



Hobsons Bay City Council

# Economic Development Strategy

2015 - 2020

**HOBSONS  
BAY CITY  
COUNCIL**





This strategy was compiled by Hobsons Bay City Council for reference purposes only. For further information contact the Hobsons Bay City Council on 9932 1000 [www.hobsonsbay.vic.gov.au](http://www.hobsonsbay.vic.gov.au)

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The Council acknowledges the people of the Kulin Nation as the traditional owners of these municipal lands.

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The Council acknowledges the legal responsibility to comply with the Charter of Human Rights and Responsibilities Act 2006 and the Equal Opportunity Act 2010. The Charter of Human Rights and Responsibilities is designed to protect the fundamental rights and freedoms of citizens. The Charter gives legal protection to 20 fundamental human rights under four key values that include freedom, respect, equality and dignity.

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## Mayor's message



I am pleased to present the *Hobsons Bay City Council Economic Development Strategy 2015 – 2020*.

We're very fortunate to live in a part of metropolitan Melbourne where the economy is quite strong and there is a long standing presence of business and industry, in fact linked to our very history. Our Gross Regional Product – the market value for the goods and services we produce – has always been healthy and has been increasing for a number of years. It currently stands at \$5 billion annually.

We also have one of the highest levels of worker productivity for the western suburbs. The average worker contributes more than \$160,000 to the local economy every year.

The economic playing field is changing however, and while manufacturing remains our top employer, the sectors experiencing the highest employment growth include finance, health, construction and education.

Council has an important role to play in assisting the local economy through these changes. We want to promote Hobsons Bay as a place to invest and do business. We want to facilitate growth and ensure our local businesses have every opportunity to prosper. Put simply, a healthy economy means a healthy community.

This strategy, a very important document for our Council, will guide the work of the Economic Development team over the next five years and will help us position the city for future partnerships and opportunities.

We are grateful to members of our local business community for their ideas and feedback which has helped us develop this comprehensive strategy. Over 500 businesses and organisations have contributed to this strategy in one way or another.

Thanks to your feedback, we have a plan for the future of our local economy including a range of initiatives that we've identified together that will put Hobsons Bay into a strong position to seize future opportunities that will drive a successful economy.

The next five years should represent a time of significant progress for business and we look forward to helping shape those changes for the good of all.

**Cr Colleen Gates**  
**Mayor**

# Executive summary

The Hobsons Bay Economic Development Strategy outlines the key themes and objectives that will guide Council’s work in supporting the short and long term growth of the local economy.

Aimed at achieving a long-term vision for Hobsons Bay, this strategy reflects Council’s ongoing commitment to addressing the needs of the local business community, attracting new and diverse investment and delivering increased economic and social benefit to the city.

Through this strategy, Council will identify a series of projects, opportunities and initiatives that can influence and accelerate positive change within the local economy and, as a consequence, the broader community.

Council’s Economic Development Strategy follows a number of themes, including:



The Strategy is supported by an **Action Plan** and **Background Paper**, which together provide the economic context and framework for Council’s future economic development activity.

The Economic Development Strategy **Action Plan** outlines the priority activities, key partners and resources required to deliver the economic objectives of the strategy. The twelve month action plan specifies clear and measurable goals, while maintaining the flexibility required to respond to the changing economic landscape and ensures the continued relevance of its economic development activity.

The Economic Development Strategy **Background Paper** provides the detailed economic analysis that supports the themes and objectives of this strategy. The paper also outlines the consultation process that has been undertaken and provides the economic, environmental and social context in which this strategy sits.

Copies of the Hobsons Bay Economic Development Strategy Background Paper and current Hobsons Bay Economic Development Action Plan are available on request.



About the strategy





This strategy has been developed by Hobsons Bay City Council, in partnership with local business, industry partners and other key stakeholders. Careful consideration has been given to the context in which this strategy sits, including its alignment with other Council policies and strategies, the local community and the wider region of Melbourne's west.

To ensure this strategy accurately reflects the needs and priorities of the local business community, consultation has been undertaken to explore the current economic climate, future priorities and key issues for local business.

To engage a broad range of stakeholders from across Hobsons Bay, the following methods of consultation have been undertaken:

- more than 500 meetings with individual business owners, staff, property owners, government representatives and other strategic stakeholders
- an online survey, completed by more than 120 businesses and stakeholders

- three economic development forums, bringing together business owners, stakeholders and Council staff to share knowledge and generate ideas.

The themes, priorities and actions from these consultations have provided the foundation for developing this strategy, ensuring that it is accurate, timely and reflective of the local business community.

