

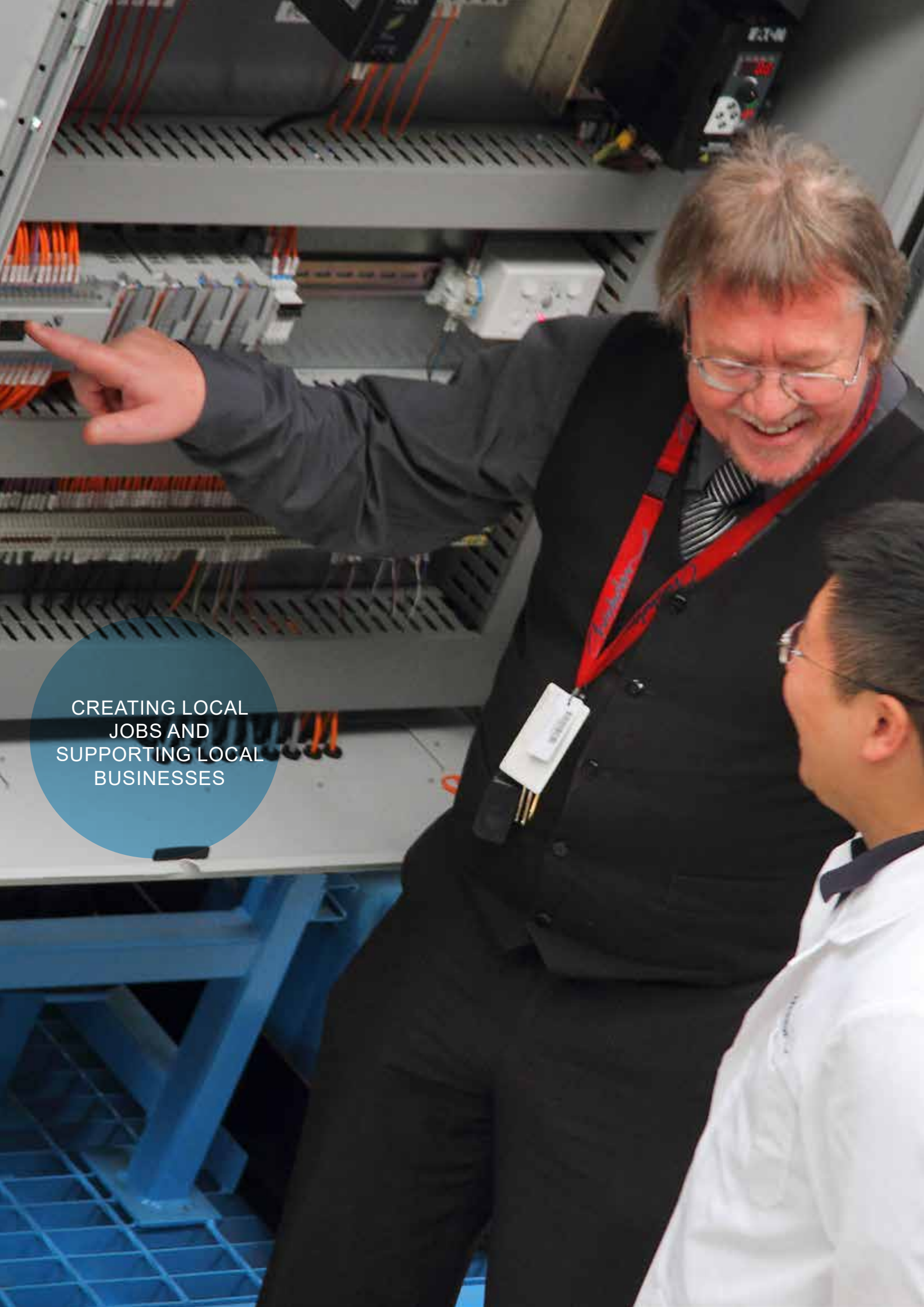


Casey Cardinia Region

THE place to grow in Melbourne's South East

ECONOMIC DEVELOPMENT STRATEGY 2016-17





CREATING LOCAL
JOBS AND
SUPPORTING LOCAL
BUSINESSES

EXECUTIVE SUMMARY

The Casey Cardinia Region is located south east of Melbourne and includes the City of Casey and Shire of Cardinia local government areas. The purpose of this document is to provide a strategic context for the economic development activities the Councils will undertake in the region over the coming years. It will provide the strategic direction and actions to stimulate investment and the growth of local jobs.

