

ECONOMIC DEVELOPMENT & TOURISM STRATEGY 2016 - 2021



work, live, play, visit

The Economic Development and Tourism Strategy will provide a **blueprint** for enhancing the vibrancy and sustainability of the local economy and its influence on the liveability of Boroondara as a whole.



BOROONDARA
City of Harmony



Acknowledgements

The following organisations are gratefully acknowledged for their contribution to the development of this Strategy.

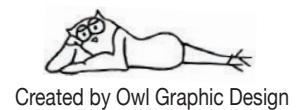


TABLE OF CONTENTS

Executive Summary	5
1. Introduction	7
Strategy Purpose and Planning Framework	7
Providing the Foundations for Growth	8
A Collaborative Approach for Sustainable Outcomes	9
The Strategic Objective Statement	9
Themes	10
Methodology	10
2. Strategy Context: Economic Drivers, Trends and Influences	13
Boroondara - An Economic Snapshot	13
A Growing Knowledge Economy	15
An Evolving Demographic	17
An Eclectic Mix of Retail Clusters and an Emerging Visitor Economy	19
New Ways of Working - The Home-Based Business	21
A Growing Learning and Innovation Hot-Spot	22
Boroondara - A Knowledge City	23
3. Key Objectives and Related Strategies	24
Best-In-Class Neighbourhood Shopping Centres	24
Key Objective	
Rationale	
Related Strategies	
Boroondara as a Tourism Destination	27
Key Objective	
Rationale	
Related Strategies	
Boroondara - Ready for Business	29
Key Objective	
Rationale	
Related Strategies	
Helping Business Establish and Grow	31
Key Objective	
Rationale	
Related Strategies	
Civic Leadership and Partnerships	33
Key Objective	
Rationale	
Related Strategies	

4. Implementing the Strategy	35
Continuing Collaborative Partnerships for Effective Implementation	35
Monitoring Strategy Progress	36
Definitions	37
References	39

LIST OF FIGURES

Figure 1 - The Enablers of Economic Development and Tourism	8
Figure 2 - Strategy Themes	10
Figure 3 - Strategy Development Process	12
Figure 4 - Boroondara's Industry Growth Share Matrix	15
Figure 5 - Boroondara's Strategic Clusters	16

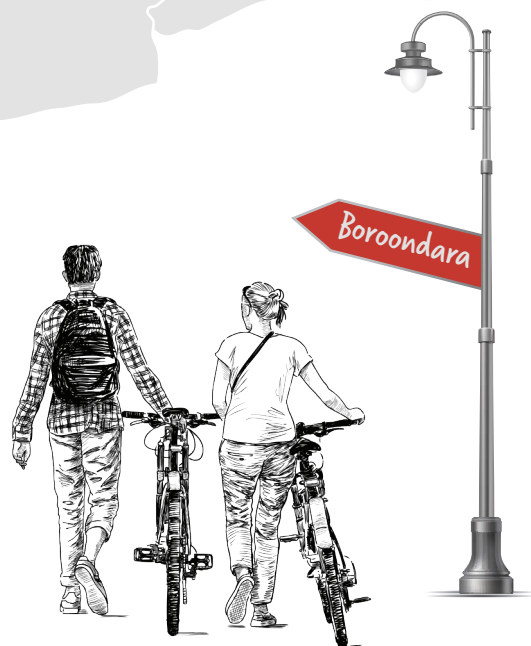
Boroondara

8-18km from CBD



Suburbs of Boroondara

- | | |
|------------------------|---------------------------|
| ● Ashburton | ● Hartwell |
| ● Balwyn | ● Hawthorn |
| ● Balwyn North | ● Hawthorn East |
| ● Burwood | ● Kew |
| ● Camberwell | ● Kew East |
| ● Canterbury | ● Mont Albert (parts of) |
| ● Glen Iris (parts of) | ● Surrey Hills (parts of) |
| ● Greythorn | |





Executive Summary

The City of Boroondara Economic Development and Tourism Strategy 2016 - 2021 provides a blueprint for enhancing the vibrancy and sustainability of the local economy and its influence on the liveability of Boroondara as a whole. It is a plan to foster prosperity by facilitating business development and growth, access to information, resources and opportunities for business and to contribute to the wellbeing of all of Boroondara's workers, visitors and residents.

The Boroondara of today is highly regarded by residents and visitors alike for the quality of its heritage buildings, for being home to some of Melbourne's most charming parks and gardens, its wide tree-lined streets, the diversity of shopping centres brimming with retail, cafes and services businesses, cinemas, galleries and access to the Yarra River and Gardiners Creek.

Proximity and easy access to Melbourne's Central Business District (CBD), a wide range of transport connections and the lifestyle quality of the municipality are valued highly, attracting a relatively wealthy and highly skilled workforce to the City and translating into strong demand for existing housing and demand for new dwelling construction.

Boroondara is also a location of choice for business with a concentration of professional services – including the regional headquarters of many national and multi-national corporations – and an emerging 'knowledge economy', centred on business and financial services, media and communications, health care and education.

The City boasts a high concentration of schools and is home to some of the country's finest independent and well respected public secondary schools. Swinburne University and Melbourne University (Hawthorn campus), also located within the City, cement the area's reputation as a powerhouse for learning.

Tourism is an emerging sector in the City, reflected in local visitation to the area's shopping centres, food and entertainment and cultural offerings, markets and from visiting friends and relatives. This is supported by a burgeoning accommodation sector.

Broad consultation has informed the development of the Strategy, with input from a range of businesses and business groups, community representatives and relevant industry and government bodies.

The Strategy addresses a range of issues, challenges and opportunities for sustainable economic development in the City.

Community consultation identified the opportunity to improve the appearance of some shopping centres, fragmented land ownership, business mix and variety, high property and utility costs, constrained employment sites, a changing retail landscape impacted by online options, parking and congestion perceptions, competing Council priorities for resources and control of important assets e.g. National Broadband Network. Opportunities that were identified included a growing and highly educated population, overall amenity and natural assets, emerging sectors including the night-time economy, tourism, creative industries and start-up enterprises, increasing demands for health care, partnership opportunities with (for e.g.) Swinburne University of Technology and increasing collaboration between businesses and Council.

To capitalise on the Boroondara advantage, the Strategy provides the framework and directions for the City's economic development, with the focus being on five themes, key objectives and a set of related strategies that Council will be striving to achieve over the next five years. These objectives are:

Best-In-Class Neighbourhood Shopping Centres

Council will facilitate the development of best-in-class neighbourhood shopping centres in the City.

Boroondara as a Tourism Destination

Council will identify, showcase and promote the City's tourism assets to facilitate growth in tourist visitation and spending.

Ready for Business

Council will facilitate the provision of quality economic enablers in the City.

Helping Business Establish and Grow

Council will facilitate business establishment and growth, investment attraction and industry development.

Civic Leadership and Partnerships

Council will continue to provide leadership and foster partnerships which contribute to economic and tourism development within the City.

The Strategy has been prepared in the context of the role of economic development and tourism in the Council's broader program of work and strategic objectives, and wider regional priorities.

1. Introduction



Strategy Purpose and Planning Framework

Council's Strategy provides the framework and directions for economic development within the City, with the focus on five key themes, objectives and a suite of related strategies that can be achieved over the next five years.

Council's approach to supporting economic development and tourism is aligned with its Corporate Planning Framework which includes the Council Plan 2013-2017, the Municipal Strategic Statement and the Public Health and Wellbeing Plan 2013-2017, all of which are legislated planning requirements in the State of Victoria.



Providing the Foundations for Growth

Council is responsible for the delivery of the Strategy in its role as a coordinator and facilitator. This reflects the important role Council plays in the economy and the community because of its daily engagement with local businesses and residents and its links to other agencies, service providers and tiers of government. It identifies specific activities for which Council can take the lead and others for which it can play a key supporting role in partnership with others.