Strategy development process:

- business engagement/consultations
- background review
- policy context
- economic and socio-economic analysis
- business and stakeholder survey
- stakeholder forums
- theme development
- action/implementation Plan
- monitoring and evaluation

# Policy context

## Local

The Hobsons Bay Economic Development Strategy (the strategy) aligns with Goal 2 of the Hobsons Bay City Council Community Health and Wellbeing Plan, which aims to create 'a well planned, vibrant and sustainable place'. Of particular relevance is strategic objective 2.3 'Contribute to initiatives that encourage economic opportunities through local employment, business, industry and tourism'.

This strategy plays an integral role in facilitating cross-departmental communication and collaboration, and the work will support economic development as it crosses a number of Council strategic plans, including but not limited to Council's:

- Activity Centre Strategy (under development)
- Advocacy Strategy 2014-18

- Arts and Culture Plan 2013-15
- Community Greenhouse Strategy 2013-30
- Council Plan 2013-17
- Climate Change Adaptation Plan 2013-18
- Environmental Engagement Strategy 2013-18
- Disability Access and Inclusion Strategy 2013-17
- Events and Festivals Plan (in development)
- Housing Strategy (in development)
- Industrial Land Management Strategy 2008
- Integrated Transport Strategy (in development)
- Lifelong Learning Strategy (in development)
- Multicultural Policy 2012-15
- Municipal Strategic Statement (MSS)
- Procurement Policy 2013
- Tourism Strategy (in development)

Please refer to the Hobsons Bay Economic Development Strategy Background Paper for an expanded list of Council strategies and plans, and a description of their economic relevance.

Key partners in the local region include\*:

- local business owners
- landowners
- tourism operators
- property developers
- organisations representing and advocating for local business, such as trader groups





## Regional

From both an economic and strategic perspective, the Hobsons Bay City Council plays a key role in growing and strengthening the surrounding region. Council works closely with stakeholders across inner Melbourne and Melbourne's west, and recognises the importance of working closely with other local councils, government representatives and regional partners, to advocate for greater support and investment in the area.

Key partners throughout the region include\*:

- other LGAs / councils
- LeadWest
- Western Melbourne Regional Development Authority (RDA)
- the Inner Melbourne Action Plan (IMAP) partnership
- WynBay Local Learning Employment Network (LLEN)
- Western Alliance for Greenhouse Action (WAGA)
- education institutions such as Victoria University and Deakin University
- Westgate Referral Group
- Open Innovation West
- Business West 21
- Destination Melbourne
- Western Melbourne Tourism

## State and national

The state and federal governments play an important role in supporting local and regional initiatives, and attracting investment to Hobsons Bay and Melbourne's west. The Victorian Government Department of Economic Development, Jobs, Transport and Resources plays an important role in the alignment of Hobsons Bay initiatives with state government priorities, to ensure opportunities are maximised.

Key partners in the broader economy include\*:

- Metropolitan Planning Authority (MPA)
- Department of Economic Development, Jobs, Transport and Resources
- Invest Victoria
- Parks Victoria
- Tourism Victoria
- The Australian Government Department of Industry and Science
- INNOVIC
- Australian Industry Group (AIG)
- Victorian Employers Chamber of Commerce and Industry (VECCI)
- The Industry Capability Network (ICN)

\*A full list of relevant stakeholders and plans can be found in the Hobsons Bay Economic Development Strategy Background Paper.





  
*Duchess*  
*of Spinnwood*

Monday - Friday 7:00am - 5:00pm  
Saturday & Sunday 8:00am - 5:00pm



*Duchess  
of Spotswood*

Businesses in Hobsons Bay employ approximately 31,107 people. While this figure is comparable to the number of employed residents within the municipality (38,369), only 30 per cent of local jobs are filled by residents.

# Hobsons Bay

Positioned to the south west of Melbourne’s Central Business District, the municipality of Hobsons Bay plays an important role in both the inner and western Melbourne regions.

Bordered by Port Phillip Bay to the south, the Yarra River to the east, the cities of Maribyrnong and Brimbank to the north and Wyndham to the west, Hobsons Bay boasts an accessible and diverse environment, in which natural attractions, open space, maritime, industrial and civic history and a strong business community operate side by side.

The municipality consists of the suburbs of Altona, Altona North, Altona Meadows, Brooklyn (shared with Brimbank), Laverton (shared with Wyndham, Brimbank), Newport, Seabrook, Seaholme, South Kingsville, Spotswood, Williamstown, Williamstown North, and each suburb is unique, with its own identity, characteristics and community profile.

Due to its close proximity to the Melbourne CBD, Williamstown plays a key role in attracting businesses, tourists and residents to the municipality. Although primarily viewed as a tourist destination, some of Hobsons Bay’s largest employers are located in Williamstown and the area is a thriving hub of activity at all times.

