

## 6.2.4 Economic Development Strategy 2023-2027

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### Recommendation(s)

That Council formally adopts the Economic Development Strategy 2023-2027

### Attachments

1. Prosperous economies Eco Dev Strategy Sept 2022 Final draft [6.2.4.1 - 28 pages]

### Executive Summary

Building a stronger economy: Cardinia Shire Council Economic Development Strategy 2023 - 2027, articulates Council's actions and commitment to grow, develop and support local businesses and the economy. The strategy's three primary pillars of partnership, regionalism and experiencing Cardinia and fostering the new economy are the cornerstones of this strategy which was developed in collaboration with business leaders and the local community.

### Background

Cardinia Shire Council was previously in a formal partnership with the City of Casey and had a joint Economic Development Strategy that delivered networking and awards events together. Casey experienced some planning issues that came to light in late 2019 and administrators were appointed in mid-2020. These circumstances together with the covid pandemic led Council to review our partnership. The covid pandemic also highlighted some significant differences regarding priority areas for each local government area. This included Cardinia's commitment and focus on supporting and growing our tourism and visitor economy. Ultimately council determined to end our formal partnership regarding economic development but agreed to work together on regional priorities and major projects and advocacy campaigns that benefited each council. These include Thompson's Rd, the south-east airport and several other joint initiatives supporting businesses through the pandemic.

Cardinia Shire Council is committed to building a sustainable shire for present and future generations to enjoy. We recognise that we have some significant challenges ahead; tackling climate change will continue to be one of the greatest challenges of our time, while the global COVID-19 pandemic has rapidly changed how we live, work, and connect.

Cardinia Shire aims to be a place in which our community and visitors thrive and prosper, with a local economy that fosters innovation and supports local jobs. Council aspires to be a leading local authority that leverages the strength of the region in advocacy, regional planning and investment whilst supporting and creating the opportunity for local jobs and business.

### Policy Implications

The Economic Development Strategy 2023 - 2027 aligns with Council's Liveability Plan, 2017 - 2029 and aims to meet goals under the employment outcomes: Cardinia Shire residents are skilled to access local jobs in a resilient, innovative, and thriving local economy. Workplaces are inclusive and promote the health, wellbeing, and safety of workers.

Our strategy also addresses the strategic indicator: Increase participation in local employment.

Related Plan Melbourne 2050 Policies:

- 1.1.5 Support major transport gateways as important locations for employment and economic activity
- 1.1.6 Plan for industrial land in the right locations to support employment and investment opportunities
- 1.1.7 Plan for adequate commercial land across Melbourne
- 1.2.2 Facilitate investment in Melbourne's outer areas to increase local access to employment
- 1.2.3 Support the provision of telecommunications infrastructure
- 4.2.3 Plan and facilitate private-sector tourism investment opportunities
- 4.4.3 Stimulate economic growth through heritage conservation.
- 6.1.1 Support a network of vibrant activity centres

### **Relevance to Council Plan**

- 4.1 We support our productive land and employment land to grow local industries
  - 4.1.1 Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth.
  - 4.1.2 Plan for sustainable employment precincts to entice new industries to the region and support new business.
  - 4.1.3 Improve local learning and employment pathway opportunities through strategic partnerships.
  - 4.1.5 Strengthen and promote our shire's unique identity and visitor attractions.

### **Climate Emergency Consideration**

The following activities are included in the Economic Development Strategy 2023–2027 to address the climate emergency concerns:

Increasing business adaptability - Providing a variety of business adaptability training programmes with collaborators like the Southeast Council's Climate Change Alliance

Assessments of the business sector's vulnerability to climate change and the promotion of sustainability initiatives among those businesses to maximise efficiency and the environment. Initiatives and supporting projects related to the circular economy are among them including significant uptake of climate adaptation projects by businesses.

Regional agriculture and food production strategy: Developing an integrated food strategy that produces primary goods locally and secondary goods with added value for the region, reducing food miles and protecting farmland.

### **Consultation/Communication**

Established in late 2020, the Pandemic Business Recovery Committee initially focused on Covid pandemic assistance initiatives, the allocation of state government funding to support outdoor dining activation, and the preparation of the next Cardinia Shire Economic Development Policy.

Through 2021–2022, there was ongoing communication with the recovery committee, business associations, Cardinia Shire organisations, internal business units, SLT, Eastern Dandenong Ranges Group (EDRA), and West Gippsland Progress Association (WGPA).

In April 2022, a draft of the plan was made available on the Creating Cardinia site. Nine individuals, as well as EDRA and WGPA representatives, provided feedback.

Changes were made to the second iteration of the strategy after taking into account internal and external feedback, including the addition of further background information, a stronger connection to the Council Plan, and a focus on major priority areas such as local job creation and environmentally sustainable initiatives.

Further engagement occurred with our CALD and Access & Inclusion teams and then sent to the respective Advisory Committees.

### **Financial and Resource Implications**

The only project not currently budgeted is the development of a 'Regional Food Production Strategy' - 2027 action and milestone identifies the need to secure funding, including exploring external funding opportunities.

All other actions and initiatives can be delivered within current budgets.

### **Conclusion**

The Cardinia Shire Economic Development Strategy has been created in collaboration with our business leaders and the broader community after extensive consultation and considering the effects of the COVID epidemic between 2020–2022. The strategy has a clear emphasis on local job creation, energising our state-significant industrial precincts, supporting and implementing program initiatives for climate adaptation, and increasing resilience and connections to the Cardinia Shire business community through the growth and strengthening of our local economy.

