



Brimbank
City Council

Brimbank Economic Development Strategy

2022-2027



Acknowledgements

Brimbank City Council respectfully acknowledges and recognises the Wurundjeri and Bunurong Peoples as the Traditional Custodians of this land and pays respect to their Elders, past, present and future.

The Brimbank Economic Development Strategy was prepared by Urban Enterprise in collaboration with Brimbank City Council. We would like to acknowledge the contributions of stakeholders in the preparation of this strategy, including local businesses, traders associations, state government departments, industry leaders and Council officers and Councillors.

Glossary of Terms

Gross Regional Product	The total value of final goods and services produced in the region over the period of one year.
Local Expenditure	Represents the value of intermediate goods and services purchased by local industry sectors within the region. A high level of local expenditure on intermediate goods and services proportionate to total output is indicative of well developed local supply chains and also that any expansion in this sector would typically deliver broad based benefits for the region's economy.
Output	Represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.
Regional Exports	Represents the value (\$) of goods and services exported outside of the defined region that have been generated by businesses / organisations in each of the industry sectors within the region.
Value-Added	Represents the marginal economic value that is added by each industry sector in a defined region. Value-Added can be calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector, or alternatively, by adding the Wages & Salaries paid to local employees, the gross operating surplus and taxes on products and production.

Acronyms

ABR	Australian Business Register	NEIC	National Employment and Innovation Cluster
ABS	Australian Bureau of Statistics	NIEIR	National Institute of Economic and Industry Research
BILS	Brimbank Industrial Land Strategy	SEIFA	Socio-Economic Index for Areas
BCC	Brimbank City Council	SHWEP	Sunshine Health Wellbeing and Education Precinct
C1Z	Commercial 1 Zone	SSIP	State Significant Industrial Precinct
C2Z	Commercial 2 Zone	SRL	Suburban Rail Loop
CBD	Central Business District	VPA	Victorian Planning Authority
CSIRO	Commonwealth Scientific and Industrial Research Organisation	VRET	Victorian Renewable Energy Targets
EDS	Economic Development Strategy	VU	Victoria University
IN1Z	Industrial 1 Zone	WAGA	Western Alliance for Greenhouse Action
IN2Z	Industrial 2 Zone	WIFT	Western Intermodal Freight Terminal
IN3Z	Industrial 3 Zone	WOMEDA	West of Melbourne Economic Development Alliance
LGA	Local Government Area		
MAR	Melbourne Airport Rail		

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01

Introduction

1.1 Overview

Brimbank municipality is in the midst of transformational change driven by a combination of:

- Macroeconomic trends brought about by the COVID-19 pandemic
- Strong regional population and jobs growth
- Substantial investment in major infrastructure projects across industry, transport, health, education and community sectors.

The COVID-19 pandemic and the measures put in place to curb its spread affected Brimbank's economy, with recurring and lengthy lockdowns that forced many businesses to temporarily close. Other impacts included disruptions to demand conditions and supply-chains, and a sharp reduction in migration and population. These factors combined to affect businesses in many different ways, including:

- Challenging operational and financial conditions
- Difficulty finding workers
- Gaps in skills and qualifications.

In 2022, Brimbank City Council is seeking to move beyond the pandemic response and recovery phase and move into a growth phase over the next five years to strengthen the municipality's position as the Centre of Melbourne's West.

1.2 Purpose

This Economic Development Strategy (the Strategy) aims to leverage public and private sector investment that is planned and underway, whilst building on the extensive work undertaken by, and for Brimbank City Council and other Government bodies.

The aim of this Strategy is to grow and support the local economy over the next five years through:

- Business development, support and growth
- Investment attraction and facilitation
- Employment participation and growth.

A Background Report has been prepared to support this Strategy, and includes extensive research and analysis relevant to Brimbank's economy, consultation findings, and a discussion of the key issues and opportunities to be addressed in the Strategy.

Please refer to the *Background Report* for detailed research and analysis that underpins the strategic framework and action plan.

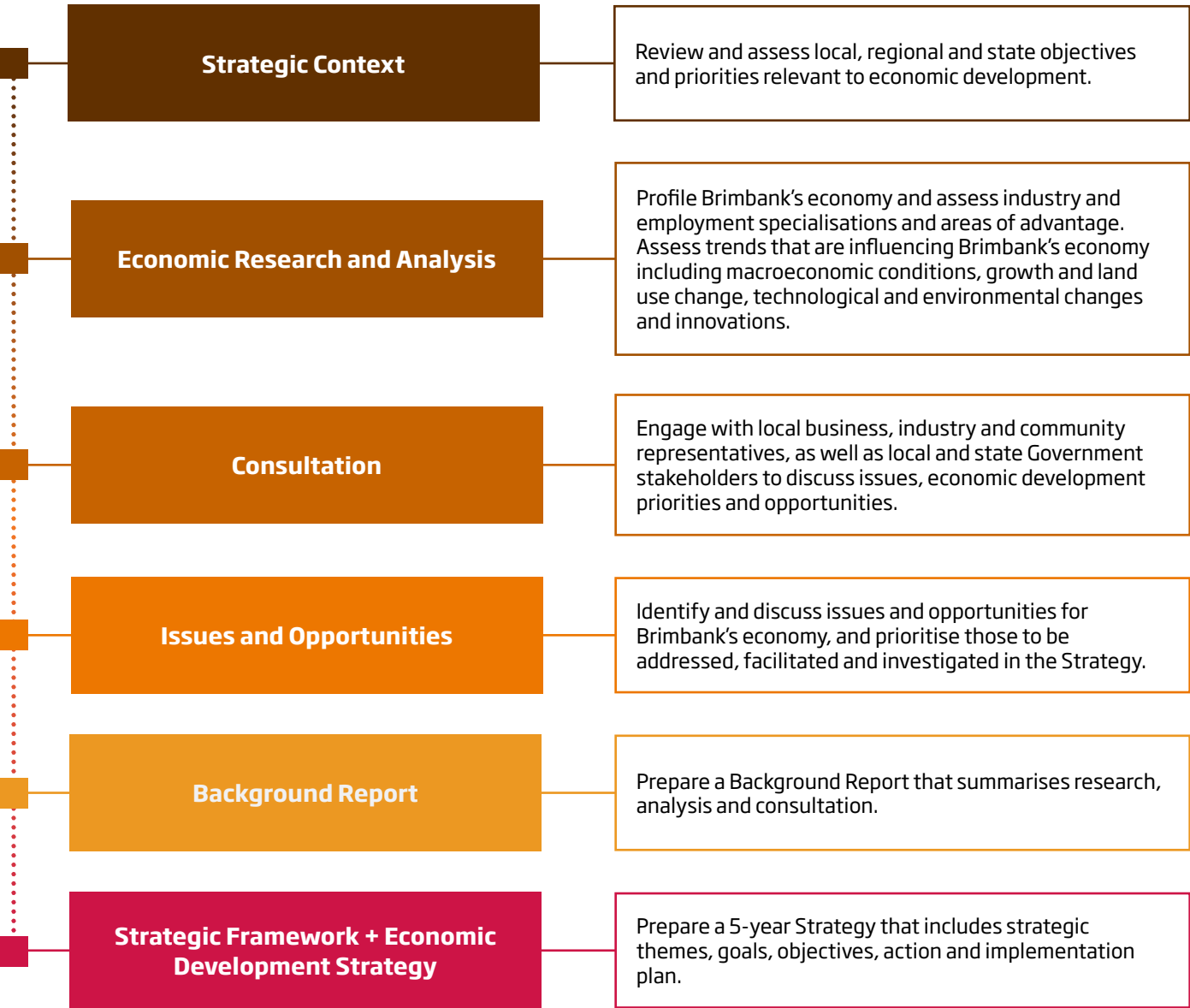


1.3 Approach and Process

This Strategy considers the economic and demographic trends, and macroeconomic influences impacting the local and regional economy. The research and analysis presented in this Strategy and Background Report highlights the issues to be addressed and opportunities to unlock to achieve positive outcomes for Brimbank's economy and community.

The information in this Strategy is informed by independent research and analysis, as well as consultation with representatives of businesses and industry, State Government departments and Brimbank City Council stakeholders.

F1. Approach and Process



1.4 What is Economic Development?

The purpose of economic development at the local level can be described as follows:

“To build the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process whereby partners work collectively to create better conditions for economic growth, investment and employment.”

The pursuit of economic development requires a wide range of activities, initiatives and processes that improve the economic wellbeing and quality of life for the community.



1.5 Local Government's Role

Local Government plays an important role in supporting and facilitating economic growth within their municipalities. Typically, local Governments role in economic development includes the following core functions:

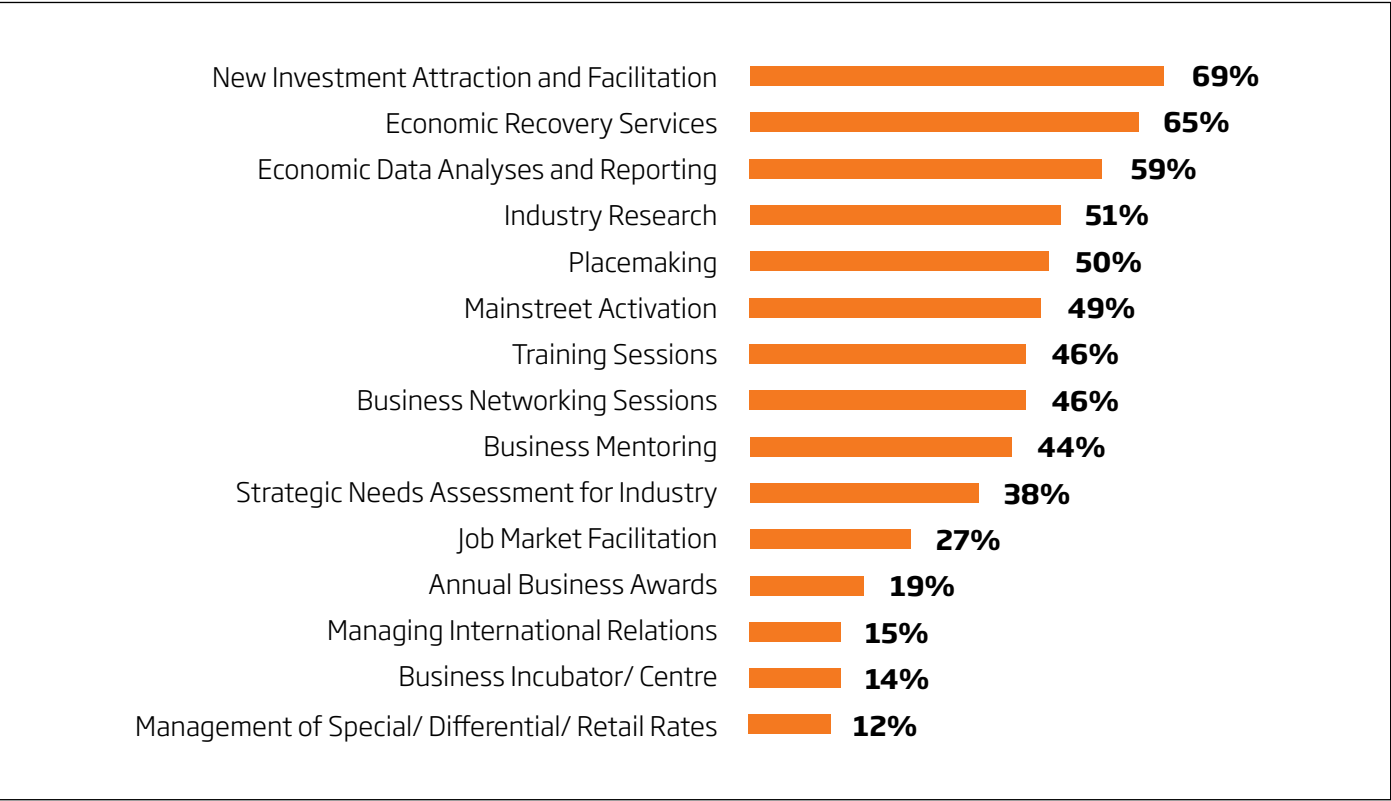
- Business engagement, development and support
- Investment attraction and facilitation in business, infrastructure, land use and development
- Supporting liveability initiatives and programs
- Advocating and partnering with public and private sector stakeholders.

Economic development requires an integrated, whole of government approach that can be achieved through an Economic Development Strategy with clear objectives and measurable actions aligned with Council's other strategies and activities.

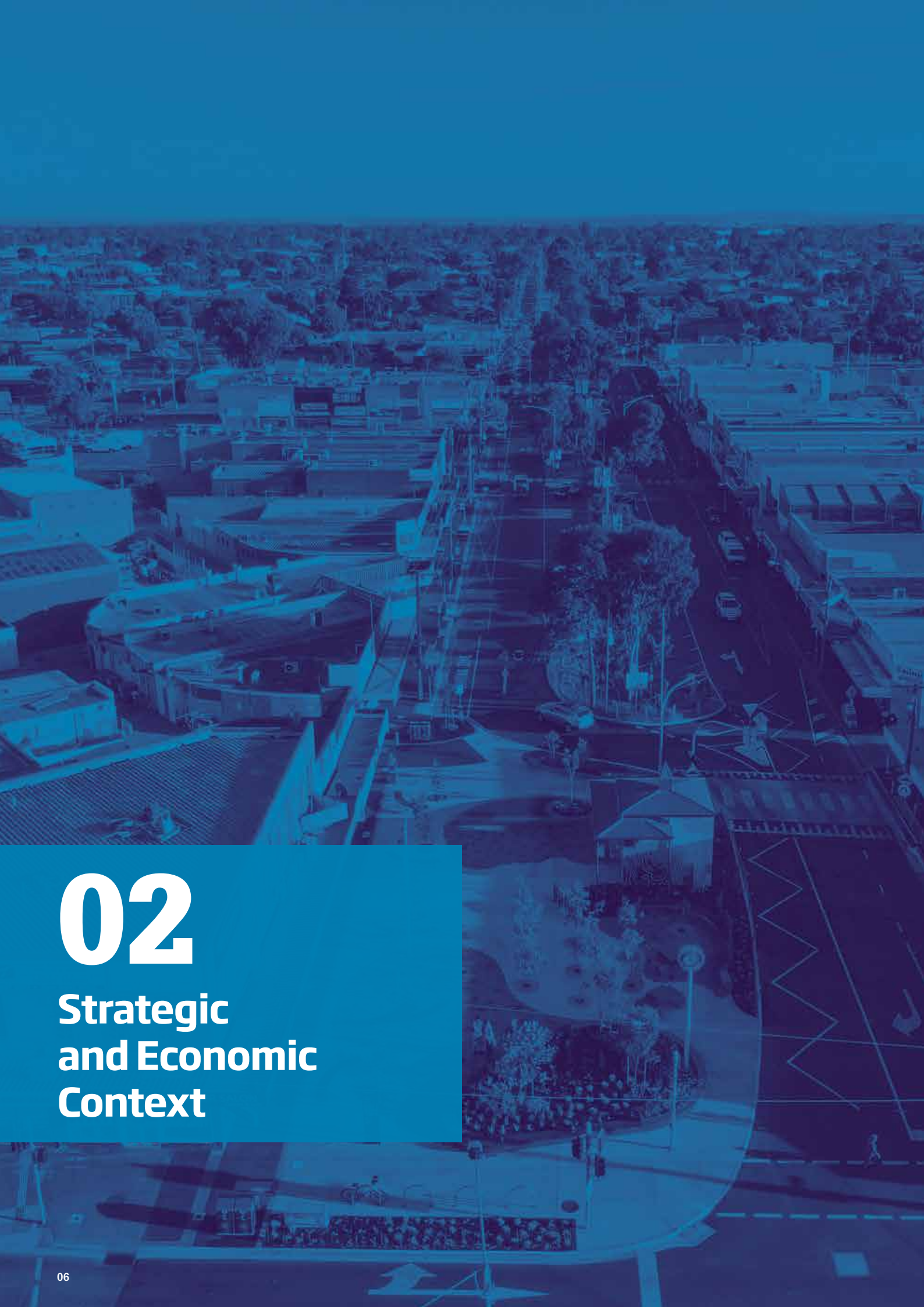
In terms of economic growth, it is important for local Governments to provide and encourage an economic environment conducive to attracting and facilitating investment, innovation and entrepreneurial activities.

The chart below summarises the core services of economic development practitioners across Victorian councils.