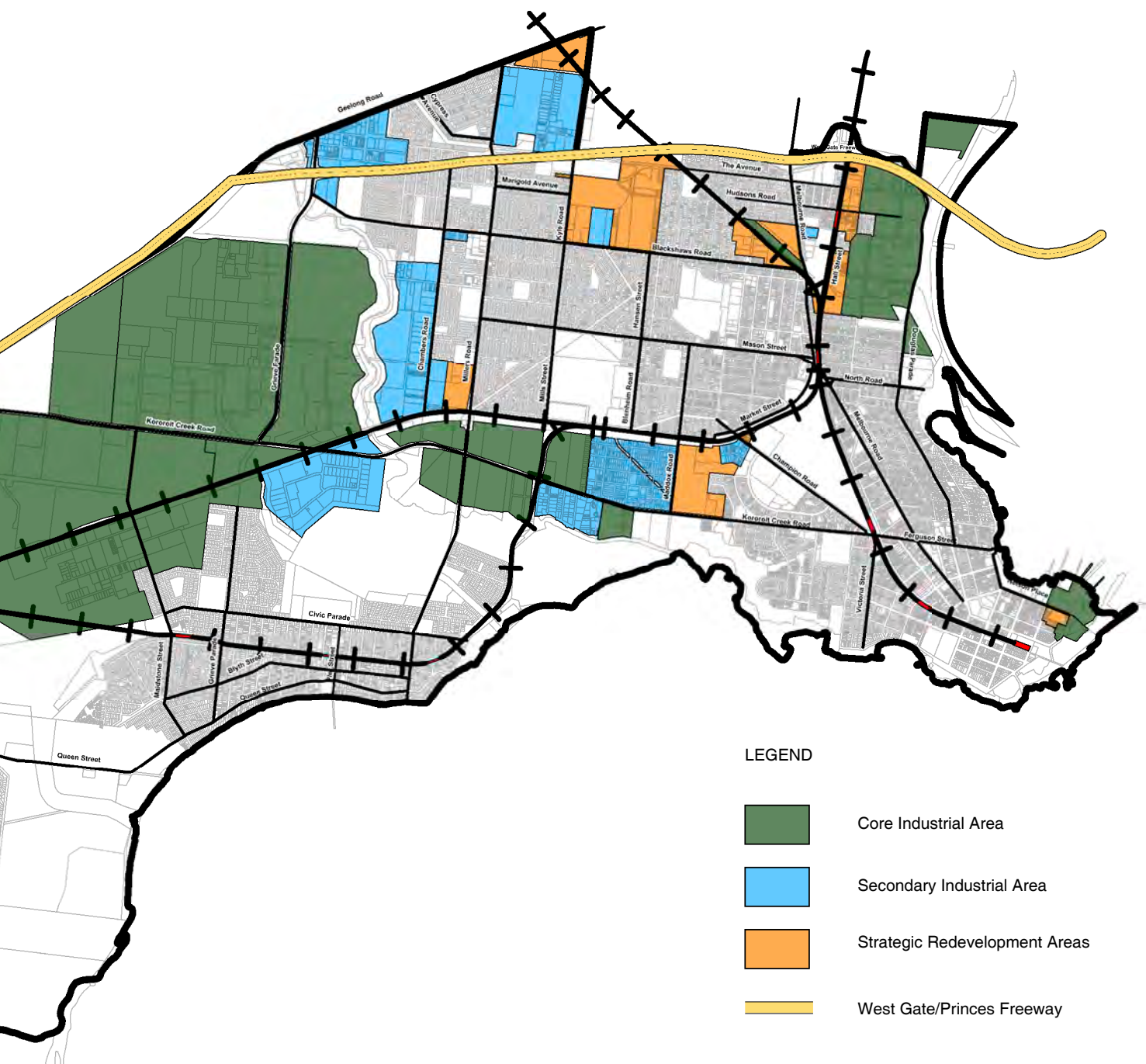
In many parts of the city, rapid change is evident, as traditionally working class areas such as Spotswood, Newport, Altona and South Kingsville become increasingly gentrified, new residents move in, and demand for both residential and commercial property continues to grow. As this demand increases and higher density housing is established in key activity centres, there will be greater demand for traditional retail centres to diversify to meet the needs of the changing community.

Suburbs such as Altona North, Brooklyn, Laverton and Williamstown North are also experiencing significant change, with the evolution of the manufacturing industry and growth of other industry sectors resulting in increased diversity of the economic landscape. Similar change is taking place across local activity centres as place making initiatives and urban renewal programs are implemented and work continues to be done to increase activation through arts and culture initiatives.