Cardinia Shire Council



# ***Building a stronger economy: Cardinia Shire Council Economic Development Strategy 2023- 2027***

***We support our productive land and employment land to  
grow and prosper local industries.***

January 2023

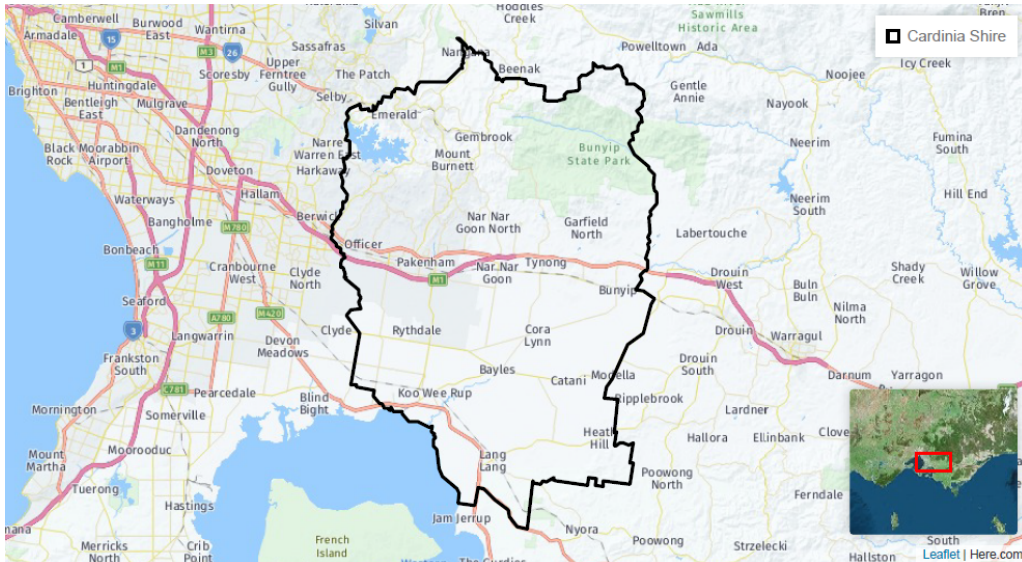
## **Executive summary**

*Building a stronger economy: Cardinia Shire Council Economic Development Strategy 2023-2027*, articulates the council's actions to grow, develop and support local businesses and the economy.

The strategy's three primary pillars of partnership and regionalism, experiencing Cardinia, and fostering the new economy are the cornerstones of this strategy, which was designed in collaboration with local leaders.

## Cardinia Shire – An economic snapshot

Cardinia Shire Council is looking at new possibilities for, and in conjunction with, its businesses and communities regarding a new direction and vision for its economic sustainability.



Map of Cardinia Shire

Driven by new infrastructure investment, Council's ambition for growth, and the COVID-19 pandemic, Cardinia Shire can build on its strengths while appealing to new talent and investment. With Cardinia's population expected to almost double by 2041, now is the time to invest in sound policy and programs, to deliver a strong local economy and a place where people are proud to live and work.



Aerial view of Lakeside Pakenham looking east.

There is already a great deal on offer in Cardinia Shire:

- ✓ It offers affordable peri-urban living within metropolitan Melbourne with good connectivity via major arterial roads and metropolitan and regional train services.
- ✓ It has a strong agricultural sector, a developing industrial manufacturing sector, and large areas of underdeveloped land and connections to regional Victoria to support growing industry development and trends.



*Artist impression - McGregor Road interchange.*

As a Council, Cardinia Shire is a growing organisation looking to transform the way we operate working on innovative and creative ways to achieve a collective vision for the shire and a different place for the future. We can offer strong leadership and partnerships, leveraging relationships with the state government, Southern Metropolitan Partnerships and the Greater South East Melbourne group of Councils (GSEM).

With numerous existing planning policies and structure plans supporting and encouraging growth related to employment and residential development as described in the [South East Growth Corridor Plan](#) and various Precinct Structure Plans, Cardinia Shire is 'investment ready' and cultivates market confidence. This will be essential to the shire's ability to attract more inbound and foreign direct investment.

The strategy is founded on creating new jobs and developing economically vibrant neighbourhoods. However, focusing on Pakenham and Officer and their connection to other neighbourhood activity centres will be essential if the shire is to make use of its competitive advantages and forge a new shire identity over the medium to long term.

Urban sprawl, economic leakage, lower quality jobs, and radial trips to the CBD have been problems for Cardinia Shire. The present COVID-19 pandemic offers a 'window of opportunity' to reconsider policy options and projects, considering what could be more advantageous and achievable in a different setting. <sup>1</sup>



*Lakeside Pakenham retail precinct.*

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<sup>1</sup> ARUP – Economic Development Roadmap Cardinia Shire Council

## Projected employment and population

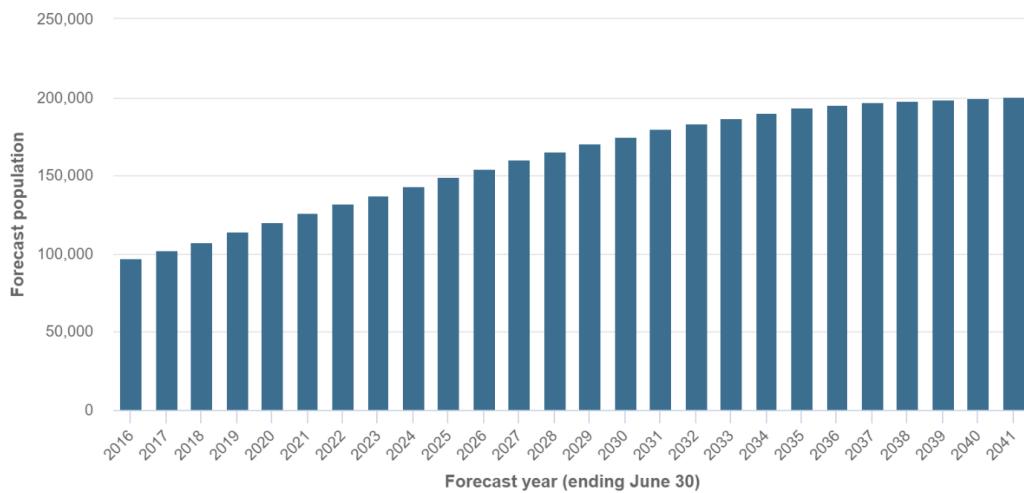
To keep up with the region’s anticipated population growth of 2.92% pa and lower overall unemployment levels, Cardinia Shire needs to provide opportunities for local businesses to fill vacancies and the ability to create new employment.

