



MANNINGHAM



# ECONOMIC DEVELOPMENT STRATEGY

2011 – 2030





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## 1 Purpose of the Strategy

The Manningham Economic Development Strategy aims to generate resilient, sustainable and vibrant community groups. This is achieved through planning and programs that leverage local competitive advantages and address key challenges facing the city's capacity to retain, develop and attract local economic opportunities.

By bringing together strategic objectives across council, the Economic Development Strategy focuses on actions that create long term community health by positioning Manningham as a great place to learn, live, play and work.

## 2 Economic Vision

Manningham will support diverse and well located businesses that excel through sustainable practice, technological advancement and support of healthy and accessible communities resulting in the long term generation of an attractive place to invest, personally and professionally.



## 3 A Snapshot of Manningham

### 3.1 Location and Population

Just 15 minutes north-east of Melbourne's CBD, Manningham offers a perfect balance of city and country. The theme of a balanced environment is mirrored in Manningham's social make up. Approximately 34% of Manningham's 119,190 residents were born overseas in countries including China, Italy and Greece. The resulting social diversity provides a rich balance of language, food and cultural influences in a municipality that is forecast to attract approximately 18,600 new residents over the coming 20 years.

### 3.2 Industry and Employment

Manningham has a thriving and diverse local economy serviced by more than 12,000 active businesses. The city's economic profile is characterised by a high proportion of home based and micro businesses and approximately 1,500 commercially rated premises.

The 4 most commonly registered businesses in Manningham are:

- Professional, Scientific and Technical Services
- Construction
- Rental, Hiring and Real Estate Services
- Financial and Insurance Services

The most common industry sectors in which residents are employed are:

- Retail Trade (6,901 persons or 13.2%)
- Health Care and Social Assistance (5,707 persons or 10.9%)
- Professional, Scientific and Technical Services (5,156 persons or 9.9%)

The Gross Regional Product (GRP) of the City of Manningham was estimated at \$2.5 billion in 2009/10, representing an increase of 3.7% from the level recorded in 2008/2009 (\$2.4 billion) and average growth of 3.6% from the level recorded in 2004/2005 (\$2.0 billion).

Manningham's consistently low unemployment rate of approximately 4.3% reflects the diverse and skilled local workforce, 21% of which have a Bachelor or Higher Degree. The industry and employment figures are positive indicators of a healthy economy.

### 3.3 Sustainable Transport

Manningham residents display higher vehicular ownership of two and three vehicles per house, higher use and longer periods of use than the average metropolitan municipality. The average distance travelled by car is 36km (78 minutes) per person, per day. Residents travel an average of 19km to work each day. High vehicular use is a key motivator for strengthening local work, education and leisure opportunities within the municipality.

This strategy supports the continued focus on improved public transport and taxi options along with a focus on improving the quality of local employment opportunities through business attraction, retention and development programs.

*For more detailed data on Manningham's economic profile, visit [manningham.vic.gov.au](http://manningham.vic.gov.au).*

## 4 Council's Role in Economic Development

Council's role in economic development is to support research, planning and programs that enhance private investment in business development. With Council support, business development and attraction projects increasingly focus on long term community benefit imperatives.

Council's role in facilitating economic development is supported by the Local Government Act (1989), Council's Municipal Strategic Statement (MSS) and the Manningham City Council Plan. These documents identify Council's role - encouraging development which meets the communities' needs including the sustainable development of retail precincts, office and other commercial services. Sustainable development is defined as the support of business development that provides diverse local supply of goods and services with minimal negative impact on future livability factors. The MSS specifically provides that Council will promote Manningham's competitive tourism strengths and create opportunities for industry and the knowledge economy.

Council's involvement is primarily through land use planning, infrastructure planning, policy development, advocacy, investment attraction projects and the development of regional programs and partnerships. These focuses underpin the actions outlined in this strategy.

## 5 Integrating Council's Strategies

Strategies and plans that work alongside Manningham's Economic Development Strategy include the:

- Residential Strategy (currently under review),
- Doncaster Hill Strategy (2004)
- Integrated Transport Strategy (2010)
- The Green Wedge Action Plan (2011)
- Municipal Public Health Plan (2009)
- Active for Life Recreation Strategy (2010)
- Public Open Space Strategy (2004) currently under review

Strategies and Plans that are driven by the Economic Development function include:

- Activity Centre Strategy (2005)
- Strategic Tourism Plan (2007)
- Local Activity Centres Plan (2007)

By linking actions within these strategies, Council aims to support an integrated and streamlined approach to social, cultural, environmental and built form development to support overall economic development.

*The above strategies and data regarding Manningham's Economic Profile are available at [www.manningham.vic.gov.au](http://www.manningham.vic.gov.au).*



## Manningham's Key Challenges

### 6.1 Age Distribution

Manningham's predicted age profile presents significant challenges. The number of people at retirement age or older is expected to represent over 22% of the local population by 2021. This age distribution increases pressures to effectively resource community health initiatives. This strategy acknowledges potential for skills, network and knowledge leaks as small business owners leave the workforce and search for alternate ways of engaging with the community.



