Policy ID no: DP&ED 8 - CL

**Action Plan  
Economic Development Strategy   
20XX-20XX**

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| **Date Authorised by Chief Executive Officer or Council:** | 10 August 20XX |
| **Commencement Date:** | 10 August 20XX |
| **Review Date (10 years from authorised date):** | August 20XX |
| **Responsible Department** | Economic Development |

This policy has been authorised.

Nerina Di Lorenzo

**Chief Executive Officer**

10 August 20XX

1. Introduction

Moreland City Council is committed to improving the rate of sustainable economic development in the municipality. This requires coordinated action across Council and encouragement for the broader community, including investors and policymakers to work together to achieve sustainable development. The new Economic Development Strategy 2016 – 2021 builds on the previous strategy and contains numerous initiatives to support a strong and diverse economy.

This strategic five-year Action Plan should be read in conjunction with the Economic Development Strategy 2016-2021 as it outlines the implementation of the Economic Development Strategy. Priority Actions will be revised each year from 2016 through to 2021 and aligned with the work plan as appropriate.

1. Roles and Responsibilities

The Economic Development Strategy is a whole-of-Council responsibility and will be undertaken in conjunction with external agencies including business organisations, regional, State and Commonwealth government bodies, and individual businesses. Nevertheless, the main responsibility for the strategy will lie with the Economic Development Branch of Council.

1. Monitoring, Evaluation and Review

An economic development report will be provided to Council each year monitoring and measuring the actions and outcomes of the annual Action Plan. This will provide the opportunity to review and adjust the following year’s Action Plan, and the prospect to consider external and regional changes and opportunities.

Priorities will be set each year drawing on successful actions that meet the objectives and themes. The annual report will also identify new actions or initiatives that may be considered consistent with Council’s overall goals.

Council’s work on economic development will be assessed in two ways:

1. Work on the action plan will be assessed according to the performance indicators identified for each action
2. Several broader indicators will be reported to give a more general overview of the Moreland economy and its performance compared with Melbourne/Victoria/Australia as a whole. These indicators include:

* Unemployment rate (Department of Employment)
* Estimated resident population growth, current and projected (ABS and DTPLI)
* Housing and non-housing building investment (ABS)
* Latest estimate of Gross Regional Product for Moreland (NIEIR and economy.id)
* Latest estimate of local jobs (NIEIR and economy.id)
* Latest estimate of local businesses (NIEIR and economy.id)
* Latest estimate of employed residents (NIEIR and economy.id)

These indicators will be supplemented by a statistical assessment of the local economy when the latest data from the Census of Population and Housing becomes available.

1. Action Plan Details

The **objectives** of this Strategy are to facilitate the development of a local economy that is growing and productive, and which is socially inclusive and environmentally sustainable. Council will:

* Work to create new opportunities for sustainable investment and jobs, building on our strengths and encouraging innovation
* Work in partnership with business and the community to support enterprise, to develop the skills of the local workforce, and promote Moreland as a place to work, live, play and invest
* Work with our partners to improve economic development outcomes in the wider region, ensuring that Moreland residents have access to a wide range of employment opportunities

The overall goals of the Strategy are to facilitate the growth and diversity of local jobs, while using our resources wisely.

The **Action Plan** has been developed under **seven themes** that match the economic challenges and opportunities facing Moreland with the most effective roles that Council can play:

* Leadership, policy and collaboration
* Business support
* Investment facilitation
* Activity centre and employment land development
* Emerging industry initiatives
* Workforce development
* Information, Marketing and Promotion.

Each action has been assessed in relation to the objectives set out in the strategy. The actions deemed as highest priority meet a number of objectives with committed resources. Other actions are prioritised in accordance with resources and work plans across the organisation.