The Casey Cardinia region is a fast-growing, culturally diverse area. The local economy has developed to service this growing population, but diversification into non-population dependent sectors has been limited.

By diversifying the economy, the region is likely to be able to support stronger economic growth, higher value-added activities, and to become more resilient to external economic shifts. Most importantly, the local economy can begin to generate more local jobs.

To date, the local economy has provided insufficient jobs for local employment. As a result, over 70% of local residents, who are able to work, leave the region for their employment every day.

Over time low employment and self-containment rates can result in the region becoming a dormitory suburb for the wider Melbourne South East region.

OPPORTUNITIES FOR GROWTH

In order to develop greater economic diversity and to support the local population, three future growth sectors have been identified. These are:

Manufacturing Sector

- Advanced manufacturing
- Food product manufacturing
- Machinery and equipment manufacturing

Professional and Business Services Sector

- Professional, scientific and technical services
- Transport and logistics
- Building materials and construction services
- Administration and support services

Population and Household Services Sector

- Education and training
- Health care and community services

A STRATEGY FOR THE FUTURE

This strategy has been developed to assist the Councils in supporting economic development in the Casey Cardinia region.

Each of the key principles has been informed by the economic development vision and developed in conjunction with representatives of the business community.

It is envisaged that the actions supporting each of the key principles will assist in bringing about the key objectives of the strategy and bring about new investment and jobs for local people.

A CONTINUAL PROCESS

The Casey Cardinia Economic Development Strategy will be implemented through a series of defined activities by City of Casey and Cardinia Shire Council. Each activity will be subject to performance measures to identify their level of success.

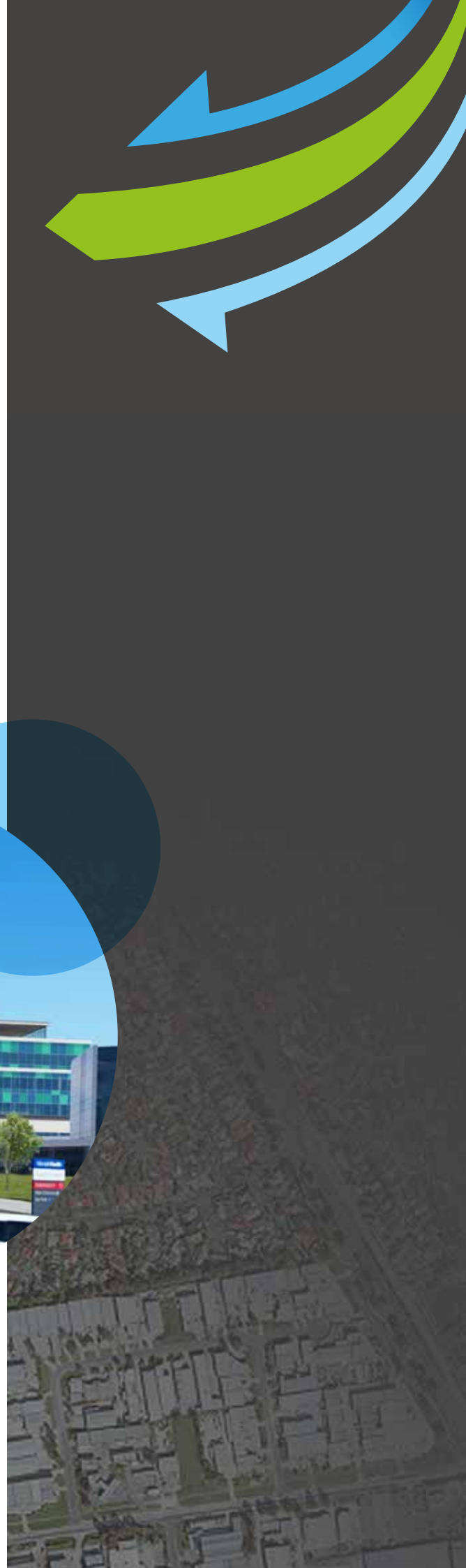
The Casey Cardinia Economic Development Strategy will be reviewed annually against these key goals. If activities become less relevant for the region, alterations to the action plan will be made. Though many of the economic outcomes for the region are outside the control of the local Councils, a range of economic outcomes should be regularly monitored to understand how the economy is tracking.