While business and industry drive economic development, Council influences the 'enabling environment' for prosperity, that is, the services, infrastructure and support mechanisms required to facilitate economic activity. This includes: local infrastructure, such as transport networks, appropriately zoned land; the form and function of the City's shopping centres; community services and facilities including the City's libraries and aged care services; 'lifestyle' attributes - including the City's high-quality parks, wide, tree-lined streets and pedestrian pathways, extensive cycling paths and recreational facilities, Boroondara's heritage buildings and its arts and cultural services; and a local policy, planning and regulatory framework that is supportive of business innovation, investment and industry growth.

Other enablers which Council is not directly responsible for, but which it influences to varying degrees through collaborative partnerships with other tiers of government or institutions such as Swinburne University of Technology are also important and include: transport and communications infrastructure; health and community services; education infrastructure; research and innovation infrastructure; and a supportive regional planning framework. Figure 1 shows the enablers of economic development and tourism.

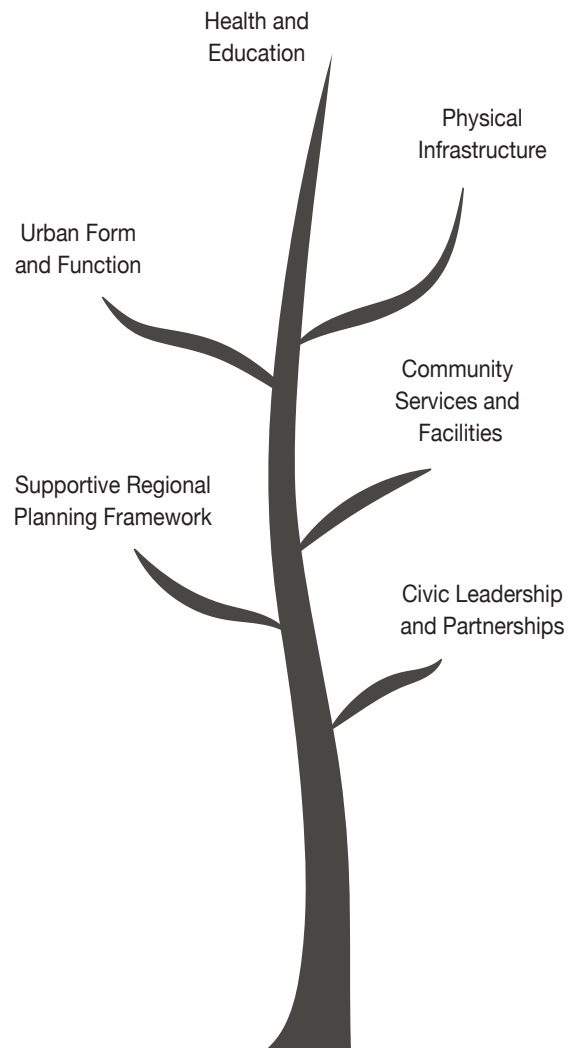


Figure 1 - The Enablers of Economic Development and Tourism
Source: SC Lennon & Associates

A Collaborative Approach to Sustainable Outcomes

The Strategy is a Council-wide document. The actions will be led and implemented by Council's Economic Development Department, which will continue to play a key role in assisting other departments to progress initiatives to improve the City's economic development and tourism prospects.

Council embraces and promotes a partnership approach with other stakeholders in government, the non-government sector and industry. This includes Federal Government agencies such as Regional Development Australia (RDA) - Melbourne East, State Government agencies including the Department of Economic Development, Jobs, Transport and Resources and other important contributors to economic development including institutions like Swinburne University of Technology and industry bodies such as Destination Melbourne, Mainstreet Australia and the City's local industry, traders' associations and groups and service clubs such as Rotary.

Through a co-ordinated and collaborative strategic effort, Council and these other 'agents of change', influence the enablers of economic development and the City's capacity to stimulate, attract and maintain business activity, visitation and investment in the City.

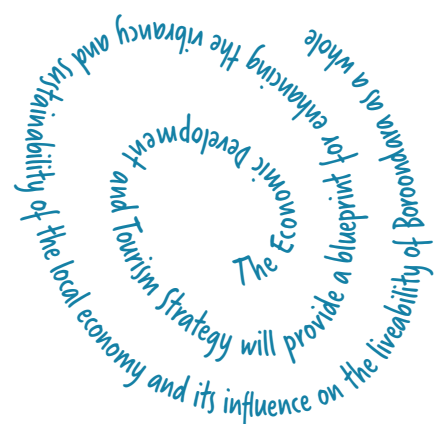
By identifying and articulating the enablers and attributes which support local economic development, Council influences the potential of the City and its appeal as a place to visit, to invest in and to work and live. This ideal of a pro-active and collaborative approach is encapsulated in Council's Strategic Objective Statement.

The Strategic Objective Statement

'Economic development' refers to the mutually-reinforcing and complementary relationship between improvements in economic activity, community wellbeing, cultural diversity, a sense of 'place' and the environment. This is reflected in the Strategic Objective Statement, as follows:

The Economic Development and Tourism Strategy provides a blueprint for enhancing the vibrancy and sustainability of the local economy and its influence on the liveability of Boroondara as a whole.

The Strategic Objective Statement is supported by five themes, key objectives and a suite of related strategies.



Boroondara - Blueprint
Work, Live, Play, Visit

Themes

To realise the Strategic Objective Statement, the Strategy addresses the following five themes as shown in Figure 2: (1) Best-In-Class Neighbourhood Shopping Centres; (2) Boroondara as a Tourism Destination; (3) Boroondara - Ready for Business; (4) Helping Business Establish and Grow; and (5) Civic Leadership and Partnerships.



Figure 2 - Strategy Themes

Methodology

The Strategy addresses a range of issues, challenges and opportunities for sustainable economic development in the City that have been determined through a process of targeted research, consultation, engagement and analysis. This process is illustrated in Figure 3.

To assist in the preparation of the Strategy, a preliminary consultation process was undertaken between March 2016 to May 2016. The preliminary consultation phase sought general feedback and was facilitated by:

- stakeholder interviews;
- a stakeholder workshop which included representatives from trader associations and local Rotary clubs;
- an online “Have your Say” submission form which was uploaded onto the business pages on Council’s website and promoted via the website (Submissions were sought between 15 March 2016 and 15 April 2016);
- promotion on www.boroondaralife.com.au;
- Progress Leader newspaper Council advertisements;
- mail and email communications with key stakeholders.