### Cardinia Shire population

The population of Cardinia Shire is anticipated to rise by 102,629 people (105.14% growth) from 2016 and 2041, with an average yearly change of 2.92%. Currently, an estimated 131,834 people live in Cardinia Shire in 2022.<sup>2</sup>

#### Forecast population

Cardinia Shire



Source: Population and household forecasts, 2016 to 2041, prepared by .id (opens a new window) (informed decisions), October 2019.



### Local employment

There were 33,219 jobs located in Cardinia Shire in the year ending June 2021.<sup>3</sup>

The jobs-to-residents ratio for Cardinia Shire in 2020/21 was 0.53, meaning that there were fewer jobs than resident workers. Agriculture, forestry and fishing had the highest ratio (0.97), while the lowest ratio was found in electricity, gas, water and waste services (0.22).<sup>4</sup>

27,776 or 61.9% of Cardinia Shire’s resident workers travel outside of the area to work.<sup>5</sup>

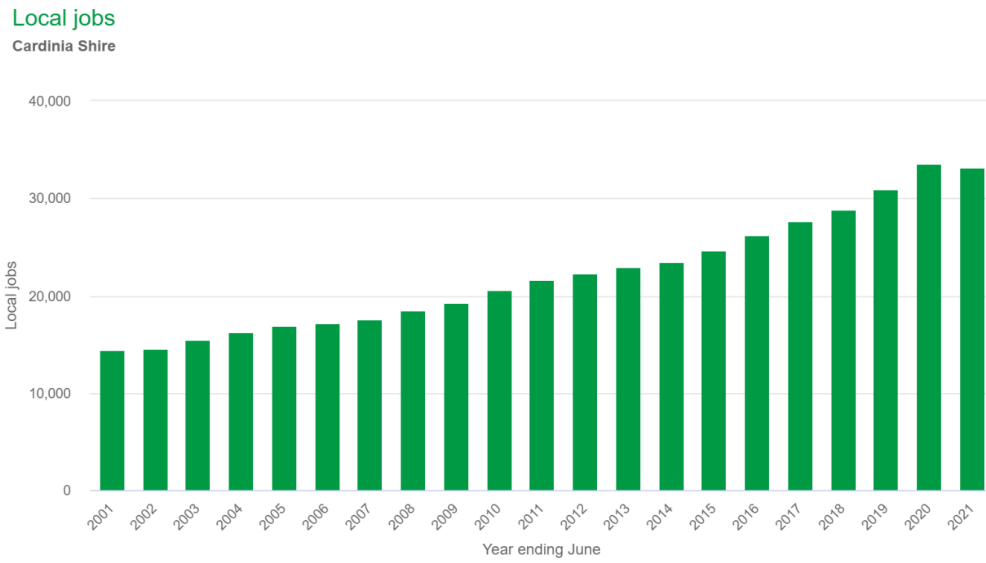
<sup>2</sup> <https://forecast.id.com.au/cardinia/population-summary>

<sup>3</sup> <https://economy.id.com.au/cardinia/local-jobs>

<sup>4</sup> <https://economy.id.com.au/cardinia/employment-capacity>

<sup>5</sup> <https://economy.id.com.au/cardinia/residents-place-of-work-industry>





Source: National Institute of Economic and Industry Research (NIEIR) ©2021 Compiled and presented in economy.id by .id (informed decisions)



### Future employment opportunities

Cardinia Shire Council has a range of Precinct Structure Plans (PSPs) and employment corridors that will be developed in the next 20 years. It is anticipated that this will provide an additional 142,800 jobs for residents and the surrounding regions.

This region is identified as a State Significant Industrial Precinct (SSIP). The Officer-Pakenham SSIP encompasses the Officer South Employment, Cardinia Road, Pakenham West, and Pakenham South PSPs.

As the region matures, these locations will play a fundamental role in unlocking long-term employment opportunities. They will enable neighbouring townships to further evolve and mature to offer a diversity of job opportunities.

Project	Predicted employment
Officer South	19,100
Cardinia Road Employment	17,900
Pakenham West	2,900
Pakenham South	2,900
Thompsons Road Extension	100,000
<b>TOTAL</b>	<b>142,800</b>

Source – [Victorian Planning Authority - Employment precinct dashboards South East Economic Corridor October 2020](#)

## Linking the Council Plan to the strategy

Cardinia Shire Council is committed to building a sustainable shire for present and future generations to enjoy. We recognise that we have some significant challenges ahead; tackling climate change will continue to be one of the greatest challenges of our time, while the global COVID-19 pandemic has rapidly changed how we live, work, and connect.

The Council Plan 2021–25 is Council's key strategic document that will help tackle and prepare us for the challenges ahead. While the plan's focus is the next 4 years, it will help position Council to maximise the opportunities these challenges bring, and help the shire to thrive in the long term. This plan consolidates the great work started by previous councils with the work needed to deliver new ambitions.

Council's vision for the next 4 years is that the unique identity of our urban, hills and rural areas is strengthened. We meet the challenges we face together as a community. How we respond balances the needs of our people, businesses, our productive land, and natural environments.

### Council aims

Cardinia Shire aims to be a place in which our community and visitors thrive and prosper, with a local economy that fosters innovation and supports local jobs. Council aspires to be a leading local authority that leverages the strength of the region in advocacy, regional planning and investment whilst supporting and creating the opportunity for local jobs and business.