### 6.2 Sustainable Transport

An additional challenge to Manningham's ongoing economic prosperity includes the ability to support improved transport and connectivity for residents and visitors. This includes the ability to advocate for fixed rail investment to supplement the established Eastlink, Smartbus Orbital Routes and the Doncaster Area Rapid Transport System (DART).

The current heavy daily reliance on vehicular transport increases road maintenance costs and risks a reduced perception of liveability and wellness for residents as more of their income and leisure time is spent on fundamental travel.

In light of peak oil discussions, improved transport will become increasingly important to the maintenance of access to Melbourne's Central Business District, to eastern region economic and social resources and through to outer regional food production and tourism partners.

### 6.3 Business Development, Retention and Attraction

With just 20.9% of residents choosing to work locally, Manningham faces a challenge - to support an increased number of quality employment and service options for the local population.

To meet this challenge, this strategy supports the development of existing and establishing business through targeted training, networking and events. The ability to improve access to suitable premises, sustainable energy and water recycling and technology infrastructure such as the National Broadband Network (NBN) will also play an important role.

### 6.4 Planning For a Resilient City

Planning challenges include the delivery of capital works to maintain exciting and integrated activity centres; a consideration of integrated residential housing options; facilitating sensitive tourism operations in the Green Wedge and planning for impacts to the rates system in the event of a significant natural disaster.



## **7 Manningham's Opportunities to Prosper**

### **7.1 Community Wellbeing**

- Maintaining open space and natural areas will support Manningham's uniquely balanced social and physical environment. To maximise this opportunity, this strategy identifies the need to combine the protection of open space and the natural environment with an ability to extend sensitive tourism and business development opportunities.
- Encouraging younger families to establish through the provision of well located and diverse housing options, quality employment and training along with targeted cultural and event activities.
- Preparing for an ageing population through programs that encourage knowledge sharing, by extending opportunities to work part time and from home, and, by emphasising the importance of community health and connection programs that address physical health and mental wellbeing.
- Encouraging quality local employment through business attraction, retention and development programs and a focus on home based business opportunities.

### **7.2 Education, Skills and Connectivity**

- Growing local business through a focus on training programs and networking. This could include education around ICT, health, food production and sustainability.
- Understanding future skills and industry requirements to shape business attraction and training programs that will support a resilient future focused local economy.
- Promote Manningham's highly skilled workers to attract quality corporations.
- Promotion of broadband and new technology uptake to position the city as a beacon of sustainability and innovation in the Victoria's Eastern Region.
- Educating the public and business to facilitate the shift toward a low carbon future.
- Supporting home based business by providing training, advocacy to remove red tape and access to technology i.e. the National Broadband Network (NBN).
- Proactively positioning Manningham to partake in an early roll out of the NBN.

### **7.3 Urban Development and Sustainable Transport**

- Locating increased numbers of business among increased diversity of residential accommodation options.
- Promoting sustainable design for long term built form efficiency.
- Advocating for improved sustainable transport such as fixed rail.
- Working to increase representation in significant industries such as education, health, state government departments, technology and sustainability focussed enterprises.

### **7.4 Partnerships**

Manningham's opportunities reflect those presented in the Melbourne's East-Regional Development Association Committee (MERDAC) business plan. This allows Manningham to work closely with regional partners in the delivery of planning and projects to position Manningham at the pinnacle of liveability, innovation and learning.

The exciting opportunities noted above are captured by action items in this strategy.

## Strategic Directions - Creating Opportunities

Manningham's Economic Development Strategy is structured to highlight five key strategic directions. The directions outlined in this document reflect an understanding of Council's role in economic development and include:

<b>Part A</b> Objectives	<b>Attracting and Retaining Businesses</b> <ol style="list-style-type: none"> <li>1. Support the development of future based skills to suit local work force requirements</li> <li>2. Support the retention and increased supply of physical space for commercial, agricultural and industrial business.</li> <li>3. Undertake targeted project work to support business attraction and retention.</li> </ol>
<b>Part B</b> Objectives	<b>Developing Leading Local Businesses</b> <ol style="list-style-type: none"> <li>1. Improve Council's communication tools to improve delivery of business service initiatives.</li> <li>2. Provide business with pertinent industry information.</li> <li>3. Encourage continuous investment in development and training.</li> <li>4. Communicate the benefits of Manningham's training package and environment to enhance local pride and attract new investment.</li> </ol>
<b>Part C</b> Objectives	<b>Enhancing Manningham Tourism</b> <ol style="list-style-type: none"> <li>1. Attracting and Retaining Events.</li> <li>2. Fostering Business Excellence.</li> <li>3. Promoting Memorable Manningham.</li> <li>4. Planning for Tourism Infrastructure and Programming.</li> </ol>
<b>Part D</b> Objectives	<b>Activating and Improving Activity Centres</b> <ol style="list-style-type: none"> <li>1. Plan places with an intention to provide the community and local business with high quality, sustainable, vibrant and integrated economic, residential and social hubs.</li> <li>2. Provide Activity Centres and the Retail Sector with support structures and industry information.</li> <li>3. Support Precinct Marketing and Branding.</li> </ol>
<b>Part E</b> Objectives	<b>Integrating Economic Development</b> <ol style="list-style-type: none"> <li>1. Focus on regional partnerships.</li> <li>2. Link the delivery of economic strategic objectives with existing Council documents.</li> <li>3. Integrate sustainable and resilient city objectives locally.</li> </ol>

## 8 Resourcing

Successful delivery of this strategy will require the retention of a resourced and dedicated economic development and tourism team at council to work with industry in the development of relevant programs, monitoring and evaluation of actions outlined in the Strategy.