F2. Primary Role of Economic Development Units - EDA - Victoria



Source: Survey of Economic Development Practitioners, Urban Enterprise + Economic Development Australia, 2021



02

Strategic and Economic Context

2.1 Location

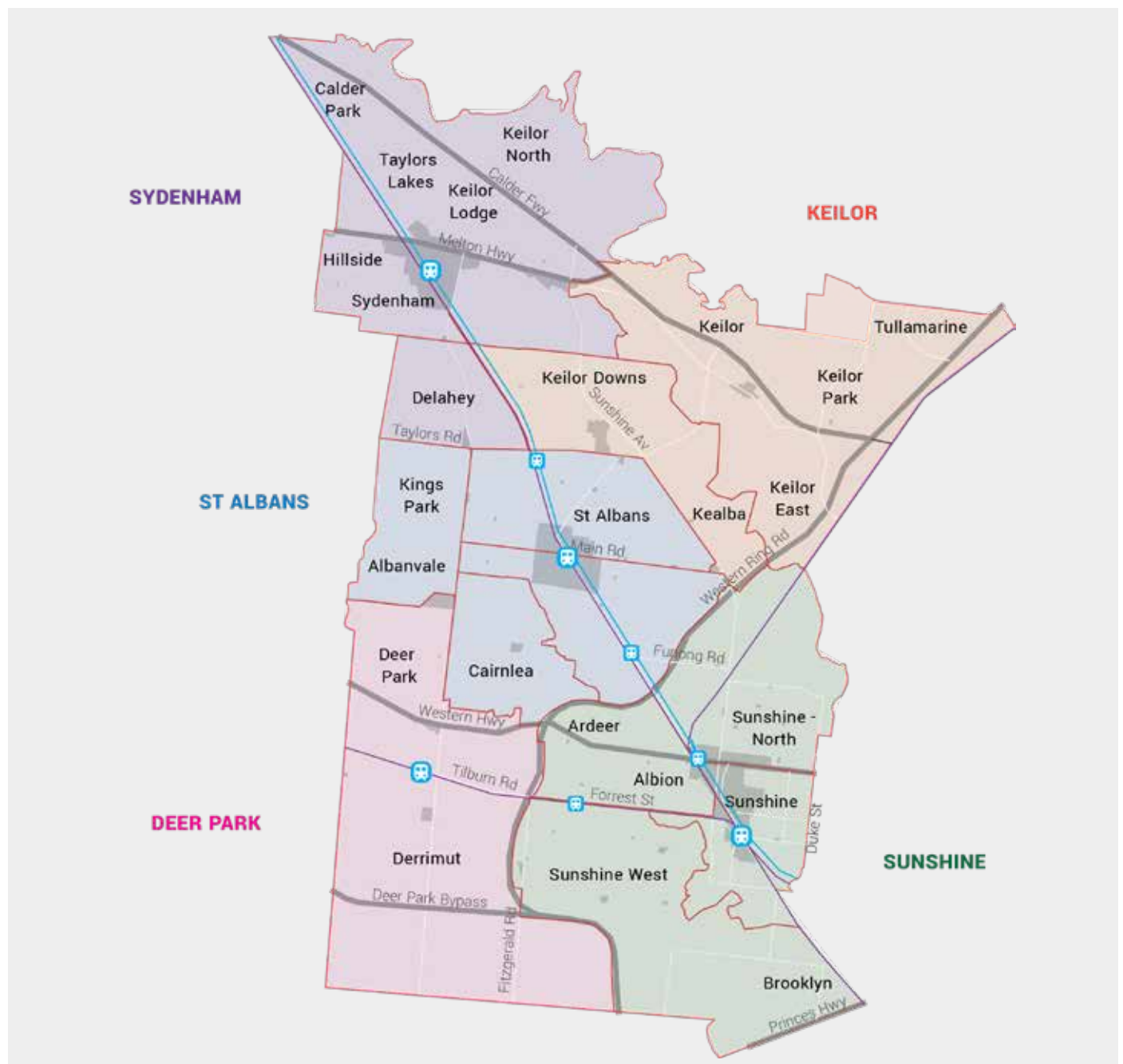
Brimbank is a municipality in the centre of western Melbourne which includes 25 suburbs across five local 'districts', each possessing a distinct identity, culture and heritage.

The municipality is located between 11 and 23 kilometres north and west of the Melbourne Central Business District (CBD) and is centrally positioned between the CBD and fast growing residential areas in the west (Melton and Wyndham municipalities).

Brimbank is well served by an extensive road network that includes the Calder Freeway, the Western Ring Road, Deer Park Bypass, Melton Highway and Western Highway. Passenger and freight rail connections include the Sydenham rail line, Melbourne-Ballarat and Melbourne-Bendigo V-lines and the Melbourne to Sydney and Melbourne to Adelaide passenger and freight lines.

Transport nodes provide good internal and external connections to central Melbourne, regional Victoria, the Port of Melbourne, Port of Geelong Melbourne and Avalon Airports and the Hume Freeway.

F3. Brimbank Municipality and Districts



2.2 Western Melbourne Region

Brimbank forms part of the western metropolitan region, along with the municipalities of Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham.

By 2051 the region's population is projected to almost double from around 1 million to 1.90 million. By 2031, employment is projected to increase from approximately 295,000 to 445,000 jobs.

Brimbank's location is highly strategic, in that it is situated within one of Australia's fastest growing corridors, bringing economic opportunity through strong population, housing and business growth. Major advantages of Brimbank as a place to do business are linked to the following attributes.

<p>1. Access to central Melbourne, western Victoria and regional cities of Bendigo, Ballarat and Geelong. The municipality is well-served by road and rail infrastructure, including:</p>	<p>The Calder Freeway providing access to north and central Victoria, including Regional Cities of Ballarat and Bendigo</p> <p>Western Metropolitan Ring Road</p> <p>West Gate Freeway</p> <p>Metropolitan (Sunbury, Sydenham) and regional (Geelong, Bendigo and Ballarat) rail lines</p> <p>Melbourne Airport Rail (planned)</p> <p>Western Rail Plan</p> <p>Brimbank is highly connected to the metropolitan and regional transport network, with further state-significant investment planned (Melbourne Airport Rail)</p> <p>High quality transport infrastructure is critical for residents, workers, visitors and businesses being able to efficiently access services, jobs and export avenues.</p>
<p>2. Proximity to markets in western and central Melbourne, including:</p>	<p>Export avenues at the Port of Melbourne</p> <p>Bay West and Western Intermodal Freight Terminal (future)</p> <p>Melbourne and Avalon Airports</p> <p>The nearby location of state-significant export avenues is a competitive advantage for export-oriented sectors in Brimbank such as manufacturing, logistics and distribution.</p>
<p>3. Major economic and employment areas, including:</p>	<p>The Western State Significant Industrial Precinct (SSIP)</p> <p>Sunshine National Employment and Innovation Cluster (including the Sunshine Metropolitan Activity Centre)</p> <p>The Sunshine Priority Precinct</p> <p>the Sunshine Health Wellbeing and Education Precinct (SHWEP)</p> <p>Four major activity centres (St Albans, Sydenham, Brimbank Central, Deer Park)</p> <p>Regional and local industrial precincts.</p>

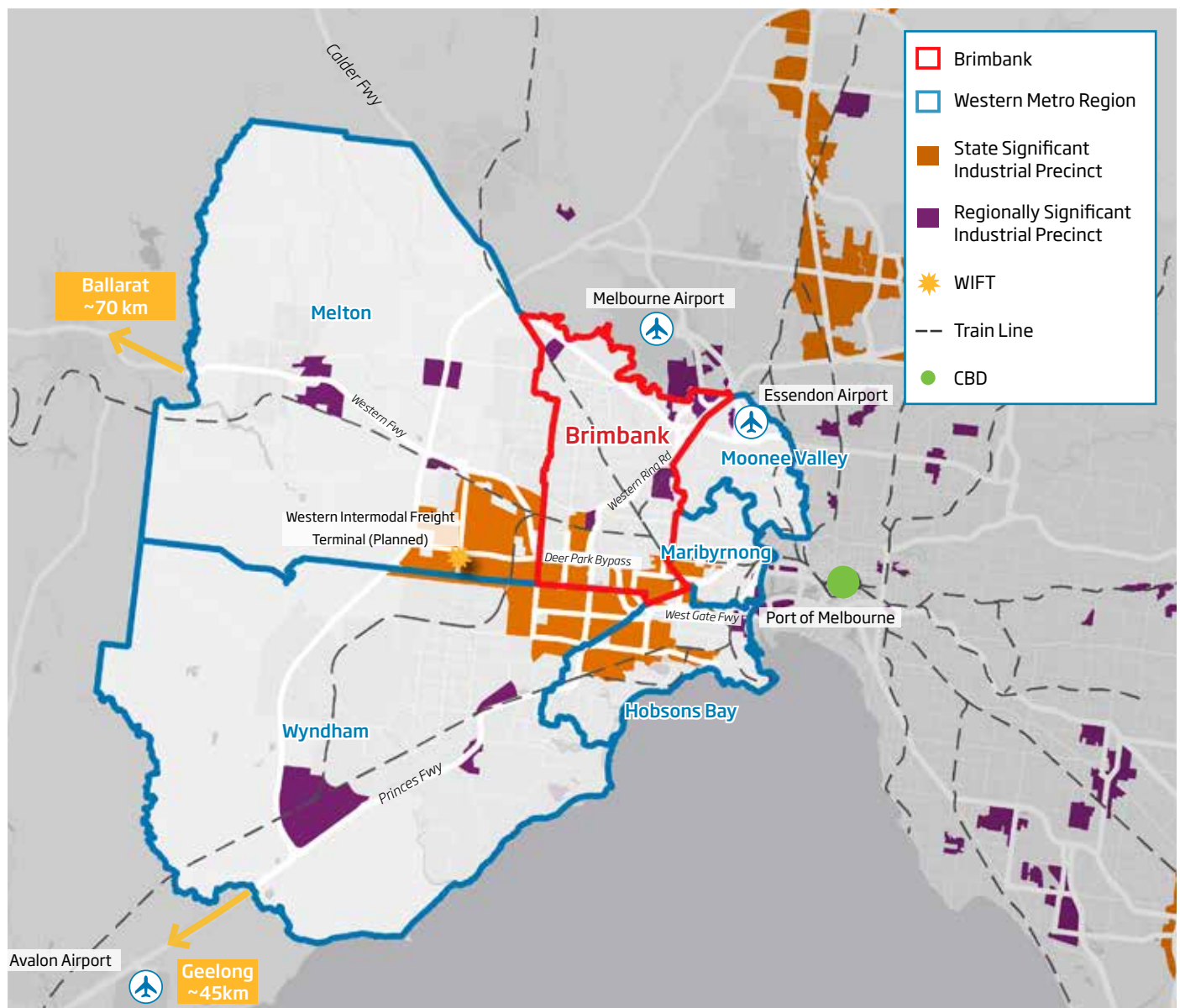


Figure 4 shows Brimbank's location in the context of Western Melbourne, and highlights major land use, infrastructure and transport characteristics that are fundamental to the productivity and output of the local economy.

According to the Land Use Framework Plan (2021), planning priorities for the region to 2050 that are relevant to Brimbank include:

- Coordinate planning for the Western Industrial Precinct and protect regionally-significant industrial land from encroachment
- Develop the Sunshine National Employment and Innovation Cluster (NEIC)
- Develop the network of activity centres across the region
- Improve transport connections to activity centres and industrial hubs, including the Sunshine and Werribee NEICs and activity centres
- Support the growth of the freight and logistics sectors in the region
- Expand the network of health and education facilities and precincts.

F4. Western Metro Region



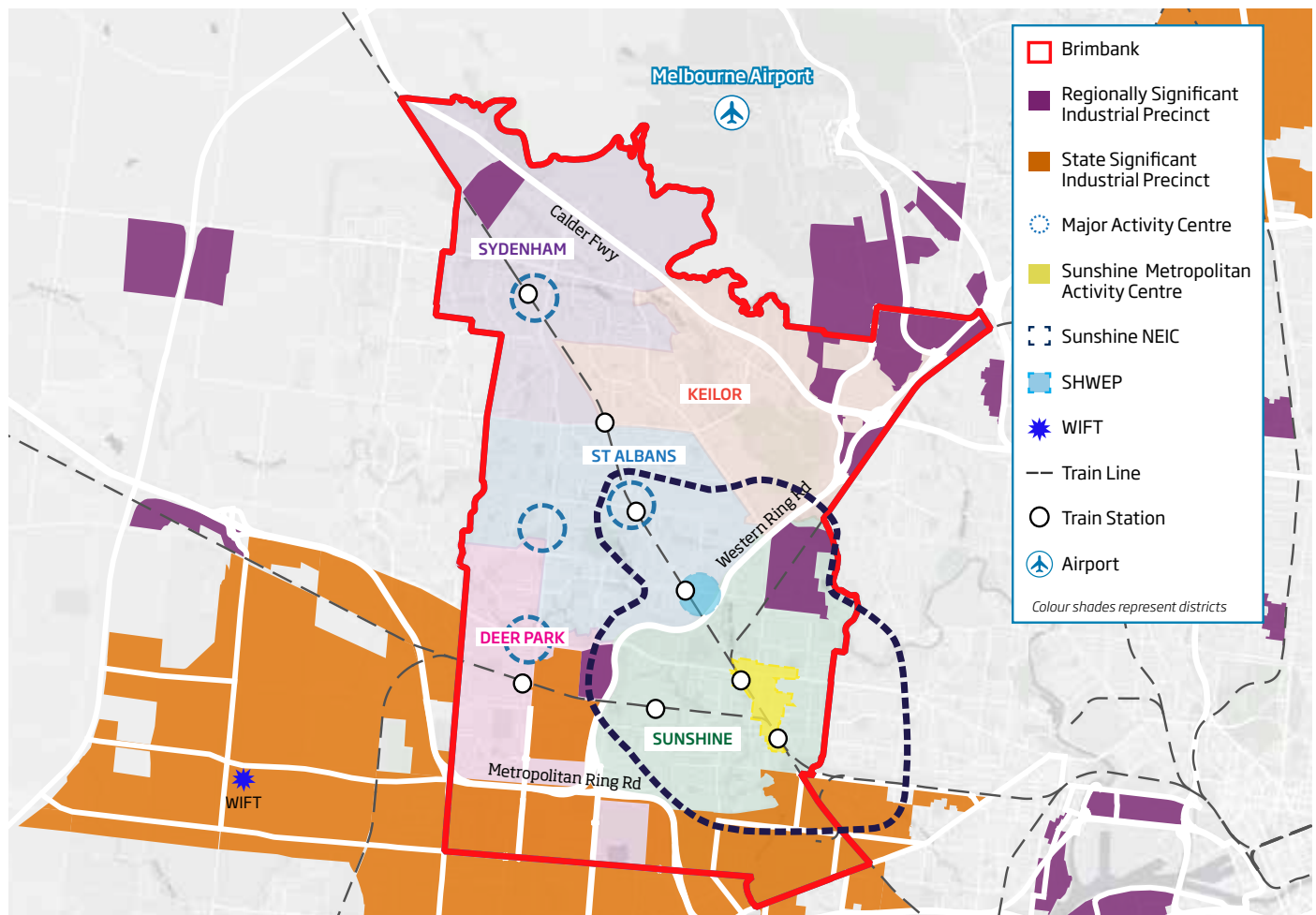
2.3 Brimbank's Key Economic Areas

Brimbank enjoys a strong competitive advantage by having dedicated employment areas (industrial, health precincts) and an extensive activity centre network that supports business and employment activity.

Brimbank's key economic areas are primarily dispersed across:

- **A network of 55 Activity Centres** that support a range of retail, hospitality, office, health, education, community, recreation, civic and tourism uses.
- **More than 2,000 hectares of industrial zoned land across 12 key precincts** that support a range of industrial-related activities such as manufacturing, transport and logistics, construction, wholesaling, warehousing and distribution.
- **The Sunshine National Employment and Innovation Cluster (NEIC)**, that encompasses
 - The Sunshine Priority Precinct
 - The Sunshine Metropolitan Activity Centre
 - St Albans Major Activity Centre
 - The Sunshine Health, Wellbeing and Education Precinct (SHWEP).
- **The proximity of Melbourne Airport to Brimbank provides opportunity to:**
 - Attract supply chain uses in sectors including manufacturing, tourism, transport and logistics, construction, wholesaling, warehousing and distribution.
 - Attract investment and employment growth in activities that require direct access to Melbourne Airport.
 - Provide the potential for Brimbank to be part of the Aerotropolis surrounding Melbourne Airport.

F5. Key Economic Areas



2.3.1 Activity Centres

Brimbank's 55 Activity Centres support a range of retail, hospitality, health, community, leisure, entertainment and civic uses, services, businesses and jobs. Importantly, they provide locations for residents, workers and visitors to work, shop, eat, socialise and recreate.

Brimbank's network of Activity Centres include:

- 1 Metropolitan Activity Centre (Sunshine)
- 4 Major Activity Centres (St Albans, Sydenham, Brimbank Central, Deer Park)
- 6 Neighbourhood Activity Centres (Cairnlea, Taylors Lakes, Keilor Village, Keilor Downs, Delahey, Derrimut)
- 44 Local Centres.

Activity Centres support liveable communities underpinned by Plan Melbourne's (2017) objective of the 20 minute neighbourhood, which is based on residents accessing everyday needs within a 20-minute walk, cycle or local public transport trip from their home.

Activity Centres also support the visitor economy, which currently performs a tertiary role in Brimbank. The municipality is not a traditional tourist destination, but attracts non-residents and visitors for business, corporate and education purposes, to attend festivals/ events and to visit friends and relatives.