**Theme 5.1 - Leadership, Policy and Collaboration –** emphasis on developing strong partnerships with business and industry as well as regional collaboration and partnerships

| **No.** | **Goal** | **Action** | **Key responsibility** | **Partnership opportunities** | **Outcomes** | **Performance Measure** | **Resource Requirements**  **(WEB - Within Existing Budget)** | **Priority:**  **High (H), Medium (M)  Low (L)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 5.1.1 | Develop a holistic approach to sustainable economic development across Council | Work across Council branches to ensure Council policies, strategies and actions take into account the goals of economic development | **Economic Development Manager** | Places  Arts and Culture  Strategic Planning  Urban Design  City Development | Increase awareness across Council of issues impacting business  Increase awareness across Council of the benefits of a strong local Industry  Increase awareness of local business needs into council policies, processes | Develop and deliver internal Economic Development message to 8 Council branches  A review and/or amendment to a Council strategy, policy, or action that takes into account an economic development goal | WEB | H |
|  |  | Develop, monitor and refine Council’s Economic Development Strategy in response to emerging trends and data | Economic Development Manager | NORTH Link  Northern Region RDA   * Department of Economic Development, Jobs, Transport and Resources * Federal Government * State Government * Tertiary sector * Places * Urban Design * Strategic Planning | Maintain an up-to-date Economic Development Strategy to guide the activities of the Economic Development Branch  Identify and maintain a strong awareness of emerging industries and employment growth opportunities for Moreland | Annual review of the Economic Development Strategy and associated Action Plan  Gain Council’s endorsement of the Economic Development Action Plan | WEB | M |
| 5.1.2 | Represent Moreland’s interests in regional economic forums and regional economic strategies | Collaborate with regional bodies – including the Melbourne’s North Councils and Destination Melbourne – on strategic priority areas such as visitor destination strategies, industry sector facilitation and workforce development programs | **Economic Development Manager**  Industry Facilitation Officer | NORTH Link   * Northern Region RDA * Melbourne’s North Councils * Destination Melbourne * DEDJTR * BBI   Industry groups and business associations  Moreland business community | Influence economic development policy at the regional and State level  Increase awareness of Council’s Economic Development Strategy  Establish Moreland as the choice of Council for new State and regional initiatives that support local economic growth  Increase the growth and productivity of local industry through accessing Victorian funding and programs  Increase local industry capacity to employ | Economic Development representation on key regional working groups and initiatives  Develop and implement a workforce development program that meets current or future industry skills needs in conjunction with a regional partner(s)  Support prioritised local businesses to apply for grants, funding and/or regional programs to support business growth | WEB | H |
| 5.1.3 | Engage local business and communities in economic development | Work cooperatively with external stakeholders at every opportunity to deliver the Economic Development Strategy | **Economic Development Branch**  Places | * Moreland business community * Tertiary education sector * Business associations * NORTH Link * DEDJTR | Stronger Council partnerships  Council more informed on local business issues and opportunities  Local industry better informed on council processes and matters  Business better informed of State funded opportunities that support business growth | Increased industry visits  Increased follow up activity | WEB | H |
|  |  | Develop Moreland ambassadors’ program as a means of enlisting local business support and promoting Moreland businesses | Economic Development Branch | Moreland Business Community | Improve local product and service awareness to potential customers | Increased involvement of businesses into the Moreland Ambassadors Program  Increased promotion of businesses through the Moreland Ambassadors program | WEB | M |
|  |  | Hold regular networking sessions for Moreland businesses | Business Development Officer | * Moreland Business Community * Tertiary sector * DEDJTR | Establish local business networks  Facilitate local industry growth opportunities  Facilitate local industry support opportunities | Successful delivery of industry network events  Increased participation of business in the range of network events | WEB | H |

**Theme 5.2 – Business support –** what is council’s role, what actions can Council take to influence a positive working environment, continue to develop links with educational institutions

