Retail is significantly represented in Watergardens, Sunshine (Metropolitan Activity Centre) and St Albans town centres. These large activity centres are complemented by smaller community and local centres spread across the municipality including Keilor Village and Deer Park, and a range of shopping centres such as Keilor Downs and Brimbank Central. Brimbank is also well represented by a range of highway and bulky good retailers.

### 7.1.3 Education and training

Education and training is currently worth $14.4 billion to the Victorian economy employing 221,400 people (7.7% of the state’s workforce). Approximately 8.7% of Brimbank’s workforce is employed in education and training (6,468 people).

Within the highly competitive global environment innovation and education go hand in hand. Opportunity exists to improve the skill base and employment opportunities to provide a more diverse, resilient and knowledge-intensive economy.

Brimbank has a well-established education and training sector, with two campuses of Victoria University at Sunshine and St Albans. The higher education and TAFE sector are complemented by an extensive network of state, Catholic and independent secondary and primary schools. The Western Centre for Health, Research and Education and Clinical School located at the Sunshine Hospital is also a significant education and training facility, representing a partnership between Victoria University, the University of Melbourne and Western Health.

Education and training is, and will continue to be, key to addressing the local skills gap, increasing the local supply of professional services, re-skilling of existing employees in
transitioning industries to support the restructuring of industry, and promoting
innovation through research and development.

In Brimbank education levels are increasing and the proportion of residents who have
completed Year 12 or equivalent has risen by 6 per cent, and university attendance has
risen by over 3 per cent, since 2006.

7.1.4 Health and social services

The Health Care and Social Assistance sector currently contributes 6.4% of output to the
Victorian economy. Forecasts suggest this will rise to 6.8% by 2018.

The sector’s estimated 22,700 businesses employ 329,800 people (or 11.5% of the
workforce), of which 45.7% are part time. By 2018 there could be an additional 60,800
jobs in the sector, increasing employment to 12.4% of the state workforce. Hospitals
and residential care services will account for around 42,300 of these additional jobs.

In Brimbank, 10.7% of the workforce (7,901 people) is employed in health and social
services. This sector of the local economy continues to expand and will provide a range
of new opportunities.

Sunshine Hospital is one of Brimbank’s largest employers and the most significant and
fastest growing health facility in Melbourne’s west. The designation of the Sunshine NEC
recognises the potential to attract a critical mass of tertiary education, health-related
training, health care, retail and professional services.

7.1.5 Construction

Construction accounts for almost 240,000 jobs or 8.2% of the workforce, making it
Victoria’s fifth largest industry sector, contributing $21.6 billion annually to the Victorian
economy. Construction is the second largest employer in Brimbank with 7,398 or 12.1%
of the full time employees at June 2014. Construction also has the largest (2,443)
number of total registered business in Brimbank, representing 19.9% of all registered
businesses compared with a state average of 16.3%.

Construction includes residential building, non-residential building and engineering
construction. Most are smaller businesses orientated towards domestic renovations, sub-
contracting to larger organisations, concreting and formwork, and drainage construction.
More recently there has been the emergence of some medium sized home builders. The
sector generates demand for professional services, which are largely sourced from
outside Brimbank and Melbourne’s west.

The establishment of Victoria University’s world-class trade training centre, Construction
Futures, provides significant opportunities to develop the sector in Brimbank, along with
associated professional services. This $44 million state-of-the-art facility is home to
Victoria University’s construction program and is a flexible, adaptable space that can
respond to industry demand and emerging technologies. The advancement of new
building technologies, including materials and efficiency improvements to reduce building
costs and improved environmental sustainability will help grow the sector.
7.1.6 Creative industries

Victoria’s creative and cultural economy contributed $22.7 billion to Victoria in 2013, representing 8% of the total Victorian economy. These industries employ over 220,000 people, generating $1.4 billion in exports and attracting cultural tourism worth $1 billion. The creative industries are growing at almost double the rate of the broader economy. Significantly, 89% of Victorians (aged 15 and over) attended a cultural venue or event in 2015.

Creative industries boost economies and development. ‘While creating jobs, the creative economy contributes to the overall well-being of communities, individual self-esteem and quality of life, thus achieving inclusive and sustainable development.’ (General of UNESCO). This sector includes audio visual products, design, new media, performing arts, publishing and visual arts, and is considered one of the most rapidly growing sectors of the world economy.