By empowering businesses to adapt to, recover from, and prosper in the current economic situation, we will contribute to the development of a vibrant and thriving economy that will attract, retain, and expand businesses. To do this, we will engage with businesses to identify their opportunities.

### We listened

You told us these things were important ...

1. Supporting local jobs
2. Encouraging local industries
3. Living sustainably
4. Making valuable contributions to the nation
5. Protecting community, farms, industry, landscapes, and biodiversity

**Key economic pillars**

We will deliver on the Council’s objectives by focusing our efforts on three key economic pillars:

- Partnerships and regionalism
- Experience Cardinia
- Creating the new economy

These pillars will be achieved through:

- responding to the business community,
- working with the business community and
- fostering strong relationships and a collaborative approach to planning for the future economy.



## Challenges and opportunities

While many of the difficulties we experience are shared with other Victorian councils, we also encounter some particular difficulties. Following are some of our most significant challenges and opportunities.

### SWOT key findings

The following summary table and *Figure 2* below highlight some of these high-level SWOT findings<sup>6</sup>

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Young, working population and growing</li> <li>• Green wedge, peri-urban location</li> <li>• Strong agriculture sector and local Gippsland region</li> <li>• Strong construction industry</li> <li>• Strong vocational uptake in skill training</li> <li>• Recently low unemployment rate (however increased due to the COVID-19 pandemic)</li> <li>• Proximity to Dandenong National Employment Innovation Cluster (NEIC) and Precinct</li> <li>• Affordability and lifestyle appeal</li> <li>• Port of Hastings in close proximity</li> <li>• Increasing cultural diversity in the region</li> </ul>	<ul style="list-style-type: none"> <li>• 50 km+ to CBD</li> <li>• Clustered development in the region</li> <li>• Low Higher Education completion level</li> <li>• High vehicle dependency in the region</li> <li>• Limited public transport connection throughout the region</li> <li>• 60%+ of local workers leave the municipality for work for employment</li> <li>• Socio-economic disparity, (Income, education, violence, and addiction)</li> <li>• Rural towns being considered metropolitan Melbourne (Lockdown implications and sectors)</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Strong existing strategies, community plans and projects underway focussing on employment</li> <li>• Rapid change from rural to more urban municipality</li> <li>• South East Airport potential, freight enhancement</li> <li>• South East Economic Corridor (SEEC) Development, including 6 PSPs</li> <li>• Future rail upgrades – Level Crossing Removal (LXRP)</li> <li>• Monash and Princes Freeway upgrades and Koo Wee Rup Road upgrade</li> <li>• Green link corridors creating biodiversity links</li> <li>• On-road rapid transit</li> <li>• Activity centre enhancement projects</li> </ul>	<ul style="list-style-type: none"> <li>• COVID-19, long-term recession impacts</li> <li>• Changing ways of working, future business shifts</li> <li>• Decrease in “bricks and mortar” retail and offices</li> <li>• Decrease in regional production and economy, increasing job loss</li> <li>• Development lag due to pandemic implications and funding</li> <li>• Climate change and increased resource pressure</li> <li>• Residential encroachment on Industrial land (State Significant Industrial Precinct (SSIP))</li> </ul>