| **No.** | **Goal** | **Action** | **Key responsibility** | **Partnership opportunities** | **Outcomes** | **Performance Measure** | **Resource Requirements**  **(WEB - Within Existing Budget)** | **Priority:**  **High (H), Medium (M)  Low (L)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 5.2.1 | Reduce delays and potential associated costs in Council approval processes for activities that grow the economy and are socially and environmentally sustainable | Continue to ensure proactive customer service which is focused on rapid and effective customer outcomes | **Commercial and Industrial Investment Facilitation Officer**  Urban Planning  Places  Strategic Planning | Environmental Health  Transport Development  Environmental and Sustainable Development  Strategic and Urban Safety | Improved customer service to local businesses  Expanding businesses remain in Moreland  Improve Officer and process efficiencies  New businesses establish a presence in Moreland | Increased attendance at pre-planning meetings  Positive responses to customer service and outcomes in annual business survey  Business permit approval times reduced  Successful Commercial (Commercial and Industrial) Priority Planning facilitation cooperation | WEB | H |
|  |  | Work with businesses seeking Council approvals to achieve positive outcomes, including ongoing support for the Commercial Priority Planner | Commercial and Industrial Investment Facilitation | Strategic Planning  Urban Planning  Environmental Health  Transport Development  Environmental and Sustainable Development  Property Services  Governance | Businesses to invest and grow in Moreland | Positive outcomes for businesses seeking Council approvals | WEB | M |
|  |  | Provision of an advocate within Council for new or existing businesses seeking to expand | Commercial and Industrial Investment Facilitation | Strategic Planning | Growth of existing local businesses | Increased awareness of Commercial Priority Planning Facilitation and Commercial and Industrial Investment Facilitation roles | WEB | M |
| 5.2.2 | Work with local businesses and business organisations to further economic development programs and initiatives | Continue to assist the development of business associations in activity centres | Retail Facilitation Officer | Traders  Business Associations | Business associations achieving positive outcomes | Growth in formal business associations  Growth in business association membership | WEB | M |
|  |  | Continue to support energy and resource efficiency programs that help reduce business costs and improve environmental outcomes in collaboration with Moreland Energy Foundation (MEFL) and other organisations as appropriate | Business Development Officer | MEFL  Sustainability Victoria  BBI  Centre for Education and Research in Environment Strategies (CERES) | Industry and business resource reduction  Awareness of Greening for Growth programs | Increased business participation in Greening for Growth programs  Increased ED/MEFL partnership programs or projects | WEB | M |
|  |  | Continue to promote and facilitate local business access to State and Commonwealth government programs | Industry Facilitation Officer | NORTH Link  DEDJTR  Small Business Victoria  Federal Government | Business growth and creation of additional local employment opportunities | Increased participation of business in State and Commonwealth government programs | WEB | H |
|  |  | Support local business campaigns to reduce resource use and deliver social benefits | Business Development Officer | MEFL  CERES | Increase awareness of resource reduction  Increase business sustainability | Increased participation of business into resource reduction programs | WEB | M |
|  |  | Actively participate in regional initiatives including business awards | Business Development Officer | Moreland Business Community  NORTH Link  Northern Region RDA  Melbourne’s North Councils | Increase awareness of Moreland’s Economic Development Strategy  Improve awareness of Moreland’s innovative businesses in the northern region | Involvement in the NBAA Breakfast series  Nomination of local businesses and business people for each category of the business awards  Increased attendance of local business at the NBAA breakfasts  Increased representation of Economic Development at regional events | WEB | M |
|  |  | Undertake business visits to understand the concerns, needs and opportunities of local business | **Economic Development Branch**  Industry Facilitation Officer  Business Development Officer  Commercial and Industrial Investment Facilitation Officer  Strategic Planning | Moreland Business Community | Increased qualitative data for Council of business issues and opportunities  Provision of targeted economic development support that meets individual businesses needs  Development and provision of targeted economic development initiatives that support industry and employment growth  Planning processes that are sensitive to the needs of business | Increased industry visits  Increased business follows up  Grow the business CEO Roundtable program  Business satisfaction with planning processes (Amendments and Permits) | WEB | M |
|  |  | Increase following and improve engagement of the Moreland Made campaign | ED Marketing & Communications Officer | General public  Moreland Business Community | Increase awareness of local industry product and service offering  Increase sales of local products and services | Increase in number of businesses participating in the Moreland Made campaign  Increase Moreland Made promotion activities | WEB | H |
| 5.2.3 | Facilitate the development of networks between businesses that can benefit from working together | Aid establish networks for enterprises engaged in similar industries and users | Economic Development Branch | Moreland Business Community | Develop local business partnerships and working relationships that support business operation and growth  Stronger support network for business leaders/CEO’s | Grow the business CEO Roundtable  Facilitate industry sector networks  Grow the leadership skill development program | WEB | M |
|  |  | Maintain and develop the Moreland Business Directory | ED Marketing & Communications Officer | BBI  NORTH Link | Greater inclusion/numbers in Moreland Business Directory | Increased registration numbers in MBD | WEB | M |