In Brimbank, creative industries are a small but important emerging industry sector. There is opportunity to develop the creative industries, building on current initiatives such as the Brimbank Art Spaces project, construction of Errington Community Centre and Performing Arts Facility, Council’s public art program, and support for cultural events and promotion of creative clusters.

7.1.7 Transport, postal and warehousing

The Transport, Postal and Warehousing sector provided $16.6 billion to Victoria’s output in 2013–2014, representing 5% of the total. The sector employs approximately 146,400 people, with a growth of 3% over the past five years, the largest growth being in the Warehousing and Storage Services sub-sector.

Within Brimbank it is the second largest employer, employing 8,199 people (11.1%) with an output of $2,064 million (2012–13 NEIR).

Brimbank is and will continue to be an important location for the Transport, Postal and Warehousing sector due to its strategic location close to Melbourne’s CBD, the Port of Melbourne, Melbourne Airport, Essendon Airport and Avalon Airport, and the major regional centres of Bendigo, Ballarat and Geelong. Almost all of Melbourne’s interstate rail and road transport connections run through or are adjacent to Melbourne’s west.

7.1.8 Not for profit organisations

Non-profit organisations play an important role in Australia’s economy, society and political system. Council is aware that many not for profit organisations operate in Brimbank, particularly within the education, employment and social services sector. Further data is required to understand the importance of the contribution to the local economy, however, it is considered to be significant.
8. Key focus areas and clusters

Key focus areas in Brimbank are either distinct geographical areas where businesses and institutions have located and clustered, or an industry sector that is targeted for growth and development.

8.1 Emerging Sunshine National Employment and Innovation Cluster

Sunshine was identified as an Emerging National Employment Cluster (Sunshine NEC) in Plan Melbourne. NECs are designated geographic concentrations of interconnected businesses and institutions that make a major contribution to the national economy and Melbourne’s position as a global city. Sunshine NEC has recognised potential to attract a critical mass of tertiary education, health-related training, health care, retail and professional services, and has significant capacity to grow. Sunshine NEC is a 20 square kilometre area focused around Sunshine Hospital, extending from the Sunshine Metropolitan Activity Centre to the St Albans Activity Centre. The area currently accommodates approximately 15,560 jobs and 15,000 dwellings with the largest employees including Health Care and Social Assistance (24%), Manufacturing (17%) and Education and Training (10%). Council, together with the Metropolitan Planning Authority, have a key role in planning for the growth and development of the Sunshine NEC to maximise opportunities for growth and renewal, promote and facilitate investment attraction, and ensure appropriate provision of infrastructure to support population and job growth.

8.1.1 Sunshine Health and Wellbeing Precinct

The Sunshine Health and Wellbeing Precinct, focused around the Sunshine Hospital, is the fastest growing health related employment area within Melbourne’s west. It includes Sunshine Hospital, Western Centre for Health, Research and Education and Clinical School, construction of the Joan Kirner Women’s and Children’s Hospital and future construction of Sunshine Private Hospital. The precinct provides an opportunity to further drive innovative business development, improved commercial efficiencies and competitive advantages. Planning is underway to maximise the development potential of the precinct, including opportunities for increased housing provision and improved amenity and services.

8.2 Activity centres

Activity Centres, or Town Centres, deliver important economic, social and environmental functions. They are places to access goods and services, socialise, recreate, work, study, access transport and, increasingly, places to live. In Brimbank there are 62 Activity Centres that range significantly in size, role and complexity, including large privately managed centres like Watergardens Shopping Centre, medium sized centres like Deer Park Village, and smaller centres like Perth Avenue in Albion. The traditional activity centres represent decades of public investment in physical and social infrastructure.

Council is updating the Brimbank Activity Centre Strategy, which will reaffirm the economic, social and environmental importance of these centres and Council’s approach to working with, and supporting activity centres. It will re-establish a high level policy setting and strategic direction to guide decision-making, provide direction to facilitate investment and development, and establish a prioritised work program.
8.2.1 Sunshine Town Centre

*Plan Melbourne* identified the Sunshine Town Centre as a Metropolitan Activity Centre that will play a significant role in the delivery of increased jobs and housing close to public transport, and provide a range of businesses, and education, government and community services. Government and professional services will be an important focus for the Sunshine Metropolitan Activity Centre. Council envisages it will increasingly accommodate regional public and private services for Melbourne’s west. The rezoning of 19 hectares of industrial land for mixed use development and a further nine hectares to enable residential development unlocks significant capacity and opportunity.