<sup>6</sup> ARUP – Economic Development Roadmap Cardinia Shire Council

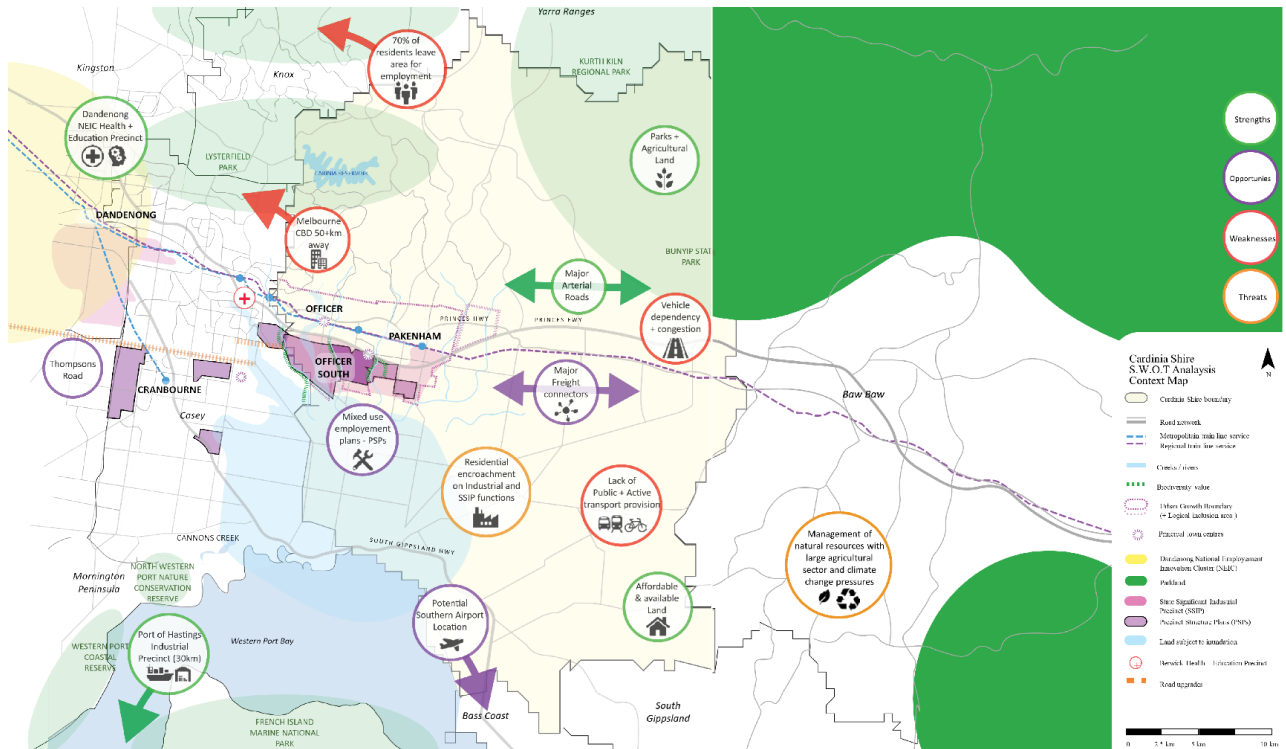


Figure 1 - SWOT findings diagram

### COVID-19 pandemic and economic recovery

The global COVID-19 pandemic has impacted how we live, work, access important services and socially connect. The impacts and changes have been rapid. The effects will be long-lasting.

The pandemic’s economic impacts are some of the most significant, along with mental health implications from isolation and uncertainty. We will need creative solutions to help businesses recover, manage our financial resources, and support individuals to get back on their feet.

We can learn from the pandemic. Through the pandemic, having access to everything you need locally became more important than ever. We want to continue supporting this and strengthening our financial and community resilience for the next challenge or natural disaster.<sup>7</sup>

### Climate change

Climate change is one of the greatest challenges of our time. We already see its effects. There are more warm spells, frequent and intense downpours, and longer fire seasons.

It impacts our biodiversity, water supplies, energy demand, and health (particularly that of our more vulnerable community members).

<sup>7</sup> Cardinia Shire Council Plan 2021–25 pg. 24

As outlined in our [Sustainable Environment Policy 2018–28](#), we recognise that every action our community and Council take influences our environment. We want to make that influence as positive as possible. Adapting and mitigating climate change impacts will require a holistic approach, from how we drive sustainable development to how we grow our local industries.<sup>8</sup>

### **Creating a prosperous economy**

We need to develop a prosperous local economy that is the right fit for Cardinia Shire

When we think about supporting local industry development and creating local jobs, we need to consider what is the right fit for Cardinia Shire. We need a clear direction for leveraging our productive land and employment land to grow local industries, increase local jobs and keep our skilled workforce.

This will help protect our agricultural land and improve Cardinia Shire's attractiveness as an employment hub for agri-business, supporting industries and tourism.<sup>9</sup>

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<sup>8</sup> Cardinia Shire Council Plan 2021–25 pg. 24

<sup>9</sup> Cardinia Shire Council Plan 2021–25 pg. 25

## Prosperous economies

Our rich supply of productive land, employment land, distance to markets, and education opportunities enhance Cardinia Shire as south-east Melbourne’s jobs capital.

We work closely with businesses, farmers, and industry to enhance our shire as a place to invest in the long-term, attract new industries, innovations, skill development and local job creation.

The key economic pillars of; partnership and regionalism, experience Cardinia and creating a new economy, have been defined through:

- internal discussions,
- engagement with the business community, and
- analysis of the region's present economic performance.

The following diagram shows how the Council's goal for economic development, the economic pillars, and strategies are connected.

### Council Plan strategies

- 4.1 Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth.
- 4.2 Plan for sustainable employment precincts to entice new industries to the region and support new business.
- 4.3 Improve local learning and employment pathway opportunities through strategic partnerships.
- 4.4 Drive local innovation in technology to better support and attract businesses and industries.
- 4.5 Strengthen and promote our shire’s unique identity



## Partners/stakeholders

To accomplish intended results, Cardinia Shire's Economic Development team creates and maintains strong connections with a variety of stakeholders.

Below is a list of partners and stakeholders with whom we interact to achieve our projects

- [Australian Asparagus Council](#) (AAC) - the peak industry body representing Asparagus in Australia. It is made up of a group of Australian asparagus growers who produce more than 95% of Australia's asparagus
- [Australian Government Local Jobs Program](#) - The Local Jobs Program (LJP) supports the development and implementation of tailored approaches to accelerate reskilling, upskilling and employment across Australia and seeks to provide tailored responses to support local labour markets.
- [AusVeg](#) - the prescribed peak industry body (PIB) for the Australian vegetable and potato industries.
- [Business Victoria](#) - Business Victoria provides information, support and resources to help business owners develop essential skills and understand their legal obligations.
- [Cardinia Tourism Advisory Committee \(TAC\)](#) - provides direct feedback and advice on strengthening Tourism within the Cardinia Shire
- Casey Cardinia Jobs Skills Network (CCJSN) – CCJSN seeks to harness all local stakeholders who have a focus on assisting in the creation of employment pathways and employment opportunities for those who reside in the region.
- [Chisholm TAFE](#) - a government-owned Technical and Further Education Institute located in south-east Melbourne Australia.
- [City Of Casey Economic Development](#) – provides support for businesses and job seekers in Casey.
- [Department of Education and Training Victoria](#) - offers learning and development support, services and resources for all Victorians
- [Department of Energy Environment and Climate Action \(DEECA\)](#) (prev. DELWP) - DEECA is a Victorian government department that is responsible for various matters related to the environment, energy, and climate change.
- [Department of Environment, Land, Water and Planning \(DELWP\)](#) - DELWP brings together Victoria's climate change, energy, environment, water, forests, planning and emergency management functions into a single department to maximise connections between the environment, community, industry and economy.
- [Department of Jobs, Precincts and Regions \(DJPR\)](#) - DJPR is focused on Victoria's economic recovery and growth, ensuring it benefits all Victorians – by creating more jobs for more people, building thriving places and regions, and supporting inclusive communities.
- [Department of Transport \(DOT\)](#) - a Victorian government department responsible for the ongoing operation and coordination of the state's transport networks, as well as the delivery of new and upgraded transport infrastructure
- [Development Victoria](#) - As a statutory corporation operating on behalf of the Victorian Government to deliver government policy through property development and urban renewal - achieving social and economic outcomes for the Victorian community.
- [Eastern Dandenong Ranges Association \(EDRA\)](#) – EDRA is a volunteer-run, not-for-profit local business & tourism group representing businesses operating in the Eastern Dandenong Ranges.
- [Federation University](#) - a public, multi-sector university based in Ballarat with a campus also in Berwick
- [Greater South East Melbourne \(GSEM\)](#) - advocates for jobs, infrastructure, investment, liveability, sustainability and well-being for the southeast and everyone who works and lives in the region.
- [Invest Victoria](#) - Invest Victoria is the State Government of Victoria's investment attraction agency, fostering long-term economic prosperity by enabling business opportunities and job creation for Victoria.