**Theme 5.3 – Investment facilitation –** continue to disseminate information about investment opportunities, available sites, ‘*first point of contact’* service, food and beverage opportunities

| **No.** | **Goal** | **Action** | **Key responsibility** | **Partnership opportunities** | **Outcomes** | **Performance Measure** | **Resource Requirements**  **(WEB - Within Existing Budget)** | **Priority:**  **High (H), Medium (M)  Low (L)** | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 5.3.1 | Improve approvals process for job-creating developments | Continue to work closely with the dedicated Commercial Priority Planner to expedite approvals and positive outcomes | Commercial and Industrial Investment Facilitation Officer | Strategic Planning  Urban Planning  Environmental Health  Transport Development  Environmental and Sustainable Development | Increased referral of Commercial Priority Planning applications to Economic Development  Increased planning approvals for job creating developments  Increased focus on job creation in planning application approval  Ensure job creation is a priority when considering rezoning of Category 2 – Employment Areas under the Moreland Industrial Land Strategy (MILS) | Increased attendance at pre-planning meetings  Achieve positive responses to planning approval process in business survey  Job creation included in planning approval checklist | WEB | L |
|  |  | Provide a ‘first point of contact’ for new and growing commercial and industrial investors to facilitate the investment process | Commercial and Industrial Investment Facilitation Officer | Property Services | Increased requests for Economic Development in supporting opportunities for investment from local industry  Increase positive results from investment opportunities | Increased communication from potential businesses to Economic Development for support with the investment process | WEB | H |
| 5.3.2 | Facilitate significant investment projects | Seek out and work with significant investors to deliver jobs and sustainable development | Commercial and Industrial Investment Facilitation Officer  Places  Strategic Planning | Moreland Business Community  Commercial Real Estate Agencies  NORTH Link  DEDJTR  Small Business Victoria | Increased local employment opportunities  Sustainable investment initiatives that result in increased job opportunities | Increased investment in Moreland  Increased employment opportunities in Moreland | WEB | M |
|  |  | Respond promptly to requests for location data from enterprises | Commercial and Industrial Investment Facilitation | Moreland Business Community  Commercial Real Estate Agencies  NORTH Link  DEDJTR  REMPLAN | Retention of expanding businesses in Moreland  Potential businesses choose Moreland as a destination | Establish a process to respond promptly to requests for location data and relevant information | WEB | H |
|  |  | Continue to deliver key catalyst projects in Moreland’s activity centres | Commercial and Industrial Investment Facilitation Officer  Places | Development Partners  State Government | Significant major employment and industry diversity development | Number of key catalyst project partnerships | WEB | M |
| 5.3.3 | Work with regional partners on strategic investment attraction | Continue to implement the regional Food and Beverage Plan | Industry Facilitation Officer  Manager Economic Development | Moreland Business Community  Commercial Real Estate Agencies  NORTH Link  DEDJTR  Tertiary Sector  FIAL | Increase opportunities for growth for Moreland’s food and beverage businesses  Increase food and beverage businesses in Moreland  Increased employment growth in food and beverage sector | Participation in the Northern Food and Beverage Industry Cluster  Increased employment in food and beverage sector | WEB | M |

**Theme 5.4 – Activity centre and employment land development –** collaboration with Places and Planning and other Branches e.g. Activity centre planning, MILS