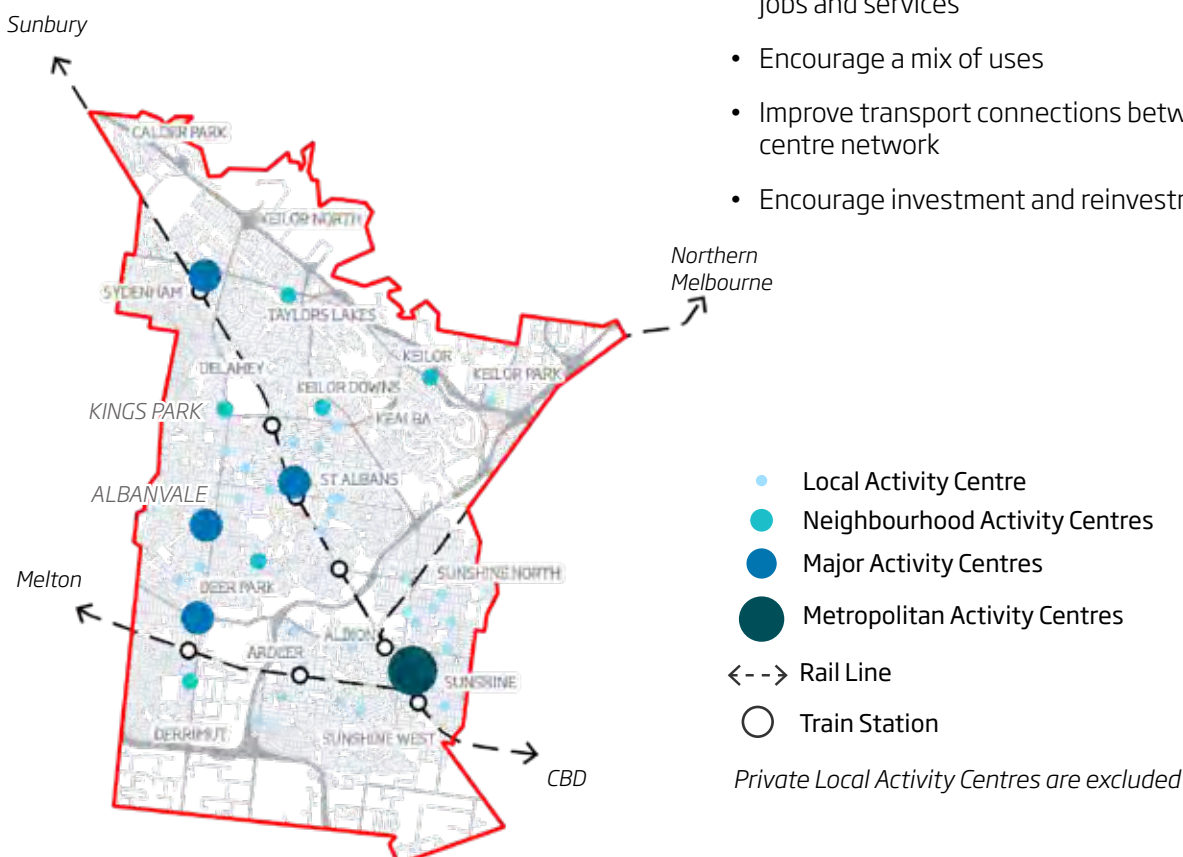
Brimbank has potential to develop its dining, retail, entertainment, accommodation and recreation product to attract more visitors from outside of the municipality, particularly from surrounding suburbs and municipalities in western Melbourne.

Brimbank City Council has an existing Activity Centre Strategy (2018) that supports the 20-minute neighbourhood concept, and seeks to improve the accessibility and attractiveness of centres through investment in the public realm, and encouraging a mix of uses.

This Economic Development Strategy acknowledges and supports the directions for the municipality's activity centre network, including:

- Improving the accessibility of centres
- Improving the attractiveness (look and feel) and safety of centres
- Encourage business friendly conditions that support jobs and services
- Encourage a mix of uses
- Improve transport connections between the activity centre network
- Encourage investment and reinvestment.

F6. Activity Centre Network Brimbank



2.3.2 Industrial Precincts

Brimbank is one of the largest and most productive industrial areas in Melbourne's west, with approximately 2,083 hectares of land zoned for industrial purposes. This makes Brimbank's industrial land a significant asset for the state's economic growth.

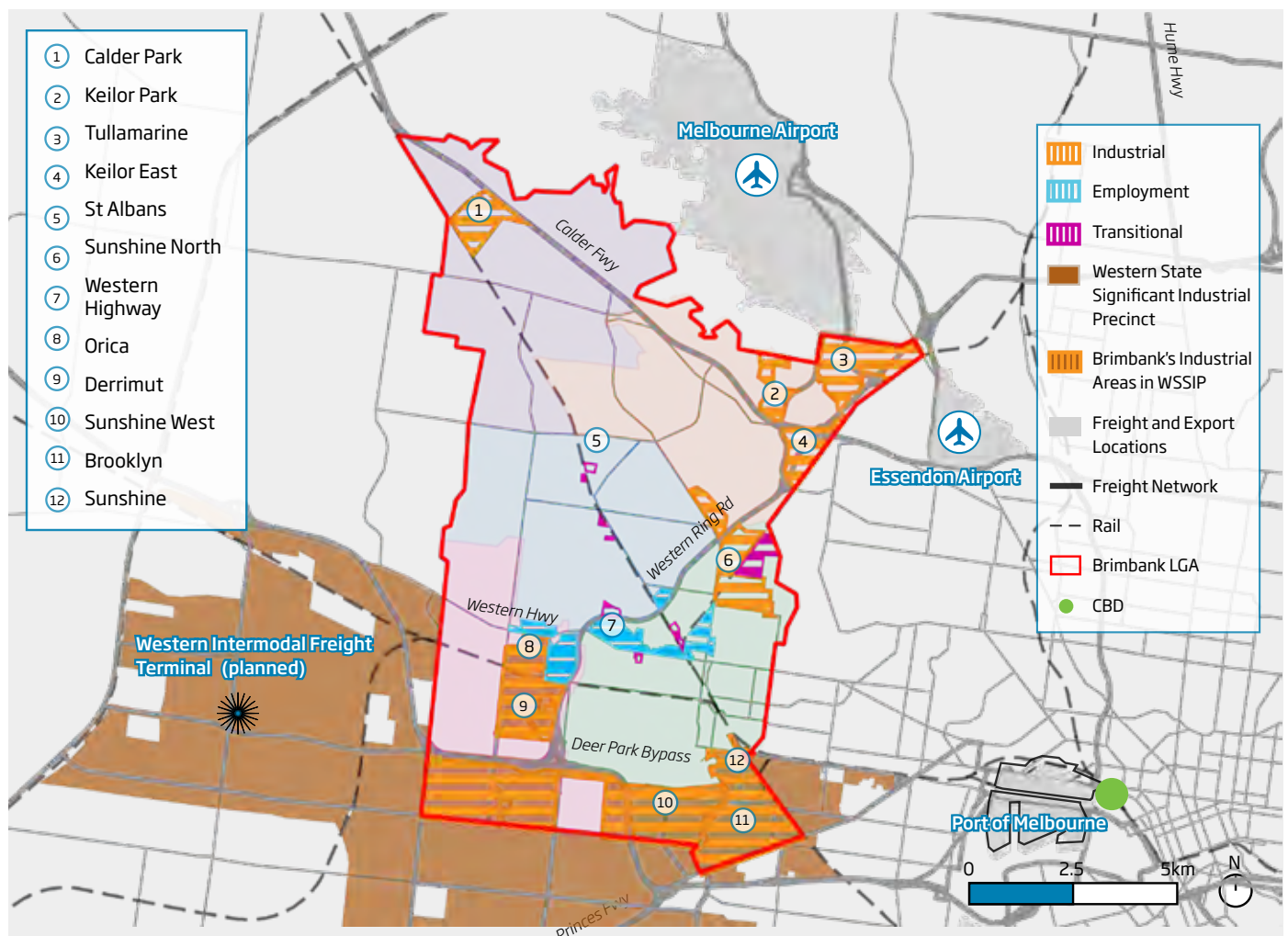
Brimbank's industrial areas have significant advantages with access to the Principal Freight Network, rail, arterial roads, freeways, ports and airports and the ability to accommodate a broad range of industrial uses and business activity within a network of diverse small, medium and large scale precincts.

In Brimbank, there are 12 key industrial areas/precincts as shown in Figure 7.

Each precinct includes different site, location and built-form characteristics and perform different roles in the business and industry types that are accommodated. The role and function of industrial-related sectors is discussed later in this Strategy.

Brimbank City Council's Industrial Land Strategy (2018 - 2030) provides a framework and future directions for industrial precincts; and primarily relate to protecting and enhancing through reinvestment or transitioning over time (subject to strategic justification). This Economic Development Strategy acknowledges and supports the directions for industrial land in the municipality.

F7. Brimbank Industrial Land Use Framework



2.3.3 Sunshine National Employment and Innovation Cluster (NEIC)

The Sunshine NEIC is a major economic driver that will continue to emerge as a substantial provider of tertiary education, health-related training, healthcare services, medical research, education, transport, business and retail services. It currently supports approximately 14,600 jobs and is planned for substantial jobs and resident growth in the future.

Through Melbourne Airport Rail, Sunshine will be the first Metropolitan Activity Centre destination from Melbourne Airport. This is a strategic advantage for the Sunshine NEIC and there is an opportunity to leverage this connection by incorporating accommodation, retail, hospitality, entertainment and conference facilities within the NEIC. Recent funding announcements for the Sunshine Station Master Plan, Albion Station, and construction of a new Station in Keilor East identify areas of opportunity.

According to the Western Metro Land Use Framework Plan, key directions for Sunshine NEIC include the following:

- Facilitate Sunshine NEIC's development as a major provider of tertiary education, health-related training, healthcare services, medical research, education, transport, business and retail services
- Encourage significant growth and land use change to leverage transport infrastructure investment and improved connectivity within and to the Sunshine NEIC
- Leverage investments in transport-related projects by supporting accommodation, entertainment and conference facility uses in the Sunshine Metropolitan Activity Centre
- Improve connectivity to the Health, Wellbeing and Education Precinct, Sunshine and St Albans Activity Centres and industrial precincts
- Develop the Sunshine NEIC to provide major public service facilities for the growth areas of Melton, Sunbury, Wyndham and beyond to the western region of Victoria.

F8. Sunshine NEIC



Source: Chapter 4 Productivity, Western Metro Land Use Framework Plan (Draft), DELWP 2021

2.4 Economic Priorities for Brimbank

Brimbank City Council has a substantial body of strategic work that is relevant to local economic development, business, investment, local skills, community visioning, precinct development and transport.

Local

- Brimbank Council Plan 2021-2025
- Brimbank Community Vision 2040
- Brimbank Economic Development Strategy 2016-2020
- Brimbank Local Jobs for Local People 2021
- Brimbank Activity Centre Strategy 2018
- Brimbank Industrial Land Use Strategy 2018-2030
- Brimbank COVID-19 Response and Recovery Strategy 2021
- Brimbank Transport Priorities Paper 2018
- Brimbank Cycling and Walking Strategy 2016
- Brooklyn Evolution 2016
- Brimbank Industry Analysis and Clusters Development Action Plan 2019
- Experience Brimbank Visitor Strategy 2018
- Sunshine NEIC Economic Analysis 2021
- Sunshine Precinct Opportunity Statement 2021
- Sunshine Priority Precinct Vision 2050
- Sunshine Rising Action Plan 2019-2024
- Go St Albans Town Centre Action Plan 2019-2024.

This Strategy is informed by, and aligns with existing economic development priorities previously identified; and seeks to build-on and implement priorities through leadership, planning, advocacy and community participation. The following documents directly informed this Strategy.

Regional and State

- Plan Melbourne 2017
- Western Melbourne Regional Land Use Framework Plan 2021
- Lead West Strategic Plan 2020-2030
- WoMEDA Economic Development Strategy 2017.



2.4.1 Economic Vision for Brimbank

Together We are Brimbank is Brimbank's integrated Council and Health and Wellbeing Plan (2021-25) that outlines four key pillars over four years to help achieve the long term Community Vision to 2040.

The Plan clearly defines the community's hopes, priorities and aspirations to make Brimbank an even better place to live, work and play.

This Strategy acknowledges and aligns with Brimbank City Council's community vision and Council Plan.

Community Vision to 2040:

By 2040, the Brimbank community will be healthy and safe and we will be united through a sense of belonging and pride.

Our City will be inclusive, resilient, innovative and vibrant and our people will share equally in the City's prosperity and opportunity.

The environment and heritage will be protected and enhanced and Brimbank's diverse neighbourhoods and housing will offer something for everyone.

Together We Are Brimbank (Strategic Direction): Opportunity and Prosperity

- A future focused, transforming city where all have opportunities to learn and earn
- a prosperous place for all

Strategic Objective - Growing and Transforming

Optimise community opportunities through infrastructure, innovation and investment

Strategic Objective - Earning and Learning

Everyone has access to education, training and lifelong learning to support their aspirations.



2.4.2 City Shaping Projects

Over the last decade over \$2 billion in private and public infrastructure investment has been delivered in Brimbank, with further investment proposed for city-shaping projects.

The investments proposed:

- Are primarily concentrated in and around the Sunshine Activity Centre
- Commonly relate to road and rail transport infrastructure
- Include several community facilities and health, wellbeing and education uses
- Include several employment precincts and retail investments.



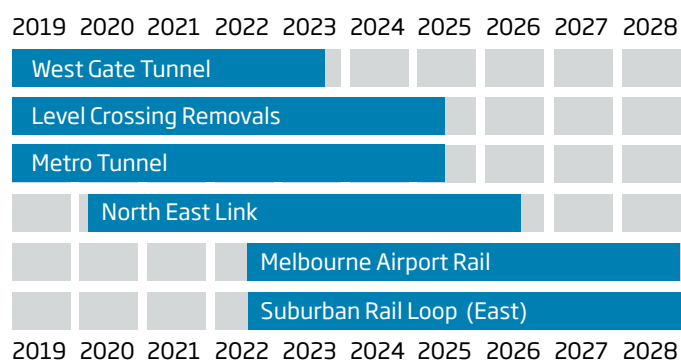
Transport

The Victorian Government is currently implementing the largest transport infrastructure program in the state's history. City-shaping transport projects include:

- **The West Gate Tunnel** – creating a second river crossing to link the Western Metro Region with the Port of Melbourne, CityLink and the CBD
- **Melbourne Airport Rail** – connecting Melbourne Airport to Victoria's regional and metropolitan train network
- **Suburban Rail Loop** – connecting every major passenger railway line in metropolitan Melbourne
- **Level crossing removals** – including along the Sunbury, Werribee, Bendigo and Geelong-Ballarat railway lines
- **Metro Tunnel** – linking Melbourne's south-east and Gippsland to the Sunbury line in Melbourne's west and north-west
- **North East Link** – connecting Melbourne's west via the Western Ring Road and Hume Freeway to Melbourne's south-east via the Eastern Freeway
- **Western Rail Plan** – connecting Deer Park and Ardeer to the more frequent metropolitan train network.

Once delivered, these projects will improve access to jobs, education and social opportunities in Brimbank and western Melbourne, and also better connect the region with other areas of Melbourne and Victoria.

F9. City-shaping transport projects



Source: 2050 Vision, Western Metro Land Use Framework Plan, DELWP 2021

Sunshine Priority Precinct

Within the NEIC is the Sunshine Priority Precinct. The existing strengths in health, education and manufacturing, coupled with major transport projects will see Sunshine become the key centre of Melbourne's booming west.

The Department of Transport (DoT) is leading the strategic coordination and planning of the Sunshine Priority Precinct. Modelling published by the DoT estimates that the precinct will attract substantial jobs, dwelling, and resident growth to 2051, including:

- An additional 18,000 jobs (to 29,000)
- An additional 5,000 dwellings (to 16,000)
- Between 28,000 to 43,000 additional residents.

Priority Precinct Vision:

Sunshine will be the centre of Melbourne's booming west. A dense and vibrant urban environment, the precinct will provide high quality affordable housing and strong employment growth.

The vision for the precinct is supported by four goals:

1. Transform Sunshine into the centre of Melbourne's west:

- Develop Sunshine into a major employment centre
- Attract new investment, create jobs and grow industries (e.g. health, education)
- Create a greater diversity of jobs
- Intensify employment uses.