Across the municipality, the variety of natural, established and emerging regional attractions on offer ensure that Hobsons Bay remains a popular destination for local residents and visitors from the wider Melbourne region. Since its establishment in 1992, Museum Victoria’s Scienceworks has been a valuable addition to the community, attracting more than 450,000 visitors to Spotswood each year<sup>1</sup>. Emerging regional attractions such as the Substation in Newport and Seaworks in Williamstown have the potential to play a similarly important role in bringing visitors and investment to the municipality, while providing a valuable connection between the local community, creative industries and visitors to Hobsons Bay.



<sup>1</sup> [http://museumvictoria.com.au/pages/2877/2013-2014/annual\\_report\\_2013-14\\_final.pdf](http://museumvictoria.com.au/pages/2877/2013-2014/annual_report_2013-14_final.pdf)



LEGEND

- Core Industrial Area
- Secondary Industrial Area
- Strategic Redevelopment Areas
- West Gate/Princes Freeway

# Strengths, challenges and opportunities

## Strengths

Strategic location and proximity to the CBD

Highly skilled resident workforce

Proximity to arterial road network

Proximity to Port of Melbourne

Relationship with the wider western region

High number of local jobs

High performing industrial sector

High worker productivity

High profile local businesses

High value local industries

Multicultural business community

Variety of home based businesses

Diverse activity centres

Engaged local business and resident community

Strong arts community

Trader groups

Cultural and social diversity

Natural attractions

Amenities and living/working environment

Socio economic diversity

High quality paths and trails

Visible heritage including maritime, industry, buildings

## Challenges

Delivering initiatives that meet the priorities of all businesses in the municipality

Potential decline in manufacturing

Threat of large job losses e.g. Toyota, BAE

Meeting increasing demand for land from both residential and industrial developers

Meeting needs of a multicultural business community

Influencing further economic diversification

Local residents sourcing goods and services outside Hobsons Bay

Aligning retail offering with community needs

Attracting specific retailers to activity centres to meet local demand

Lack of high profile and centrally located office space

Creating a broad awareness of Council business programs

Lack of integrated public transport

Perception of the west

Skills of resident population do not align with business needs

Large number of residents leaving the municipality for work

Competitive advantages of neighbouring municipalities for businesses looking to relocate

Consistency of customer service across municipality

Ageing population

Housing affordability

Application of planning zones

Population Density Controls in key industrial areas

## Opportunities

Available industrial land supply

Work with the broader western region to attract investment

Minimise red tape and cost of doing business in Hobsons Bay

Increase number of businesses hiring local residents

Attract high value industries

Attract businesses that align with the skills of the resident workforce

Attract targeted retail providers

Support businesses in improving customer service

Deliver business workshops and events

Highlight business achievements and success

Create better connections between businesses

Facilitate business networking and collaboration

Encourage sustainable business practices and highlight best practice

Support existing and new social enterprise

Support growth of creative industries

Create a business incubator or hub for home based businesses and creative industries

Utilise unused Council facilities for community purpose

Link young people to business community

Provide local training opportunities

Look at diversifying land use in industrial areas

Encourage local community to support local businesses

Advocate for improved business resources and support

Diversify tourism offering



## Economic overview of Hobsons Bay

Hobsons Bay is home to a thriving and diverse business community, including an expansive manufacturing industry, growing transport and logistics sector, a dynamic construction industry and vibrant local retail and tourism sectors.

The geographic location of the municipality, with its proximity to the CBD, the Port of Melbourne, Melbourne and Avalon airports, the national rail network, the Westgate freeway and other major arterial roads, makes it an attractive location for investment, while its diverse mix of industrial, residential and commercial areas create a dynamic economic environment.

Although the local economy is supported by a variety of industry sectors, the majority of economic output has traditionally been generated by high yield manufacturing, particularly from the shipbuilding and motor vehicle industries. However, with the manufacturing industry going through a period of significant change and a national move away from traditional manufacturing, there is an opportunity to attract targeted industries to the municipality, to align with the broader needs of local residents and the business community.

There are approximately 6,100 businesses currently operating in Hobsons Bay, 90 per cent of which employ less than five people. There is a broad range of business types and sizes across the municipality, with the top employing industries being manufacturing, transport, postal and warehousing and retail trade.

Businesses in Hobsons Bay employ approximately 31,107 people. While this figure is comparable to the number of employed residents within the municipality (38,369), only 30 per cent of local jobs are filled by residents.