In developing these actions Council will consult with the local business community before finalising the Manningham Economic Development Strategy 2011-2030.

## 9 Strategic Directions

### Part A. Attracting and Retaining Businesses

Manningham is characterised by a low level of unemployment, skilled local workforce, prominent home based business sector and a strong level of industry diversity.

To maintain this level of prosperity, the Manningham Economic Development Strategy actions work to understand what future based skills residents will need, plan to provide for a suitable supply of business floorspace and focus on targeted projects that will attract and support key industry sectors to deliver improved local working opportunities.



The ability to attract and retain appropriate businesses is an important issue for the Economic Development Strategy to address. The position taken is to conduct planning and programs that provide integration, connectivity and an accommodation of increased numbers of businesses at valuable commercial and industrial locations.

These actions work to support this position and a quality lifestyle for residents by providing an attractive place to live, work and invest now, and into the future.

**Short term – 2011-2015**

**Medium Term 2015- 2020**

**Long Term 2020 -2030**

Part A. Objective / Action		Description	Timeline
<b>Objective 1.</b>		<b>Support the development of future based skills to suit local work force requirements</b>	
Action	1	Conduct a skills audit. Assess most common occupations in the local business community now. Define ability for current community skills to meet future skill and industry requirements including ICT, education and Carbon Trading. Identify training and industry attraction programs required to match local skills with current and future industry requirements. Focus on outcomes of benefit to the Green Wedge and Doncaster Hill.	Short Term
Action	2	Identify key industry drivers in the Eastern Region in partnership with MERDAC.	Short Term
Action	3	Work with community partners to develop and implement a business skills program targeting youth and home based business.	Short Term
Action	4	Establish local mentoring / work experience initiatives with educational partners such as Box Hill Institute.	Short Term
Action	5	Work with U3A to identify training requirements for small business operators aged 65+ to facilitate life long learning and home based business opportunities.	On-going

Part A. Objective / Action		Description	Timeline
<b>Objective 1.</b>		<b>Support the development of future based skills to suit local work force requirements.</b>	
Action	6	Promote apprenticeships through connection with tertiary education and employment facilitators such as Swinburne University and Apprenticeships Group Australia.	On-going
Action	7	Work with the Department of Business and Industry to refine an understanding of local economic enablers including home based business, ICT, sustainable and innovative business, agriculture, retail and cafes, health and professional service sectors.	On-going
<b>Objective 2.</b>		<b>Support the retention and increased supply of physical space for commercial, agricultural and industrial business.</b>	
Action	8	Formalise Activity Centre Priority Development principles i.e. age of stock, proximity to transport and other centres, business mix, proximity to recreational space or public facilities.	Short Term
Action	9	Advocate for Planning Scheme amendments that address sensitive land use within the Green Wedge to support diverse businesses.	Short Term
Action	10	Support improved fast track processes for business planning applications.	Short Term
Action	11	Support site and transition planning for tenants on Wetherby Road SP Ausnet site.	Short Term
Action	12	Identify yield targets and key sites to deliver a suitable mix of commercial and industrial land uses in Manningham.	On-going
Action	13	Encourage external project partners to aid the development of business precincts.	Ongoing
Action	14	Support Residential review of DDO8 and Business 2 zoned land that encourages mixed use development.	Medium Term
Action	15	Assess the potential impact of changing Business 2 to Business 1 zoned land in Manningham.	Medium Term
Action	16	Schedule and generate structure plans for future development of key out of centre, industrial and commercial sites i.e. Bulleen Gateway.	Medium Term
Action	17	Identify opportunities to significantly increase industrial and commercial floor space to maintain a diverse local economy.	Medium Term
Action	18	Review the function of properties in and around activity centres with a view to encourage appropriate zoning and development.	Medium Term



Part A. Objective / Action		Description	Timeline
<b>Objective 3.</b>		<b>Undertake targeted project work to support business attraction and retention.</b>	
Action	19	Conduct a SWOT analysis of the food production and processing industry in the Green Wedge.	Short Term
Action	20	Develop promotion material to position Manningham as a business innovation and sustainability hub.	Short Term
Action	21	Initiate and promote free Wi-Fi. Focus on Manningham owned and supported facilities, partner sites and on public transport.	Short Term
Action	22	Support an 'investment attraction' page on the Doncaster Hill website that links relevant state bodies (i.e. Aus Industry, MMV), real estate and local business services.	Short Term
Action	23	Identify opportunities to attract green jobs to Doncaster Hill.	Short Term
Action	24	Develop partnership programs to encourage sustainable business in the Green Wedge and industrially zoned land.	Ongoing
Action	25	Support applications for grants to assist the development of local business and industry.	Ongoing
Action	26	Position Manningham as a place to live, work and play by sharing key industry and population trends in Manningham with MERDAC and the business community.	Medium Term
Action	27	Identify and support business and industry attraction strategies that provide an increasingly liveable municipality for young families and young people.	Medium Term
Action	28	Develop an attraction and promotion program focused on aligning Manningham with key sectors including Education, Government, Health and Technology.	Long Term