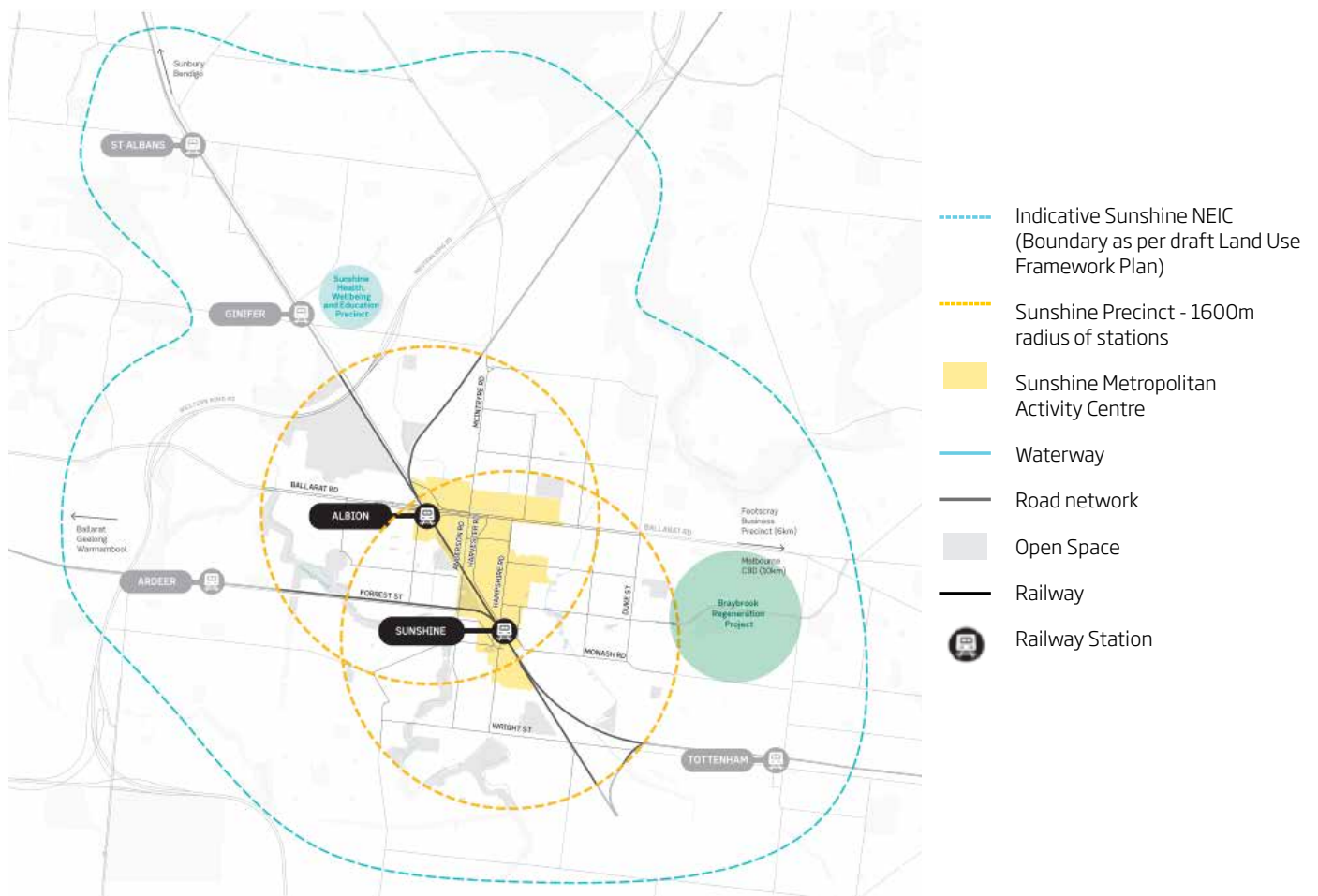
2. Increase the connectedness of Sunshine's neighbourhoods and hubs:

- Improve access to housing and jobs, and improve connections within and through Sunshine
- Encourage diversity of housing options, including affordable housing.

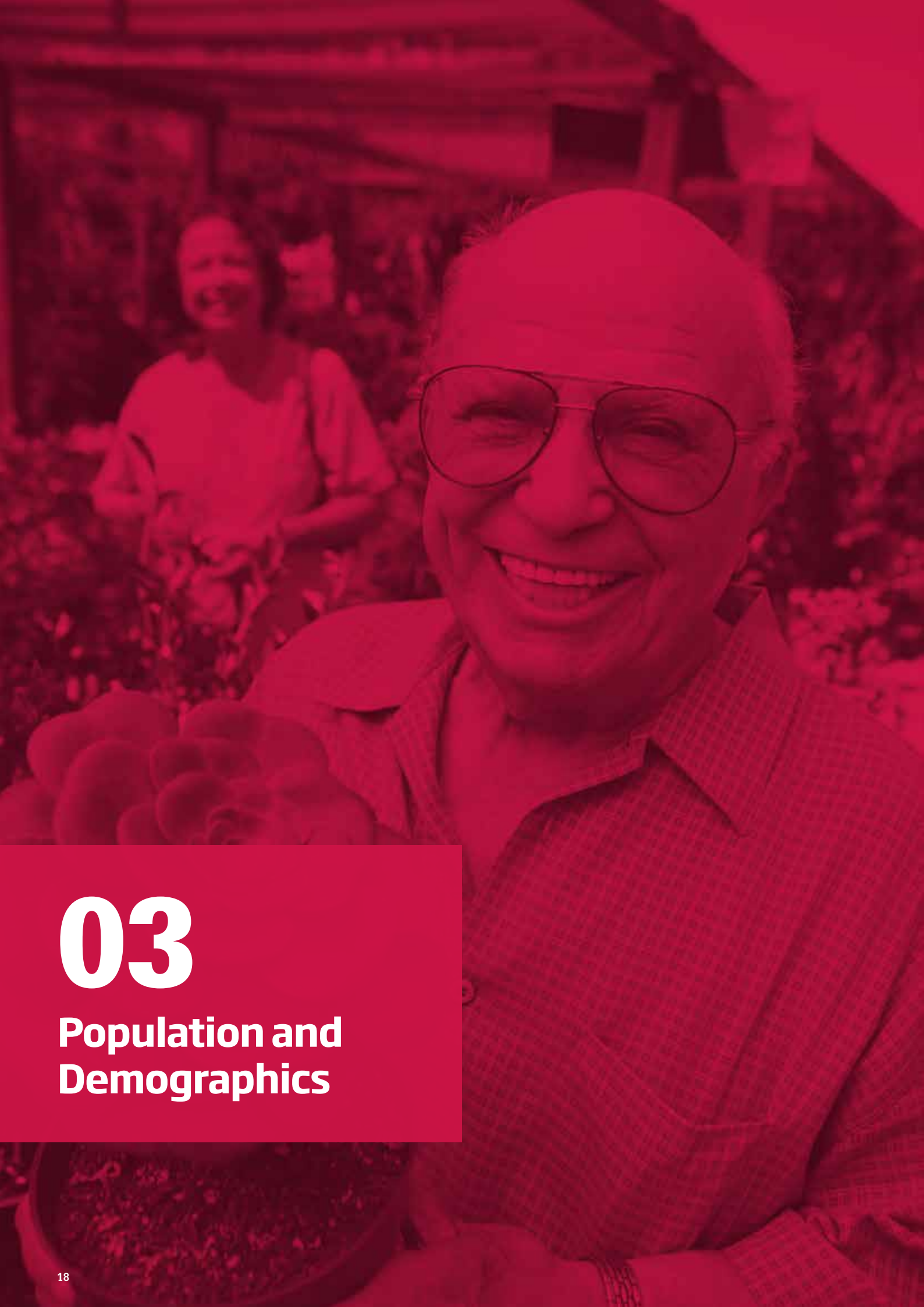
3. Make Sunshine a great place to live.

4. Improve outcomes for Sunshine's diverse communities.

F10. Sunshine Priority Precinct



Source: Sunshine Precinct - Precinct Opportunity Statement November, 2021



03

Population and Demographics

3.1 Population Snapshot

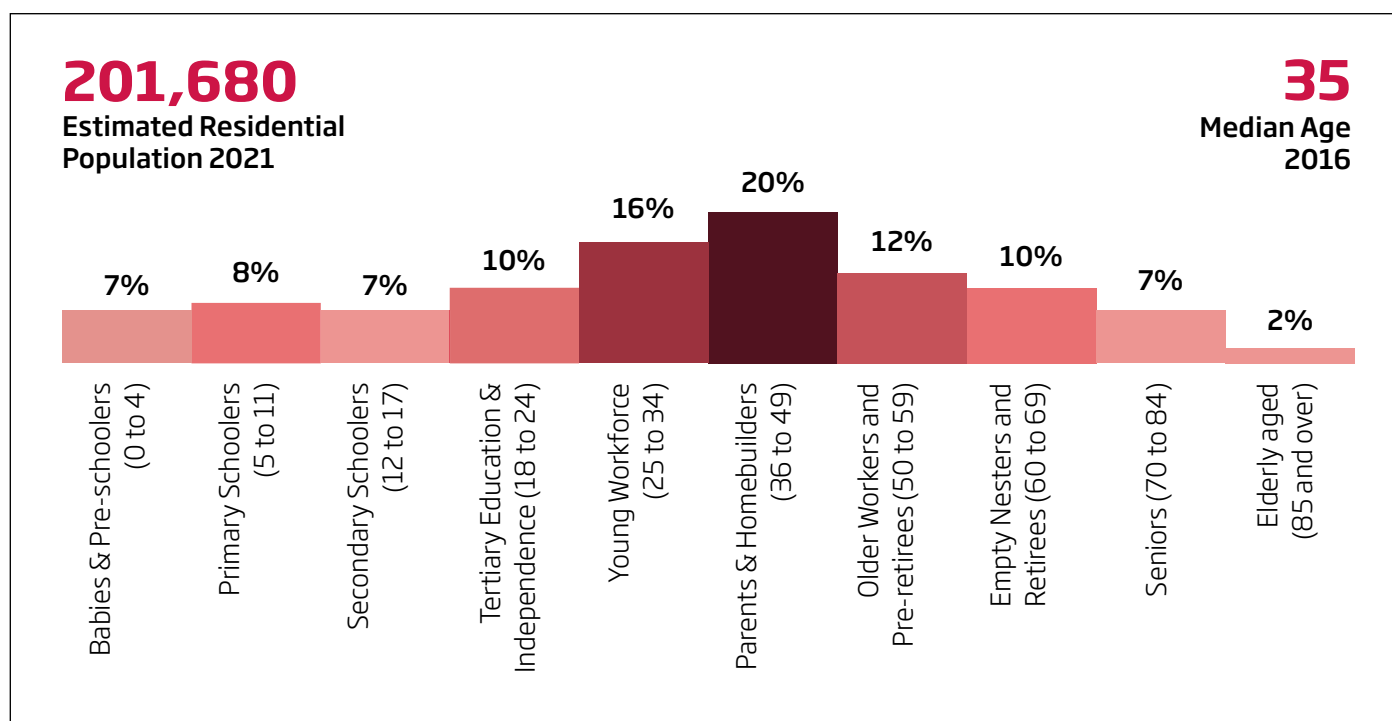
Brimbank has a population of around 201,500 residents. The municipality has recorded consistent moderate population growth over the past decade, but experienced a decline in 2020 and 2021 due to COVID-19 impacts on migration.

Moderate growth is projected over the next 15 years, with an additional 30,000 residents. The largest share of the population growth is forecast to occur in Sunshine and St Albans.

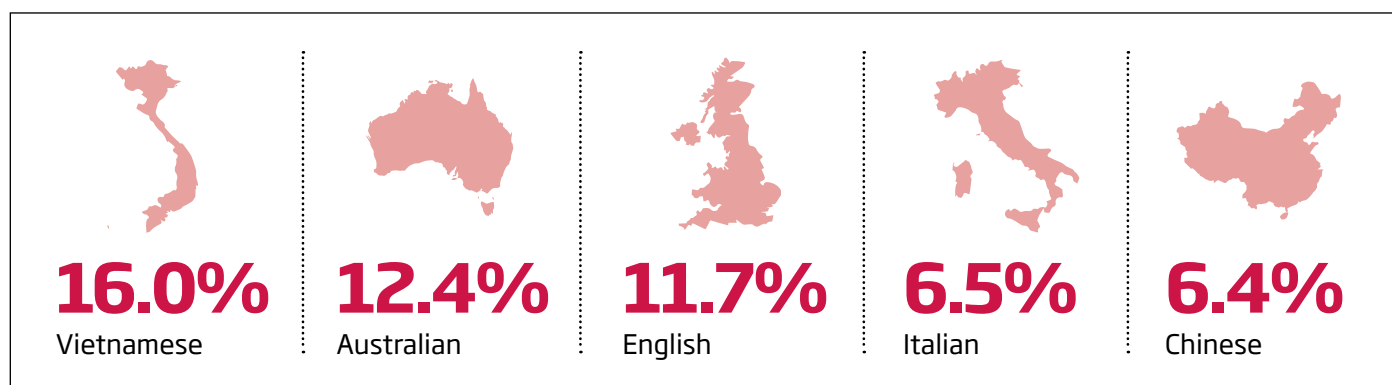
Other population and demographic considerations:

- International border closures throughout 2020 and 2021 impacted overseas migration to the municipality, and is not expected to normalise until around 2024
- The median age of residents is 35 years, with a high proportion of families and older couples
- Brimbank is a highly multi-cultural population, with more than 50% of residents that speak a language other than English.

F11. Population and Demographics at a Glance



Top Ancestries 2016



3.2 Socio-Economic Profile

The Socio-Economic Index for Areas (SEIFA) index measures the relative level of socio-economic disadvantage of an area, and is derived from indicators such as income, education attainment, employment participation, and job qualifications and skills.

A higher score on the index means a lower level of disadvantage (or higher level of advantage). The national average index score is 1,000, with a score below 1,000 on the index indicating that area has a higher level of disadvantage relative to the national average.

Key observations in relation to Brimbank:

- Brimbank is the 7th most disadvantaged Local Government Area in Victoria (out of 80), and the 2nd most disadvantaged in metropolitan Melbourne
- Brimbank's northern suburbs are relatively advantaged, including Keilor (1038) and Taylors Lakes (1037)
- Since 2011, the disadvantage gap narrowed in areas such as Sunshine, Ardeer, Albion and St Albans, but widened in areas such as Sydenham, Keilor Downs, Cairnlea and Taylors Lakes.

City of Brimbank (LGA)

Rank with VIC

7 of 80

↓ 3 from 2011

Score

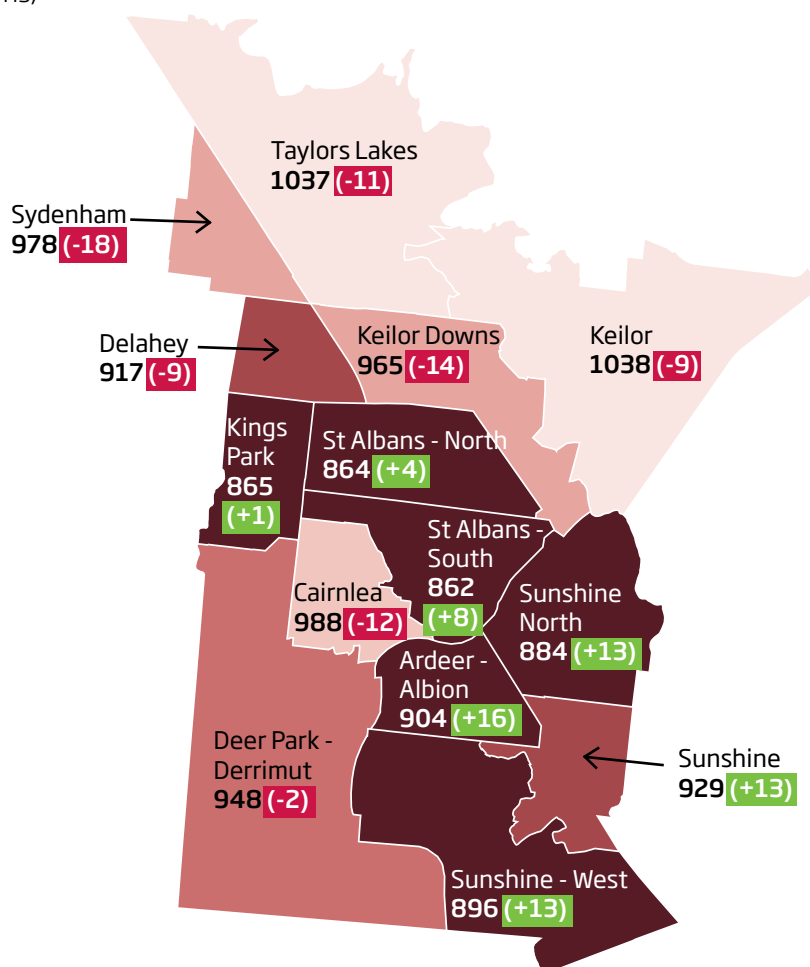
930

↓ 2 from 2011

SEIFA Score by SA2 (Change since 2011)



F12. SEIFA Index by district



Source: ABS Stat, Dataset - SEIFA 2011 to 2016 by Local Government Area (LGA)

3.3 Growth Projections

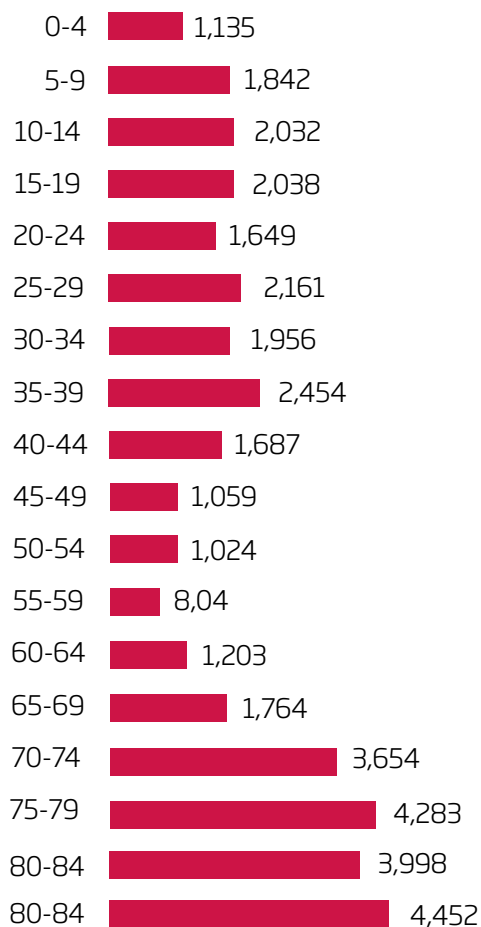
Brimbank's population is projected to increase to approximately 234,000 by 2036. This represents an increase of 24,000 residents, adding an average of 1,600 residents per annum.