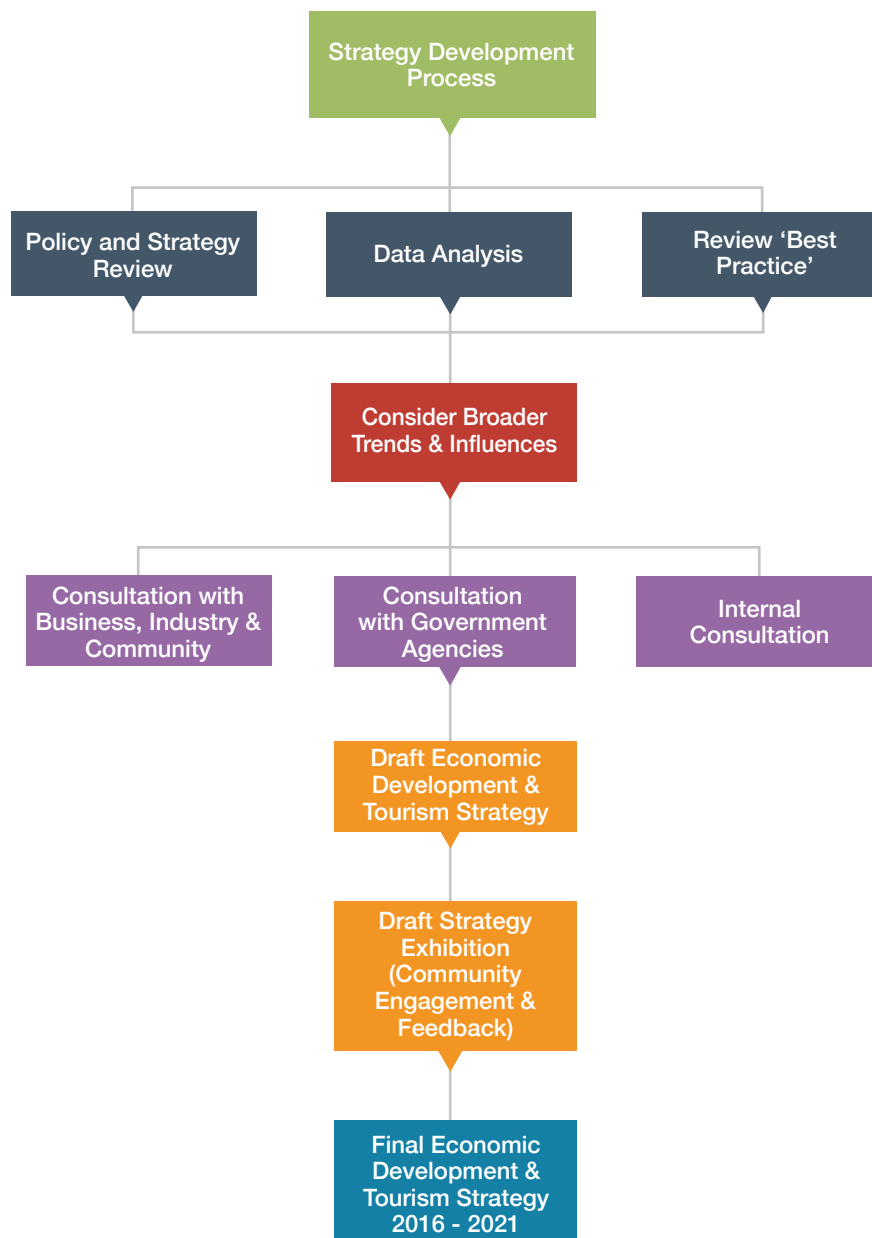
Feedback received was used to help determine the strategic objective, key objectives and related strategies that formed the basis of a draft Strategy.

A further opportunity to provide feedback on the draft Strategy occurred between 1 July 2016 - 29 July 2016 and was facilitated by:

- promotion via the Boroondara website and social media channels;
- Progress Leader newspaper Council advertisements;
- a letter sent to approximately 9,000 commercial landlords and occupiers across the City;
- email communication to key stakeholders including the Business Boroondara Network membership database and steering committee members, Secondary School Principals, Regional Development Australia - Melbourne East, Swinburne University, Destination Melbourne, Mainstreet Australia, local accommodation providers, trader associations and business groups and the management agencies of four local markets including Camberwell Fresh Food Market, Hawthorn Craft Market, Camberwell Sunday Market and Boroondara Farmers Market.



Figure 3 - Strategy Development Process

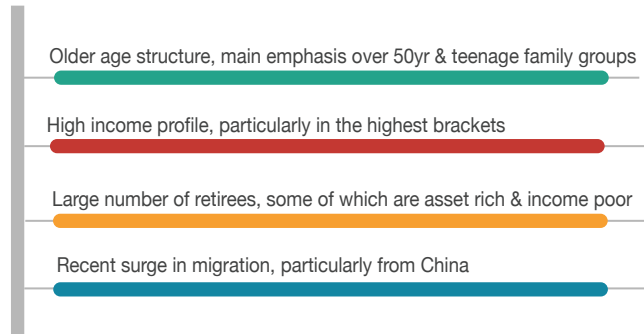


2. Strategy Context: Economic Drivers, Trends and Influences

Boroondara - An Economic Snapshot

Demographic Overview

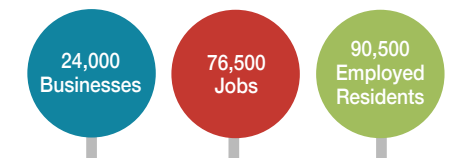
Boroondara is home to approximately 174,800 residents (2015) with population projections suggesting there will be around 210,900 residents by 2041. Boroondara is in the top two municipalities in Victoria in terms of being least disadvantaged.



According to the ABS Index of Relative Socio-Economic Disadvantage (2011 Census)

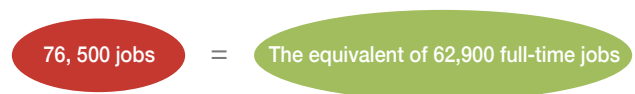
Economic Overview

Detailed across and below are a synthesis of economic features of the City.



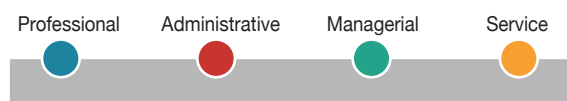
Jobs in More Detail

Jobs in the city grew strongly between 2004 and 2011 but have since plateaued and declined marginally in the period 2011 to 2015.



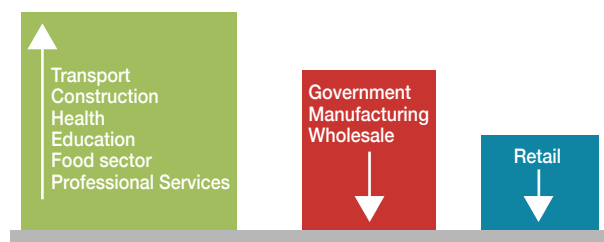
Local Skills

Boroondara has a skilled and educated workforce with 4 main areas of employment.



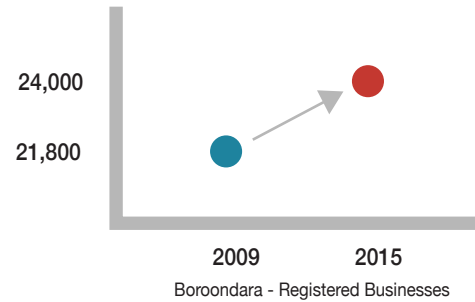
Industry Sector Overview

Whilst equivalent full-time (EFT) jobs in some industry sectors have shown relatively strong growth in the period 2008/09-2014/15, full-time jobs in retail have declined marginally and a more significant decline in EFT jobs has been experienced within government, manufacturing and wholesale trade.



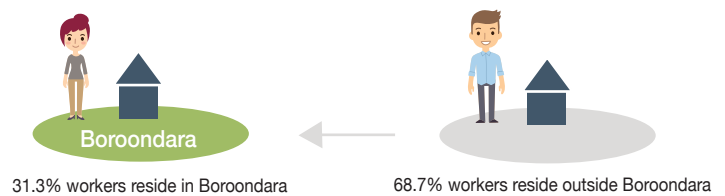
Registered Businesses

There has been a growth rate of approximately 1.6% per annum in the number of registered businesses from 2009 to 2015. The leading sectors are accommodation and food, health care, construction and business services.



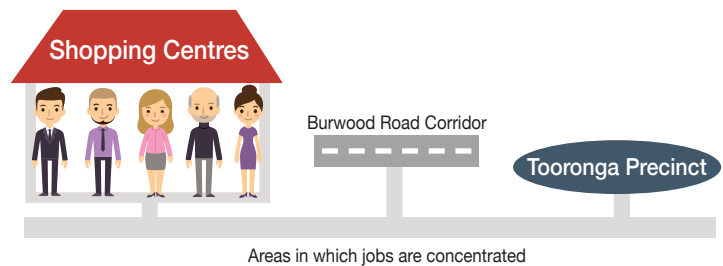
Workforce Catchment

Boroondara businesses draw workers from across greater Melbourne with a focus on the eastern region and central suburbs. This is in part due to good transport connections to and within the municipality.