Council has long recognised the potential of Sunshine, establishing Sunshine Rising, a town centre management and revitalisation program aimed at positioning Sunshine Town Centre as one of Melbourne’s great centres and the capital of Melbourne’s west. Council actively supports the centre through its place management approach, employing a place manager and introducing a marketing and business development special rate to support the activities of the Sunshine Business Association.

8.2.2 Sydenham Town Centre

The Sydenham Town Centre predominantly comprises the Watergardens Shopping Centre and includes an area along Melton Highway, Kings Road and the Melbourne-Bendigo Rail Line. The Watergardens Shopping Centre is the largest retail centre in Brimbank with a regional retail role. There is significant potential for the centre to develop across the 50 hectare site that could accommodate retail, offices, services, residential and community uses, broadening its role to that of a multifunctional centre. The centre benefits from its proximity to the metropolitan rail system, location of Sydenham Railway Station adjacent to the centre, and regional rail (Bendigo). Located close to the Brimbank’s western boundary, the centre also services the City of Melton and its fast-growing urban area. The Victorian Government recently identified the removal of the grade crossing at Melton Highway, which provides further opportunity to improve access and facilitate development.

8.2.3 St Albans Town Centre

The St Albans Town Centre is an established traditional activity centre that has an important local and sub-regional role. With an extensive range of businesses and community, education, recreational and transport services, it has developed as a popular location for ethnic shopping and services, particularly among the Chinese and Vietnamese communities. There is significant potential for further development.

Council previously established a place management program – St Albans Connect – for the wider St Albans area, and introduced a marketing and business development special rate to support the activities of the St Albans Business Association.

8.2.4 Other centres

There are a number of other activity centres including Deer Park, Derrimut, Cairnlea, and Keilor Downs. Each has potential for growth and development.
8.3 Industrial and strategic sites

Brimbank is home to a significant number of manufacturers. It has the second largest supply of industrial land in Melbourne’s West, with approximately 2,230 hectares of developed land and a further 753 hectares of vacant land within the recognised industrial precincts of Sunshine, Brooklyn, Derrimut and Keilor Park. Brimbank comprises a number of successful industrial estates including the Paramount Estate in Derrimut and Translink Business Park in Keilor Park, which play an important role in marketing Brimbank as the home of quality businesses and large scale investment. Council will continue to provide ongoing support for businesses in these new estates through business networking, information and targeted business development programs.

Brimbank has a number of older industrial precincts and large and complex strategic sites that require targeted development facilitation and place management assistance to support urban renewal and redevelopment. Development facilitation has commenced for larger sites including Orica, Deer Park and the remaining Commonwealth land in Cairnlea, and will continue.

Other precincts and sites include:

8.3.1 Brooklyn Industrial Precinct

Council is implementing the Brooklyn Evolution Strategy, an economic development and urban renewal program to develop the Brooklyn Industrial Precinct as a key employment node for Melbourne’s west, and location for new, ‘clean and green’ investment and development. The precinct comprises over 250 hectares of industrially zoned land, employing more than 3,000 people in a range of large and small businesses that have a manufacturing focus. Opportunities exist for growth in service industries, showrooms and complementary businesses.

8.3.2 Solomon Heights Estate

Solomon Heights comprises 32.8 hectares of undeveloped industrially zoned land on the east side of the Melbourne to Sydney freight line in North Sunshine. Solomon Heights remains undeveloped and without roads or services. Council is working with property owners to facilitate the potential development of the estate through formation of a property owners’ group to undertake further strategic work on land use and future development, and to negotiate with the Federal Government on environmental constraints.

8.3.3 North Sunshine and McIntyre Road industrial area

The North Sunshine industrial area was originally subdivided for a residential estate and later rezoned for industrial redevelopment. Small lot sizes limit the potential for viable industrial development, and the area is characterised by a low level of amenity and non-compliant uses. This is the only established large industrial estate in the Sunshine NEC, providing an opportunity to link its development to manufacturing opportunities generated through industry growth sectors in the NEC including health pharmaceutical services. McIntyre Road is a key north–south road route with a mix of uses including industrial and residential activities that have poor interface and amenity as a result of traffic congestion and an unattractive street environment. Further opportunities exist to cluster activities (particularly those involved in house renovation) that appear to locate at the northern end, and support the precinct with signage and public realm improvements.
8.3.4 Calder Park

Calder Park comprises 100 hectares of industrial zoned land adjacent to the Calder Freeway and the Sunbury railway line. It has the capacity to develop as a significant employment/motor industry hub for the western region. A Master Plan for the greater precinct, including the Calder Park Raceway, is required to establish a framework for development of the area.