CONTENTS

| | |
|----|---|
| 2 | Introduction |
| 3 | Context |
| 4 | Economics of the Casey Cardinia region |
| 6 | Strategy and overview |
| 8 | - Be investment ready |
| 9 | - Business leadership |
| 10 | - Innovation, science and technology |
| 11 | - Advocacy for business and economic growth |
| 14 | Administrative updates |
| 16 | Action Plan |
| 16 | - Be investment ready |
| 18 | - Business leadership |
| 19 | - Innovation, science and technology |
| 21 | - Advocacy for business and economic growth |
| 22 | Review |



Berwick's St John of God Hospital redevelopment is expected to create an additional 200 local jobs.



DELIVERING SERVICES
FOR GROWING
SUBURBS

arena
shopping centre



INTRODUCTION

BACKGROUND

The local government areas of Casey and Cardinia (referred to collectively as the Casey Cardinia region) are located in south eastern Melbourne.

The Casey Cardinia region is experiencing high population growth and is located along key transport corridors including the Princes Highway and the South Gippsland Freeway. It also benefits from having two rail lines for Pakenham and Cranbourne.

PURPOSE OF THIS STRATEGY

The purpose of this strategy is to provide guidance on the economic development activities the Councils should undertake in the region over the coming years.

It will provide the strategic direction and actions, through re-investment from existing businesses and new investment from businesses outside the region with the purpose of stimulating the growth of local jobs.

This strategy will recommended opportunities to be pursued through business attraction and development and will identify other core strengths and weaknesses of the local economy. It will provide strategic guidance and actions for the region to help support and facilitate growth in the local economy.

THE CASEY CARDINIA REGION



Major transport corridors are shown in orange

VICTORIAN PERSPECTIVE



AUSTRALIAN PERSPECTIVE



CONTEXT

Global, national and state factors influence how the Casey Cardinia region's economy functions. Whilst in many cases Councils are unable to modify these influences directly, they can, to some degree, manage the local community's ability to overcome or leverage them.

THE VICTORIAN CONTEXT

Victoria's Gross State Product growth is forecast to remain above trend at three percent, reflecting solid business investment and household consumption, supported by low interest rates and continued strong population growth.

The Victorian economy has expanded since 2006-07 to over \$320 billion in 2011-12. Though economic growth slowed in 2008-09, overall it has remained positive over this timeframe. This growth has been supported by expansion of the services sector (particularly professional; scientific and technical services; financial and insurance services; and health care and social assistance) which has outweighed some contraction in the mining and manufacturing sectors over this time frame.

The 2015-2016 budget invested up to \$22 billion in infrastructure, which has enhanced the Government's infrastructure agenda. Infrastructure investment will average \$7.4 billion per year over the next four years, with funding for key projects in transport, health and education.

Casey Cardinia Region's Gross Regional Product is estimated at \$9.784 billion. Casey Cardinia Region represents 12.35% of Melbourne's South East's GRP of \$79.213 billion, 2.71% of Victoria's Gross State Product (GSP) of \$360.550 billion and 0.61% of Australia's GRP of \$1.610 trillion.

Keeping economic growth ahead of population growth is critical to ensuring all Victorians benefit from economic growth, and relies on greater employment and increased productivity.

Victoria's population growth leads the nation. Forecasts suggest Melbourne could overtake Sydney as Australia's most populous city in 2030. This means that smart choices need to be made in order to invest in the fundamental drivers of long term growth. Victoria's growing population will place greater pressure on our services and infrastructure. The 2016-17 Budget seeks to pull all the levers of government to further the interests of the community.

In order to build on the positive trends in the Victorian economy, the Government is committing significant funding in the 2016-17 Budget to ensure Victoria's economy remains strong. Investing in jobs, services and vital infrastructure will lead to sustained and enduring growth for the Victorian economy.