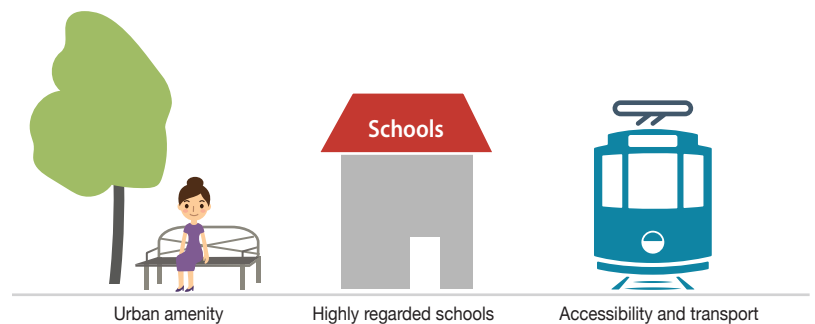
Location of Work

Most of Boroondara's residents that work can be found within Boroondara and also the corridor between Boroondara and Docklands.



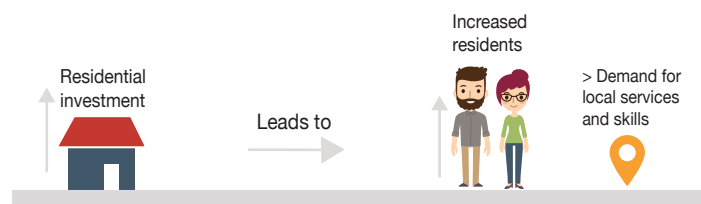
Liveability and Housing

The municipality has a highly valued lifestyle which is causally related to strong demand for existing new dwelling construction and higher than greater Melbourne average median house price.



Investment Activity

In terms of building approvals, there is a growing activity focused on residential investment.



Source: Based on a review of City of Boroondara data within Economy ID, Forecast ID and Profile ID Online.

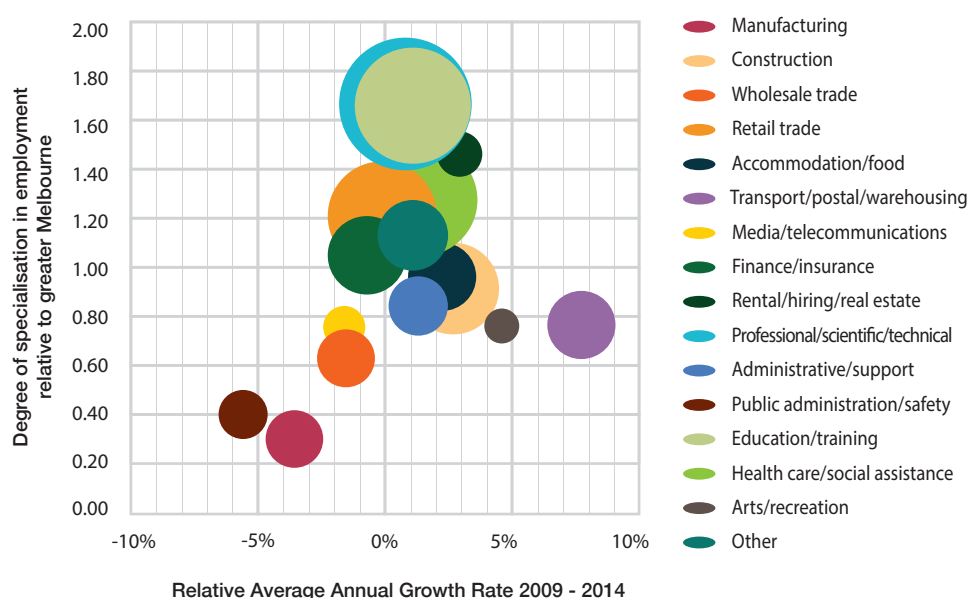
A Growing Knowledge Economy

Metropolitan Melbourne's economy, like that of Australia, has transformed over the past two decades, defined by a long-term shift towards the service sector and, more recently, the 'knowledge economy'. The knowledge-based economy is an expression which describes trends in advanced economies towards greater dependence on knowledge, information and high skill levels, and the increasing need for ready access to all of these by the business and public sectors. These trends have had a strong influence on the City's workforce and the industry base, which is oriented towards the professional services, retail and community services sectors. This broader economic change has been driven by globalisation and a re-organisation of business, with enterprises and individuals becoming specialised through the outsourcing of non-core business functions assisted by the use of new and constantly evolving digital technologies.

Those industries which present opportunities for growth in the City include for example, financial and legal services, telecommunications, education and training, scientific and technical services and the creative industries, particularly creative services like architecture and design, communications and marketing and digital content.

Boroondara's stock of 76,500 jobs is estimated to be equivalent to 62,900 full-time equivalent jobs². The industry sectors that have shown relatively strong jobs growth over the five-year period to 2014/15 are those with a high knowledge content and include transport, health, education, professional services and accommodation and food services. This is reflected in the City's 'industry growth-share matrix' (Refer to Figure 4)³, which illustrates the relative size, employment specialisation (compared to metropolitan Melbourne) and growth of each industry sector. The degree of employment specialisation below 1.00 reflects a lower number of jobs in the relevant sector as compared to Greater Melbourne and where it is above 1.00 it reflects a higher number of jobs in the relevant sector as compared to greater Melbourne. For e.g. Manufacturing is low whereas Education and Training is high.

Figure 4 - Boroondara's Industry Growth-Share Matrix



² Source: Based on a review of City of Boroondara within Economy ID, Forecast ID and Profile ID Online.

³ Source: id Consulting with interpretations by HillPDA and SC Lennon & Associates.



Figure 5 - Boroondara's Strategic Clusters

Those industries which are strong and growing are the focus of this Strategy. The following 'clusters' emerge as the focus for Council's efforts to support business growth, promote industry and attract investment.

The grouping of industry sectors into strategic clusters is defined as follows:

- Business Services: Professional, Scientific & Technical Services & Financial & Insurance Services & Administrative & Support Services;
- Retail: Retail Trade;
- Tourism: Accommodation & Food Services & Arts & Recreation Services;
- Education & Health: Education & Training & Health Care & Social Assistance;
- Property Services: Construction & Rental, Hiring & Real Estate Services; and
- Transport & Communications: Transport, Postal & Warehousing & Information Media & Telecommunications.

Most Boroondara residents that work are employed in businesses located in the corridor between Boroondara and Docklands, but also spread out across the eastern suburbs of Melbourne. Within Boroondara, the major concentration of jobs in the local economy, is focused around shopping centres, the Burwood Road corridor and the Tooronga precinct.⁴

Boroondara's proximity to Melbourne's Central Business District (CBD) provides opportunities for local businesses to service CBD based businesses through supply chain links, providing essential business services as key inputs to their operations. By continuing to grow and expand the City's base of knowledge-intensive industries as well as Boroondara's service sectors, a more diverse business base can evolve in the City, with an entrepreneurial population serving local population needs, as well as visitors to the City and the needs of businesses based elsewhere.

⁴ Source: id Consulting with interpretations by HillPDA and SC Lennon & Associates.



An Evolving Demographic

Boroondara has an ageing population and while this may present some challenges in terms of workforce participation rates, it also presents opportunities for economic development. Boroondara has experienced annual growth rates of nearly 4% in the number of health care and social assistance businesses registered over the period 2009-2014, equivalent to nearly 400 new businesses operating in the sector.⁵

Demand for health care services to meet the needs of the City's ageing population means employment in the health care sector will remain strong. There are opportunities for Boroondara businesses to link to and enhance existing health care centres to meet these needs and create employment opportunities.

A recent survey of urban professionals conducted by the Economist Intelligence Unit shows that elements of 'liveability' – access to employment, cost of living, public transport and roads, safety and security and culture and

night life - rank highly amongst the list of factors contributing to a City's attractiveness as a place to live and work. The lifestyle quality of Boroondara is highly valued, translating into strong demand for existing housing and demand for new dwelling construction. House prices are much higher in Boroondara than the Greater Melbourne average. Key attributes of the municipality include:

- urban amenity, including quality provision of shopping centres and open space;
- schools and other services, including some of the country's finest independent and well respected public secondary schools, Swinburne University of Technology and Melbourne University (Hawthorn Campus);
- good access to the CBD and neighbouring regions and having a wide range of transport connections.