A large share of the population growth is forecast to occur in Sunshine, while St Albans and Keilor are also expected to account for a significant share of the projected population growth in Brimbank.

Key observations for age profile growth:

- The most significant growth is forecast to occur in senior and elderly cohorts (i.e. over 70 years)
- The number of children and young adults is projected to increase strongly over the period, especially those in the young workforce age groups between 25 and 29 years
- Substantially lower growth is projected for middle aged and pre-retiree (55 to 65 years) cohorts.

F13. Age Structure Forecast by Cohort, Brimbank, 2016 to 2041



Source: Population and household forecast, 2016-2041, prepared by .id (informed decisions), 2021.





04

Brimbank's Economy

4.1 Brimbank's Economy at a Glance

Population



208,247

(19% of Western Melbourne)

Western Melbourne

1,098,400

GRP



\$10.61 B

(19% of Western Melbourne)

Western Melbourne

\$55.70 B

Local Jobs



89,620

(21% of Western Melbourne)

Western Melbourne

422,241

Businesses



16,603

(19% Western Melbourne)

Western Melbourne

85,676

Top 3 highest employing sectors (jobs)

1

Manufacturing



2

**Transport, Postal
& Warehousing**



3

Construction

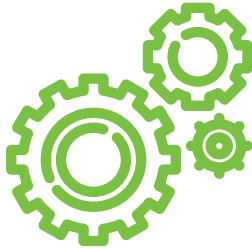


4.1.1 Economic Pillars

Brimbank's economy is diverse, and is primarily driven by a combination of industrial-related activities (manufacturing, transport, logistics, wholesale trade, construction) and Activity Centre uses (retail, hospitality, health, education, professional services).

Brimbank's key economic pillars are summarised below.

Industry specialisations, clusters and anchors are shown in Figure 14 on the following page. Due to the scale and diversity of industrial sectors in the municipality, key industrial activities are highlighted on Figure 14.



Industrial

- Manufacturing
- Transport + logistics
- Warehousing + distribution
- Wholesale Trade
- Construction

Key Locations: Derrimut, Deer Park, Sunshine West, Sunshine North, Brooklyn, Keilor Park, Tullamarine, Ardeer



Knowledge + Professional

- Professional Services
- Information media + telecommunications
- Administrative Services
- Real estate + property services

Key Locations: Sunshine, St Albans



Health, Education + Public Sector

- Education and training
- Health Care + social assistance
- Public administration + safety

Key Locations: St Albans, Sunshine, Deer Park

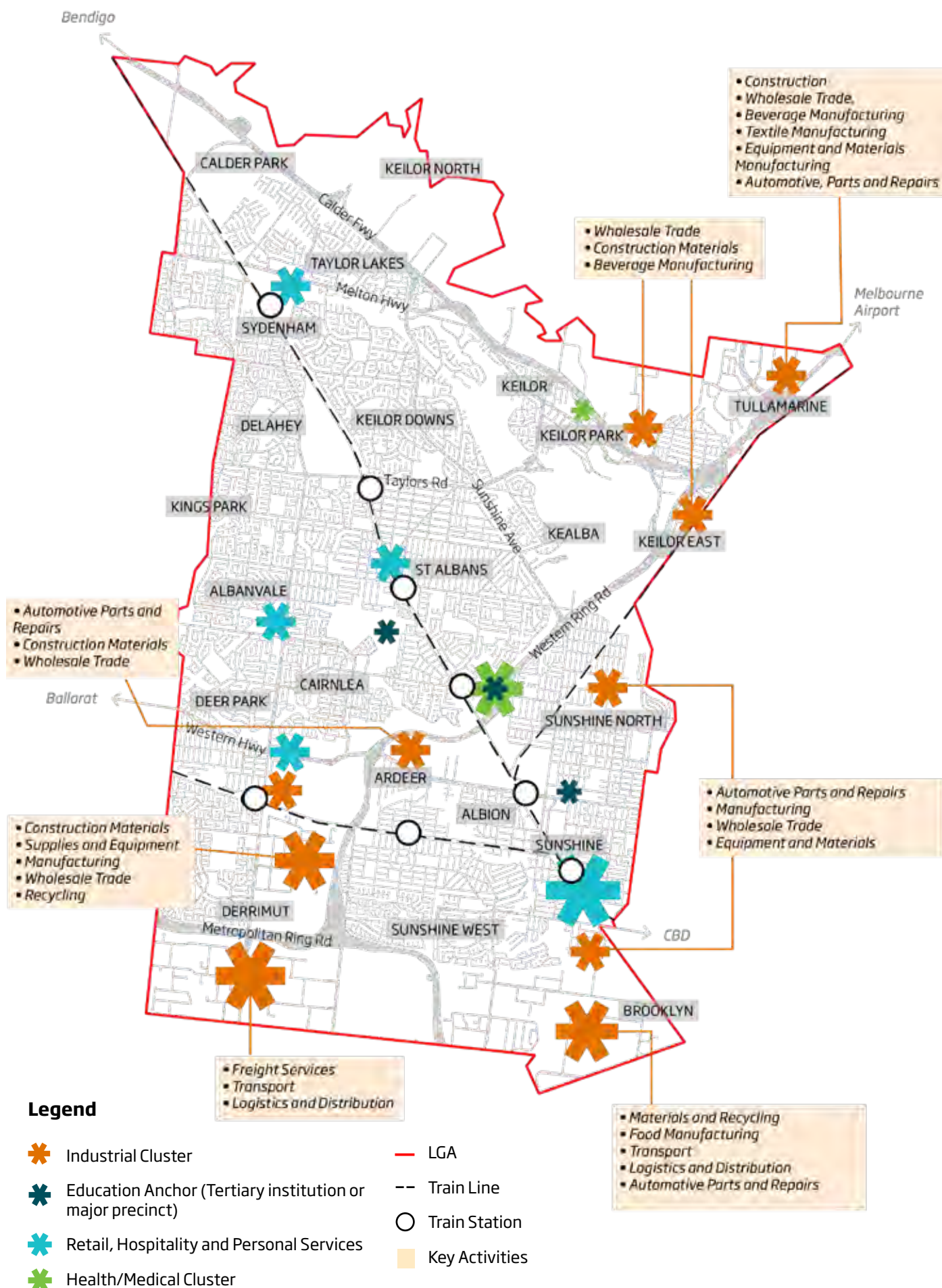


Retail, Hospitality + Personal Services

- Retail + Service
- Hospitality Leisure, Entertainment

Key Locations: Sunshine, St Albans, Sydenham, Deer Park, Keilor, Taylors Lakes

F14. Industry Specialisations Clusters, and Anchors



4.2 Existing Industry Specialisations

Brimbank includes several highly specialised industry sectors that drive the economy in terms of generating output, supporting jobs and creating export value.



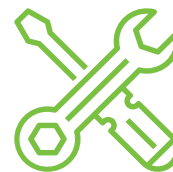
Manufacturing

14,732 jobs	Very High Employment
\$5.56 Billion	Very High Output
\$4.3 billion	Very High Export Value



Transport, postal and warehousing

11,836 jobs	Very High Employment
\$3.44 Billion	Very High Output
\$2.2 billion	Very High Export Value



Construction

11,126	Very High Employment
\$2.21 billion	High Output
\$2.2 billion	High Local Sales



Education & Training

6,219 jobs	High Employment
\$722 million	Moderate Output
\$610 million	Moderate local sales



Health Care and Social Assistance

10,728 jobs	Very High Employment
\$1.3 Billion	High Output
\$104 million	Low Export Value



Wholesale Trade

5,240 jobs	High Employment
\$1.8 Billion	High Output
\$1.1 billion	High Export Value



Retail Trade

8,551 jobs	Very High Employment
\$900 million	High Output

Key

	Very High
	High
	Moderate
	Low

4.2.1 Manufacturing



Businesses	Jobs	Highest Employing sub-sectors	Exports
853 (26% of Western Melbourne)	14,732	1. Food products (2,765) 2. Furniture & other (1580) 3. Machinery & equipment (1,378)	\$4.31 Billion

Manufacturing is Brimbank's most productive and highest-employing industry across all key economic indicators, and represents a highly specialised sector for the municipality. The manufacturing sector in Brimbank represents approximately one quarter of the sector's jobs, businesses, output, value and exports across Western Melbourne.

The primary manufacturing activities include food, equipment, machinery, furniture, polymer, petrochemicals, fabricated metal, transport equipment, clothing and textiles manufacturing.

There is a clear clustering of manufacturing businesses and employment in Sunshine that have established over time, as a result of a well-established supply chain, a highly entrenched regional workforce, available land supply that suitable for business and access to the transport network.

Existing Manufacturing clusters in Brimbank include:

- Food and Beverage – Food processing, beverage manufacturing, food preparation and packaging, speciality food and beverage product.
- Advanced Manufacturing – Machinery and equipment, building materials, chemical and chemical products, metal fabrication and engineering.

Manufacturing is critical to Australia's economy and is a vital part of Australia's COVID-19 response to the global supply-chain impacts, and the need to produce certain goods locally.

The Federal Government acknowledges the importance of the sector and recently prepared the Modern Manufacturing Strategy (2021); which is a whole-of-government strategy aimed at helping manufactures scale-up, and become more competitive and resilient.

The Strategy identifies several factors that are critical to the future success of the industry:

- Access to skilled and productive labour
- Investment in technology and innovation
- Efficient regulatory mechanisms
- Favourable trade arrangements.

National priorities for the sector are well-aligned to some of the municipality's manufacturing activities, particularly food and beverage, recycling and green energy.

Local and state priorities for Manufacturing in Brimbank relate to attracting further investment in advanced and emerging manufacturing activities, particularly in and around the Sunshine NEIC. This would align with Sunshine's designation as a National Employment and Innovation Cluster by strengthening existing agglomeration and establishing new clusters where possible.

Opportunities for the sector include medical equipment, devices and apparatus, pharmaceuticals, biotechnology, food and beverage, construction technologies, logistics and transport technology.

Key indicators:

- **14,742 jobs**
(25% of Western Melbourne)
- **\$5.57 billion economic output**
(24% of Western Melbourne)
- **\$4.31 billion exports**
(27% of Western Melbourne)
- **\$1.58 billion value-added**
(25% of Western Melbourne)

4.2.2 Transport, Postal & Warehousing



Businesses	Jobs	Highest Employing sub-sectors	Exports
3,869 (20% of Western Melbourne)	11,836	1. Road Transport (5,415) 2. Warehousing & Storage (2,328) 3. Postal & courier (1,871)	+2,113

Brimbank is a strategic location for the transport, logistics and warehousing industry due to its close proximity 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 the municipality.

Transport, postal and warehousing makes a significant contribution to the Brimbank economy (i.e. employment, output, export-value), particularly road transport, and warehousing and storage services sub-sectors.

The local industry in Brimbank accounts for approximately one-fifth of businesses, jobs and output across the broader Western region's transport, postal and warehousing.

In 2019-20, the Transport and Logistics sector in Australia has an estimated annual revenue of \$101.51 billion, adding \$39.91 billion to the Australian economy. The sector employs more than half a million people across its major sub-sectors: Road Transport, Logistics and Warehousing.

National employment in the sector is projected to grow substantially to 2024, mostly relating to road freight, road passenger, postal, couriers and pick-up services.

The implications of high demand for retail e-Commerce on the industrial land market have been profound, with substantial demand growth for warehousing, packaging, distribution, transport and logistics floorspace to serve the rise in demand.

The transport, logistics and warehousing sector is experiencing strong tailwinds from growth and development of local manufacturing activities and supply chains, along with unprecedented growth in digital retail and e-Commerce.

Whilst this has translated to record consumption rates of industrial land across Melbourne, Brimbank's local transport, logistics and warehousing sector is well-placed to capitalise on the buoyant conditions and outlook.

Key indicators:

- **11,836 jobs**
(19% of Western Melbourne)
- **\$3.44 billion economic output**
(17% of Western Melbourne)
- **\$2.15 billion exports**
(15% of Western Melbourne)
- **\$1.34 billion value-added**
(17% of Western Melbourne)

4.2.3 Construction



Businesses	Jobs
3,240 (21% of Western Melbourne)	11,126
Highest Employing sub-sectors	Exports
1. Construction Services (7,625)	\$580 million
2. Building construction (2,858)	
3. Heavy & civil engineering (642)	

Construction is the third highest employing industry in Brimbank and includes the second highest number of businesses in the municipality. The sector largely consists of residential building, non-residential building and engineering construction.

Construction activities are weighted towards trades and services such as carpentry, plumbing, electrical, concreting, site preparation, air conditioning and heating, plastering, painting, tiling and landscape construction.

Key indicators:

- **11,126 jobs**
(22% of Western Melbourne)
- **\$2.21 billion economic output**
(10% of Western Melbourne)
- **\$11.7 million exports**
(10% of Western Melbourne)
- **\$580 million value-added**
(10% of Western Melbourne)

4.2.4 Wholesale Trade



Businesses	Jobs
672 (21% of Western Melbourne)	5,240
Highest Employing sub-sectors	Exports
1. Basic material wholesaling (1,167)	\$1.09 billion
2. Grovery, liquor & tobacco (1,078)	
3. Other goods (1,071)	

Jobs in wholesale trade accounts for approximately one-quarter of jobs, output and value-added in the sector across the Western Melbourne region, and more than 30% of export value.

Key indicators:

- **5,240 jobs**
(23% of Western Melbourne)
- **\$1.80 billion economic output**
(25% of Western Melbourne)
- **\$1.09 billion exports**
(31% of Western Melbourne)
- **\$806 million value-added**
(25% of Western Melbourne)



4.2.5 Healthcare & Social Assistance

Businesses	Jobs	Highest Employing sub-sectors	Exports
611 (15% of Western Melbourne)	10,728	1. Hospitals (3,325) 2. Social assistance (3,168) 3. Medical & other health care (2,783)	\$878 million

Health care and social assistance makes a substantial contribution to the Brimbank economy and is forecast to continue its strong growth path.

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 NEIC also recognises the potential to attract a critical mass of health-related activities relevant to education and training, manufacturing, retail and professional services.

Social assistance is also prevalent in Brimbank, with numerous aged care and disability providers.

The health industry in Brimbank accounts for approximately one quarter of Western Melbourne's employment, output and value-added within this sector.

The Health Care and Social Assistance industry is the

largest employing industry in Australia. Jobs in the industry are projected to reach two million by 2025, with higher demand for Aged and Disabled Carers (~45%) and Welfare and Support Workers (~15%).

The health care sector is continuously evolving with the COVID-19 pandemic, skilled staff shortages, government policies and legislative changes, an ageing population, and technological advancements driving change.

The health care role of Brimbank's precincts such as the SHWEP and in activity centres (e.g. general practitioners, allied health services) and social assistance services (i.e. aged, disability care) is expected to strengthen in future.

An ongoing challenge for the sector is addressing labour shortages and skills gaps, as the employment needs continue to grow.

Key indicators:

- **10,728 jobs**
(25% of Western Melbourne)
- **\$1.33 billion economic output**
(27% of Western Melbourne)
- **\$104 million exports**
(15% of Western Melbourne)
- **\$878 million value-added**
(27% of Western Melbourne)

4.2.6 Education & Training



Businesses	Jobs	Highest Employing sub-sectors	Exports
143 (13% of Western Melbourne)	6,219	1. Preschool and School education (4,523) 2. Adult, community & other (990) 3. Tertiary education (706)	\$505 million

Brimbank has a well-established education and training sector, with two campuses of Victoria University at Sunshine and St Albans (including Victoria Polytechnic). Tertiary providers were heavily impacted by the COVID-19 pandemic as international border closures stopped in-bound student enrolments in 2020 and 2021. Tertiary institutions welcomed back international students early in 2022, however the number of enrolments are not expected to reach pre-pandemic levels until 2024.

The higher education and TAFE sector in Brimbank is complemented by an extensive network of state, Catholic and independent primary and secondary schools.

The Western Centre for Health, Research and Education located at the Sunshine Hospital is a key education and training facility, representing a partnership between Victoria University, the University of Melbourne and Western Health.

The education and training industry in Brimbank accounts for approximately one fifth of Western Melbourne's output across the key economic indicators within this sector.

This tertiary education sector in Brimbank will continue to perform a critical role for the region in terms of aligning service offerings with skill and qualification needs of the region, improving employment pathways and job readiness, and supporting upskilling and reskilling.