8.3.5 Broadcast Australia Site

This 95.5 hectare site, located 2 km south of Watergardens and owned by Broadcast Australia, is zoned Special Use. Broadcast Australia provides services for ABC Radio to approximately one third of Victoria. Operation of the antenna is expected to continue, although there is likely to be development opportunity for a significant portion of the site in the future. Previous work had contemplated residential development on the site, but there is a need to consider other use and development potential of the site.

8.3.6 Orica (Deer Park)

This 149 hectare site, located along Ballarat Road, is owned by Orica. One third (49 hectares) of the site was recently rezoned to Commercial 2 zone to allow for a mix of office, big box retail, logistics and industrial uses, with further potential to rezone the western portion along Station Road. Council will have a continuing role in development facilitation. A small portion of the site fronting Ballarat Road currently contains chemical manufacturing industries of state significance. Over time the entire site is envisaged to transition to a high quality industrial and commercial area.

8.4 Visitor and destination economy

Tourism in Melbourne’s west presents unique business development opportunities, with approximately 4 million people visiting the region annually, and a large ‘Visiting Friends and Relatives’ market worth over $2.8 billion to Melbourne’s economy.

Brimbank has some distinctive tourism assets and the potential to generate greater tourism related growth. Tourism destinations include:

- significant natural and distinctive landscape and features focused around the Maribyrnong River and its creek network including the Organ Pipes National Park, Sydenham Park and Brimbank Park
- a network of parks and open space, shared trails and metropolitan bicycle connections and quality public realm spaces that includes public art including renown international artist John Kelly’s ‘Man Lifting Cow’ in the Sunshine Town Centre
- a substantial cultural and food retailing offer across Brimbank’s town centres as well as a program of events that celebrates cultural diversity including the St Albans Lunar Festival, the Sunshine Lantern Festival and Sunshine Pho Fever, the ultimate Vietnamese progressive dinner (part of the Melbourne Food and Wine Festival), and the Sunshine Film Festival
- the industrial heritage of the Sunshine Harvester Factory including a Harvester located in the Brimbank Community and Civic Centre, and a range of other built form heritage locations.
significant Aboriginal heritage with important sites located in around its waterways, with opportunity to work further with the Wurundjeri Tribe and land managers including Parks Victoria and City West Water to explore, and where appropriate, further promote the cultural and tourism potential of some sites including Brimbank Park, Organ Pipes Park and Horseshoe Bend Farm.

A significant economic strength of Brimbank is its proximity to Melbourne Airport and its regional rail connection to the major regional cities of Geelong, Ballarat and Bendigo through Sunshine. Melbourne Airport currently facilitates 29.1 million passenger movements annually, including 1.4 million international and 6.5 million interstate visitors. These visitors spend approximately $8.3 billion each year. Over the next 20 years it is projected that Melbourne Airport will move 64.47 million passengers including 14.5 million overseas and interstate visitors. The future construction of a Melbourne Airport rail link through Sunshine will be a significant economic driver supporting the development of the Sunshine NEC, and tourism more broadly in Melbourne and Victoria’s west.
9. Key considerations

9.1 Strengths

- Strategic location in the heart of Melbourne’s west with proximity to the CBD, Port of Melbourne and Melbourne Airport
- Excellent connectivity to Greater Melbourne and western Victoria through the Western Ring Road, Regional Rail Link and metropolitan train services and freight lines, with further benefits from the removal of level grade crossings
- Clusters of specialisation in manufacturing, transport and logistics, and health services
- Presence of successful and high profile businesses that are leading the market through innovation and diversification
- The largest supply of industrial land in Melbourne’s west with a range of new and established industrial precincts, as well as significant commercial development opportunities within the Sunshine NEC and activity centres
- Significant public investment in transport and health services, including construction of the Sunshine Women’s and Children’s Hospital
- Capacity to accommodate significant residential and commercial development in established centres close to public transport and services
- A culturally diverse business community and local and regional labour pool that can support growth of globally competitive industries
- A wide range of diverse activity centres with low vacancy rate that provide a range of local, sub-regional and regional needs, and an emerging food and café culture
- A strong place management model established through the Sunshine Rising program
- A range of community organised cultural events that attract regional and metropolitan patronage
- Synergies between the educational and health sectors, particularly evident in the Western Centre for Health, Research and Education and Clinical School (joint Victoria University and University of Melbourne facility) at Sunshine Hospital
- Strong local leadership and collaboration evident in Council Partnership Groups, established business associations and regional organisations
- Significant natural assets and attractions including quality parks, open spaces, paths and trails
- A range of quality residential locations in Keilor, Cairnlea and Sunshine
- Significant Aboriginal and industrial and history and heritage built form
9.2 Challenges