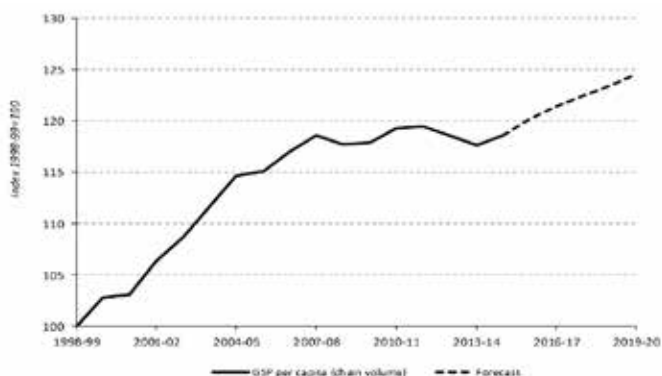
FACTS OF THE CASEY CARDINIA REGION ECONOMY

The Casey Cardinia region has experienced strong population growth over a prolonged period of time. The number of people moving to the region makes it one of the fastest growing areas in Australia.

The region has fewer jobs than residents. This has resulted in a high proportion of local resident workers (70%) leaving the region every day to work. Continued job creation is required to improve employment self-containment in the region.

Areas with low self-containment have a tendency to become dormitory suburbs. The Casey Cardinia region is no exception. Targeted economic development is required to support economic expansion and resultant job creation.

Annual gross state product per capita



Source: Australian Bureau of Statistics; Department of Treasury and Finance

ECONOMICS OF THE CASEY CARDINIA REGION

A summary of the key economic aspects of the Casey Cardinia region are presented below. It should be noted that population growth will remain strong over the next twenty years. The global and national economy is also experiencing significant change through the digital disruption of many of our traditional industries.

- The Casey Cardinia region has experienced strong population growth. Between 2006 and 2011, the area's population grew by approximately 50,000 persons, making it one of the fastest growth areas (amongst LGAs) in Australia (ABS, 2012a).
- The population is forecasted to exceed 630,000 by 2036.
- Population growth is the key driver of local economic growth, with construction; retail trade; education and training; health care and social assistance all ranking in the top five industries in terms of economic growth and employment (by place of work).
- Manufacturing provides 9.0% of local economic activity and 9.1% of jobs for the region. Further diversification of the local economy is needed to ensure sustainable and smooth economic growth for the region.
- Advanced manufacturing is a strong sector in the Casey Cardinia region. The Casey Cardinia region is home to 860 manufacturers and has a total output of \$3.8 billion with \$1.4 billion in regional exports.
- Local employment self-containment was 32.9% (ABS, 2012b). However, almost 70% of locals who work are still leaving the area. Many of these workers head to Greater Dandenong and Melbourne CBD. Local workers fill 72% of local jobs. More local jobs are required.
- Population growth (up by 20% on 2006 levels) has provided support to the housing market in recent years. Residential building approvals have eased only marginally (down 1.6% from the recent five year average) and house prices have continued to increase (ABS, 2012c).
- The population is culturally and linguistically diverse with over a third of residents born overseas (many from southern Asia) and over 16% speaking a language other than English at home (ABS, 2012b).
- Education rates in the Casey Cardinia region underperform against the Melbourne South East region, Victoria in general and similar regions across Australia. This trend may be changing, as the Casey Cardinia region recorded a high school containment rate (the proportion of 16 year olds still attending school) in 2011 of 91.8% (ABS, 2012b).

***Note:** These figures will be updated as part of an annual review of the Casey Cardinia Region Economic Development Strategy in 2017 after the release of the new census data.*

NETWORKING
PROACTIVELY WITH
NEW BUSINESSES AND
INDUSTRY LEADERS



STRATEGY

After consultation with the business community, internal discussions and consideration of the current economic performance of the region, four key principles have been established. The following diagram provides an overview of the interconnectivity between the two Councils' vision for economic development, the recommended strategic directions and the desired outcomes and goals.





waterman
business center

sixtyfour on victor

sixtyfour on victor



BE INVESTMENT READY

KEY OBJECTIVE

Proactively position the Casey Cardinia region as the place for business investment, by building relationships with key local businesses, new businesses and the development industry. Provide a fast-track planning process and marketing to promote the Casey Cardinia region to local and external investors.

WHY?

Expanding the business base in the Casey Cardinia region will assist in diversifying the local economy as well as building existing industries.

KEY ACTIONS

These activities are centred on three main categories:

1. Marketing

- Developing and maintaining marketing materials specifically tailored to attract business investment from desired industries. An investment prospectus has been developed and will be regularly updated.
- Committing to attending specific conferences, trade shows and other events which will facilitate interaction between Councils and key participants in target sectors.
- Developing a marketing and public relations program which will assist Councils in understanding what needs to be done in order to attract new investment. This document will prescribe the number of meetings and with whom, and how often each marketing document needs to be updated.