- Job Search Agencies (JSA) – Recruitment organisations that match potential employees with employers.
- [Jones Lang LaSalle](#) (JLL) - a global commercial real estate services company
- [Kinaway](#) - Kinaway Chamber of Commerce is the leading Victorian organisation dedicated to supporting Victorian Aboriginal and Torres Strait Islander business owners.
- [Level Crossing Removal Project](#) (LXRP) - a program of the Government of Victoria, Australia, to remove 104 level crossings in Melbourne.
- [Meat Livestock Australia](#) (MLA) – is an independent company that regulates standards for meat and livestock management in Australian and international markets.
- [Pakenham Community Hospital](#) - a small public hospital providing a range of services managed by Monash Health
- [Registered Training Organisations \(RTO\)](#) - RTOs are the only organisations in the Australian Vocational education and training (VET) system authorised to deliver and assess nationally recognised training, issue nationally recognised qualifications and statements of attainment.
- [Small Business Mentoring Service \(SBMS\)](#) - The SBMS provides businesses locally and across Australia with low-cost mentoring to help them with marketing, finance, planning and all aspects of small business.
- [South East Councils Climate Change Alliance \(SECCA\)](#) – SECCA supports member councils and their communities in the south-east region to respond and adapt to the impacts of climate change.
- [South East Melbourne Manufacturers Alliance \(SEMMA\)](#) - SEMMA is the peak industry association representing over 200 leading manufacturing companies located in South East Melbourne; Australia's most dynamic manufacturing region.
- [Southern Metropolitan Partnership](#) - Southern Partnership engages with the wider community to identify issues and opportunities and advise State Government on the priorities for this region.
- [Victorian Farmers Federation \(VFF\)](#) – VFF is an active, powerful lobby group dedicated to the interests of farmers and making a difference in communities.
- [Victorian Government Headstart](#) - Head Start is the School-Based Apprenticeships and Traineeships (SBATs) program that supports secondary school students to succeed while they study and work towards a career.
- [Victorian Government Jobs Victoria](#) - Jobs Victoria supports people looking for work and connects employers with the staff they need. They provide information, advice and support in person, online and on the phone.
- [Victorian Planning Authority \(VPA\)](#) - VPA is a State Government statutory authority that reports to the Minister for Planning.
- [Victorian Tourism Industry Council \(VTIC\)](#) - VTIC is the dedicated peak body and leading advocate for Victoria's tourism and events industry.
- [Visit Victoria](#) – working with the Victorian Government, Visit Victoria is the primary tourism and events company for the State of Victoria
- [West Gippsland Progress Association \(WGPA\)](#) – A network for businesses within the West Gippsland region to increase prosperity and build a stronger local economy after the devastating Bunyip complex bushfires.
- [Workforce Australia](#) - Workforce Australia is a government employment service open to all Australian individuals and businesses.

## Economic pillars

### Partnership and regionalism

Create strategic partnerships that have mutual benefits regardless of government boundaries and work towards, or advocate for, outcomes that have community, organisational and regional benefits.

Establish our future partnerships on a 3-tiered assessment of any program or proposal which considers our future investment in time and resources on the below criteria.

- Is its beneficial to our business community?
- Will it benefit the wider community?
- Does it provide a benefit to Council?

### *Economic development initiatives*

<i>Improve local learning and employment pathway opportunities through strategic partnerships.</i>					
Project	Objective	Key goals	Actions / 2027 milestones	Stakeholders supporting economic development	
Thompsons Road extension	Improved access to new employment areas in the Cardinia urban growth corridor and state significant employment to increase the movement of people and goods into the region.	The completion of east-west road connections in the Cardinia growth corridor.  GSEM in partnership with the Cardinia Shire Advocacy group	Deliver Advocacy campaign and conjunction with stakeholders and council  Section of Thompson Road under development	Planning  Advocacy  Communication s	GSEM  Casey Council
South East Airport	Advocate for the sustainable development of the South East Airport as a gateway airport for Gippsland providing interstate, intrastate and international connectivity for the region in partnership with a private developer.	Policy support from the Victorian and Australian Governments for the airport.	Provide leadership and support to GSEM Airport Project control group  Well-defined pathway forward with government and other stakeholders	Advocacy  Communication s	GSEM  State government  Federal government

<p>Local jobs and Skills Programs</p>	<p>Linking providers and identifying gaps within local industry to improve employment readiness.</p>	<p>Well-connected and informed community of employment training education and community service providers.</p>	<p>Connecting employers with job agencies and education partners for their vacancies and/or skill shortages through a series of events and business focused activities</p> <p>Engage with CALD and Indigenous Communities to increase participation in employment pathways and programs</p>	<p>Advocacy</p> <p>Communications</p> <p>Community and family services</p>	<p>GSEM</p> <p>JSA</p> <p>RTO</p> <p>Jobs Vic.</p> <p>Local Jobs Program</p> <p>DJPR</p> <p>City of Casey</p> <p>Federation University</p> <p>Chisholm TAFE</p> <p>Department of Education</p> <p>Casey and Cardinia Skills and Jobs Network</p>
<p>Training Programs</p>	<p>Facilitating pathways into improved business practices.</p>	<p>Provide opportunities to access funded training programs</p>	<p>Deliver a range of business focused training and education programs</p> <p>Increase in businesses attending training programs</p> <p>Engage with CALD and Indigenous businesses to provide business focused training and education programs</p>	<p>Community and family services</p>	<p>Business Victoria</p> <p>SBMS</p> <p>Workforce Australia</p> <p>Casey and Cardinia Skills and Jobs Network</p>