- Continuing restructuring of the manufacturing sector and transition of sectors with modest growth prospects, which may in the short term result in higher unemployment including the need for reskilling
- Addressing the ‘skills deficit’ within Brimbank, and relative under supply of tertiary education in Melbourne’s west, as well as improving education participation rates
- Increasing the provision of quality office accommodation in Brimbank activity centres, particularly the Sunshine Metropolitan Activity Centre, and land use competition likely to occur from residential development that could compromise the economic role of commercial centres
- Overcoming the image problem that Melbourne’s west, including Brimbank, experiences to attract increased and higher quality investment
- Capitalising on recent public transport expenditure and ensuring development opportunities are maximised
- Increasing the availability of ‘white collar’ employment by increasing the range of professional services
- Capturing a larger proportion of population growth from outer regions in Melbourne’s west, which lack the public transport, services and employment available in Brimbank
- Potentially higher development costs due to past industrial practices in some locations that left a legacy of possibly contaminated land which may require remediation or mitigation to ensure land is suitable for future uses
- Attracting high quality and diverse accommodation, to maintain and attract new families, students and professionals, and accommodate ageing in place
- Transport congestion including improve the trade and transport network connectivity, including freight movement, north–south vehicle movement, and rail and bus connectivity including to Melbourne Airport
- Changing patterns of retail expenditure, including increased online spending and use of internet for comparison shopping, and desire for a unique shopping experience
- Improving digital literacy of businesses, and the update of technology to support innovation, digitisation and globalisation, including delivery of the National Broadband Network
- Responding to the challenge of climate change and encouraging business and development to incorporate greater sustainability measures. Currently industry in Brimbank contributes to 40% of greenhouse gas emissions while residential uses contribute 26%
- Funding capital investment in infrastructure to improve the appearance and amenity of the municipality to attract new investment, including education, sport, recreation and cultural opportunities
- Addressing unemployment and the causes that limit access to employment
- Increasing engagement with the business community and fostering increased interest and involvement in the development of Melbourne’s west
9.3 Opportunities

- Continue to promote Brimbank’s competitive advantages as a strategic investment location in Melbourne’s west
- Continue to promote Brimbank as the location for regional services, facilities and amenities including government, corporate and professional services, arts, sports and recreational facilities
- Target investment attraction activities to attract higher value industries in advanced manufacturing, health and education (particularly in the Sunshine NEC) to enhance agglomeration benefits
- Promote innovation and advancements in technology to drive business development and globalisation, including stronger linkages between industry and education
- Promote the multicultural attributes of Brimbank and opportunities for increased globalisation
- Continue to deliver a broad program of information, networking and business development support to encourage transition of Brimbank’s industry to higher value businesses and best practices, with a focus on larger employment sectors and growing industries
- Improve liveability and investor attractiveness by continuing investment in the public realm and streetscapes, community services, facilities, and destination and tourism assets
- Continue to advocate for quality urban design outcomes for major infrastructure projects and ensure that major development integrates with and/or improves the urban fabric
- Provide support and assistance to facilitate investment and development in Brimbank, including streamlined planning approvals
- Encourage quality and diverse housing close to employment, transport and amenities to attract and retain skilled residents into the future
- Work with existing and new tertiary education providers to encourage development of the most locally relevant skills ecosystem
- Encourage education and lifelong learning to address and improve employment outcomes
- Continue to pursue a place management approach to development of activity centres, encouraging the marketing and development of their strengths and market positioning
- Continue to pursue a coordinated, collaborative and proactive partnership with the public and private sector to facilitate and attract investment and development, focusing on the higher growth industry sectors
- Examine the opportunities for employment growth and investment in the ‘green economy’, in particular the renewable energy sector
- The location of the Western Alliance for Greenhouse Action (WAGA) in the City of Brimbank provides greater opportunity to partner and promote a range of business sustainability initiatives.
10. Economic Development Vision

The vision will inform and guide Council’s economic development program so that:

As the economic hub of Melbourne’s west, Brimbank will be characterised by dynamic, competitive and innovative businesses; accessibility and connectivity; economic and social participation and wellbeing; vibrant places and high quality development; environmental resilience; and leadership, collaboration and partnerships.