Total value of goods and services produced in Hobsons Bay (GRP) in 2014:

**\$5,034m**

High worker productivity (GRP/worker: \$161,835)

**6,164**

businesses & 90 per cent employ less than five people

**Population**  
**89,621**

with population forecast:

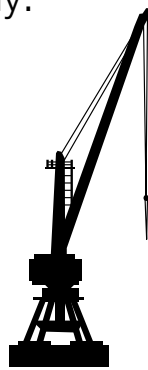
2026: **100,833**

2036: **107,243**

Key drivers of local economy:



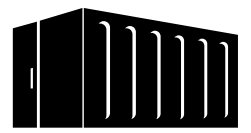
Transport, postal & warehousing



Construction



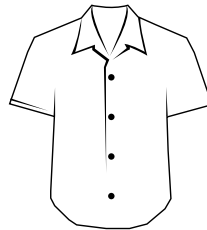
Manufacturing



Wholesale Trade

**31,107** jobs &  
**38,369** employed residents  
**9,213** residents work locally

Local jobs are



55 per cent white collar



43 per cent blue collar

& Resident workforce is  
69 per cent white collar and  
30 per cent blue collar

Unemployment rate  
**5.6 per cent & 12.4 per cent**  
youth unemployment

**29.2 per cent**  
have completed a  
diploma or higher

## Economic development in Hobsons Bay

For the purposes of this strategy, the World Bank's definition of economic development has been used. This definition states that economic development is *"to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-government sectors partners work collectively to create better conditions for economic growth and employment generation"*<sup>2</sup>.

Through its economic development functions, Hobsons Bay City Council plays an active role in enabling business activity across the municipality, and in the wider western region.

Each year, a suite of programs and initiatives are delivered to support local businesses, help them connect with other businesses and to assist in growth and sustainability.

Past initiatives have included:

- an annual calendar of business workshops, delivered free or at minimal cost to participants
- an online business directory
- the Hobsons Bay Business Excellence Awards
- free small business consultations, delivered in partnership with the Business Enterprise Centre
- funding contributions and support of four local trader associations
- networking events and forums
- information for business and relevant web links on Council's website
- site visits to new and existing businesses across all industries
- business advice and support
- support Small Business Day, delivered in partnership with Business Victoria
- participation in the annual Small Business Festival
- Discover Your Own Backyard, delivered in partnership with Destination Melbourne
- energy and water assessments and advice
- visitor information services
- investment facilitation for businesses looking to relocate to Hobsons Bay.



Council regularly delivers new initiatives to address the changing needs of the local business community. However, as the local economy changes, traditional industries contract and an increasingly diverse range of businesses are established within the municipality, there is a need for a more strategic approach to identifying local priorities, and providing a solid foundation for ensuring the future growth of the local economy.

Through the development of this strategy, and the implementation of an annual economic development action plan, Hobsons Bay City Council endeavours to:

- attract new and diverse investment to the municipality
- work with local, regional, state and national partners to maximise economic outcomes for businesses within Hobsons Bay
- support existing and new businesses to build a diverse, competitive and widely regarded business community
- facilitate partnerships between business and the local community
- deliver opportunities for local businesses to become highly skilled, diversify their operations and become more sustainable in their operations.