| **No.** | **Goal** | **Action** | **Key responsibility** | **Partnership opportunities** | **Outcomes** | **Performance Measure** | **Resource Requirements**  **(WEB - within existing budget)** | **Priority**  **(e.g. HML)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 5.4.1 | Ensure activity centres are economically attractive | Employ Place Management techniques to create attractive centres | **Places (Major)**  Retail Facilitation Officer (Neighbourhood) | Business associations  Urban Design  Transport and Infrastructure  City Strategy and Design  City Development | Development of appealing centres that support strong economic development activity | Strong and diverse Activity Centre activation | WEB | M |
|  |  | Implement structure plans in activity centres to promote local investment and employment opportunities | **Places (Major)**  Retail Facilitation Officer (Neighbourhood)  Strategic Planning | Business associations  Urban Design  Transport and Infrastructure | Future activity centre planning that will maintain or increase local employment opportunities and long term sustainability | Successful delivery of structure plans | WEB | M |
|  |  | Improve urban design of activity centres to create attractive and useful spaces.  Implement the Celebrations Program | **Capital Works**  **Urban design**  Retail Facilitation Officer  **Project Support Officer**  Urban Design  **Project Support Officer**  Places  Strategic Planning  City Infrastructure | Urban Planning  Strategic Planning  Business associations | More attractive and economically viable activity centres | Planning and delivery of urban design projects in neighbourhood activity centres  Successful implementation of the Celebrations Program | WEB  WEB & CAPEX 5 Year program allocation | M |
|  |  | Improve and advocate for improvements to transport connections to activity centres and industrial precincts, including bike lanes, pedestrian routes and freeway access | **Transport**  Retail Facilitation Officer  Places  Transport | Business associations  Urban Design | Improved public access options to activity centres and industrial precincts  Increase numbers of local residents employed in local jobs | Improvement to public access options to neighbourhood activity centres  Increased numbers of local residents employed in local jobs | WEB | M |
|  |  | Work with business associations to implement and oversee special rate schemes for marketing and promotion activity | **Retail Facilitation Officer**  Finance | Business Associations  Places | Effective Special Rate scheme Agreements, with stronger quarterly reporting scrutiny. | Strong business and marketing plans and successful implementation | WEB | M |
| 5.4.2 | Ensure land is available for industrial and other employment activities | Continue to implement the Moreland Industrial Land Strategy | **Strategic Planning**  Commercial and Industrial Investment Facilitation  Industry Facilitation Officer | Moreland industrial and commercial business community | Effective employment land use Improved relationships and communication with business and other landowners in MILS Category 1 – Core Industrial areas | Increased employment in Moreland industrial land | WEB | M |
| 5.4.3 | Improve investment in health services in activity centres | With service partners, work to improve health services investment and development of a health services precinct | **Places**  Commercial and Industrial Investment Facilitation  Industry Facilitation Officer | Urban Planning  Moreland health sector and supply chain | Increase local investment and employment opportunities | Progression of the development of a health services precinct | WEB | L |
| 5.4.4 | Encourage the renewal of shopping and Neighbourhood Centres | Continue the Shopping Strip Renewal Program, including urban design improvements and tailored retail programs | **Retail Facilitation Officer**  **Urban Design**  Transport | Business Associations  Neighbourhood centre businesses | Creation of shopping centre strips that attract customers and improve the neighbourhood landscape  Moreland Neighbourhood Centres Strategy is implemented | Successful implementation of the Shopping Strip Renewal Program | WEB | M |
|  |  | With local partners, develop a program to fill vacant shops including temporary social and cultural uses and pop-up shops | Retail Facilitation Officer | Commercial Real Estate Agencies  Tertiary sector  Moreland business community  Business Associations | Increase awareness and sales opportunities of start‑ups and micro local and creative businesses | Increased support of pop up program | WEB | L |