The vision will be realised through pursuit of objectives under the following five themes.

1. Business development and innovation: A city that grows local business.
2. Investment attraction and facilitation: A city that attracts new business and development
3. Social and economic participation: A city that invests in its people
4. Place development: A city with the right environment for business and investment
5. Effective leadership: A city that demonstrates leadership through collaboration and advocacy

An implementation program will be developed that identifies a range of projects and initiatives to achieve the theme objectives.
11. Strategic Themes and Objectives

11.1 Business development and innovation

A city that grows local business

One of the most effective ways of growing the local economy is to strengthen and build the capacity of existing businesses. Given that approximately two-thirds of additional business investment comes from existing local businesses and new start-ups by local people (McKinsey, 1994), building the capacity and competiveness of local business is an important focus.

Objectives

11.1.1 Facilitate and promote opportunities for business engagement, knowledge sharing and networking.

11.1.2 Implement a program of proactive business engagement to build Council’s relationship with the business community and ensure an ongoing understanding of the needs of business.

11.1.3 Implement a program of communications to disseminate business information about industry support, mentoring, and industry best practice.

11.1.4 Deliver and/or promote a program of business development and training events and initiatives to enhance the operation and growth potential of local businesses, with a focus on supporting new business start-ups and microbusinesses, entrepreneurialism and innovation, digital literacy, and growing and improving the operation of SMEs.

11.1.5 Develop a range of programs and other initiatives to support and facilitate industry growth and development with a focus on health and education services, exporting, higher value manufacturing, professional services, creative industries, the visitor economy and the green economy.

11.1.6 Support and promote activities that advance the transition of businesses to a knowledge-based economy.

11.1.7 Support and promote activities which assist local innovative businesses to take up new technologies and research and development opportunities.

11.1.8 Encourage environmentally sustainable best practices that promote efficient use of natural resources, minimise operating costs and reduce the carbon footprint of local businesses.

11.1.9 Encourage and support collaboration between industry, community and organisations including increased collaboration between industry and learning organisations.

11.1.10 Promote the development of procurement policies that encourage the use of local services and suppliers, and promote local employment opportunities.
11.2 Investment attraction and facilitation

A city that new businesses want to call home

Council has the lead role in promoting Brimbank’s strategic location and attributes to attract new business and investment to intrastate, interstate and international markets. A key focus is positioning Brimbank through branding, appropriate messaging about investment and development, and facilitating investment through appropriate support that does not compromise Council’s statutory role and responsibilities.

Objectives

11.2.1 Position and promote Brimbank as a key location for business and investment in Melbourne's west through marketing and development initiatives that strengthen Brimbank’s brand and highlight its strengths and development potential.

11.2.2 Develop a suite of information and tools that will facilitate decision-making about investment in Brimbank.

11.2.3 Encourage and support the appropriate clustering of businesses and complementary services in suitable locations to maximise investment and employment potential, with a focus on Brimbank’s town centres, industrial precincts and strategic sites.

11.2.4 Promote the development of the Sunshine NEC (with a focus on the Sunshine Town Centre as a regional centre), attraction of major government, business and community services, and development of the Sunshine Health and Wellbeing Precinct as a key location for health, education and complementary commercial activities.

11.2.5 Ensure that there is an appropriate supply of quality commercial and industrial land to serve the development needs of Brimbank and Melbourne’s west, through appropriate strategic land use planning and controls, with a focus on Brimbank’s town centres, industrial precincts and strategic sites.

11.2.6 Facilitate investment and development through efficient processing of statutory planning, building and health applications.

11.2.7 Deliver a specialised whole-of-Council approach to facilitate major development applications in Brimbank’s town centres, industrial precincts and strategic sites.