## Part B. Developing Leading Local Businesses

Manningham City Council takes a proactive role in the encouragement of leading local enterprise. This strategy outlines actions that aim to equip local business people with the resources required to provide residents with access to exciting employment opportunities and quality goods and services.

The objectives outlined below identify a focus on streamlined communication with business, facilitation of education, training and networking with a focus on building local resilience and attracting investment to a municipality that is proud of the environment it exists within.

Council's ability to support an advanced local business network will play an integral role in the health of the local economy into the future. By supporting business connections, Manningham residents are provided with improved local employment prospects as well as improved availability of quality goods and services.

For more information on Manningham's Economic Profile, visit [www.manningham.vic.gov.au](http://www.manningham.vic.gov.au).

### Short term – 2011-2015      Medium Term 2015- 2020      Long Term 2020 -2030

Part B. Objective / Action	Description	Timeline
<b>Objective 1</b>	Improve Council's communication tools to improve delivery of business service initiatives.	
Action 1	Measure and improve response rate and satisfaction with Economic Development related submissions in the CFS system.	Short Term
Action 2	Link business and tourism website updates to relevant electronic communication platforms including RSS reader and twitter.	Short Term
Action 3	Update business website and hosting agreement to improve cost, functionality and responsiveness of website host service.	Medium Term
Action 4	Update the Manningham ABR database and E-View coded map to provide more efficient business communication based on industry type.	Medium Term
Action 5	Provide annual updates and training to relevant internal units and cross organisational groups on the Economic Modelling Tool, ABR Database Tool and any other relevant business tracking and communications tool.	Medium Term
Action 6	Link TRIM business related documents to E-View using GEO-coding information. Include 'accessing GEO-coded business information' as part of E-View and TRIM training.	Long Term
Action 7	Maintain an updated business directory, retail and tourism industry database.	Ongoing

Part B. Objective / Action		Description	Timeline
<b>Objective 2</b>		<b>Provide business with pertinent industry information.</b>	
Action	8	Produce an updated business information kit.	Short Term
Action	9	Supplement standard training and network options with online training and networking events.	Short Term
Action	10	Communicate the benefits, risks and method of taking up 'cloud' or other relevant technology.	Short Term
Action	11	Monitor and report on changing legislation and regulations that may impact the success of local businesses.	Ongoing
Action	12	Update the Manningham Business website with key statistics, education programs, grants, industry news and events, real estate and examples of best practice in local business.	Ongoing
Action	13	Provide an annual calendar of events including relevant business training, networking, support and mentoring services.	Ongoing
Action	14	Produce monthly business e-bulletins focused on case studies, grants and events.	Ongoing
Action	15	Provide useful information for business transitioning through growth and through decline.	Ongoing
Action	16	Support strong online community driven forums to facilitate local business connectivity, community and resource sharing.	Medium Term
Action	17	Provide industry with examples of best practice in healthy, sustainable and integrated business practice and building design.	Medium Term
Action	18	Establish and promote a mobile application that GEO-codes the location of schools, powerlines, recreation facilities, clubs, shops and services for use by real estate agencies and residents.	Long Term
<b>Objective 3</b>		<b>Encourage continuous investment in development and training.</b>	
Action	19	Support the Manningham Doncaster Hill Local Developer Breakfast held three times a year - Feb, July, December to encourage ongoing investment in Manningham by large enterprise and developers.	Short Term
Action	20	Engage training providers to deliver an annual calendar of over 15 diverse and targeted events for local business training and development.	Ongoing
Action	21	Encourage local industry to support work life balance programs such as 'Walk the Block', 'Ride to Work' and 'Global Corporate Challenge' events.	Ongoing
Action	22	Develop a database of local organisational development / human resource specialists and business owners to open a discourse around industry news, events and training opportunities.	Ongoing
Action	23	Develop training opportunities that target home based business and consultancies.	Ongoing
Action	24	Identify opportunities to link experienced local consultants with graduates and new business owners.	Ongoing