⁵ National Institute of Economic and Industry Research (NIEIR) © 2016.

In terms of building approvals, a large and growing share of activity is focused on residential investment. This activity is adding new residents to the City, which also adds demand for local services and provides new skills for the local economy. Strong residential market conditions have facilitated growth in housing construction, with significant growth in medium-density development. Overseas investment, notably from China,⁶ has driven a component of this investment into residential construction.

Melbourne's housing market is diversifying with demand being generated from new market segments including downsizers, aged care accommodation, Gen Y, overseas migration, tertiary students in addition to traditional family households. Strong population growth and more diverse household types are driving demand for a range of new and smaller housing formats across inner and middle Melbourne including locations in the City of Boroondara.



⁶Source: Foreign Investment Review Board Annual Report 2014 - 15.



An Eclectic Mix of Retail Clusters and an Emerging Visitor Economy

Investment activity and job growth in the services and knowledge-based industries has driven, and will continue to drive demand for retail and personal services, with implications for a growing range of attractions, experiences and services in desirable middle-ring locations like Boroondara.

Nationally, the retail sector is evolving, with shopping increasingly being seen as a leisure activity which has led to the increased importance of food, cafes and restaurants. Some elements of fashion are evolving with new opportunities being driven by international retailers. Retail outlets such as cafes, restaurants, niche bookshops and household goods suppliers are part of the attraction of urban living.

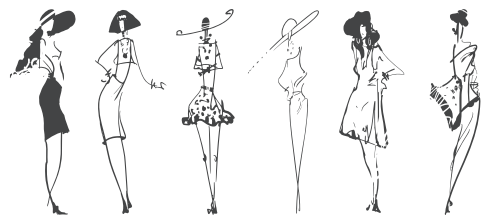
The growth of knowledge jobs and workers has also driven the growth of hospitality and recreation services, particularly cafes and restaurants. Much of the growth in the service

sector has occurred in large cities - particularly within the inner and middle ring suburbs. This has driven gentrification in Melbourne, with professional 'knowledge workers' effectively clustering in areas with high levels of amenity and good access to services and jobs. The City of Boroondara is one of these key locations.

Retail is one of the most prominent sectors in Boroondara and is a foundation of the local economy. Maintaining the vitality of the retail sector is key to ensuring Boroondara's economic prosperity. The local retail sector employs over 10,000 people in Boroondara or just over 13% of total employment in the municipality. Retail employment has remained relatively constant over the last 15 years, accounting for an average of 13% of jobs located in the City. In recent years, the retail sector has achieved a gain of around 300 retail jobs, varying in nature from full-time to casual since 2009/2010 which is an average annual growth rate around 0.6%.⁷

⁷ Source: National Institute of Economic and Industry Research (NIEIR) © 2016.

Boroondara's 53 shopping centres, made up of activity centres (Camberwell Junction, Glenferrie Road, Hawthorn and Kew Junction), neighbourhood and local shopping centres, are well positioned to take advantage of the shifting retail landscape. The City's shopping centres are perceived to be a particular strength, some of which are considered to be some of the best across Melbourne and interstate. The shopping centres are a driver of local residential and business amenity as well as attracting visitors from across Melbourne, Victoria and interstate. Boroondara can capitalise on this advantage, to retain local consumer expenditure and attract increasing numbers of visitors, including interstate and international tourists as a key component of the broader Melbourne tourism 'offer'.





New Ways of Working - The Home-Based Business

The digital economy has supported changing work practices and has created new lifestyle opportunities for both the employed and self-employed. This factor, in conjunction with the need (or opportunity) for greater worker flexibility in many occupations, has increased the incidence of 'telecommuting' and 'teleworking', and the emergence of home-based businesses and occupations.

Corporate downsizing, the greater premium placed on skills and knowledge, the ability of businesses to readily source inputs from remote suppliers and enhanced communications and information technology, have provided opportunities for new and more flexible modes of working, and have given rise to 'home-based businesses'.

For those looking to establish a home-based occupation, important considerations include lifestyle/amenity, appropriate infrastructure, particularly communications and information technology and access to household and business services. Micro and small businesses, especially new start-ups, are establishing in home offices and low rent offices and shop fronts in the suburbs and regional centres. People that establish companies in fields like design, marketing, software development, health and consultancy advice are examples of business types which drive this activity.

The Strategy recognises the attraction and retention of these households are as crucial to local economic development as mainstream (business) investment recruitment campaigns. These households not only bring the skills, which are vital to successful trade for the City, they also bring connections and ideas.



A Growing Learning and Innovation Hot-Spot

A knowledge economy is focused with the opportunities arising from knowledge being diffused throughout the economic process, it should not be surprising that education and research is a core component. Residents in Boroondara are highly educated, and local education provision is comprehensive. For example, Boroondara has the highest concentration of independent schools in Melbourne, if not Australia. The City, with its first-class schools, is well placed with the infrastructure and services necessary to support the foundations of a growing knowledge economy.

The tertiary education sector is at the frontier of the knowledge economy and the City is home to one of Australia's leading tertiary education and research institutions in the Swinburne University of Technology. The University is ranked in the top 400 Universities in the world by the Academic Rankings of World Universities, and in the world's top 100 universities under 50 years old by the Times Higher Education rankings. The University provides an immediate and direct stimulus to the local economy through the expenditure driven by the presence of a student population of approximately 20,000 and the direct employment generated at the University campus in Hawthorn.

The University also presents an opportunity for the City to leverage the skills and expertise within the University to attract and grow businesses with synergies regarding their use of technology and innovation to the City.

Working in collaboration with Swinburne University of Technology, the Council, through the Strategy, aspires to support the knowledge economy through a variety of measures including:

- accessing and promoting global knowledge and world's best practice in a range of areas relevant to City growth and development;
- facilitating the development of social capital in the local community through outreach work including public lectures and university academics representation on steering committees; and
- working collaboratively to identify opportunities to support economic development through accessing incubator space and leading edge programs for new and emerging industries.



Boroondara - A Knowledge City

Globally competitive enterprises need high-speed internet access and communications infrastructure. Particularly important as a driver of growth for these enterprises is infrastructure which enables access to high-speed internet. The speed of internet access depends on the bandwidth of the technology installed, which connects the user to the internet.

Council will advocate to ensure this infrastructure is adequately provided to build capacity in the 'knowledge economy'. This is part of providing an 'innovation-ready' environment which is attractive to knowledge workers and 'creative professionals' who command a premium within local economies.

Rapid advances in the digital world are creating new work patterns. People are increasingly moving online to connect, to deliver and access services, to obtain information and to perform everyday transactions. New enterprises are starting up to take advantage of connected devices to capture vast amounts of information, enter new markets, transform existing products, and introduce new business and delivery models.



3. Key Objectives and Related Strategies

Outlined in Section 3 are five key objectives and related strategies which reflect a combination of current Council initiatives and a series of new initiatives that will need to be developed during the life of the Strategy.

BEST-IN-CLASS NEIGHBOURHOOD SHOPPING CENTRES



Key Objective

Council will facilitate the development of best-in-class neighbourhood shopping centres throughout the City.

Rationale

Boroondara's network of 53 shopping centres, made up of activity centres (Camberwell Junction, Glenferrie Road, Hawthorn and Kew Junction), neighbourhood and local shopping centres, is a core element of the local economy and a highly valued part of the social fabric that is synonymous with life in Boroondara. The City's shopping centres are underpinned by the retail and service sectors and provide a diverse range of opportunities for social interaction and exchange, to access commercial and community services and local employment. Given the importance of these centres to the Boroondara community, with retail employment accounting for 13% of all jobs in Boroondara,⁸ Council is committed to supporting them to become recognised as 'best-in-class' examples of how shopping centres can be so much more than just a place to shop.