2. Business Development

- Understanding the needs and requirements of the local business community through the implementation and analysis of market research activities. These activities will give local business a voice in guiding the priorities for Council.
- Networking proactively with potential new business operators and industry leaders to assist in identifying new investment opportunities for the Casey Cardinia region.
- Developing a tourism strategy which could assist in delivering increased tourism activity and investment into the area. Tourism strategies should be focused around building on the region's natural competitive advantages.

3. Investment Facilitation

- Providing excellent customer service will assist both Councils in ensuring they are known as being open for business. Potentially, this may include identifying a single contact point within each Council for business enquiries. This single contact point would become the liaison officer between the client and all departments within Council. In addition, ensuring that development approval activities are conducted effectively and efficiently would also assist in improving the customer service of Council.
- Provide a fast-track process for planning permit approvals that assists with streamlining the investment process.
- Ensuring local land use planning and zoning is aligned with the needs and requirements of key industry sectors. Certain land parcels are more attractive to some industries due to their location, accessibility, neighbouring business and availability of services.

BUSINESS LEADERSHIP

KEY OBJECTIVES

To support the growth of businesses and develop pathways into employment for the local community through the development of programs and initiatives.

To provide opportunities for the community to participate in work, training and career development.

To help businesses connect with each other and well-integrated supply chains. To ensure that important transport and telecommunications infrastructure is provided in the region.

WHY?

To grow and support the local economy in order to increase the number of local jobs. Helping businesses access an appropriately skilled pool of workers is essential to developing, expanding and attracting new businesses to the region. In addition, improving the education levels of local residents can improve their access to employment and higher incomes.

KEY ACTIONS

Key activities the Councils should undertake in delivering this strategy include:

- 1. Providing an environment of networking and mentoring**
 - Providing opportunities for the business community to network and creating a culture of sharing ideas and co-operation between businesses. This environment may prove catalytic in developing local partnerships and bringing about economic diversification in the region from the existing business pool.
 - Facilitating a mentoring program for small businesses in the area provides small businesses with access to a wealth of knowledge and advice from successful business owners in the region. Learning from other businesses can help small businesses identify new methods which might work for them and new opportunities they can leverage.
- 2. Develop and support a new Advisory Committee for Economic Development made up of local businesses, education providers and community members to support and advise on the implementation of the Economic Development Strategy, develop policy and ideas and create an investment ready environment for all business.**
- 3. Providing direct support to business owners by promoting education and awareness of sustainable business practices and business innovation, and providing advice on business grants to start-ups.**
- 4. Host forums which will bring together representatives of key industries in the region and education providers. Over the longer term, these events could facilitate the development of formal linkages between these groups to enable idea-sharing, research and development partnerships, internship arrangements and other formalised agreements between business and education.**
- 5. Conduct regular surveys to understand and develop programs based on feedback from the community.**
- 6. Promoting a positive business environment**
 - Celebrating local business achievements, whether through positive news stories in the region's GROW magazine or at local meetings or through an annual awards night, can support local business momentum and activity.
 - By hosting business awards, breakfast and networking events to connect the business community and tapping into the networks to work together locally.
 - Continue to develop the Casey Cardinia Business Hub as a place for supported growth of businesses, a place for collaboration, co-working opportunities and an innovation centre for the region.
 - Ensuring sufficient and appropriate employment lands are available for business within both council areas.

INNOVATION, SCIENCE AND TECHNOLOGY

KEY OBJECTIVE

Innovation will be a key focus across all sectors within the region and we will proactively support and encourage a culture of innovation within the business community. We will provide up-to-date information with a particular focus on new technology and support for new ideas.

WHY?

Innovation is a crucial element of the region's focus on supporting businesses as we move into a new age of business development and the digital disruption of many traditional industries. Innovation is about how new and existing businesses create new products, processes and business models. It is also about how we create a culture that backs good ideas and learns from taking risks and making mistakes. Innovation is important to every sector of the economy – from ICT to healthcare, education to agriculture, and defense to transport. Innovation keeps us competitive. It keeps us at the cutting edge. It creates jobs and it will keep our standard of living high.

KEY ACTIONS

Key actions for this strategy include:

1. Enhance the region's Digital performance

Casey Cardinia Region can help local businesses and households increase their capacity by providing technical education and training and informing them of the benefits of the digital economy.