Part B. Objective / Action		Description	Timeline
<b>Objective 3</b>		Encourage continuous investment in development and training.	
Action	25	Establish sustainability programs and promote to local businesses in partnership with industry leaders.	Long Term
<b>Objective 4</b>		Communicate the benefits of Manningham's training package and environment to enhance local pride and attract new investment.	
Action	26	Investigate launching re-branded 'Manningham Business.'	Short Term
Action	27	Develop a marketing prospectus and campaign. Campaign to target key industry sectors of health, education, government, sustainability and technology. The campaign should highlight the unique benefits of living, working and playing in Manningham.	Short Term
Action	28	Recognise and reward business excellence - Investigate and initiate a rewards and recognition program. Promote business success through established marketing channels and events.	Ongoing
Action	29	Record training and event attendee numbers and satisfaction ratings through annual reporting process.	Ongoing
Action	30	Promote case studies of training and event attendees who have experienced business growth or development through online and print mediums.	Ongoing
Action	31	Promote home based business development and benefits of the National Broadband Network.	Ongoing
Action	32	Promote Manningham as a desirable residential and work location for people aged 24-45.	Medium Term
Action	33	Promote the benefits of life-long learning through projects in association with U3A and the local business community.	Medium Term



## Part C. Enhancing Manningham Tourism

Tourism is a key component of Manningham's local economic structure with the Visiting Friends and Relatives (VFR) market providing substantial support to local industry and employment.

Manningham residents are prolific hosts of VFR travellers, with over two-thirds (74%) likely to support VFR within a 12 month period. This has two key impacts. Manningham residents expend a considerable additional amount within the local economy to host VFR travellers (approximately \$1,193 per annum). This figure is higher than the average for eastern region. The second impact is the expenditure by the VFR market which exceeds average spend by locals engaged in tourism activities by an average of 95%. Major findings of VFR research are available on Council's website.

Manningham's unique balance of city and country hosts a diverse range of unique tourism attractions that allow visitors to enjoy shopping, dining, sight seeing in the natural environment and cultural experiences. These include shops (Westfield and quality smaller centres) museums (Heide MoMA, Mia Mia aboriginal art and Manningham Gallery), Parks (Westerfolds Park, Warrandyte State Park) and renowned play spaces such as Wombat Bend. These quality attractions are among the many that offer strong promotion and economic opportunities.

The breadth of Manningham lead support for the tourism industry is indicated in the Manningham Strategic Tourism Plan (2007). This plan will require review during the life of this strategy.

**Short term – 2011-2015**

**Medium Term 2015- 2021**

**Long Term 2021 -2030**

Part C. Objective / Action		Description	Timeline
<b>Objective 1</b>		<b>Attracting and Retaining Events.</b>	
Action	1	Develop an annual calendar of tourism events to highlight unique features of Manningham's current and historic business and social landscape.	Ongoing
Action	2	Engage local business in Manningham events including Heritage Week, Healthy Lifestyle Week and Seniors Week.	Ongoing
Action	3	Promote and engage in the Melbourne Food and Wine Festival.	Ongoing
Action	4	Engage in Tourism Week through event participation and promotion.	Ongoing
Action	5	Promote and participate in the Melbourne Tourism Industry Exchange.	Ongoing
Action	7	Develop local industry partnerships through the Tourism Advisory Group to enhance Manningham's capacity to deliver local events.	Ongoing

Part C. Objective / Action		Description	Timeline
<b>Objective 2</b>		<b>Fostering Business Excellence.</b>	
Action	8	Implement a regional Tourism Industry Database to share industry information, training and event opportunities.	Short Term
Action	9	Advocate for the removal of barriers to sustainable tourism development.	Short Term
Action	10	Identify Council's role in facilitating and regulating private activities on public land.	Short Term
Action	11	Support the Young Tourism Network through a local promotion and participation campaign.	Short Term
Action	12	Support a review and standardisation of industry regulations with a view to enhance sustainability i.e. Review of the requirement to use chemicals rather than iodised water for cleaning.	Short Term
Action	13	Review planning controls in the Green Wedge to increase support for sustainable and resilient businesses.	Short Term
Action	14	Provide training and business planning support to agricultural businesses in the Green Wedge.	Short Term
Action	15	Undertake continual strengthening of the TAG through support of member lead initiatives that align with the Manningham Strategic Tourism Plan (2007).	Ongoing
Action	16	Participate in partnership programs that build VFR Tourism.	Ongoing
Action	17	Promote the Melbourne Tourism Industry Leadership Program, tourism workshops and mystery shopping program.	Ongoing
Action	18	Engage tourism, development, arts and recreation industry professionals to identify and act on opportunities to enhance Manningham's tourism industry.	Medium Term
Action	19	Investigate carbon profiling in Manningham.	Long Term
<b>Objective 3</b>		<b>Promoting Memorable Manningham.</b>	
Action	20	Finalise research into the Manningham VFR market and promote findings electronically.	Short Term
Action	21	Investigate the ability to create mobile tours using audio and visual recordings and mobile media.	Short Term
Action	22	Achieve improved Memorable Manningham brand awareness through targeted promotion to key industry and community groups.	Ongoing
Action	23	Promote regional tourism product through MVOTA and HSAT.	Ongoing
Action	24	Promote achievements of the Manningham TAG through print and online mediums.	Ongoing
Action	25	Provide regular industry news, event invitations, development and networking opportunities to local operators within the tourism industry.	Ongoing
Action	26	Promote tourism through partner publications including the OVG and OVG simplified (Chinese).	Ongoing
Action	27	Support the promotion of youth events.	Ongoing
Action	28	Promote the annual calendar of Council arts and culture events.	Ongoing