11.2.8 Pursue opportunities to work with the Victorian Government to encourage industry development with a focus on the six high growth industry sectors; Medical technologies and pharmaceuticals; New energy technologies; Food and fibre; Transport, defence and construction technologies; International education; and Professional services.
11.3 Social and economic participation

A city that invests in its people

While Brimbank functions as the economic hub of Melbourne's west, it is also distinguished by significant disadvantage. The underlying measure of economic development is the quality of life of residents. This requires a strong emphasis on improving wellbeing through social connection and engagement, and improved access to employment, services and education.

Objectives

11.3.1 Promote Brimbank as a location for additional education and training services to build capacity in Brimbank's workforce and promote industry development, with a focus on addressing the professional skills gap.

11.3.2 Facilitate and support local networks and partnerships that address and improve a range of learning and employment pathways.

11.3.3 Pursue the delivery of programs, initiatives, information and resources that improve access to local employment opportunities, with a focus on migrant groups and young people.

11.3.4 Foster a culture of lifelong learning to promote continual knowledge and skills development and access to employment.

11.3.5 Deliver a program of improving Brimbank's town centres, recognising the important social and economic contribution they make to community wellbeing as places where communities shop, socialise, work and access services.

11.3.6 Advocate for and facilitate increased community and regional services that enhance access to health, education, social and employment outcomes, focusing on locations that are well supported by public transport.

11.3.7 Advocate for and facilitate the provision of diverse housing options to accommodate a broad range of needs including students, young professionals, families, and the ageing, at a range of different price points and including affordable housing.

11.3.8 Encourage increased housing development in activity centres and locations well served by public transport.

11.3.9 Examine opportunities to facilitate development of social enterprises.

11.3.10 Foster a sense of place and belonging through place activation in key town centres that celebrate Brimbank's culture, diversity and history.
11.4 Place development

A city with the right environment for business and investment

Council is making Brimbank a more vibrant and attractive place for business – a place where people want to do business, visit, shop, study, live and recreate. Through a place-based approach Brimbank is transforming its activity centres, urban and industrial sites and coordinating the delivery of strategic land use planning, urban improvements and development.

Objectives

11.4.1 Pursue a place management approach to coordinate Council’s revitalisation and development of Brimbank's key town centres and industrial precincts, with a focus on the Sunshine Town Centre, St Albans Town Centre, Brooklyn Industrial Precinct and the Sunshine Health and Wellbeing Precinct.

11.4.2 Maximise the opportunity for sustainable economic growth and development through the strategic planning process, with a focus on development of strategic plans and amendments for the Sunshine Health and Wellbeing Precinct, Deer Park Town Centre, and review of the Industrial Land Use Strategy and Activity Centre Strategy.

11.4.3 Encourage and facilitate quality building development that will contribute positively to the overall appearance and appeal of Brimbank.

11.4.4 Encourage environmentally sustainable design outcomes in the development of commercial and industrial sites and buildings, and public places.

11.4.5 Enhance the public realm and streetscape of key town centres, business precincts and gateways through physical improvements and proactive maintenance.

11.4.6 Continue to advocate for and support initiatives that improve safety and security, particularly in Brimbank’s town centres.

11.4.7 Encourage, advocate for and facilitate access and connectivity improvements, including public transport to key employment nodes.

11.4.8 Pursue funding mechanisms and opportunities to upgrade existing infrastructure, and provide for new local infrastructure, also ensuring that new development contributes appropriately.

11.4.9 Seek to optimise employment, service and development outcomes for Council’s strategic property holdings in activity and employment precincts (except land reserved for open space).
11.5 Effective leadership

A city that achieves results through effective advocacy, partnerships and leadership

Council recognises the importance of strong enduring partnerships and collaboration with the private and public sector, business associations and regional organisations to facilitate ongoing engagement, advocacy and development.

Objectives

11.5.1 Continue to work with regional organisations, State Government and neighbouring councils to identify, encourage and advocate for investment and development in Brimbank and Melbourne’s west.

11.5.2 Actively work with organisations where Council is a member to ensure effectiveness and value to Brimbank and Melbourne’s west through activities pursued.

11.5.3 Continue to facilitate and support the establishment of private and public sector groups to promote and provide leadership, engage stakeholders and promote development of key focus areas including the Sunshine Town Centre, Sunshine Health and Wellbeing Precinct, St Albans Town Centre, Brooklyn Industrial Precinct and Sydenham Town Centre.

11.5.4 Encourage and support formation of representative and financially sustainable business groups and networks that facilitate local leadership and business and community led initiatives (consistent with Council objectives) and that enhance the economic performance of town centres, and business and industrial precincts.