**Theme 5.5 – Emerging industry initiatives –** initiatives that focus on Moreland’s strengths – arts, music and culture

| **No.** | **Goal** | **Action** | **Key responsibility** | **Partnership opportunities** | **Outcomes** | **Performance Measure** | **Resource Requirements**  **(WEB - within existing budget)** | **Priority**  **(e.g. HML)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 5.5.1 | Develop a vibrant ecosystem of new enterprises in Moreland | Continue to provide support for the Brunswick Business Incubator (BBI) | Business Development Officer | BBI  Small Business Victoria  Tertiary sector | Increase small business start ups  Support growth of business start ups | Implementation of an annual small business training calendar at BBI  Increase number of business start ups | WEB | M |
|  |  | Provide promotional and marketing support for co-working and maker-spaces | ED Marketing & Communications Officer | BBI  Co-working community  Arts and Culture  Launch Victoria  Inner Melbourne Action Plan (IMAP) | Increase awareness of coworking spaces for new and small businesses  Increase opportunities for co working business | Development and distribution of marketing collateral that supports co-working and maker spaces  Mapped co-working and maker spaces and increase in collaborative initiatives | WEB | L |
|  |  | Work with tenants and property owners to develop and implement models to facilitate affordable and attractive office spaces | Strategic Planning  **Commercial and Industrial Investment Facilitation Officer**  Urban Planning | Commercial Real Estate Agencies  Property Developers | Increased accessibility to affordable office space | Increase the amount of affordable and suitable office space in Moreland | WEB | L |
|  |  | Identify potential small office precincts and apply Place Management techniques to generate investment | Places (Major)  Retail facilitation Officer (Neighbourhood) | Commercial Real Estate Agencies  Property Developers | Increase the number and types of businesses operating in key activity centres | Increased investment in small office precincts | WEB | L |
| 5.5.2 | Increase investment by emerging industries | Work with emerging industries to identify key opportunities for growth | Commercial and Industrial Investment Facilitation  Industry Facilitation Officer | Moreland Business Community  Commercial Real Estate Agencies  NORTH Link  DEDJTR  Tertiary Sector | Attract businesses in emerging industries to Moreland  Provide access to employment opportunities for local jobseekers through emerging industries | Increase in local emerging industry and associated employment | WEB | M |
|  |  | Work with providers and local partners to improve NBN provision to businesses | Commercial and Industrial Investment Facilitation  Places  Strategic planning | **NBN Co**  Providers | Increased business productivity and innovation | Increased advocacy and NBN connectivity (noting that NBN connectivity is out of our control) | WEB | M |
|  |  | Investigate potential for spin-off industries from the nearby biomedical precinct in Parkville | Commercial and Industrial Investment Facilitation  Industry Facilitation Officer | Commercial Real Estate Agencies  CSIRO  Moreland Business Biomedical Community (e.g. Baxter)  Business Biomedical Community  NORTH Link  DEDJTR  Tertiary Sector | Attract businesses to Moreland from the expanding biomedical sector | Increased networking and connections to bio- medical businesses and or potential investment | WEB | M |
|  |  | Investigate potential for transitioning automotive enterprises | Industry Facilitation Officer | NORTH Link  Northern Region RDA  Moreland Automotive suppliers (all Tiers)  Kangan Institute  Ford Taskforce - Cities of Hume and Whittlesea | Identify local Moreland businesses impacted by the closure of Ford Motor Company | Increased connections to transitioning automotive enterprises and provide appropriate grant or investment support | WEB | L |

**Theme 5.6 – Workforce development –** support regional focus, NORTH Link as a partner, monitor trends, what are the gaps and areas for skills development. Continue to tailor programs such as CEO roundtable and Local Leaders.

| **No.** | **Goal** | **Action** | **Key responsibility** | **Partnership opportunities** | **Outcomes** | **Performance Measure** | **Resource Requirements**  **(WEB - within existing budget)** | **Priority**  **(e.g. HML)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 5.6.1 | Ensure that local workers have in-demand skills | Work with regional partners to implement The Future Workforce: Melbourne’s North | Industry Facilitation Officer  **Manager Economic Development** | NORTH Link  Northern Region RDA  Melbourne’s North Council  Tertiary Sector | Strategies that impact and benefit Moreland are implemented | Continued participation in NORTH Link  Increased workforce development programs | WEB | M |
|  |  | Work with local partners to help broker skills development programs | Industry Facilitation Officer | Tertiary sector  NORTHLINK | Strategies that impact and benefit Moreland are implemented | Increased local resident participation in workforce development and skills initiatives | WEB | M |
| 5.6.2 | Provide assistance to those disadvantaged in the labour market | Work with local partners including the local LLEN to support disadvantaged job seekers and develop and implement programs | Industry Facilitation Officer | INLLEN  Youth, Leisure and Social Support  Community Development and Social Policy  Youth Project Inc  Jesuit Social Services  AGA – Apprenticeships Plus | Increased participation of disadvantaged cohorts in labour market programs | Increased participation in regional skills development programs | WEB | M |
|  |  | Investigate how social procurement programs and social enterprises can be better supported | Industry Facilitation Officer | Community Development and Social Policy  Procurement | Stronger connections to social enterprises | Stronger promotions of social enterprises and local employment opportunities | WEB | L |
| 5.6.3 | Improve the capacity of our small business leaders | Identify the impact of the sharing economy on skills development and work with partners (co working spaces etc) to deliver relevant programs | **Industry Facilitation Officer**  **Business Development Officer**  Arts & Culture | BBI  Local co working and maker-space community  Moreland Business Community | Better skilled start-ups | Increased start-up community participation in business development training programs | WEB | M |
|  | Continue to develop and deliver the Business CEO Roundtable initiative | Continue to host and promote skills development programs | **Industry Facilitation Officer**  **Business Development Officer**  ED Marketing & Communications Officer | Moreland Business Community  Tertiary sector (inc. TAFE)  Private RTO and training community | Better skilled business community | Greater resident participation in skills and training programs | WEB | M |
| 5.6.4 | Promote local education and training | Seek out new opportunities to host education and training activities in Moreland | **Industry Facilitation Officer** | Moreland Business Community  Tertiary sector (inc. TAFE)  Private RTO and training community  Industry Peak Bodies  Industry Groups | Better connected resident population to local skills development | Stronger connections between local business and local training sector | WEB | M |
|  |  | Continue to improve connections to nearby tertiary education facilities | **Industry Facilitation Officer** | RMIT  La Trobe University  Melbourne Polytechnic  Kangan Institute | Stronger interaction between local business and tertiary education | Increase in collaborative activities with tertiary education providers | WEB | M |