30% of the annual business training program will have an ICT focus.

Improve council use of technology and ensure that the council is up to date with technology and practicing and continuously reviewing their process and data systems to reflect the technology and innovation of the economy.

To ensure we expand the digital performance associated with a smart city we will work closely with Digital Casey team.

2. Innovation Fund

The aim of this new Innovation Fund initiative by the City of Casey is to foster innovative ideas and concepts which will contribute to developing entrepreneurial and enterprising business activities which grow businesses and generate new jobs in the City of Casey.

It will encourage the establishment, growth and retention of sustainable businesses that will enhance the Casey Cardinia Region's reputation as a destination for innovation, creativity, business vitality, diversity, and a place to grow and further invest in business.

3. Establishment of 'The Inn Crowd' Entrepreneur and Innovation Club

Encourage entrepreneurship in the community by running an Entrepreneurs' Club at the Casey Cardinia Business Hub. 'The Inn Crowd' will create a platform to provide education, skills and mentorship to encourage collaboration and innovation and provide a space and environment which will help start-ups by new entrepreneurs to succeed.

ADVOCACY FOR BUSINESS AND ECONOMIC GROWTH

KEY OBJECTIVE

The Casey Cardinia region will advocate for major infrastructure projects which will generate new investment and jobs in the region.

WHY?

Advocating for investment in the region's infrastructure development will help to create a business environment that is investment-ready and will flourish and continue to grow. Improving the provision of local transport within the Casey Cardinia region could assist in reducing local residents' dependence on cars. This would reduce congestion on local roads and improve local residents' access to employment - potentially reducing the unemployment rate in the region.

Attracting support and investment for export/import infrastructure developments can improve local businesses' access to these services and, as a result, their access to the broader national and international markets. Identifying this infrastructure and understanding how the private and public sectors can support these developments can assist in bringing them to the marketplace.

KEY ACTIONS

Key advocacy actions for this strategy include:

1. East west corridor improvements

To commit to the timely completion of east-west road connections in the Casey Cardinia growth corridor.

- **Monash/Princes Freeway capacity**
To deliver an additional (third) lane in each direction along the Monash freeway from Clyde Road to the South Gippsland Highway junction and provide a network-wide solution to reduce congestion along the M1 from Geelong to Pakenham.
- **Thompson Road extension**
Thompson Road extension into Officer South, creation of a new freeway interchange with extension of O'Shea Road and extension of Dandenong Bypass to South Gippsland Freeway as priorities both Councils will advocate for, all with the potential to unlock employment lands.
- **Public Transport**
Connecting people's homes to their place of employment is an important part of the economic viability of a region.

Within Casey and Cardinia, to ensure that all potential employees are connected to their place of work, there needs to be an effective public transport network.

Essentially, within the Casey Cardinia region this means a much-improved bus network. Through its existing advocacy campaigns, the City of Casey and Shire of Cardinia will continue to advocate for improved bus services, particularly connecting people to their place of work.

- **Extension of the Cranbourne railway line**
The Immediate extension of the Cranbourne railway line to Clyde, including construction of Cranbourne East Station is needed to service the region's rapidly growing population. The State Government's expansion of the Urban Growth Boundary to encompass the Clyde area has reinforced the need for the line to be extended to Cranbourne East and beyond.

Public Transport Victoria's 'Network Development Plan - Metropolitan Rail' does not plan for the extension of the Cranbourne railway line for at least 20 years, even though the need for the extension is immediate. Without the timely provision of rail and usable public transport, residents will be heavily reliant on private motor vehicles, placing additional financial strain on vulnerable families and undermining the concept of affordable housing.

2. Future Water Infrastructure Projects

To establish a commercially-based, integrated water management plan for intensified horticultural use of non-potable water within the region. At present, planning of non-potable water resources is fragmented. This means that the best outcomes for the region may not be achieved because of particular stakeholder interests. The stakeholders include environmental users, local councils, water businesses (urban and rural), private water scheme developers and the users, which are mainly intensive horticulture producers.

This water plan will assess the likely supply of water over the next 20 years and how this water might be used most productively to meet the present and future demand. The new Clyde Sewage Treatment Plant (2022) provides a particular opportunity.