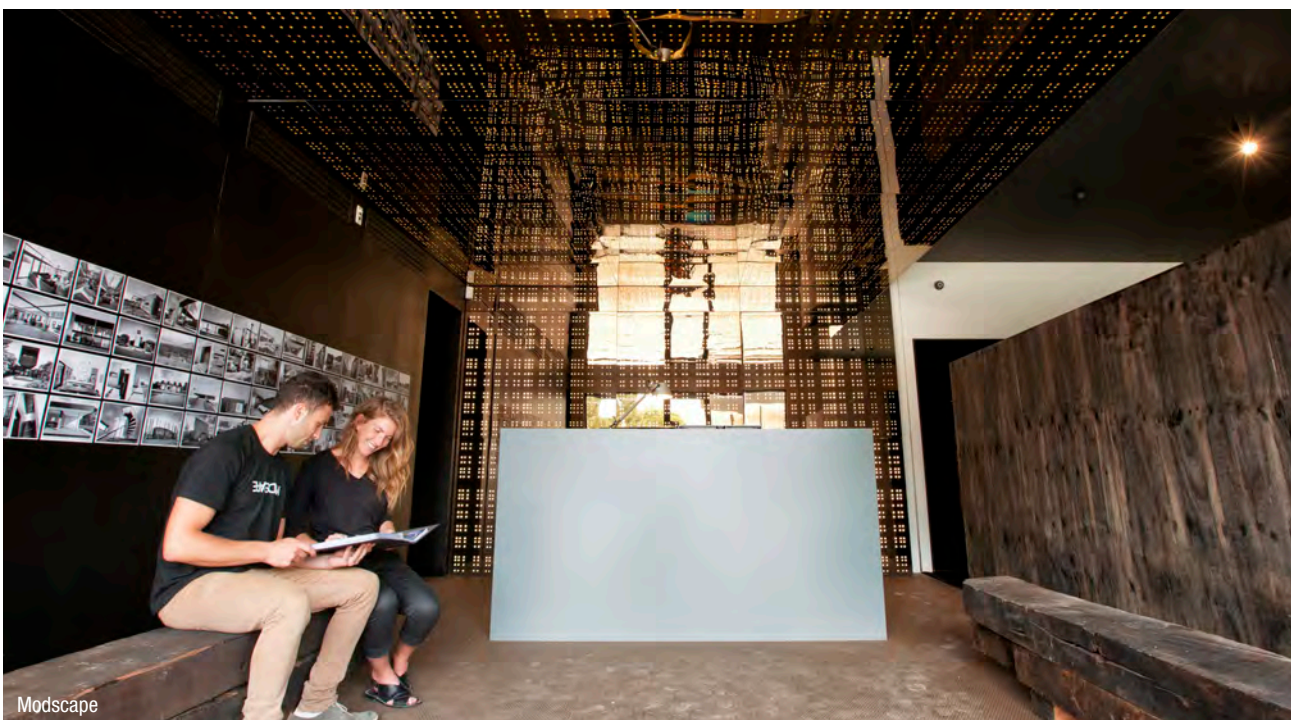
# Looking ahead

## Our Vision

The Hobsons Bay Economic Development Strategy will contribute to achieving the vision of the Community Health and Wellbeing Plan, “Valuing the wellbeing of our people and our place, now and into the future: A safe, clean, accessible and connected municipality, which values diversity, protects its heritage and environment, fosters a strong sense of community and provides opportunities to achieve the best possible health and wellbeing. A place that people are proud to call home.”

The following economic development vision will guide the future economic growth of Hobsons Bay:

“Hobsons Bay will be a vibrant and inclusive business community in which a diverse range of businesses share a commitment to innovation, collaboration and sustainability. Hobsons Bay will be recognised as a place where business outcomes align with community needs and Council and businesses work together to attract investment and facilitate new opportunities.”



Modscape

Through the implementation of this strategy, Hobsons Bay will become a community that is characterised by:

- high quality activity centres that meet the needs of local businesses, residents and visitors
- a thriving, connected, globally competitive and widely regarded industrial precinct
- local jobs that align with the skills of the local resident workforce
- a culture of entrepreneurship and innovation
- a well connected business community that sources goods and services locally
- a business community that is recognised for its sustainable business practices

## A regional approach

Hobsons Bay City Council works in partnership with Maribyrnong, Brimbank, Wyndham, Melton and Moonee Valley City Councils, LeadWest and the Western Melbourne Regional Development Australia (WMRDA), to plan for long term growth, strengthen the existing business community and attract further business, investment and visitation to the region.

This regional approach to marketing Melbourne's west and sharing resources brings a wealth of benefits to the Hobsons Bay community and ensures that businesses have access to a wider pool of resources, highly skilled staff and a broader customer base. Implementing initiatives to keep investment and jobs within the western region will remain a priority as this strategy is implemented.





Hobsons Bay is home to a vibrant and diverse business community, characterised by activity centres, industrial precincts of state significance, and a growing number of home based businesses.



Frico  
MAASDAM  
1.5 kg

MAX!  
MAX!

Breton  
Breton  
Breton  
Breton

MAX!  
LARGE

MAX!  
MAX!

## Theme 1

# Business Support and Engagement

Delivering a suite of programs and services to new and existing businesses in Hobsons Bay will continue to be a priority, as Council works collaboratively with local businesses, industry and other stakeholders to strengthen and grow the local economy.

By providing the resources required to ensure an engaged and inclusive business community, and improving the accessibility and awareness of the information and assistance available to business, Council will aim to increase collaboration between stakeholders and ensure that Hobsons Bay is recognised as a good place to do business.

**Objective 1.1** – Create a culture of knowledge sharing and communication by maintaining regular communication with business, industry and other stakeholders.

**Objective 1.2** – Deliver a suite of programs and services that encourage economic opportunities for all local businesses, industry and tourism.

**Objective 1.3** – Create an inclusive business community in which opportunities are maximised, achievements are recognised and success is celebrated.

**Objective 1.4** – Encourage interaction and collaboration between established and new businesses, industry and other stakeholders.

**Objective 1.5** – Provide an annual program of high quality business workshops that encourages business growth and innovation.

**Objective 1.6** – Support the ongoing development of tourism across Hobsons Bay.

**Objective 1.7** – Play a proactive role in advocating for improved business resources and support across Hobsons Bay and Melbourne's west.