Increase business resilience	Create opportunities for business owners to strengthen their resilience	Engaged business owners who are adaptable and resilient  Engage with Aboriginal and Torres Strait Islander businesses to inform strategies and initiatives to provide ongoing support	Deliver a range of business resilience focused training and education programs  Increased in businesses engaging with council and engaging in resilience programs	Community and family services	DJPR SECCA Kinaway
Cardinia Business	Establish strong relationships with our business community.  Provide information to support local businesses that will ensure their success and longevity in the region	Environmentally sustainable business growth in the region	Deliver ongoing business focused communications to our business community  Increased number of businesses engaged with the Economic Development team programs	Communications  Community and family services	Business Victoria SBMS Workforce Australia Kinaway
Business Groups	To provide support and engage with local businesses operating in the region	Increased number of local business owners engaged with Council  Develop relationships with Aboriginal and Torres Strait Islander businesses  Develop relationships with CALD businesses	Deliver ongoing support to Cardinia based business groups.  Business support, engagement and activities delivered in townships  Engage and develop an advisory group to strengthen and connect our relationships with Aboriginal and Torres Strait Islander and CALD businesses	Planning Traffic Active and connected communities Community and family services	Workforce Australia EDRA WGPA Kinaway

Green wedge management plans	Advocate for the development of green wedge management plans	Retention of the area (hectares) of green wedge zoned land and significant agricultural special use zoned land	Engage and support our strategic planning team to complete green wedge management plans with an understanding of the impacts on businesses.	Planning	DEWLP
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**Council strategy**

4.3 *Improve local learning and employment pathway opportunities through strategic partnerships.*

**Council plan initiatives**

Initiatives	2021-22	2022-23	2023-24	2024-25
<b>Partnerships and regionalisation</b>				
Advocate for the development of green wedge management plans				
Advocate for a South East Melbourne Airport				
Advocate for the growth of local education opportunities that improve skills and employment pathways				

**Experience Cardinia**

We will drive change by generating campaigns that highlight Cardinia businesses. With a focus on the industries that have been impacted by the pandemic and help them recover, thrive, and create employment.

The following local industries have been most affected by COVID-19:

- Food and accommodation services
- Tourism and events
- Arts and recreation services
- Retail & small business

These sectors require assistance from the local community because they have been severely impacted by little economic activity over an extended period. To win back the hearts and minds of both locals and tourists, we need to share their story and involve the community. A local response will be delivered to benefit our business communities, promote job development and increase the visitor economy. This will also strive to foster community pride and loyalty, a sense of belonging for communities and build community pride.

***Economic development initiatives***

<b><i>Strengthen and promote our shire's unique identity</i></b>					
<b>Project</b>	<b>Objective</b>	<b>Key goals</b>	<b>Actions / 2027 milestones</b>	<b>Stakeholders supporting economic development</b>	
Business sector climate risk assessment	Support opportunities for business owners to strengthen their resilience and impact of climate change	Business owners who are prepared for climate extremes	Promoting sustainability programs to our vulnerable businesses to enable great environment and efficiency outcomes. These include circular economy initiatives and supporting projects.  Significate uptake by businesses of climate adaptation projects by business	Environment and heritage	SECCA  Federation University  City of Casey  Sustainability Victoria

<p>Tourism</p>	<p>Support and grow the tourism sector within Cardinia increasing visitor spend and yield</p>	<p>Broader awareness of our region as a tourism region.</p> <p>Increase family and friends' visitation to the region</p> <p>Engage with Aboriginal and Torres Strait Islander business owners</p>	<p>Support the industry through marketing and promoting the region's main tourism assets</p> <p>Deliver an industry events website through "What's On Cardinia" that enables economic development to promote individual businesses and their achievements.</p> <p>Provide leadership and advocacy to integrate Cardinia into the broader tourism structure within Victoria.</p> <p>In conjunction with the Cardinia Tourism Advisory Committee, develop and implement a local tourism strategy</p>	<p>Communications</p> <p>Arts</p> <p>Community and family services</p>	<p>VTIC</p> <p>TAC</p> <p>EDRA</p> <p>WGPA</p> <p>Tourism Victoria</p> <p>Neighbouring LGA's</p> <p>Kinaway</p>
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<p>Creating a resilient business community including CALD and Aboriginal and Torres Strait Islander groups</p>	<p>Connecting the business community and supporting the development of strong local networks.</p>	<p>Engage with businesses to grow local communities</p>	<p>Deliver ongoing business focused events to our business community</p> <p>Quarterly business events that engage with businesses</p> <p>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses</p>	<p>Communications</p> <p>Community and family services</p>	<p>Business Vic</p> <p>SBMS</p> <p>EDRA</p> <p>WGPA</p>
<p>Investment Attraction</p>	<p>Facilitate investment in our townships to support businesses and vibrant communities</p>	<p>Support appropriate investment and development in our townships</p>	<p><b>2022-23</b> Research and develop an Investment Attraction Plan</p> <p><b>2024 - 26</b> Implement the Investment Attraction Plan</p>	<p>Communications</p> <p>Planning</p> <p>Advocacy</p>	<p>Invest Vic</p> <p>Development Victoria</p> <p>LJP</p> <p>Jobs Vic</p>
<p>Accessibility / Inclusiveness</p>	<p>Promote the importance of access and inclusiveness to local businesses</p>	<p>Engage with businesses to embrace inclusiveness and accessibility</p>	<p>To reactive and update the 'Good access is good business' guide for Cardinia Shire businesses</p> <p>Annual presentation from disability sector to Cardinia Business networking event</p>	<p>Access and aging</p>	<p>Cardinia businesses</p>