Key indicators:

- **6,219 jobs**
(19% of Western Melbourne)
- **\$722 million economic output**
(20% of Western Melbourne)
- **\$113 million exports**
(19% of Western Melbourne)
- **\$505 million value-added**
(20% of Western Melbourne)



4.2.7 Retail Trade



Businesses	Jobs	Highest Employing sub-sectors	Exports
890 (13% of Western Melbourne)	8,551	Other store-based retailing (4,534) Food Retailing (2,960) Motor vehicle & parts retailing (704)	\$511million

Retail trade supports a significant share of business and employment activity in Brimbank. The industry is primarily represented across the municipality's 55 activity centres, including the Sunshine Metropolitan Activity Centre and four Major Activity Centres in Watergardens, St Albans, Brimbank Central and Deer Park.

Retail trade is generally a less productive industry compared with others, given that businesses typically operate on lower profit margins but a higher volume of sales, meaning that productive value-add can be lower.

The COVID-19 pandemic caused a rapid shift in retail buyer behaviour and a major increase in online retail purchases. Nine million Australian households shopped online in 2020 (82% of all households); an additional one million compared with 2019.

Market share of online sales accounted for 16.3% in 2021; a level not anticipated until 2023 or beyond. A shift towards working from home, regionalisation and 'shop local' campaigns has seen consumers access goods closer to their home and spend on products that are sourced or produced locally.

The strong growth in digital retailing and online purchases is expected to continue. In response to this disruption, bricks and mortar stores are investing in facilities and services that improve consumer engagement and the in-store 'experience'. This includes a greater focus on hospitality, entertainment and meeting places co-located with retailers.

Retail strips with lower vacancies are those that have evolved from simply occupying vacancies with food and beverage outlets, and are increasing retail, health and professional services such as massage, yoga and fitness studios, dentists, medical clinics and professional services.

Retail centres and strips are increasingly adopting a 'place-based' approach to expand the role of strips to include civic and recreational destinations for communities. Traders are working with local councils to improve 'place-making' initiatives to promote a mix of retail and amenities. This aims to better leverage existing community assets such as public open space, recreation and civic spaces, which aims to increase foot traffic and community dwellers, with a view to benefitting retailers and retail strips.

Key indicators:

- **8,551 jobs**
(19% of Western Melbourne)
- **\$899 million economic output**
(19% of Western Melbourne)
- **\$153 million exports**
(18% of Western Melbourne)
- **\$511 million value-added**
(19% of Western Melbourne)



05

Employment Profile

5.1 Jobs by Industry

There are close to 90,000 employed residents in Brimbank. The table shows jobs by industry in Brimbank in 2019-20. A high level of employment typically indicates an area of comparative advantage.

Manufacturing is Brimbank's highest employing industry, accounting for 16% of all jobs (14,732), followed by transport, postal and warehousing with 11,836 jobs (13%), construction with 11,126 jobs (12%) and health care and social assistance with 10,728 (12%).

In terms of aggregate employment growth over the past five years, construction (+3,128 jobs) experienced the strongest growth, followed by transport, postal and warehousing (+2,865) and health care and social assistance (+2,185).

Professional, scientific and technical services registered the largest proportional growth rate (+52%) over the past five years, followed by public administration and safety (+46%) and electricity, gas, water and waste services (+44%).

T1. Brimbank Employment by Industry 2015 to 2020

Industry	2014-15	2019-20	Change	Growth
Manufacturing	12,742	14,732	+1,990	16%
Transport, Postal and Warehousing	8,971	11,836	+2,865	32%
Construction	7,997	11,126	+3,128	39%
Health Care and Social Assistance	8,543	10,728	+2,185	26%
Retail Trade	7,910	8,551	+640	8%
Education and Training	6,569	6,219	-350	-5%
Wholesale Trade	4,853	5,240	+386	8%
Public Administration and Safety	2,732	3,993	+1,261	46%
Accommodation and Food Services	3,912	3,760	-152	-4%
Professional, Scientific and Technical Services	2,031	3,089	+1,058	52%
Other Services*	2,792	2,870	+78	3%
Administrative and Support Services	2,293	2,806	+514	22%
Electricity, Gas, Water and Waste Services	948	1,368	+420	44%
Rental, Hiring and Real Estate Services	868	880	+11	1%
Information Media and Telecommunications	619	778	+159	26%
Financial and Insurance Services	635	762	+127	20%
Arts and Recreation Services	631	577	-54	-9%
Agriculture, Forestry and Fishing	213	198	-16	-8%
Mining	115	108	-8	-7%
Total industries	75,377	89,620	+14,243	19%

Source: National Institute of Economic and Industry Research (NIEIR) 2021

*Note Other Services includes industries such as automotive repairs, hairdressers and beauty services

Labour force movements

Brimbank includes close to **90,000 local jobs**. Around **33%** of local jobs belong to local residents. Brimbank provides an important source of labour to western and central Melbourne businesses, with almost 34,000 employed residents traveling to other parts of Melbourne for work.

- In the western region, these are key workers⁴ across industrial, retail and health related sectors
- In central Melbourne, there is a high level of out-commuting for 'white collar' workers (i.e. professional, financial services) and key worker industries (i.e. retail, hospitality, health care).

There is a high level of labour force movement across industrial-related sectors in western Melbourne. This is to be expected, given the presence of the Western SSIP and the common labour force profile across these areas.

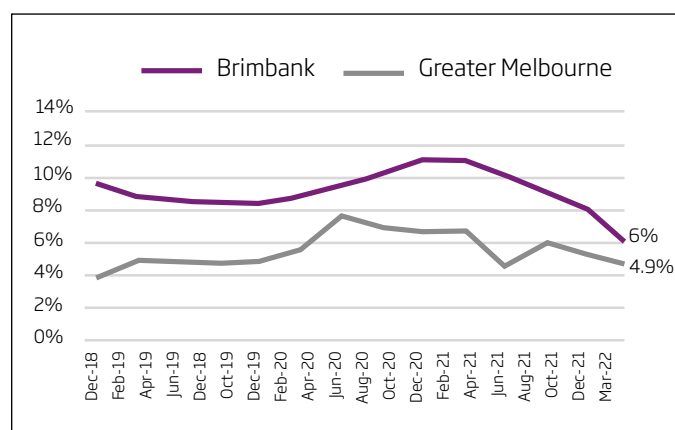
The notable number of workers traveling outside of the municipality for work in health care and social assistance, retail, hospitality and professional services presents opportunities for Brimbank to increase job containment, and re-direct these jobs locally - particularly in the future, as the development of the Sunshine NEIC progresses.

5.2 Unemployment

Brimbank has a higher unemployment rate compared with Greater Melbourne. This is a consistent long term trend, partly attributed to higher levels of socio-economic disadvantage in some parts of the municipality.

This strategy seeks to reduce the unemployment rate in Brimbank through improved employment pathways, upskilling and job readiness.

F15. Unemployment Rate Brimbank & Greater Melbourne



Source: Unemployment rate, Economy ID, 2021.

4 An employee who provides a vital service, especially in essential services of retail, health and education, VPA, 2020



5.3 Occupations

Brimbank's labour force includes a broad mix of occupations due to the diverse education qualifications, skills and locational attributes (proximity to employment areas).

There is a high representation of 'blue collar' workers, reflected by the proportion of technicians and trade workers, machinery operators and drivers, and labourers.

The share of workers classified as either managers (11%) or professionals (17%) in Brimbank is lower than Greater Melbourne.

T2. Labour Force Profile

Industry	Brimbank	Greater Melbourne
Managers	11%	14%
Professionals	17%	26%
Technicians and Trades Workers	14%	12%
Community and Personal Service Workers	9%	10%
Clerical and Administrative Workers	14%	14%
Sales Workers	10%	10%
Machinery Operators and Drivers	13%	6%
Labourers	11%	8%
Inadequately described or not stated	2%	2%

Source: Occupation, Census of Population and Housing, ABS, 2016






Welcome to
**North
Sunshine**
Shopping Centre

06





Strategic Framework




6.1 Priorities for the Strategy

Ten priorities for the Strategy emerged from research, analysis and stakeholder consultation. A summary of what we heard and found for the ten priorities is summarised below. These have directly informed the strategic framework and action plan.

Priority	What We Heard and Found
1. Economic Recovery from the COVID-19 Pandemic 	<ul style="list-style-type: none"> • Victoria is in an economic recovery phase, but economic conditions are fragile • Population-service industries such as retail, hospitality, tourism and personal services have been hit the hardest by the pandemic • Business support and assistance will be important for economic recovery and resilience. Assistance can be provided through regular and targeted engagement, communication and promotion • Grant opportunities and financial incentives that are available to businesses should be promoted • Industry specialisations should be strengthened to assist ongoing recovery • Investment opportunities for emerging/growth sectors will encourage diversification in the local economy.
2. Business Support and Development 	<ul style="list-style-type: none"> • 98% of Brimbank businesses are either non-employing, micro or small • Engagement, communication, promotion, networking and training is important for business sustainability and growth • Engagement should be targeted, meaningful and insightful • Business training, mentorship and networking encourages resilience and growth • Helping people to start a business should be encouraged.
3. Investment Attraction and Facilitation 	<ul style="list-style-type: none"> • Investment can take the form of infrastructure, land use, precinct and urban renewal, as well as business/start-ups • Investment attraction should be targeted through engagement, promotion and facilitation • An efficient and facilitative approach to assessing planning and development applications should be investigated and encouraged • Attracting investment in innovative business ideas, technology and entrepreneurial activities is a major opportunity • Investment and development of vacant and underutilised areas should be investigated.



Priority	What We Heard and Found
4. Skills, Training and Job Readiness 	<ul style="list-style-type: none"> • Key industries affected by labour shortages are construction, health care, social assistance, manufacturing and hospitality • Tertiary education institutions and industry can assist with addressing labour force shortages and skills gaps • Encourage people to be engaged and ready to work • Employment pathways could be improved, particularly for unemployed and disadvantaged cohorts • Brimbank has a higher level of socio-economic disadvantage in some of the southern and central suburbs. Narrowing the inequality gap should be encouraged • Services that are available for people experiencing mental health issues should be promoted to businesses.
5. Major Precinct and Infrastructure Development 	<ul style="list-style-type: none"> • Substantial investment and development that is planned for Brimbank creates opportunity for lasting positive economic impacts • Industry opportunities will emerge on the back of progressive development/ redevelopment and intensification of the built form scale (e.g. Sunshine Priority Precinct) • Key growth industries include retail and hospitality, professional services, advanced manufacturing, information media and telecommunications, health care and social assistance and tourism • Brimbank City Council should continue to work with key stakeholders to support the economic and community vision for the municipality • Council should continue to advocate on behalf of business, worker and resident interests.
6. Activity Centres 	<ul style="list-style-type: none"> • Brimbank's Activity Centres are vibrant, dynamic and evolving precincts • Place making programs and initiatives should continue to be encouraged to improve the look, feel and access of centres • The cultural diversity and heritage of centres should be enhanced where appropriate • Support buy/shop local and other promotional campaigns • A mix of uses in Major and Metropolitan Activity Centres should be encouraged to retain and enhance the vibrancy of these locations for businesses, and attract more people to visit, stopover, dwell and spend • Ensure smaller centres are protected and enhanced • The priorities of Brimbank's Activity Centre Strategy (2018) should continue to be implemented.
7. Industrial Precincts 	<ul style="list-style-type: none"> • Strategic industrial precincts should be retained and enhanced • Opportunities for innovative and emerging industries/technologies to establish in industrial precincts should be investigated and facilitated • Older industrial precincts should be improved through amenity and access upgrades • Continue to implement the priorities of Brimabank's Industrial Land Use Strategy (2018).

Priority	What We Heard and Found
8. Climate Change, The Circular Economy and Green Industries 	<ul style="list-style-type: none"> State Government's renewable energy targets are driving investment into renewable energy production, storage and transmission Brimbank's Climate Emergency Plan targets zero net emissions for Council operations by 2030, and the Brimbank municipality by 2040. This Plan should continue to be supported Private sector investment in new technologies and business activity (e.g. convert and re-use waste and other products) is a key opportunity
9. The Visitor Economy 	<ul style="list-style-type: none"> Brimbank's visitor economy currently performs a tertiary role The municipality is well-placed to attract more visitation, given that it is a central hub of the growing western region and is highly accessible via road and rail The advantages of Brimbank as a place to visit is linked to its multi-cultural community and social fabric, strong business base, retail and hospitality offering Major infrastructure and land use investment will create major opportunity for growth in visitation Key visitor economy development opportunities include arts and culture (cultural diversity, food and fibre history/heritage and public art), accommodation, and festivals/events Tourism marketing and branding material could be improved Continue to promote Brimbank as the Centre of the West.
10. Strategic Partnerships 	<ul style="list-style-type: none"> Economic development priorities and advocacy efforts at the local and regional level should continue to be supported Participate in regional economic development organisations such as Lead West and WoMEDA to support regional priorities Collaborating with regional stakeholders is important to discuss economic trends, issues and opportunities.



6.2 Themes & Strategic Goals

Four themes and strategic goals underpin the strategic framework, and are outlined below. The framework is informed by the research and analysis detailed in the Background Report, as well as extensive consultation with business, industry and government stakeholders.

Theme	Strategic Goal
1 A Productive, Innovative and Sustainable Business Base	<p>Brimbank is open for business.</p> <p>The City will continue to support its business base to ensure it is productive, innovative and sustainable.</p> <p>The City will continue to attract new businesses to grow and strengthen industry clusters and areas of specialisation.</p>
2 Vibrant, Prosperous and Accessible Precincts and Places	<p>Brimbank's precincts and places are fundamental to the economic identity and character of the municipality.</p> <p>The City will encourage investment and improvements across its employment precincts and activity centres to ensure they are vibrant, prosperous and accessible.</p>
3 An Engaged and Job Ready Community	<p>Brimbank's people are at the heart of the City.</p> <p>People will have the opportunity to learn and earn, and the labour force will be engaged and prepared for work.</p>
4 Leading the Way in Economic Development Practice	<p>Brimbank is a leader in economic development practice.</p> <p>The City's economic development practices will be innovative, tailored and fit-for-purpose to achieve positive economic outcomes for its people.</p>

6.3 Action & Implementation Plan

The Economic Development Strategy includes four key themes, strategies and an action plan to support the implementation of the Strategy over the next 5 years (2022 to 2027).

This Strategy has been prepared in the context of the municipal and state planning framework and broader regional priorities in Western Melbourne. The Strategy will be implemented in partnership with state and federal agencies, local business and industry, business and traders associations and the community where relevant.

The Action and Implementation Plan is subject to Council's standard budget approval process. It is highlighted that a significant number of actions can be delivered within the operational budget allocated to Departments, based on 2021/22 financial year. Some actions will require the preparation of separate business cases outside the operational budget process.

Where a separate business case is required, an indicative cost estimate is provided using the following key:

- \$ (\$1,000 to \$25,000)
- \$\$ (25,001 to \$50,000)
- \$\$\$ (\$50,001 to \$100,000)
- \$\$\$\$ (over \$100,000).

An indicative timeframe, lead and partner stakeholders are recommended for each action. Timeframes for actions are categorised as follows:

- Short term (1 year)
- Medium term (2-3 years)
- Long term (3-5 years)
- Ongoing.

The implementation of the Strategy will be regularly monitored to ensure it remains relevant and responsive. Learnings should be captured to improve future delivery and decision making.

An annual progress report on the Strategy's implementation will be prepared. Additional information sources that could be used to monitor progress, include:

- Participant feedback in business and community workshops
- Feedback from business / traders associations and group meetings
- Investment interest (i.e. enquiries, planning/building permit activity)
- The release of Australian Bureau of Statistics (ABS) Census of Population, Employment and Housing
- The Australian Business Register (ABR) data.



A Productive, Innovative & Sustainable Business Base

Brimbank is open for business.


The City will continue to support its business base to ensure it is productive, innovative and sustainable.

Brimbank will continue to attract new businesses to grow and strengthen industry clusters and areas of specialisation.

Strategic Directions

- Business engagement, communication, promotion, networking, mentorship and training will seek to foster recovery, resilience, sustainability and growth
- Business engagement will be regular, targeted and meaningful
- Communication with businesses will consider the high prevalence of businesses who are owned and managed by people who are Culturally and Linguistically Diverse (CALD)
- Business support and assistance will be prioritised in the early phases of the Strategy, particularly for population-service industries such as retail, hospitality, tourism and personal services, which were heavily impacted by pandemic-related restrictions
- Industry specialisations will be strengthened by promoting clustering and facilitating new businesses to invest, and existing businesses to re-invest (e.g. manufacturing, transport and logistics health care, construction, retail, hospitality)
- Economic objectives that are envisaged for the Sunshine Priority Precinct, NEIC and SHWEP will be achieved by attracting and developing emerging, innovative and high-value knowledge industries (e.g. professional and financial services, advanced manufacturing)
- Investment in new business entries will harness the potential accumulation of latent demand for migrant business visas
- The start-up ecosystem, entrepreneurial and innovative investment and activities will be encouraged in Brimbank
- Suitable and affordable business premises and accommodation for micro and home-based businesses to operate in will be supported
- Telecommunications and digital infrastructure should seek to be improved through advocacy
- Seek to encourage business investment in green and innovative technologies to support Brimbank's Climate Emergency Plan (2020-25), and encourage improved energy recycling and waste processes across industrial, business and community uses.