**Theme 5.7 – Information, marketing and Promotion –** further develop business website and how to better promote and disseminate information

| **No.** | **Goal** | **Action** | **Key responsibility** | **Partnership opportunities** | **Outcomes** | **Performance Measure** | **Resource Requirements**  **(WEB - within existing budget)** | **Priority**  **(e.g. HML)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 5.7.1 | Provide timely and accurate information on the local economy for potential investors | Maintain an online economic and demographic profile | Strategic Planning  ED Marketing & Communications Officer | Commercial Real Estate Agencies  Strategic Planning  REMPLAN | Potential investors choose Moreland as a destination | Improved response time to enquiries for local economic data | WEB | L |
| 5.7.2 | Promote Moreland businesses | Promote good news stories about Moreland enterprises | ED Marketing & Communications Officer | Moreland Business Community | Create awareness of local businesses and their product and service offering | Increased positive news stories across the range of communication platforms.  High rated satisfaction from business surveys | WEB | M |
|  |  | Continue and further develop the Moreland Made promotional campaign that promote and showcase local talent and industry | ED Marketing & Communications Officer | Moreland Business Community | Increase awareness of local businesses products and service offering | Increased business participation in Moreland Made campaign  Increased promotion of Moreland Made campaign | WEB | M |
| 5.7.3 | Disseminate information about business programs and support from Council and others | Continue to review and improve the BizMoreland website | ED Marketing & Communications Officer | Moreland business community | Improve communication to local business  Improve awareness of grants, funding and programs that support business and employment growth | Increased number of businesses on the database  Increased communications providing timely grants, programs, funding and business support information. | WEB | M |
|  |  | Increase subscriber database for e-news and increase circulation of targeted, relevant hardcopy publications | ED Marketing & Communications Officer | Moreland business community | Increase awareness of Council’s business support services and programs  Improve communication to local business | Increase subscriber numbers to e-news  Increase circulation numbers of hard copy publications | WEB | M |
|  |  | Increase social media reach and content, including measuring and monitoring of engagement activity | ED Marketing & Communications Officer | Moreland business community | Improved communication with local business community  Increase audience interaction with social media content | Increased ‘likes’ to bizmoreland Face book page  Increased ‘Followers’ on Instagram and other social media platforms | WEB | M |
|  |  | Continue to improve online business information and support | ED Marketing & Communications Officer | Moreland business community | Improved access to information that supports business and employment growth | Increased and targeted online information shares | WEB | H |
| 5.7.4 | Promote Moreland as a visitor destination | Accelerate the promotion of Moreland destinations through dedicated initiatives in partnership with Destination Melbourne | **ED Marketing & Communications Officer**  Arts & Culture | NORTH Link  Destination Melbourne | Businesses and residents will choose Moreland as a destination | Increased destination promotional activity  Increased initiatives in partnership with Destination Melbourne that promote Moreland as a destination | WEB | M |
|  |  | Maintain and promote an events calendar to entice the community to participate and welcome newcomers into the municipality | ED Marketing & Communications Officer  Arts & Culture | NORTH Link  BBI | Raise awareness of Moreland to residents ,industry and the wider community | Increased promotion of events calendar that entices the community to participate and welcome newcomers into the municipality | WEB | H |

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