## Key partners

To facilitate a successful program of business support and engagement activities, Council will work collaboratively with a variety of local and regional stakeholders, including:

- The Department of Economic Development, Jobs, Transport and Resources
- LeadWest
- Western Melbourne RDA
- tertiary and training providers
- Brimbank, Maribyrnong, Melton, Moonee Valley and Wyndham City Councils
- local business owners and operators
- regional attractions such as Museums Victoria Scienceworks
- Western Alliance for Greenhouse Action
- Business West 21
- Destination Melbourne
- WynBay Local Learning and Employment Network (LLEN)

## Theme 2

# Investment Attraction and Facilitation

The strategic location, infrastructure, skilled resident workforce and transport links of Hobsons Bay make it an attractive location for business investment. Through the implementation of this strategy, Council aims to attract and retain diverse and high value industries by acting as an enabler for business and industry, establishing open and effective communication between Council and applicants and attracting targeted industries to the municipality.

Council will also take a proactive approach to attracting investment in social and environmental infrastructure across the municipality, to enhance the local business environment and encourage collaboration and engagement with the broader community.

Through collaboration with key internal and external stakeholders, such as existing and new businesses and the community, Hobsons Bay will become an attractive business location where processes are streamlined, investment is encouraged and Council takes a lead role in attracting and facilitating new business and investment.

**Objective 2.1** – Promote Hobsons Bay as a place to invest and do business, raising awareness of Council's commitment to investment attraction and facilitation.

**Objective 2.2** – Attract domestic and global business to Hobsons Bay and Melbourne's west, to increase business diversity, investment and employment opportunities.

**Objective 2.3** – Establish Hobsons Bay as an attractive location for business, where processes are streamlined and business owners and Council work collaboratively to achieve outcomes.

**Objective 2.4** – Encourage diversity in local activity centres to minimise vacancy rates, increase business sustainability and align the local retail offering with community needs.

**Objective 2.5** – Attract and enable investment in integrated transport infrastructure across the municipality.

**Objective 2.6** – Support investment in capital works across Hobsons Bay to increase business productivity and connectivity across the municipality.



## Key partners

To effectively attract and facilitate investment to Hobsons Bay, Council will work with a range of internal and external stakeholders. Key partners for achieving these objectives include:

- The Department of Economic Development, jobs, Transport and Resources
- Western Melbourne RDA
- Brimbank, Maribyrnong, Melton, Moonee Valley and Wyndham City Councils
- LeadWest
- local business associations and trader groups
- real estate agencies, property developers and other agencies.

## Theme 3

# Community Led Economic Development

Community Led Economic Development (LED) aims to deliver sustainable social and economic outcomes for the community by utilising local resources and opportunities in the economic development process. Through the facilitation of community LED initiatives, local business owners and community members have the opportunity to play an active role in identifying opportunities and delivering economic outcomes for their community.

Hobsons Bay is home to a vibrant and diverse business community, characterised by activity centres, industrial precincts of state significance, and a growing number of home based businesses. The municipality is unique in its diversity and in the broad mix of industries that operate within close proximity to each other. There is a clear opportunity to grow awareness among local residents, businesses and visitors, of the broad range of goods and services on offer within the area.

Actively promoting Hobsons Bay to local residents and the broader region of Melbourne's west will contribute to the continued growth and vitality of the municipality, while also creating local opportunities for employment and community engagement.

**Objective 3.1** – Support the further development and promotion of existing commercial, industrial and retail activity centres, to support a network of vibrant commercial areas across the municipality.

**Objective 3.2** – Encourage local procurement by Council and business to ensure that benefits of business and economic growth are distributed throughout the community.

**Objective 3.3** – Build a strong local job market and increase the number of local residents employed in the municipality.

**Objective 3.4** – Support connections between business and community through nurturing social capital, the facilitation of social enterprise and community engagement programs.

**Objective 3.5** – Facilitate economic development initiatives that leverage the knowledge and skills of local residents for the benefit of the broader community.

**Objective 3.6** – Establish Hobsons Bay as an accessible and diverse business community in which all local residents can access services, resources and employment opportunities.



## Key partners

To ensure a successful program of community led economic development, Council will work in collaboration with a variety of key partners and stakeholders to implement the actions outlined in the annual action plan. These partners will include:

- local business and trader groups
- business owners and operators
- WynBay Local Learning and Employment Network
- Brotherhood of St Laurence
- tertiary and training organisations
- representatives from creative industries
- Destination Melbourne
- social enterprises
- event organisers

## Theme 4 Sustainability

Exploring and implementing sustainable business practices can allow business owners to diversify their operations, minimise costs, reduce their impact on the environment and deliver socially innovative outcomes.