The City's shopping centres will continue to evolve as a focal point for the communities that support them. Shopping centres are places where people feel a strong sense of connection and 'ownership' and places which support the liveability and appeal of Boroondara as a place in which to live, work and invest, or visit.

⁸ Source: National Institute of Economic and Industry Research (NIEIR) © 2016.

Retail is one of the City's key strategic industry clusters and is a major source of local employment. Competing centres in neighbouring areas and the excellent transport infrastructure between Boroondara and Melbourne's CBD contributes an element of retail 'escape' expenditure. Evidence of retail escape expenditure was acknowledged in Boroondara's Activity Centre Strategy (2011). It identified that escape expenditure accounted for approximately 44% of total available retail spending by Boroondara residents and was 'at the higher end of expectations for a metropolitan municipality'. It attributes the high proportion of retail escape expenditure to the proximity of other major retail centres, the high labour force mobility, relatively limited provision of supermarket floorspace, and a limited provision of a discount department store and homemaker retailing floorspace. In addition, the City does not provide any significant department store offer such as Myer or David Jones and has not captured recent new investment in international brand outlets to any significant extent e.g. (Zara, Uniqlo, H&M, Kookai, Muji, Topshop etc.)

Retail centre trading performance can be improved by increasing the proportion of the resident workforce that works locally, and promoting business opportunities and supporting local enterprises.

Boroondara's shopping centres are an attractor for visitors to the City. To continue to be able to offer a premium retail experience to visitors, residents and workers alike, the attraction and appeal of the City's shopping centres must be preserved. In a number of centres where retail vacancies are perceived to detract from amenity, Council has opportunities to work with property owners and make better use of existing spaces. Communicating with and supporting property owners to preserve the appeal of Boroondara's shopping centres are important to boost centre vitality.

Significant opportunities across a number of shopping centres have been identified to boost hospitality offerings to facilitate investment into the Boroondara night-time economy. The night time economy is a major source of employment and revenue, with reported revenue originating from the night time economy increasing by 13% from 2009 to 2013⁹. Council will encourage this segment of the market to continue to evolve in a balanced and sustainable manner in a way that does not detract from residential amenity.

⁹ Source: Council of Capital City Lord Mayors 'Night time economy shows value as an economic driver' Feb 2016.

Related Strategies

- Continue with the special rate and charge scheme program and associated support and liaison with trader associations and groups to optimise business development and marketing in key shopping centres.
- Continue with the Christmas in Boroondara program.
- Consider opportunities to support cultural celebrations within shopping centres.
- Develop a shopping centre positioning and marketing strategy.
- Investigate opportunities to expand the night-time economy offer, focusing on the City's three major activity centres (Camberwell Junction, Glenferrie Road, Hawthorn and Kew Junction) and other centres that self-nominate.
- Investigate the establishment of a 'one-stop-shop' service for businesses (incorporating permit, fee and advice services) to facilitate appropriate business outcomes, as part of the implementation of the Customer Experience Improvement Plan.
- Continue to deliver the Council's Shopping Centre Improvement Plan to continue to progressively implement streetscape and public space amenity enhancements at Boroondara's 42 small to mid-sized neighbourhood centres.
- Continue to support delivery of the Council's Laneways Strategy for Shopping Centres 2015.
- Promote and support a 'Buy Local' culture.
- Undertake an impact study to quantify the impact of retail leakage on Boroondara's shopping centres brought about by proximity to the Central Business District.
- Support the implementation of parking strategies for shopping centres including adopted parking studies for Camberwell, Kew Junction, Glenferrie Road, Hawthorn and Balwyn.
- Identify priority shopping centres, and pilot a cross Council Place Making Model incorporating urban planning, infrastructure, community services, heritage, arts and owner and tenant actions focused on activation, safety and revitalisation initiatives to stimulate neighbourhood shopping centres.
- Pilot a landlords' incentive program providing seed grants for initiatives which address heritage preservation, shop front upgrades and innovative re-purposing of commercial spaces in relevant neighbourhood shopping centres.
- Support neighbourhood shopping centres with tools to undertake consumer research to understand the diversity of customer needs including requirements for delivery services and opening hours, and encourage dissemination of the data back to business owners.
- Undertake traffic measures in neighbourhood shopping centres to improve safety and access.
- Collaborate with the Strategic Planning department to investigate the possibility of introducing a policy into the Boroondara Planning Scheme to influence built form outcomes and tenant mix in shopping centres, for example, small and flexible office suites in new major construction developments
- Support delivery of Council's Integrated Transport Strategy objectives particularly relating to shopping centres.
- Provide online information to encourage the development of pop-ups to combat vacant commercial premises.
- Encourage trader associations and business groups to educate business owners to maximise customer parking availability.
- Support progressive implementation of actions from walkability studies and access plans in line with funding allocations.

BOROONDARA AS A TOURISM DESTINATION



Key Objective

Council will identify, showcase and promote the City's tourism assets to facilitate growth in tourist visitation and spending.

Rationale

Boroondara has a 'hidden' visitor economy which is defined by food and entertainment, art and cultural attractions, sporting and recreation facilities and events, all supported by an emerging accommodation sector.

Tourism is a key component of the Victorian economy: Travellers to and within Victoria spent a total of \$21.2 billion in 2014, with the Victorian 2020 Tourism Strategy aiming to achieve overnight expenditure of between \$19.9 billion and \$24.7 billion by 2020. Melbourne attracts more domestic visitors, than any other Australian city, with almost 5 million overnight visitors in 2014, with research indicating that this is likely to continue.¹⁰

Retail is a key driver of tourism to Melbourne both for domestic and international visitors. Qantas Australia, Tourism Victoria and Virgin Australia all promote the shopping opportunities of Melbourne, in addition to other significant tourism offers of art, culture and increasingly food and wine. Boroondara with a diversity of shopping options including four distinct markets, dining and hospitality offerings and a somewhat 'hidden' yet burgeoning accommodation sector served by hotels and online sites such as Airbnb and Stayz - is well placed to take advantage of the anticipated growth in tourism numbers.

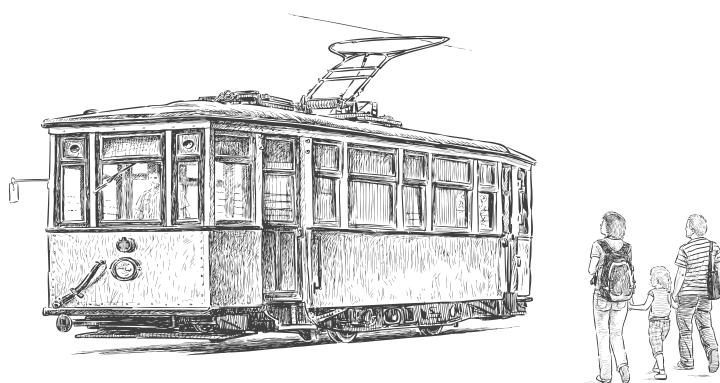
In addition to the diversity of the current population, there is a significant international student population and associated visiting friends and relatives (VFR) sector as a result of Swinburne University of Technology and Melbourne University campuses and the concentration of independent and well respected public secondary schools in the area. There is a strong base and potential to further grow the tourism sector as a complementary part of the local economy and as part of the inner Melbourne tourism market.

¹⁰ Source: Tourism Victoria Annual Report 2014 -15.

To achieve this potential, Boroondara seeks to position itself as a destination that provides quality places to eat, where people can meet socially, and participate in events, markets, festivals, and through arts and cultural, heritage and leisure activities.

Making use of innovative technological strategies can help the community enable visitors and tourists to make the most of the time they spend in Boroondara. The use of technology based facilities to attract visitors – and enable visitors to access information on businesses and events within Boroondara, can play a role in boosting visitor numbers and the amount of time and money they spend here in the local economy.