Part C. Objective / Action		Description	Timeline
<b>Objective 3</b>		<b>Promoting Memorable Manningham.</b>	
Action	29	Support the extension of public art.	Medium Term
Action	30	Develop a marketing package that highlights local competitive advantages.	Medium Term
Action	31	Support food security initiatives. This may include farmers markets, home gardening and community gardens.	Medium Term
Action	32	Develop eco tourism in association with Parks Victoria and Sustainability Victoria.	Medium Term
<b>Objective 4</b>		<b>Planning for Tourism Infrastructure and Programming.</b>	
Action	33	Undertake an investigation of barriers to the tourism industry.	Short Term
Action	34	Advocate for State Government review of tourism related investment that can be supported in the Farming Zone, Rural Conservation Zone and Green Wedge Zone.	Short Term
Action	35	Support the VTIC 'Unlocking Tourism' initiative.	Short Term
Action	36	Support improvements to the physical and business structure of the Warrandyte Information Centre in the Warrandyte Community Centre.	Ongoing
Action	37	Advocate for the ongoing funding of maintenance and upgrades to tourism signs and infrastructure including the HSAT signs and Warrandyte sound posts.	Ongoing
Action	38	Support improved amenity in parks and public spaces.	Ongoing
Action	39	Advocate for changes to public land regulations through removal of barriers to investment in tourism infrastructure.	Ongoing
Action	40	Advocate for improved linkages between open space, recreation, community facilities and activity centres.	Ongoing
Action	41	Review the Strategic Tourism Plan (2007).	Medium Term
Action	42	Advocate for infrastructure to support art and youth activities.	Medium Term
Action	43	Advocate for continued investment in natural assets and key attractions.	Long Term
Action	44	Investigate infrastructure and partnership projects to improve Manningham's competitive advantages i.e. a capacity for nature based tourism, as the arts and food gateway from the city to the Yarra Valley.	Short Term



## Part D Activating and Improving Activity Centres

In cities that are increasingly characterised by apartment living and secure fencing, Activity Centres offer a modern take on the traditional community social space – the front yard. Centres are now the places to meet, socialise, live and work. They provide a point of difference on your walk around the block and offer a local, personalised solution to diverse planning issues including the reduction of transport costs and congestion, and, social isolation.

Manningham is home to 40 Activity Centres and a number of out of centre business precincts including the Doncaster Road car yards, Bulleen Gateway and Websters Road industrial zone. Support for Activity Centre development has been lead through the Activity Centres Strategy (2005), Doncaster Hill Strategy (2002) and Local Activity Centres Plan (2007). The continued focus on activating and improving Activity Centres provides ongoing opportunities to attract and retain valuable businesses while creating vibrant and attractive social hubs. These hubs offer the opportunity to support a diverse economic base and offer an attractive residential and social lifestyle for Manningham residents.

In recognition of the value of activity centres and out of centre business hubs, this strategy provides an approach to address issues facing these business hubs now, and in the future. This involves planning to retain, develop and increase commercial and industrial floorspace by concentrating residential and commercial development in and around existing business sites, by providing capital works investment, structured support initiatives and by providing training and networking opportunities.

**Short term – 2011-2015**

**Medium Term 2015- 2021**

**Long Term 2021 -2030**

Part D. Objective / Action	Description	Timeline
<b>Objective 1</b>	<b>Plan places with an intention to provide the community and local business with high quality, sustainable, vibrant and integrated economic, residential and social hubs.</b>	
Action 1	Assess the development potential of local centres according to: Transport and Walking Access, Contribution to Economic Diversity, Proximity to Open Space, Proximity to Community Services, Proximity to Similar Business Precincts, Demographics (existing and future), Topography (appropriateness for development), Age of stock, Ability to Generate Sustainable Social, Economic and Environmental Outcomes.	Short Term
Action 2	Review the Special Rates and Charges Policy with regard to works conducted in and around business areas.	Short Term
Action 3	Implement centre signage that clearly identifies gateways to business precincts and interactive way finding signs that direct pedestrian and vehicle traffic through business precincts.	Short Term
Action 4	Investigate opportunities for sustainable business development on Doncaster Hill.	Short Term
Action 5	Conduct private, public and pedestrian access audits and plans for neighbourhood centres to improve long term access, safe traffic and eased parking.	Ongoing