Hobsons Bay City Council is committed to becoming a leader in sustainable business practice, and to providing the support and assistance required to create a culture of sustainability best practice across the municipality.

In implementing the Hobsons Bay Economic Development Strategy, Council will acknowledge the important role of sustainability in creating an adaptable and socially aware business community that is resilient to global economic shifts.

**Objective 4.1** - Play a lead role in reducing the carbon footprint and emissions of businesses in Melbourne's west and promoting the benefits to the wider community.

**Objective 4.2** - Create a local environment that supports and enables green business practices.

**Objective 4.3** – Promote Hobsons Bay as a leading destination for sustainable business.

**Objective 4.4** – Encourage connection/collaboration between business, industry and the local community, to help build the long term social capacity of Hobsons Bay.

## Key partners

A number of key partners will be engaged to assist in facilitating programs and initiatives aimed at developing Hobsons Bay into a leader of sustainability best practice. Key partners contributing to the objectives of this theme include:

- local business owners and operators
- City West Water
- Melbourne Water
- LeadWest
- Western Alliance for Greenhouse Action (WAGA)
- community organisations
- WynBay LLEN
- Brotherhood of St Laurence
- Metropolitan Waste and Resource Recovery Group (MWRRG)
- Sustainability Victoria
- Environment Protection Authority Victoria

## Theme 5

# Learning, Connectivity and Innovation

Creating a culture of learning and innovation will ensure a strong economic future for the Hobsons Bay community. By encouraging new and diverse business, providing local training opportunities and resources, and building the capacity of local residents, Council will support a well connected and self sufficient business community which is supported by a highly skilled resident workforce.

Creating a culture of learning and innovation will see Hobsons Bay become a centre of business excellence, characterised by a highly productive local business community that is recognised for business best practice and innovation.

**Objective 5.1** – Create a culture of innovation and entrepreneurship, in which start up, creative and scientific industries contribute to a thriving and diverse business community and research and development is a key activity for local business.

**Objective 5.2** – Build capacity of the Hobsons Bay resident labour force and business workforce through the provision of high quality training, networking and engagement opportunities.

**Objective 5.3** – Create a network of training providers and resources, allowing residents and businesses to access high quality training opportunities locally.

**Objective 5.4** – Assist businesses in accessing and utilising IT infrastructure and technology.



## Key partners

Successfully creating a culture of learning and innovation will require collaboration with a wide range of education, business and community partners, to ensure a holistic approach to building capacity and meeting the needs of the local business community. Key partners in the delivery of these objectives include:

- Department of Economic Development, Jobs, Transport and Resources
- Brimbank, Maribyrnong, Melton, Moonee Valley and Wyndham City Councils
- Department of Education and Training
- Western Melbourne RDA
- local business owners and operators
- tertiary and training organisations
- training organisations
- community groups

## Monitoring and evaluation

This strategy will guide the future economic development activity of Hobsons Bay City Council. To ensure the effective implementation of the strategy objectives, an annual Economic Development Action Plan will be developed to outline the key priorities and actions that will be delivered, and a process of ongoing review and evaluation will be undertaken.

The economic development outcomes delivered by Hobsons Bay City Council are currently measured through the Local Government Performance Reporting Framework (LGPRF), which ensures consistency in reporting across all Victorian councils. Through this reporting process, Council will use pre-determined indicators to measure business participation, industry growth and service delivery.

The outcomes of the strategy will also be measured in a number of ways including:

- business feedback captured through business engagement
- annual business forums
- number of economic development programs delivered
- level of business participation in Council activities
- annual review, reporting and development of strategy action plans
- local community and economic outcomes identified by Census data
- process indicators and outcomes identified in annual action plans.

A comprehensive review of the current state of the economy will be conducted half way through the strategy implementation. This review will assess the ongoing relevance of the strategy and ensure that objectives remain reflective of the Hobsons Bay economic climate.

A copy of the current Economic Development Action Plan is available on request.



## Hobsons Bay City Council

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### HOBSONS BAY LANGUAGE LINE

# 9932 1212

#### Telephone interpreting service

Arabic	خدمة الترجمة الهاتفية
Burmese	တယ်လီဖုန်းဖြင့် စကားပြန် ဝန်ဆောင်မှု
Cantonese	电话口译服务
Croatian	Telefonska služba tumača
Greek	Τηλεφωνική Υπηρεσία Διερμηνέων
Italian	Servizio telefonico interpreti
Karen	လီတစ် တ်ကတိကျိုးတ် တ်မ
Macedonian	Телефонска преведувачка служба
Maltese	Servizz ta' Interpretar bit-Telefon
Mandarin	电话口译服务
Vietnamese	Dịch vụ Thông dịch qua Điện thoại



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