1. Support growth, resilience, and build up the capacity of the existing businesses.

Action	Lead & Partners	Timeframe
1.1 Develop a business engagement plan to ensure engagement is regular, meaningful and targeted. Ensure business engagement is contemporary and digitised (where possible) to streamline and track engagement activity. Regularly engage and communicate with businesses to deliver targeted and relevant business information (e.g. Business Link).	Lead: Economic Development Partners: Media and Communications	Ongoing 
1.2 Ensure engagement and communication embeds a consideration of the high prevalence of Culturally and Linguistically Diverse (CALD) persons who own and/or operate a business.	Lead: Economic Development Partners: Media and Communications	Ongoing 
1.3 Facilitate a program of training, mentorship and networking events/programs to encourage up-skilling, capacity building and businesses-to-business opportunities.	Lead: Economic Development Partners: Business training providers (e.g. Business Victoria)	Ongoing 
1.4 Promote grants, resources and other incentives available for businesses through government departments such as Business Victoria.	Lead: Economic Development	Ongoing 
1.5 Review business permit assessment processes, and investigate the potential to streamline where possible.	Lead: Economic Development Partners: Partners, City Planning, Environmental Health, City Compliance, Customer Service, Building	Ongoing 
1.6 Maintain an online resource of Brimbank's economic and demographic profile to provide a single source of information to existing and prospective businesses/ investors about key trends. Information should include business, employment, industry and labour force trends.	Lead: Economic Development, Community Strengthening and Social Planning, Place Managers	Ongoing 

2. Grow and support specialised, innovative, high-value and emerging industries to strengthen economic drivers and supply-chains, and diversify the economy.

Action	Lead & Partners	Timeframe
2.1 Facilitate and encourage business investment/re-investment in industrial-related specialisations and clusters such as manufacturing, transport, logistics and wholesale trade.	Lead: Economic Development	Ongoing 
2.2 Facilitate and encourage new business investment in high-value office-based sectors, particularly in the Sunshine Priority Precinct.	Lead: Economic Development, Place Managers Partners: DoT	Medium to long term 
2.3 Support programs and initiatives that encourage the start-up ecosystem, innovation and entrepreneurialism (e.g. the CUL-TI-VATE Initiative and IGNITE Program).	Lead: Economic Development	Ongoing 

3. Ensure there is sufficient and adequate critical infrastructure for businesses to thrive.

Action	Lead & Partners	Timeframe
3.1 Advocate for improved telecommunications and digital infrastructure to support business operations (e.g. full coverage, lower latency, high speeds).	Lead: Asset and Property Services Partners: Economic Development	Short term 
3.2 Encourage new co-working spaces to establish in Brimbank.	Lead: Economic Development	Ongoing 
3.3 Continue to support entrepreneurs, freelancers, micro, small and home-based businesses by encouraging suitable accommodation (e.g. incubators, co-working spaces), and support programs such as hackathons and meet-ups.	Lead: Economic Development	Ongoing 

4. Foster a sustainable and environmentally conscious business community.

Action	Lead & Partners	Timeframe
4.1 Continue to support initiatives that encourage business and industry to adopt environmentally sustainable business practices. Examples include take up of energy audits, solar energy and buying renewable energy. <ul style="list-style-type: none"> • Brimbank Community Solar • Environmental Upgrade Agreement • 100% Renewable Brimbank Program. 	Lead: Environment Partners: WAGA, Economic Development	Ongoing 
4.2 Encourage business investment in new, green and innovative technologies in strategic locations to help reduce waste and carbon footprint. Examples include circular economy businesses such as Waste-to-Energy (WTE) facilities.	Lead: Environment Partners: WAGA, Economic Development	Ongoing 

Vibrant, Prosperous and Accessible Precincts and Places

Brimbank's precincts and places are fundamental to the economic identity and character of the municipality.

The City will encourage investment and improvements across its employment precincts and activity centres to ensure they are vibrant, prosperous and accessible.

Strategic Directions

Priority Precinct, Major Activity Centres and Areas Identified for Renewal

- Participation and involvement in planning for Brimbank's key activity areas and priority precincts (e.g. Sunshine NEIC, Sunshine Metropolitan Activity Centre, SHWEP) will seek to prioritise and optimise local economic and community benefits
- Participation and involvement in planning for major transport projects (e.g. Melbourne Airport Rail, Sunshine Station Super Hub and Sunshine Priority Precinct) will seek to prioritise and optimise local economic and community benefits
- Local business and employment opportunities associated with major precinct and infrastructure investment/development will be promoted where appropriate
- Seek to minimise disruptive impacts of major infrastructure works on businesses through communicating updates and information when made available
- Encourage growth and development of Brimbank's visitor economy
- New and improved visitor attractions and services that seek to leverage strengths, capitalise on opportunities and address gaps will be supported (e.g. cultural diversity, food and fibre history/heritage and public art, visitor accommodation, and festivals/events).

Activity Centres

- Priorities for Brimbank's network of activity centres will be encouraged; as per the Activity Centre Strategy (2018)
- Place making initiatives will seek to improve the look, feel, function and access of centres, and encouraged where appropriate
- The sense of place that underpins the role and character of Activity Centres will be promoted and enhanced where possible

- Buy/shop local and other promotional campaigns will be supported
- A mix of uses in Activity Centres will be encouraged to enhance the attractiveness and vibrancy for business, residents and visitors.






Industrial Precincts

- Industrial land in the Western SSIP and sites identified as 'Industrial' in the BILS (2018) that have good separation from sensitive urban uses will be retained and enhanced
- The transition of 'Transitional and Employment' sites identified in the BILS (2018) will continue to be supported (subject to further strategic work)
- Investment in innovative and emerging industries and technologies, and environmentally sustainable industries will be encouraged
- Improvements to the amenity and accessibility of industrial areas will be encouraged and facilitated where possible
- The implementation of the Brooklyn Evolution Program will continue to be supported.

Underutilised Precincts and Places

- Economic and community development opportunities should be investigated for underutilised commercial and industrial precincts
- Advocate for solutions that result in productive use of land in the Green Wedge, located in the north west of the municipality
- The potential to develop commercial and/or community uses on vacant and underutilised land that is considered surplus to Council and State Government needs should be investigated.

5. Actively participate in planning and development of Brimbank's major redevelopment areas to encourage economic and employment opportunities for the local economy and community.





Action	Lead & Partners	Timeframe
5.1 Engage, participate and work with planning authorities, government bodies, landowners, investors, developers, business and the community to support and progress the planning and development of Brimbank's major redevelopment areas and priority precincts, particularly: <ul style="list-style-type: none"> • Sunshine National Employment and Innovation Cluster • Sunshine Priority Precinct • Sunshine Metropolitan Activity Centre • Sunshine Health Wellbeing and Education Precinct • Major Activity Centres of Sydenham, St Albans, Brimbank Central and Deer Park. 	Lead: Transforming Brimbank, Strategic Planning, DoT Partners: Economic Development, Place Managers, Urban Design, Advocacy and Partnerships, Community Engagement, DJPR, Precinct Anchors, Western Melbourne Tourism	Ongoing 
5.2 Continue to engage with organisations and precincts located in, or adjacent to Brimbank that are of metropolitan, regional, state and national significance to facilitate appropriate growth and development. Examples include Melbourne Airport, Western Health and Victoria University.	Partners: Transforming Brimbank, Advocacy and Partnerships, Community Engagement, Strategic Planning, Economic Development, Place Managers	Ongoing 
5.3 Encourage high-value industries to establish within the Sunshine NEIC that align with existing specialisations and the state-significant designation. Recommendations include: <ul style="list-style-type: none"> • Professional and business services • Advanced manufacturing (medical equipment, devices and apparatus, biotechnology, construction technologies, food and fibre) • Information technology (data centres) • Health care and social assistance (hospitals, medical clinics and general practitioners, allied health services, mental health services, aged care) • Education, training and research. 	Lead: Economic development, DoT Partners: Place Managers, Western Health, VU, Melbourne University	Medium to long term 
5.4 Actively engage and participate in the State Government's delivery of major transport projects to optimise local economic and community benefits. Transport projects include: <ul style="list-style-type: none"> • Melbourne Airport Rail Link (MAR) • The Sunshine Station Superhub (SSH) • Suburban Rail Loop (SRL) • Western Rail Plan. 	Lead: Transforming Brimbank Partners: Strategic Planning, Urban Design, Economic Development, City Planning, Engineering Services, State Government Agencies	Ongoing 
5.5 Promote and facilitate local business procurement and employment opportunities for major infrastructure projects (e.g. Victoria's Big Build).	Lead: Economic development	Medium to long term 

(continued)

5. Actively participate in planning and development of Brimbank's major redevelopment areas to encourage economic and employment opportunities for the local economy and community.

Action	Lead & Partners	Timeframe
5.6 Advocate and work with DoT, RPV and contractors where possible to minimise potential impacts/ disruptions to business associated with infrastructure works by providing support in accordance with the Victorian Small Business Engagement Guidelines (SBEG).	Lead: Transforming Brimbank, Urban Design Partners: Place Managers, Economic Development, Strategic Planning, Engineering Services	Ongoing 

6. Maintain and strengthen the economic role, vibrancy and character of Brimbank's Activity Centres.

Action	Lead & Partners	Timeframe
6.1 Continue to implement Brimbank's Activity Centre Strategy (2018). Consider updating the Strategy to account for new activity centres, and economic shocks and structural shifts caused by the COVID-19 pandemic as part of any future review.	Lead: Economic Development, Strategic Planning Partners: City Planning, Urban Design, Place Managers, Engineering Services	Medium to long term  Indicative Cost \$\$\$
6.2 Promote a mix of uses which are reflective of the role and purpose of Activity Centres and their place in the hierarchy. Encourage a diversity of activities and services, including retail and retail services, hospitality, health, wellbeing and fitness services, entertainment, community, civic and professional services.	Lead: Economic Development, Place Managers Partners: Media and Communications, City Planning, Strategic Planning	Ongoing 
6.3 Continue to implement the Sunshine Rising Action Plan (2019 - 2024) and the Go St Albans Action Plan (2019 - 2024), including their review and update when required.	Lead: Economic Development, Place Managers Partners: City Planning, Urban Design, Engineering Services, Strategic Planning	Short to medium term 
6.4 Encourage an update to the Watergardens Town Centre Framework Plan & the Sydenham Regional Activity Centre Structure Plan and associated planning controls (in line with current aspirations for the Centre) in order to maximise economic opportunities for vacant and underutilised sites.	Lead: Strategic Planning Partners: City Planning, Urban Design, Engineering Services, Community Strengthening and Social Planning, Environment, Economic Development, Watergardens Shopping Centre, private landowners, businesses	Long Term  Indicative Cost \$\$\$\$

(continued)

6. Maintain and strengthen the economic role, vibrancy and character of Brimbank's Activity Centres.

Action	Lead & Partners	Timeframe
6.5 Prepare a Structure Plan for the Deer Park Activity Centre and surrounds.	Lead: Strategic Planning Partners: City Planning, Urban Design, Engineering Services, Community Strengthening and Social Planning, Environment, Economic Development, private landowners, businesses	Short Term  Indicative Cost \$\$\$
6.6 Support a program of activation, place making and urban design initiatives across Activity Centres that encourage and deliver an attractive environment for residents, workers and visitors to visit, dwell and spend, including improvements that relate to access, safety and streetscape amenity and character.	Lead: Urban Design Partners: Economic Development, Community Strengthening and Social Planning, Place Managers, Arts and Culture	Ongoing 
6.7 Facilitate the marketing and promotion of Activity Centres sense of place; with a focus on Sunshine and St Albans, which have marketing and promotional special rates.	Lead: Place Managers Partners: Economic Development, Arts and Culture	Medium to long term 
6.8 Continue to encourage digital and social media resources that encourage local residents and visitors to explore Brimbank.	Lead: Economic Development Partners: Place Managers, Media and Communications, local businesses, Business/Traders Associations	Ongoing 
6.9 Continue to proactively administer the Marketing and Promotional Special Rate Programs to ensure expenditure accords with the purpose of the schemes. Undertake a review and renewal to support business and traders associations to deliver business development and marketing/promotional initiatives in Sunshine and St Albans.	Lead: Place Managers Partners: Business Support, Governance, Sunshine Business Association, St Albans Traders Association	Ongoing 
6.10 Consider completing a business audit in Activity Centres with traditional retail/commercial strips to: <ul style="list-style-type: none"> • Monitor change to tenancy mix over time; • Identify gaps and opportunities that could be promoted; and • Inform any potential review and update to the Activity Centre Strategy (2018). The initial focus should be the Centres of Sunshine, St Albans, Keilor, Deer Park and Glengala.	Lead: Economic Development, Place Managers	Medium term 

7. Protect and enhance industrial precincts in the Western SSIP

Action	Lead & Partners	Timeframe
7.1 Retain land identified as industrial in BILS (2018), particularly those areas with good separation from, and contain a limited number of sensitive uses. Encourage improved amenity outcomes in industrial areas, in line with the Brimbank Industrial Design Guidelines, and facilitate access and safety improvements.	Lead: City Planning, Strategic Planning, Urban Design and Engineering Services Partners: Economic Development, local businesses, landowners.	Ongoing 
7.2 Promote the local, regional and state significance of industrial precincts in Brimbank.	Lead: Economic Development Partners: Strategic Planning, DJPR, local businesses	Ongoing 




8. Encourage the evolution of industrial precincts to attract and establish viable and sustainable industries

Action	Lead & Partners	Timeframe
8.1 Continue to implement the Brooklyn Evolution Program, including the long-term transition away from high amenity impact uses (e.g. landfills) at the end of their lifecycle to lower amenity impact uses such as light industry, warehousing, smaller factory, commercial and large-format retail uses. The Precinct should also support innovative and emerging industries and technologies, and provide opportunities for environmentally sustainable industries that apply best practice technology, and extend beyond exclusively materials recycling.	Partners: City Planning, Economic Development, Urban Design, Environment, Engineering Services	Ongoing  Indicative Cost \$\$\$\$
8.2 Where strategic work demonstrates it is appropriate, continue to support the transition of industrial areas identified as 'transitional' and 'employment' in the BILS (2018) to suitable and viable alternative uses.	Lead: Strategic Planning Partners: Economic Development	Ongoing 
8.3 Promote Government grants and information related to soil remediation and treatment as they arise (e.g. Soil Remediation Grant, DELWP).	Lead: Economic Development Partners: Strategic Planning, City Planning, Environment, State Government Agencies	Short to medium term 

9. Support the productive use of vacant and underutilised land

Action	Lead & Partners	Timeframe
9.1 Consider opportunities to develop commercial and/or community uses on vacant and underutilised land that is appropriately located and is demonstrated to be surplus to Council needs.	Lead: Asset and Property Services Partners: City Planning, Strategic Planning, Leisure and Community Facilities, Economic Development	Ongoing 
9.2 Engage with landowners of vacant or underutilised industrial zoned land in order to facilitate investment and development outcomes.	Lead: Strategic Planning Partners: Economic Development, landowners	Long Term 
9.3 Encourage State Government Agencies and other research institutions (e.g. CSIRO) to investigate the feasibility of productive use of Green Wedge Zoned (GWZ) land in the north west of the municipality.	Lead: Economic Development Partners: Strategic Planning, State Government Agencies, research institutions	Medium to long term 

10. Grow the visitor economy through product and destination development, and through promotion of precincts, places and spaces.

Action	Lead & Partners	Timeframe
10.1 Update and refresh Brimbank's Visitor Economy Strategy (2018) to: <ul style="list-style-type: none"> • Reflect Sunshine's designation as a Priority Precinct • Investigate opportunities from significant transport investment like MAR • Consider the implications of COVID-19. Prioritise projects (or ideas) that invest in identified gaps/opportunities for products and services for visitor markets such as VFR, business/corporate, health and education, leisure/entertainment/recreation (metropolitan catchment).	Lead: Economic Development Partners: Place Managers, Media and Communications, Urban Design, Strategic Planning, Transforming Brimbank	Short term 
10.2 Continue to promote Brimbank's art and cultural attractions, spaces and festivals/events through various channels, including Creative Brimbank and Experience Brimbank website.	Lead: Arts and Culture Partners: Economic Development, Media and Communications, Place Managers, Business/Traders Associations, Historical Associations	Ongoing 
10.3 Promote growth in the night-time economy in locations where existing businesses are well suited to night-time trading/servicing such as Sunshine, St Albans and Sydenham.	Lead: Economic Development, Place Managers Partners: Community Strengthening and Planning, Urban Design.	Ongoing 

An Engaged & Job Ready Community

Brimbank's people are at the heart of the City. People will have the opportunity to learn and earn, and the labour force will be engaged and prepared for work.