11.5.5 Support advocacy with a policy and evidence based approach consistent with Council’s strategic objectives.

11.5.6 Encourage the formation of industry associations and/or a regional business group that represent the interests of industry, and engage with government and other agencies about business needs and opportunities for growth and employment.

11.5.7 Foster a culture of collaboration and partnership within Council’s functional departments and with the private and public sector.
12. Priorities

1. Deliver a program of business information including research, networking events and business development and training.

2. Develop and deliver a program of business engagement

3. Continue a place management approach for key employment precincts.

4. Deliver a program of strategic land use planning and planning scheme amendments.

5. Development facilitation support for major development applications in Brimbank’s town centres, industrial precincts and strategic sites.

6. High level advocacy to attract private and public investment, and market Brimbank’s investment and development potential.

7. Work with State Government, regional organisations and industry to support delivery of programs that facilitate growth of key industry sectors.

8. Support networks that engage education and employment organisations to address and improve learning and jobs pathways.

9. Deliver information, networks and programs that improve access to local employment opportunities.

10. Advocate for increased community and regional services that enhance access to health, education, social and employment services.

11. Deliver a program of public realm, streetscape and connectivity improvements.

12. Advocate to improve access and connectivity to key employment hubs.

13. Facilitate partnership groups that engage the private and public sector to realise the development potential of key employment precincts.

14. Pursue sustainable funding models that support the delivery of infrastructure and marketing and development programs.

15. Work with WAGA to encourage environmentally sustainable business operations and development.
13. Delivering the Strategy

This Strategy will guide a whole of Council approach to economic development for the next five years.

A detailed Action Plan will be developed to establish a range of activities and initiatives that will address the key themes and objectives. The Action Plan will be reviewed on a two-yearly basis to ensure that Council is pursuing the highest impact initiatives for the economy and the community. The review will also enable Council to understand what resources are required to deliver the Strategy and where changes can be made to improve Council’s capacity to achieve the outcomes.

While the realisation of economic development occurs over the long term, the measurement of intermediate outcomes is important to track the performance of the municipality. Traditional measures include the type and quantity of jobs, income and discretionary expenditure, new goods and services, investment and exporting. Social measures, including education levels, employment participation and a range of other indicators, are also important.
14. References

A Jobs and Industry Strategy for Melbourne’s West, 2013 (Western Melbourne RDA and Leadwest)

A Strategic Action Plan for Melbourne’s West, 2012 (Leadwest)

Brimbank Industrial Land Strategy, 2012 (Charter Keck Cramer)

City of Brimbank Economic Profile, Economy ID

City of Brimbank Community Profile, Profile ID

Census of Population and Housing, 2011 (Australian Bureau of Statistics)

Estimated Resident Population, 2014 (Australian Bureau of Statistics)

Inquiry into local economic development initiatives in Victoria, 2013 (Victorian Government)

Mapping Brimbank’s Diversity, 2014 (City of Brimbank)

National Institute of Economic and Industry Research, 2015

Plan Melbourne – Metropolitan Planning Strategy, 2014 (Victorian Government)


Promoting Local Economic Development: A role for Metropolitan Local Councils, 2013 (South Australian Government)

Sunshine National Employment Cluster Background Report, 2015 (Brimbank City Council)

Urban Development Program 2015, (Victorian Government)

Victoria’s Future Industries, Construction Technologies, 2015 (Victorian Government)


Victoria’s Future Industries, Medical Technologies and Pharmaceuticals, 2015 (Victorian Government)
**Language link**

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- Croatian
- Greek
- Italian
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**Customer Service**

**Sydenham**
Station Street, Taylors Lakes
(located within Sydenham Library)

**Sunshine**
901 Hampshire Road, Sunshine

**Kellor**
704B Old Calder Highway, Kellor

**Opening hours**

**Sydenham**
M: 10.30am - 7pm
Tu: 10.00pm - 7pm
W: 10.30am - 7pm
Th: 10.30am - 7pm
F: 10.00am - 5pm
Sa: 10.00am - 12.30pm

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**Municipal Offices**

**Kellor Offices**
704B Old Calder Highway, Kellor

**Sunshine Offices**
6-18 Alexandra Avenue, Sunshine

**Opening hours**

**Kellor Offices**
Monday to Friday
8.45am - 5pm

**Sunshine Offices**
Monday to Friday
8.45am - 5pm