The critical part of the plan, however, will be to obtain agreement from all stakeholders as to who will be responsible for each component of the development, what resources will be required, and what short, medium and long-term objectives should be established.

The Eastern Irrigation Scheme is a privately-owned operation which provides access to 'Class A' recycled water to growers in the Cranbourne and Clyde areas. Growers with access to this recycled water have stated that it enabled them to remain in full production at the height of the decade long drought that finally broke in 2010. The Casey Cardinia region is keen to advocate to have the scheme expanded to cover areas further south, eg. Pearcedale and Devon Meadows.

3. An Airport in Melbourne's South East

Advocate for a second airport in Melbourne's south east and communicate the key economic benefits that a second airport in the region would bring. Key industries that would benefit from the new airport include:

- **Manufacturing**

Reduction in the cost of connecting Victorian manufacturers and end-users, providing a much-needed boost to the competitiveness of existing local industries.

Attraction of new investment and thereby the creation of new jobs.

- **Freight and Logistics**

Increased freight volumes through the new airport, driving business growth and employment associated with the movement and distribution of goods.

Improve access to export nodes.

- **Food and Fibre**

An airport located within the Casey Cardinia food bowl and adjoining Gippsland's food and fibre area would create easier access to Victoria's growing food export markets, particularly Asia.

- **Tourism**

The latest ABS figures indicate tourism generates 5.9% of Victoria's GSP and 206,000 direct and indirect jobs.



field

VILLAGE

THE SPORTING GLOBE
BAR & GRILL

THE SPORTING GLOBE

TAB

MAJOR
INFRASTRUCTURE
PROJECTS WILL
GENERATE NEW
INVESTMENT AND JOBS
IN THE REGION

ADMINISTRATIVE UPDATES AND REVIEW

ADMINISTRATIVE UPDATES

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively.

Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact.

However, any change or update which materially alters this document must be by resolution of Council.

REVIEW

The Strategy will be subject to an annual review to ensure that as a region we keep pace with any changes in policy, economic conditions and the region's economic profile.

This document is scheduled for its first review in September 2017.





TO MEET EVOLVING
BUSINESS NEEDS THE
STRATEGY WILL BE
REVIEWED ANNUALLY

ACTION PLAN

The following table outlines the specific actions which should be implemented by Council in delivering the strategy. These actions specifically align to each of the strategic directions and support the overall delivery of the Economic Development Strategy. Each target provides guidance on how often each task should be undertaken each year.

| 1. CREATING AN ENVIRONMENT FOR INVESTMENT | | |
|---|--|--|
| Project | Objective | Key goals |
| Investment facilitation | Identify and proactively engage with key businesses and prospective investors to encourage further investment in the region | Streamlining businesses' investment process More businesses establishing in Casey Cardinia region |
| | Provide a fast track planning process | To create certainty and confidence for industry when dealing with Council |
| | To create wider brand awareness of the Casey Cardinia region as a prime investment location | Broader awareness of our region as a place to establish industry |
| Casey Cardinia Tourism Strategy | Identify new opportunities for businesses supporting tourism in the region Marketing and promoting the region's main tourism assets | Casey Cardinia Tourism advisory committee evolves into a regional tourism organisation within three years. |

| Project | Objective | Key goals |
|---|--|--|
| Planning facilitation across the region | <p>To ensure that there is sufficient employment land to meet the needs of local businesses.</p> <p>To ensure that identified industrial and commercial land is delivered and facilitated.</p> <p>To analyse the need for additional land beyond what has already been identified.</p> | <p>Employment targets</p> <ul style="list-style-type: none"> • Berwick Health and Education Precinct - 10,000 target • Minta Farm Employment Precinct - 10,000 target • Major Activity Centres attracting non-retail jobs for the local community <p>Every application that economic development has facilitated has had no holding costs that Council can control.</p> |
| Expansion of the Casey Cardinia Business Hub | <p>Develop and co-ordinate the opening and continued support of the Casey Cardinia Business Hub.</p> | <p>Occupancy rate of 50% by first 12 months (31 July 2017).</p> <p>Maintain occupancy rate of 95% by 31 July 2019.</p> <p>Create additional 300 jobs by 2019</p> |