Strategic Directions

- A higher level of participation in the local labour force will be encouraged to lower rates of unemployment
- Labour force shortages, skills gaps, and improving local employment pathways will seek to be addressed in partnership with tertiary education institutions and industry. Programs and initiatives should be targeted and collaborative
- Programs and initiatives should be prioritised for key industries affected by labour shortages (e.g. construction, health care, social assistance, manufacturing, hospitality)
- Seek to encourage labour force preparedness to combat structural changes (current and future) threatening unskilled and low skilled jobs (e.g. increased automation of routine, manual processes)
- Upskilling and re-skilling of the labour force should be encouraged
- Seek to encourage industry to provide an inclusive working environment to support potential employees with a disability
- Local procurement programs, policy and opportunities should be promoted
- Seek to encourage higher levels of job retention.
- Support strategies and actions detailed in the Local Jobs for Local People Strategy (2021)
- Communication with businesses should consider the high prevalence of businesses who are owned and managed by people who are Culturally and Linguistically Diverse (CALD)
- Seek to promote Brimbank as a place to live, work and visit through targeted promotional campaigns
- Seek to narrow the inequality gap, and encourage a reduction in the level of socio-economic disadvantage.

11. Increase local participation in the workforce through preparedness and pathways, upskilling and re-skilling.

Action	Lead & Partners	Timeframe
11.1 Continue to implement actions in the Local Jobs for Local People Program (2021) relevant to improving employment pathways and encouraging a job ready workforce.	Lead: Economic Development Partners: Community Learning and Participation, local employment agencies, education providers, VU, DJPR	Ongoing 
11.2 Encourage re-skilling and preparedness in the labour force to combat structural changes that are threatening unskilled and low skilled job types (e.g. increased automation of routine/manual processes).	Lead: Community Learning and Participation, Economic Development Partners: Local employment agencies, education providers, VU, DJPR	Ongoing 
11.3 Continue to support employment related Council programs and initiatives targeting job readiness, engagement and retention. Focus on reducing the level of disadvantage and inequality in Brimbank.	Lead: Economic Development Partners: Future Connect, Local Employment Agencies	Ongoing 
11.4 Continue to support programs and initiatives delivered by employment and learning services, including Brimbank Learning Futures, Youth Services and the Future Connect Local Learning Network.	Lead: Community Learning and Participation, Economic Development Partners: Community Wellbeing, Future Connect, Youth Services	Ongoing 
11.5 Support an update to Brimbank's Youth Jobs Strategy and Lifelong Learning Strategy.	Lead: Community Learning and Participation, Economic Development	Short term 
11.6 Seek to improve communication and engagement between local businesses and the CALD community/workforce, with greater emphasis on non-english speakers.	Lead: Community Learning and Participation, Economic Development Partners: Media and Communications	Ongoing 
11.7 Promote mental health services to businesses, employees and job seekers through the appropriate channels (e.g. E-bulletin, JobLink and Learning Futures)	Lead: Economic Development Partners: Community Wellbeing, mental health providers	Ongoing 
11.8 Promote to industry available government support and services to facilitate the employment of people with a disability.	Lead: Economic Development Partners: Relevant service providers	Ongoing 

12. Address skills gaps and labour force shortages.

Action	Lead & Partners	Timeframe
12.1 Continue to implement actions in the Local Jobs for Local People Strategy (2021) relevant to skills gaps and labour force shortages.	Lead: Economic Development, Community Learning and Participation Partners: Local employment agencies, Future Connect, education providers, VU, DJPR	Ongoing 
12.2 Engage with key sectors affected by labour shortages such as health care, social assistance, manufacturing and hospitality. Investigate activities to address labour shortages across these sectors.	Lead: Economic Development, Community Learning and Participation Partners: Local employment agencies, Future Connect, education providers, VU, DJPR	Short term 
12.3 Partner with tertiary education institutions (such as Victoria University) and industry to formulate and implement a targeted approach to local labour force shortages and skills gaps (e.g. VU Skills Hub and Construction Futures Training Facility).	Lead: Economic Development, Community Learning and Participation Partners: VU, TAFE sector, other tertiary institutions, industry associations	Short term 
12.4 Support the potential to establish a VU Rise (Centre of Excellence) in the Sunshine NEIC.	Lead: VU Partners: Transforming Brimbank, Community Learning and Participation, Strategic Planning, Economic Development	Long term 

Leading the Way in Economic Development Practice

Brimbank is a leader in economic development practice. The City's economic development practices will be innovative, tailored and fit-for-purpose to achieve positive economic and social outcomes for its people.

Strategic Directions

Economic Development Practice and Resource

- Economic development resources within Council should be fit-for-purpose, agile and adequately resourced
- Seek to encourage innovative and efficient economic development processes through:
 - Communicating and promoting information via online portals
 - Making data available via an Application Programming Interface (API)
 - Business engagement through digital platforms such as Client/Customer Relationship Manager (CRM)
 - Investigating streamlined application assessment processes where possible.

Investment Attraction and Facilitation

- Investment opportunities for the development/ occupation of a specific site(s) or precinct in-line with the zone or vision for that area will be facilitated by liaising and advocating with landowners, institutional investors and developers
- An efficient and facilitative process to assessing planning and development applications should be encouraged
- Infrastructure and services (physical and soft) enhancements should be investigated to support new and existing SMEs, and encourage the start-up ecosystem in Brimbank and Western Melbourne
- Investment initiatives and opportunities should be advocated through investment prospectus, advisory groups and strategic partnerships.

Business Engagement and Support

- External resources, tools and programs should be promoted to assist business recovery, development and growth (e.g. grant programs, business development)
- Business engagement and communication should be regular, targeted and meaningful
- Business engagement will consider the high prevalence of non-English speakers who operate a business (e.g. CALD).

Strategic Partnerships and Advocacy

- Investment and industry advocacy and advisory groups are effective, and should continue to be supported
- Economic development priorities across Brimbank should be promoted at the local, regional and state level
- Seek to engage and participate in regional economic development organisations such as Lead West, Western Melbourne Tourism and WoMEDA support advocacy, promotion and partnerships
- Seek to encourage and apply best practice approaches to regional issues where possible.

13. Embed economic development practice across Council, and adopt a best practice approach.

Action	Lead & Partners	Timeframe
13.1 Undertake a service review to ensure sufficient capacity and resource allocation to deliver economic development priorities, including ensuring clearly defined roles and responsibilities.	Lead: Economic Development Partners: Customer Experience and Corporate Performance, Business Support, People & Performance	Medium to long term  Indicative Cost \$\$
13.2 Encourage the ongoing implementation of smart city technology to deliver efficiencies in economic development practice, and assist decision making.	Lead: Economic Development, Assets and Property Services	Ongoing 
13.3 Attend industry events and forums for knowledge sharing, networking and promoting Brimbank's interests (e.g. Economic Development Australia, Mainstreet Australia, Western Melbourne Tourism, Victorian Tourism Industry Council).	Lead: Economic Development Partners: Place Managers, Transforming Brimbank	Ongoing 

14. Support local and regional economic development priorities, programs and initiatives.

Action	Lead & Partners	Timeframe
14.1 Represent Brimbank's interests in regional economic forums and regional economic strategies. Collaborate with regional bodies such as Lead West, Western Melbourne Tourism and WoMEDA on strategic priorities such as investment attraction, infrastructure delivery, workforce development and precinct development.	Lead: Economic Development, Place Managers, Transforming Brimbank Partners: Lead West, WoMEDA, Western Melbourne Tourism.	Ongoing 
14.2 Consider establishing a municipal-wide Economic and Employment Advisory/Reference Group, consisting of business and industry leaders to discuss current issues and opportunities relevant to economic, industry and business development, support and growth.	Lead: Economic Development Partners: Local business and industry leaders	Short Term 
14.3 Continue to support Council advisory committees such as the Sunshine and St Albans Partnership Groups.	Lead: Place Managers	Ongoing 

15. Target and facilitate investment in land use, business and infrastructure to deliver economic and community benefits.

Action	Lead & Partners	Timeframe
15.1 Embed an investment facilitation framework protocol to ensure a consistent and coordinated approach across Council Departments. Continue to refine and implement the Investment Facilitation Framework.	Lead: Economic Development Partners: City Planning, Strategic Planning, Urban Design, Engineering Services	Short term 
15.2 Publish Council's investment attraction brochure to inform businesses of Council's investment process.	Lead: Economic Development	Ongoing 
15.3 Maintain an up-to-date Brimbank Investment Prospectus that can be used as collateral to target investment.	Lead: Economic Development, Media and Communications	Ongoing 
15.4 Advocate and promote investment initiatives and opportunities through investment prospectus, advocacy and advisory groups, and strategic partnerships.	Lead: Economic Development Partners: Place Managers, Transforming Brimbank, Strategic Planning, Advocacy, Partnerships and Community Engagement, State Government Agencies	Ongoing 
15.5 Identify, attract and liaise with landowners, institutional investors and developers to facilitate targeted investment opportunities that relate to the development/occupation of a specific site(s) or precincts.	Lead: Economic Development Partners: Place Managers, Transforming Brimbank, Strategic Planning, Advocacy, Partnerships and Community Engagement, State Government Agencies	Ongoing 
15.6 Investigate infrastructure and service (physical and soft) needs to support new and existing SMEs and the start-up ecosystem in the municipality and Western Melbourne.	Lead: Economic Development Partners: Engineering Services	Short term  Indicative Cost \$

6.4 Targets and Monitoring

The implementation of the Strategy should be regularly monitored and evaluated. High-level indicators and measures are provided under each theme and are in-line with Economic Development Australia's (EDA) Evaluation and Measurement Toolkit. Each target proposes an indicator to monitor to track progress at choice intervals.

Learnings should also be captured to improve future delivery and decision making.

An annual progress report on the Strategy's implementation should be considered. Additional information sources that could be used to track progress, include:

- Participant feedback in business and community workshops
- Business / traders Associations and group meetings
- Feedback from business and industry through engagement, surveys and other correspondence
- Council's open data program and internal information sources
- ABS Census of Population and Housing, Employment and other releases (e.g. business counts)
- Australian Business Register data.



Theme	Measure	Monitor & Indicator	Frequency
1 A Productive, Innovative and Sustainable Business Base	Maintain/increase business engagement and communication.	Engagement activity via the following: <ul style="list-style-type: none"> • CRM • Survey respondents • E-bulletins • Social media/website traffic. 	Bi-annually and per survey / E-bulletin release
	An increase in land use investment/ re-investment in the Sunshine NEIC.	Building and planning enquiries, applications and issued permits.	Annually
	Business and employment growth in office-based sectors.	<ul style="list-style-type: none"> • The Australia Business Register (ABR) • Business Counts (entries/exits), ABS Census of Employment. 	Annually
	An increase in the number of participants attending/participating in start-up and entrepreneurial programs/initiatives/events.	Attendance Numbers	Per program / initiative
	An increase in members at i-Harvest.	Membership numbers.	Annually
	Maintain/increase the level of participation and attendance at training, networking and mentoring events and forums.	Attendance numbers.	Per event

Theme	Measure	Monitor & Indicator	Frequency
2 Vibrant, Prosperous and Accessible Precincts and Places	Business and employment growth in professional services, advanced manufacturing, transport and logistics, information technology, health care, education and training.	<ul style="list-style-type: none"> • Growth and share of local jobs across target industries, ABS Census of Employment • The Australia Business Register (ABR) • Business Counts (entries/exits), ABS Census of Employment. 	Annually and four-yearly (Census)
	Delivery of a program of public realm investment across activity centres.	Brimbank City Council's capital works program.	Annually
	An increase in visitation to Brimbank major and metropolitan Activity Centres.	<ul style="list-style-type: none"> • Feedback from business and traders associations • Feedback from Centre managers (e.g. Watergardens). 	Bi-Annually
	A decrease in vacancy rates across a representative sample of activity centres.	<ul style="list-style-type: none"> • Activity centre audit/monitoring program (representative sample) • Feedback from business and traders associations • Feedback from Centre managers (e.g. Watergardens) • Feedback from local agents. 	Annually
	Increase in visitation and visitation for leisure purposes to Brimbank.	<ul style="list-style-type: none"> • Visitation and purpose of visit, National Visitor Survey, Tourism Research Australia • Feedback from Western Melbourne Tourism. 	Annually
	Maintain or increase the number of festivals/events held in Brimbank, and the level of attendance.	The number of event permits issued.	Annually

Theme	Measure	Monitor & Indicator	Frequency
3 An Engaged and Job Ready Community	A decrease in the unemployment rate, and an increase in the employment participation rate in areas with higher unemployment.	Unemployment and employment participation rate, ABS Census of Employment.	Quarterly and annually
	A decrease in labour shortages and skills gaps in target industries (hospitality, manufacturing, transport and logistics, construction, health care and education).	<ul style="list-style-type: none"> • Growth and share of local jobs across target industries, ABS Census of Employment • Feedback from tertiary education providers • Feedback from business and traders associations • Feedback from local businesses. 	Annually and four-yearly (Census)
	An increase in the utilisation of Brimbank's Learning Futures.	Enquiries, visitation and room-hire utilisation	Bi-Annually
	Improve socio-economic circumstances in the community, particularly in southern and central districts.	<ul style="list-style-type: none"> • SEIFA Score, ABS Census of Population and Housing • Unemployment and employment participation rate, ABS Census of Employment. 	Bi-Annually (unemployment), Four-yearly (Census)
4 Leading the Way in Economic Development Practice	An increase in investment enquiries and business entries for target industries (professional services, health and education, retail, accommodation and food services, advanced manufacturing, information technology).	<ul style="list-style-type: none"> • The number of investment enquiries • Website traffic/visitation to Council's 'Investing in Brimbank' webpage • Business Counts (entries/exits), ABS Census of Employment. 	Annually
	An increase in land use investment for residential, commercial office and mixed use development in the Sunshine NEIC.	<ul style="list-style-type: none"> • The number of investment enquiries and planning/building applications • Website traffic/visitation to Council's 'Investing in Brimbank' webpage. 	Annually
	Maintain or reduce the median number of days taken between the receipt of a planning application and a decision. Benchmark against adjoining municipalities.	Statutory Planning Performance Summary, Know Your Council.	Annually
	Maintain attendance and involvement with industry events and forums for staff working in the economic development unit.	<ul style="list-style-type: none"> • The number of attendees and frequency of attendance. 	Per Event/ Forum



07

Appendix

Stakeholder Summary

Stakeholder	Attendees	Format
Brimbank Business Reference Group	Sebastian Agricola (President, St Albans Business Association), Ken Matthews (Director, Matthews Steer Accountants), Craig Miller (General Manager, JBS), Peter Fowler (General Manager, Bell Industries), Rhys Quick (Director, Urbis), Jayne Richardson (Construction Delivery Partner, Vicinity Centres), Trish Gardiner (Centre Manager, QIC Watergardens), Leanne Deans (City Strategy Manager, BCC), Peter Forbes (Economic Development Coordinator, BCC)	Workshop
Brimbank COVID-19 Business Recovery Taskforce	Warren Roberts (Interim CEO, BCC), Sebastian Agricola (President, St Albans Business Association), Daniel Dalli (President, Brimbank Business Association), Emma Stott (General Manager, Overnewton Castle), Ken Matthews (Director, Matthews Steer Accountants), Kelvin Walsh (Director City Development, BCC), Leanne Deans (City Strategy Manager, BCC), Peter Forbes (Economic Development Coordinator, BCC)	Round table
Brimbank City Council Councillors (3 sessions)	Cr Jasmine Nguyen (Mayor), Cr Thuy Dang, Cr Sarah Branton, Cr Maria Kerr, Cr Bruce Lancashire, Cr Trung Luu, Cr Ranka Rasic, Cr Victoria Borg, Cr Virginia Tachos, Cr Jae Papalia, & Cr Sam David.	Workshop & briefings
Brimbank City Council Executive Management Team	Warren Roberts (Interim CEO), Kelvin Walsh (Director City Development), Dan Hogan (Director, Advocacy, Partnerships and Community Engagement), Lynley Dumble (Director Community Wellbeing), Shane Marr (Director, Financial and Organisational Excellence), Neil Whiteside (Director, Infrastructure and City Services).	Workshop
Brimbank City Council Planning, City Strategy + Community Officers	Aiden Mullen (Executive Manager of the Transforming Brimbank), Leanne Deans (Manager City Strategy), Kristen Gilbert (Manager City Planning), Peter Forbes (Coordinator Economic Development), Christine McAllister (Manager Community Learning and Participation), Robert Shatford (Coordinator City Planning), Sophie Thompson (Coordinator Strategic Planning), Philip Phan (Senior Economic Development Officer), Raju Mazumdar (Principal Strategic Planner), Meyvan Hettige (Senior Economic Development Officer), Cinzia Crea (St Albans Place Manager), Rachel Bernardo (Sunshine Place Manager)	Workshop
Department of Jobs, Precinct and Regions (DJPR)	Michael Edmonds (Director North and West Metro), Marc Amos (Senior Investment Manager, West Metro), Vittoria Mancini (Investment Specialist, West Metro), John Trakas (Investment Specialist, West Metro).	Workshop
Department of Transport (DoT)	Will Bakes (Transport Precincts, Sunshine), Susan Price (Precinct Delivery Manager, Sunshine)	Meeting
Lead West	Sue La Greca (Executive Officer)	Meeting
Pelligra	Ross Pelligra (Chair)	Meeting
Australian Unity	Peter Beale (Senior Asset Manager)	Meeting
Overnewton Castle	Emma Stott (General Manager)	Meeting
JBS	Craig Miller (General Manager)	Meeting

Brimbank City Council

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