Working in partnership with key stakeholders will help the City in achieving its' goals. Boroondara does and can continue to leverage off Destination Melbourne's marketing programs and initiatives to promote visitor opportunities to the City's attractions, including shopping destinations, markets, recreational, arts and cultural events and heritage attractions.



Related Strategies

- Develop an action plan that defines Boroondara's visitor attractions as part of the wider 'Destination Melbourne' offer. Recommend development of a bookable product (retail, trails, parks, heritage, local markets etc.), packaging opportunities and support to the short-stay accommodation sector.
- Continue to promote Boroondara's markets – Camberwell Sunday Market, Hawthorn Craft Market, Camberwell Fresh Food Market and Boroondara Farmers Market.
- Continue to deliver www.boroondaralife.com.au or a similar online presence in line with the Boroondara Customer First Digital Services Transformation project.
- Continue to promote Boroondara's markets – Camberwell Sunday Market, Hawthorn Craft Market, Camberwell Fresh Food Market and Boroondara Farmers Market.
- Continue to deliver www.boroondaralife.com.au or a similar online presence in line with the Boroondara Customer First Digital Services Transformation project.
- Continue to promote Boroondara's markets – Camberwell Sunday Market, Hawthorn Craft Market, Camberwell Fresh Food Market and Boroondara Farmers Market.
- Continue to deliver www.boroondaralife.com.au or a similar online presence in line with the Boroondara Customer First Digital Services Transformation project.
- Investigate and deliver marketing initiatives which support the promotion of Boroondara to visitor markets e.g. The Boroondara Pocket Book - Your Insider's Guide to Melbourne's East.
- Collaborate with Council's Arts and Culture department to undertake a City of Boroondara Creative and Cultural industries scan to determine the size and nature of the City's creative and cultural industries sector and the means by which this eclectic group of industries might evolve and grow in future. Particular attention should be paid to the potential role of creative and cultural industries in contributing to the City's tourism offer.

BOROONDARA - READY FOR BUSINESS



Key Objective
Council will facilitate provision of quality economic enablers to support business development.

Rationale

Boroondara has a successful and diversified local economy with well-developed 'enablers' of economic and tourism development including quality infrastructure, a skilled workforce and world-class education and service sectors.

The City's economic diversity is a core strength. Established industries include: administrative services; arts and recreation; education; health care; information media; professional, scientific and technical services; public administration, and the retail sector.

Boroondara's proximity to the Melbourne CBD and connectivity within the City and to a growing population in Melbourne's eastern region that is well-served by public transport and in close proximity to major transport infrastructure is a key attribute.

Although the overall context is positive, there are a number of challenges faced by businesses operating in Boroondara. Issues such as localised, ageing infrastructure, fragmented land ownership, business mix and variety, high property and utility costs, constrained employment sites, the pace of technological change, limited Council control of important assets e.g. National Broadband Network as well as increasing traffic and parking demand.

Other business challenges include meeting skills gaps. The ever-evolving economy - towards knowledge intensive industries - has been driven by globalisation of economic activity and increasing specialisation of businesses, placing additional demands on adapting to meet skill requirements. Businesses must be ready to take advantage of trends in technology.

The growth in service and knowledge sectors will strengthen demand for commercial floor space in key locations throughout metropolitan Melbourne, including Boroondara, with good transport links and access to a highly educated workforce. Competing demands for land use places pressure on commercial space. Opportunities for development of appropriate and sensitive commercial development will enable Boroondara to position itself as a key location for business services.

Boroondara is already home to a large number of corporate headquarters. Demand for commercial accommodation is also likely to come from home based businesses, and start-up businesses providing services to local residents and to larger corporates located in Boroondara.

The retail sector is also changing. Online retail is increasingly changing the way we shop, and is growing as a competitor to traditional formats. Shopping has become a leisure activity; food, cafes and restaurants are increasingly important in the retail landscape. Cafes, and restaurants, are part of the attraction of urban living. By facilitating business activity and enabling increased activity in these retail formats, Boroondara has significant potential to maximise the opportunities in the evolving retail sector.

Related Strategies

- Pilot a regular (every two years) 'Business Needs and Issues' report to Council and relevant stakeholders, that summarises concerns and needs identified by business, and report back to business on Council's response. Undertake supplementary investigations on verified issues.
- Provide feedback from the local shopping centres to Council's Infrastructure Services Department and Traffic and Transport Department to advocate for ongoing improvements to the City's major road and public transport networks.
- Continue to advocate to levels of government regarding Boroondara's critical infrastructure needs. Source funding from State and Federal governments for Boroondara's critical infrastructure requirements. Particular attention will be paid to: the emerging digital economy, broadband capacity and the NBN; transport infrastructure, including public transport; tourism infrastructure; community infrastructure (e.g. sporting, recreation and cultural facilities); health; and education.
- Collaborate with Swinburne and relevant stakeholders to support the establishment of business incubators and accelerators (for micro and small business).
- Investigate a pilot Wi-Fi project in partnership with two neighbourhood shopping centres with a special rate and charge scheme which supports marketing and business development initiatives. This project will include benchmarking and discussions with Swinburne University and consider security and risk management measures.
- Support opportunities for the provision of local jobs that align with the skill sets of all residents including people with a disability and from culturally and linguistically diverse backgrounds.
- Develop improved online resources for business including the ability to transact with Council.

HELPING BUSINESS ESTABLISH AND GROW



Key Objective

Council will facilitate business establishment and growth, industry development and investment attraction.

Rationale

Boroondara's economy accommodates a diverse range of businesses within six strategic industry clusters. The economy will continue to evolve over time and will require ongoing business establishment, growth and investment to be sustained.

Recognising the issues and challenges facing business, Council has a key role to play to facilitate and support the process of investment and business establishment and growth, particularly in the small business sector.

Council already provides a broad range of business support services under the banner of the Business Boroondara program. This includes delivering and promoting www.boroondaralife.com.au, the Boroondara Business Network, business events and specialist training and development workshops, access to relevant business information and resources and free business mentoring services.

These ongoing initiatives developed and driven by Council are essential to promote capacity building and provide a nurturing environment and foundation for Council's engagement and support of a broad and diverse cross section of businesses in Boroondara.

These activities also provide an enabling environment for start-up businesses and customised programs to address the diversity of the Boroondara community. The establishment of pop-up work spaces, co-working opportunities and access to business incubators/accelerators is considered important to promote local entrepreneurialism

Council support and promotion of a 'Buy Local' culture and encouraging and facilitating local procurement of goods and services in business-to-business transactions, will act to reduce escape expenditure and leakages from the local economy and further boost business viability locally.

Related Strategies

- Continue to deliver the Business Boroondara program providing access to resources, information, training, networking and 'business to business' opportunities for the local business community.
- Continue to support and grow the Business Boroondara subscriber base.
- Identify opportunities to support emerging 'preneur' businesses including youth and the home-based sector.
- Investigate the establishment of a business start-up grants program to facilitate and support small business start-ups and growth.
- Investigate opportunities to implement local procurement policies within Council for goods and services.
- Support the development of programs to increase home-based and micro business capacity building and innovation practices.
- Monitor and liaise with representatives of the City's six identified strategic clusters (business services, retail, tourism, education/health, property services and transport/communications to identify opportunities to support these sectors.
- Collaborate with Environment and Sustainable Living department to identify opportunities to facilitate green business practices in Boroondara.
- Develop a 'Doing Business in Boroondara' prospectus.
- Support the SeniorPreneurs initiative that provides a regular pop-up co-working space and regular networking meet-ups for people aged 50 and over starting their own business.
- Support and promote activities that advance the transition of businesses to optimise use of technology.
- Investigate the establishment of a 'locally purchased' certification scheme.
- Investigate the support from local businesses for a reward scheme for retailers in Boroondara's shopping centres to provide discounts to customers.

CIVIC LEADERSHIP AND PARTNERSHIP



Key Objective

Council will continue to provide leadership and foster partnerships which contribute to economic and tourism development within the City.