2. INNOVATION, SCIENCE AND TECHNOLOGY

| Project | Objective | Key goals |
|---|--|---|
| <p>Enhance the region's digital performance</p> | <p>Provide ICT business training that is innovative and practical.</p> <p>Support whole of Council initiatives to improve digital connection and communication with residences and businesses.</p> <p>Support whole of Council initiatives to improve Council's own use of technology.</p> | <p>Inform local businesses and households of the benefits of the digital economy and increasing their digital capacity.</p> |
| <p>Establishment of 'The Inn Crowd' Entrepreneur and Innovation Club</p> | <p>Provide education, skills and mentorship for entrepreneurs to encourage collaboration and innovation.</p> <p>Provide an environment for start-ups by new entrepreneurs to succeed.</p> | <p>Encourage business entrepreneurship and innovation in the region and support innovative businesses that demonstrate strong market potential.</p> |
| <p>Training Programs</p> | <p>Provide ICT business training that is innovative and practical.</p> <p>Support whole of Council initiatives to improve digital connection and communication with residences and businesses.</p> | <p>Develop and deliver business development programs that support businesses to collaborate, expand and employ locals.</p> |
| <p>Employment Programs</p> | <p>Linking providers and identifying gaps within local industry to improve employment readiness.</p> | <p>Create a well-connected and informed community of employment training education and community service providers.</p> |

3. ADVOCACY FOR BUSINESS AND ECONOMIC GROWTH

| Project | Objective | Key goals |
|---|--|---|
| Commitment to build a third lane on the Monash Freeway | To deliver a third lane on the Monash freeway east from the city to Clyde Road, and west towards the city from Clyde Road. | The third lane on the Monash Freeway (M1) is delivered. |
| Duplication of Thompsons Road east-west road connections | Improved access to new employment areas in the Casey Cardinia urban growth corridor and state significant employment land. | The completion of east-west road connections in the Casey Cardinia growth corridor. |
| Water infrastructure | Providing recycled water for agricultural business. | Application to national water infrastructure fund. |
| Airport in Melbourne's south east | To advocate for a second airport in Melbourne's south east and communicate the key economic benefits that a second airport in the south east would bring to both the region and the state. | Policy support from the Victorian and Australian Governments for the airport. |

City of
Casey

Cardinia

Casey Co
Business



THE BUSINESS AWARDS
ARE THE REGION'S PREMIERE
BUSINESS DEVELOPMENT
PROGRAM AND CELEBRATE
LOCAL BUSINESS
ACHIEVEMENTS

4. BUSINESS LEADERSHIP

| Project | Objective | Key goals |
|--|---|--|
| Casey Cardinia Breakfast series | Connecting the business community and supporting the development of strong local networks. | 85% satisfaction rate for the series annually. Continued and increasing sponsorship of the breakfast series. |
| Casey Cardinia Business Awards | To be the premiere business development program within Melbourne's south east, celebrating local business achievements. | Continued and increasing sponsorship of the awards. |
| Training programs | Facilitating pathways into employment. | 85% satisfaction rate for the training programs annually. |
| Employment programs | Linking providers and identifying gaps within local industry to improve employment readiness. | Well connected and informed community of employment training education and community service providers. |
| Business Groups | Providing leadership in the business community. | They have a strategy with actions that they lead on implemented with councils' support. |
| Business engagement tool kit | <p>Development of a business tool kit that will provide support and information to Council officers meeting with businesses.</p> <p>Providing businesses with introductions to connect them with the right people to grow their business.</p> | The business has informed choices and advice that will help them to grow their business. |

| Project | Objective | Key goals |
|--|--|--|
| Developing an economic development advisory committee | Ensuring appropriate delivery of actions, evaluating success of the strategy, proving ideas and input into economic development activities. | The committee has a strategy with actions that they lead on, implemented with Councils' support. |
| Coffee Club | To help ease the isolation of home-based business by offering an avenue to mix with other similar businesses in a non-threatening environment to get them used to networking and collaborating with other business owners. | Providing opportunities for home-based businesses to network in a collaborative, supportive environment. |

MONITORING AND EVALUATION AND REFERENCES

A CONTINUAL PROCESS FRAMEWORK

The Casey Cardinia Economic Development Strategy will be implemented through a series of defined programs and major projects by the local governments. These activities have been assigned an objective and key goal which will provide staff with an understanding of the project's success (as shown in the Action Plan) .

On a yearly basis the implementation of the Casey Cardinia Economic Development Strategy will be assessed against these objectives and key goals. If activities become less relevant for the region, alterations will be made.

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