Part D. Objective / Action	Description	Timeline
<b>Objective 1</b>	<b>Plan places with an intention to provide the community and local business with high quality, sustainable, vibrant and integrated economic, residential and social hubs.</b>	
Action 6	Advocate for strategic centre planning to consider social and community development through improved marketing, access, sustainable design and CPTED principles.	Ongoing
Action 7	Present confirmed annual schedule of proposed works to the August Shopping Centres Forum of each year.	Ongoing
Action 8	Complete annual report detailing the support provided to activity centres.	Ongoing
Action 9	Plan for adequate supply of public toilets in and around activity centres through installation of self cleaning toilets.	Ongoing
Action 10	Review location of bus stops, shelters and pathways in and around activity centres to improve access, connectivity and liveability.	Ongoing
Action 11	Advocate for fixed rail link to Manningham to facilitate access to business precincts.	Ongoing
Action 12	Encourage the expansion of commercial floor space for uses that do not significantly reduce the efficiency of existing business.	Ongoing
Action 13	Annually report to the Shopping Centres Forum a summary of centre cleaning undertaken.	Ongoing
Action 14	Review the Activity Centre Strategy and Local Activity Centres Plan.	Short Term
Action 15	Plan for improved taxi rank locations and services i.e. in Doncaster Hill.	Medium Term
Action 16	Review an approach to capital works spending and Developer contributions investment to meet the requirements of investing in significant streetscape and public realm improvements.	Medium Term
<b>Objective 2</b>	<b>Provide Activity Centres and the Retail Sector with support structures and industry information.</b>	
Action 17	Develop model rules and funding agreements for use by trader associations within Manningham.	Short Term
Action 18	Support the implementation, communication and management of the Manningham Footpath Trading Policy.	Short Term
Action 19	Initiate an annual 'Real Estate Forum' to encourage appropriate development, vacancy rates and attract younger families and professionals to Manningham.	Short Term
Action 20	Guide the preparation of business and marketing plans that empower the community to develop each centre's unique character.	Ongoing
Action 21	Support the development and implementation of Special Rate and Charge Schemes for marketing, promotion and business development.	Ongoing
Action 22	Work in partnership with business to regularly update property and business owners regarding progress of Structure Plans, Business and Marketing Plans and activities.	Ongoing
Action 23	Facilitate the bi-monthly Shopping Centres Forum to provide Centre Managers and key contacts with networking support and regular interaction with Council's Chief Executive, Councillors and senior staff.	Ongoing
Action 24	Build retail specific training into the annual calendar of business support to provide reliable guidance regarding new technology, visual merchandising, customer service, finance and tax, human resourcing, marketing, start up and exit strategies.	Ongoing
Action 25	Encourage and support the development of regular trader association meetings.	Ongoing

Action	26	Encourage traders and centre managers to participate in industry (i.e. Mainstreet Australia) events, awards and training.	Ongoing
<b>Part D. Objective / Action</b>		<b>Description</b>	<b>Timeline</b>
<b>Objective 2</b>		<b>Provide Activity Centres and the Retail Sector with support structures and industry information.</b>	
Action	27	Provide business operators with access to information and programs regarding sustainable business. I.e. retrofitting and emissions programs.	Ongoing
Action	28	Encourage the retention of anchor businesses within existing business precincts.	Ongoing
Action	29	Encourage appropriate development of medical suites located in residentially zoned properties along major transport routes with a view to encourage mixed use development.	Ongoing
Action	30	Clearly identify key business precinct sites and establish a proactive approach to their future development in partnership with landowners.	Ongoing
Action	31	Advocate for a more structured application form to guide budget submissions to Council.	Medium Term
<b>Objective 3</b>		<b>Support Precinct Marketing and Branding.</b>	
Action	32	Develop a Manningham parking and way-finding application for mobile phone/new media platforms.	Short Term
Action	33	Enhance unique centre brand and character through branding, promotions and unique capital works infrastructure i.e. bins, bollards, seats, signs.	Ongoing
Action	34	Assist trader associations to meet reporting requirements including Consumer Affairs registrations, financial reporting, planning, conducting annual general meetings and evidencing the delivery of annual marketing and business plan action items.	Ongoing
Action	35	Engage in an education campaign to support the preparation of fire and emergency management plans in the local business community.	Ongoing
Action	36	Actively encourage graffiti removal and public art programs in centres with special rate and charge schemes.	Ongoing
Action	37	Encourage the commencement of Community public toilet schemes.	Ongoing
Action	38	Encourage revitalisation of public and private spaces through private investment.	Ongoing
Action	39	Encourage annual centre engagement in major community minded promotions and events addressing topics of sustainability, access, connectivity, tourism, health, education and business innovation.	Ongoing
Action	40	Investigate opportunities to promote alternate modes of sustainable transport and alternate fuel sources to enhance sustainable links between people, local products and services.	Long Term

## Part E. Integrating Economic Development

Economic development initiatives aim to generate enhanced liveability throughout the city. To achieve this, strategic directions in this document give consideration to global, national, state and local trends that may impact the social and physical development of the city. In addressing these broad challenges, partnerships with external industry bodies and other units within Council are imperative.

Manningham's delivery of an attractive place to invest personal and professional time is heightened by the cross pollination of Council and industry projects that focus on local and regional issues. By integrating economic development, this strategy aims to enhance the likely potential for Manningham business and residents to benefit from regional partnerships and long term investment initiatives.