Rationale

This strategy builds on the already solid foundation of regional partnerships that Council is actively involved in. When addressing the City's priorities, successful economic development relies on all levels of government working in partnership with each other, with local communities and with the private sector.

The Strategy to be fully implemented requires a collaborative approach and co-ordination of Council, state and federal agencies, key sectors, regional organisations, industry, business, community service clubs and groups and the community.

Civic leadership and partnerships - otherwise known as 'collaborative governance' - is a theme underlying all matters concerning the sustainable economic development of the City. Governance – a fundamental enabler of economic development – is characterised by collaborative and cooperative approaches to research, community engagement, knowledge-sharing, planning, project design and implementation of strategies and activities for the good of the City and its communities. Promoting collaboration is fundamental to the successful implementation of this Strategy.

Council is the lead agency for a range of local services and activities including local economic development and tourism activities. Other agencies at regional, state and federal levels have broader geographic interests and/or specific-sectoral interests and are therefore not able to represent local interests specifically. However, they can play a critical role in delivering specific outcomes from time to time. Effective local economic and tourism development, therefore, requires both leadership and formation of partnerships.

Council works closely with state and federal governments, in addition to regional bodies such as Regional Development Australia - Melbourne East to promote Boroondara within the wider region. These partnerships assist Council in its capacity to optimise a competitive environment to promote the success of business within Boroondara. They also help Council to facilitate the effective and efficient delivery of services to the community.

Council has established partnerships with the education sector. Since 2011, a high-level Collaborative Working Group, headed by Swinburne University of Technology's Vice-Chancellor and Boroondara's Mayor, has met to discuss strategic collaboration between the organisations. Swinburne's Vision for 2020 is for the University to be the 'partner of choice for the industries and communities we serve'. Partnerships such as this can help focus on the development of the new skills that will be required in a changing economy into the future, ensuring the City's business community is prepared for opportunities as they arise in new and emerging sectors.

Related Strategies

- Evaluate the structure and objectives of the Business Boroondara Network Steering Committee and investigate the establishment of a broader advisory committee including commercial property owners and key stakeholders.
- Continue to contribute to the Regional Development Australia - Melbourne East Regional Economic Partnership, Melbourne East 2020 Regional Plan and the Melbourne East 2020 Regional Investment Strategy.
- Continue to collaborate with Regional Development Australia - Melbourne East and other relevant state and federal agencies on a regular basis to gain support for and help deliver the Economic Development and Tourism Strategy.
- Collaborate with Swinburne University to create a vision for attracting businesses into Boroondara which align with the University's expertise and new technology and innovation capability to leverage investment outcomes and business growth opportunities for local business and the community.
- Form a working group of Economic Development department representatives and Swinburne representatives to meet regularly to explore collaborative initiatives to support local business.

4. Implementing the Strategy



Continuing Collaborative Partnerships for Effective Implementation

The Strategy has been prepared in the context of the role of economic development and tourism in the City's broader planning framework, the program of work and wider regional priorities.

The Strategy will be implemented overtime in partnership with state and federal agencies, key sectors, regional organisations, industry, business, community service clubs and groups and the community.

To ensure effective outcome delivery, the key objectives and related strategies will form the basis of annual action plans which will be prepared and will nominate the time frames, stakeholder relationships and resources required.

Key stakeholders will continue to be engaged throughout the life of the Strategy's implementation to ensure effective collaboration underpins the delivery of Boroondara's strategic economic development agenda going forward.



Monitoring Strategy Progress

A set of performance measures will be established to monitor the Strategy's overall progress.

It is proposed that the Strategy will be monitored annually via Council's service planning framework including the Council Plan 2013-2017. Additional methods and sources include:

- Participant feedback;
- Trader Association and group reporting;
- Australian Bureau of Statistics (ABS) Business Register data and Labour Force Survey data;
- Economy.id and National Institute of Economic and Industry Research (NIEIR) data subscriptions;
- Other subscription-based tailored data sources.

Performance measures will be reported annually within Council's performance monitoring framework.

DEFINITIONS

Business Incubator: Business incubators offer the flexibility of short to medium-term accommodation options. With businesses able to rent commercial space, in addition to shared facilities such as meeting rooms, at a competitive rate, businesses tend to remain in the incubator for a period of time while the business is being established before moving to other commercial premises.

Digital Economy: The global network of economic and social activities that are enabled by information and communications technologies, such as the internet, mobile and sensor networks. This includes conducting communications, financial transactions, education, entertainment and business using computers, phones and other devices.

Economic Development: The mutually-reinforcing and complementary relationship between improvements in economic activity, community wellbeing, cultural diversity, a sense of 'place' and the environment.

Economist Intelligence Unit: This is the research and analysis branch of the Economist Group, publishers of the 'Economist' Newspaper. They provide a number of reports each year focusing on current issues affecting specific countries, regions and industries. Additional reports cover industry by industry analysis, country and regional analysis, and global economic forecasts.

Entrepreneurial Population: A population with a high number of entrepreneur's (a person who organises and manages any enterprise, especially a business, usually with considerable initiative and risk).

Gen Y: Those born between 1981 and 1994.

Knowledge Economy: The knowledge-based economy is an expression coined to describe trends in advanced economies towards greater dependence on knowledge, information and high skill levels, and the increasing need for ready access to all of these by the business and public sectors.

Knowledge-Intensive Industries: Relate to knowledge intensive business services which are services and business operations heavily reliant on professional knowledge. They are mainly concerned with providing knowledge-intensive support for the business processes of other organisations. These services either supply products which are themselves primary sources of information and knowledge, or use their specialist knowledge to produce services which facilitate their client's own activities. Their employment structures are heavily weighted towards scientists, engineers, and other experts. (those with high use of scientific and technological knowledge - R&D services, engineering services, computer services, etc.), and more traditional professional services - legal, accountancy, and many management consultancy and marketing services.

Knowledge Jobs and Workers: According to research conducted by the Organisation for Economic Co-operation and Development, knowledge jobs are those jobs that are directly based on the production, distribution and use of knowledge and information. They include, for example, financial and legal services, telecommunications, scientific and technical services, the creative industries and even certain segments of the manufacturing sector. While these jobs typically have stronger ‘knowledge traits’ than others (such as retail for example), it is important to note that, ‘knowledge’ is not a separate sector of the economy but rather is embedded in all industries to varying degree.

Night-Time Economy: The economic activity that occurs post 6 pm to pre 6 am, which is generally understood to include three main components, typically identified as Drink led, Entertainment led, and Food led.

Pop-Up Shops: A pop-up shop is usually a retail outlet shop that is set up usually in vacant or underutilised premises and is typically open for a limited period to enable emerging retailers to research a potential market before committing to a long-term lease.

Retail ‘Escape’ Expenditure: Escape expenditure refers to consumer retail expenditure leaving a retail trade area. A high level of escape expenditure may indicate a relative lack of conveniently-located or competitive retail facilities in the area, and may indicate potential demand for further retail development.

Shopping Centres: Boroondara’s network of 54 shopping centres are made up of activity centres (Camberwell Junction, Glenferrie Road, Hawthorn and Kew Junction), neighbourhood and local shopping centres.

Telecommuting & Teleworking: Although the concepts of ‘telecommuting’ and ‘telework’ are closely related, there is still a difference between the two. All types of technology-assisted work conducted outside of a centrally located work space (including work undertaken in the home, outside calls, etc.) are regarded as telework. Telecommuters often maintain a traditional office and usually work from an alternative work site around 1 to 3 days a week. Telecommuting refers more specifically to work undertaken at a location that reduces commuting time. These locations can be inside the home or at some other remote workplace, which is facilitated through a broadband connection, computer or phone lines or any other electronic media used to interact and communicate.

Tourism: Tourism refers to the activity of visitors. A visitor is a traveller taking a trip to the main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. These trips taken by visitors qualify as tourism trips.

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