**Short term – 2011-2015**

**Medium Term 2015- 2021**

**Long Term 2021 -2030**

Part E. Objective / Action	Description	Timeline
<b>Objective 1.</b>	<b>Focus on regional partnerships.</b>	
Action	1 Advocate for Manningham's inclusion as a MERDAC member.	Short Term
Action	2 Support the implementation of projects in association with MERDAC.	Ongoing
Action	3 Maintain membership and working relationship with EDA.	Ongoing
Action	4 Continue to work with VTIC, DML, MVOTA, VECCI, HSAT and other relevant tourism bodies.	Ongoing
Action	5 Continue to strengthen relationships with ARA, Mainstreet Australia and relevant retail institutes through retail development projects.	Ongoing
Action	6 Engage tertiary institutes in programs that enhance community education and connectivity.	Ongoing
Action	7 Engage in partnership programs with MERDAC, NAGA, EDA and other external bodies that improve business networks and infrastructure.	Long Term
<b>Objective 2.</b>	<b>Link the delivery of economic strategic objectives with existing Council documents.</b>	
Action	8 Input into the development of the Residential Strategy (2011) to support a diversified and increased number of residential dwellings in and around activity centres. Use guiding principles to encourage shop top housing and increased density in and around identified activity centres.	Short Term
Action	9 Integrate the strategic direction and objectives of the Economic Development Strategy with Manningham Generation 2030 planning.	Short Term
Action	10 Support initiatives in the Active for Life Recreation Strategy (2010) that encourage work life balance, walking and localised lifestyles.	Ongoing
Action	11 Support initiatives in the Municipal Public Health Plan (2009) that encourage education and promotion of diverse and healthy workplaces.	Ongoing
Action	12 Support initiatives in the Access and Inclusion Policy (2008-2012) that encourage diversity, access and awareness among local businesses. This may include the promotion of IDPwD, Independence Australia awards and distribution of access education.	Ongoing



Part E. Objective / Action	Description	Timeline
<b>Objective 2.</b>	<b>Link the delivery of economic strategic objectives with existing Council documents.</b>	
Action	13 Engage in the Community Safety Plan (2009-2012) by delivering urban design outcomes that adhere to CPTED principles.	Ongoing
Action	14 Advocate for improved sustainable transport and pedestrian links in and to business precincts through support of actions in the Integrated Transport Strategy (2010).	Ongoing
Action	15 Support initiatives in the Public Open Space Strategy (2004) that align with economic objectives to enhance liveability. i.e. Encourage use of open space for community gardens and social enterprise projects, improved amenity, and, increased tourism functions in public spaces.	Ongoing
Action	16 Support initiatives in the Green Wedge Action Plan (2011) that improve business development, tourism, food production and processing in the Green Wedge.	Ongoing
Action	17 Support initiatives in the Arts and Cultural Strategy (2009-2013) that enhance cultural tourism, training and business opportunities in Manningham.	Ongoing
<b>Objective 3.</b>	<b>Integrate sustainable and resilient city objectives locally.</b>	
Action	18 Undertake a financial impact analysis to model the impact on Council revenue in the event of significant fire or flood damage to rateable assessments.	Ongoing
Action	19 Schedule significant activity centre based streetscape and public realm improvements annually through the capital works budget process.	Ongoing
Action	20 Provide Manningham's ageing population with access to social services and financial planning education.	Ongoing
Action	21 Investigate programs that enhance safe sustainable transport options for an ageing population i.e. Investigate assisted transport options for ageing local citizens.	Ongoing
Action	22 Investigate the role of Council and State Government in carbon offset programs.	Ongoing
Action	23 Define the role of Council and State Government in insurance gap programs to address community funding requirements during natural crisis (i.e. flood, fire, pests).	Ongoing
Action	24 Prevent Manningham's 'knowledge leak' through programs that link the entrepreneurs with retiring business professionals.	Ongoing
Action	25 Advocate for improved partnership grants and project support in partnership with state agencies to deliver sustainable, innovative start up and small business development.	Ongoing
Action	26 Advocate for improved sustainable transport options and publicise improvements through Manningham Matters and alternate avenues. Transport options may include fixed rail and use of bio-fuel and electric cells.	Ongoing
Action	27 Support programs to protect and manage open space.	Ongoing
Action	28 Link SME's to grants, partnership and funding opportunities with a view to enhance business development and networking opportunities in Manningham.	Ongoing
Action	29 Continue to support the development of infrastructure that enhances sustainable business and tourism.	Ongoing
Action	30 Encourage bundling of services and recording the location of services to streamline future utility works.	Ongoing

## Glossary

ABR	Australian Business Registration
ACS	Activity Centres Strategy
ARA	Australian Retail Association
CFS	Customer Feedback Service
CPTED	Crime Prevention Through Environmental Design
DD08	Design and Development Overlay
DML	Destination Melbourne
EDA	Economic Development Australia
HSAT	Heidelberg School Artists Trail
ICT	Information and Communications Technology
IDPwD	International Day of People with a Disability
LACP	Local Activity Centre Plan
MERDAC	Melbourne East Regional Development Australia Committee
MOU	Memorandum of Understanding
MPHP	Municipal Public Health Plan
MVOTA	Melbourne Valley of the Arts
NAGA	Northern Alliance of Greenhouse Action
OVG	Official Visitor Guide
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAG	Tourism Advisory Group
VECCI	Victorian Employers' Chamber of Commerce and Industry
VFR	Visiting Friends and Relatives
VTIC	Victoria Tourism Industry Council