**Council strategy**

4.5 *Strengthen and promote our shire's unique identity*

**Council plan initiatives**

Initiatives	2021-22	2022-23	2023-24	2024-25
<b>Experience Cardinia</b>				
Facilitate investment in our townships to support businesses and vibrant communities				

**Creating the new economy**

Assisting businesses to respond, recover and thrive in the current economic environment. We will achieve this through a multi-dimensional approach:

- Respond – *Engaging with businesses, working with businesses to adapt to the changing economic conditions and opportunities as they arise.*
- Recover - *Ensuring we know the levers that need to be pulled and pushed to ensure that businesses can act and money flows into the economy.*
- Thrive - *To enable businesses to act on opportunities when they present themselves and build competitive advantages through innovation and advocacy.*

***Economic development initiatives***

<b><i>Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth</i></b>					
<b>Project</b>	<b>Objective</b>	<b>Key goals</b>	<b>Actions / 2027 milestones</b>	<b>Stakeholders supporting economic development</b>	
Regional agricultural and food production strategy	Partner with strategic planning to further protect agricultural land from urban development	Creating an integrated food stagey that creates primary production locally and secondary value-adding production within the region. I.e. Reduced food miles, protect agricultural land, create a region of providence	Secure funding to engage with a consultant to complete an agricultural food strategy	Planning	VFF DELWP AusVeg AAC MLA

<b><i>Plan for sustainable employment precincts to entice new industries to the region and support new businesses.</i></b>				
<b>Project</b>	<b>Objective</b>	<b>Key goals</b>	<b>Actions / 2027 Milestones</b>	<b>Stakeholders supporting Economic Development</b>

Explore opportunities to establish a business industry training facility to support local innovation (Centre of Excellence)	Produce an important commercial and industrial business region for the state.	To create opportunities for industry and education to develop partnerships that will support business development and growth	Key partners identified  Future working model under development	Planning	JLL  Developers of industrial and/or commercial precincts  Development Victoria
Covid-19 business recovery	Support the local hospitality industry to recovery from covid-19 by establishing outdoor dining precincts	To create opportunities for local hospitality businesses to activate outdoor dining areas	Delivering State funded programs that revitalise and support the growth of local businesses.	Planning  Compliance  SLT	DJPR  Business Victoria  Invest Victoria  Development Victoria  Business.gov.au  Workforce Australia

Building resilient businesses	Create opportunities for business owners to strengthen their resilience following Covid-19 through mental health awareness	Engaged business owners	Provide opportunities for business to engage with programs delivered / funded by the State government  Business owners using the tool kits provided by the State to improve outcomes e.g. mental health tools to support their staff.	Recovery  Compliance  SLT	DJPR  Business Victoria  Invest Victoria  Development Victoria  Business.gov.au  Workforce Australia
Pakenham activity centre revitalisation	Improve streetscape and public areas with increased outdoor dining opportunities	Stronger social cohesion, and a safer more vibrant space for the community to shop, eat, relax, socialise, work and live.	Support the major projects team and local businesses to adapt and respond to the substantial change in the landscape of the Pakenham activity centre	Major Projects  Communications  Engagement  Advocacy	DJPR  MESH (Private Consultancy)  LXRP  Pakenham Community Hospital  DOT

### ***Council strategies***

*4.1 - Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth*

*4.2 - Plan for sustainable employment precincts to entice new industries to the region and support new businesses.*

***Council plan initiatives***

Initiatives	2021-22	2022-23	2023-24	2024-25
<b>Creating a new economy</b>				
Develop an Investment Attraction Plan for Cardinia Shire employment precincts				
Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism				

## **Monitoring and evaluation**

### **A continual process framework**

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

The accomplishment of the strategy will be evaluated annually in relation to these primary objectives. Changes will be made if activities stop being relevant to the area.

### **How we will measure our success**

- Increase in the gross regional product (GRP) of Cardinia Shire
- Retention of the area (hectares) of green wedge zoned land and significant agricultural special use zoned land
- Increase in the number of local jobs
- Increase in the number of GST-registered businesses in Cardinia Shire

## References and key related strategic documents

### Internal

- [Council Plan 2021–25 and Community Vision 2040 \(PDF 6.03 MB\)](#)
- [Cardinia Community Food Strategy and Action Plan \(PDF 4.81 MB\)](#)
- Economic Development Strategy – Version 1
- [Economic Development Strategy – Version 2 \(PDF 778.05 KB\)](#)
- [Economic Development Strategy – Version 3 \(PDF 1.09 MB\)](#)
- [Innovate Reconciliation Action Plan January 2022 to December 2023](#)
- [Liveability Plan 2017-29 - Cardinia Shire Council \(PDF 8.14 MB\)](#)
- [Cardinia Road Employment Precinct Structure Plan \(PDF 22.45MB\)](#)
- [Western Port Green Wedge Management Plan \(PDF 6.38 MB\)](#)

### External

- ARUP Cardinia Shire Council Economic Development Roadmap
- [Growth Corridor Plans – Managing Melbourne's Growth \(PDF 84.3MB\)](#)
- [South East Growth Corridor Plan \(PDF Map – 3.96MB\)](#)
- [Officer South Employment Precinct Structure Plan](#)
- [South-East Economic Corridor Strategic Context Report to 2060 \(SEEC Report\) \(PDF 22.2MB\)](#)
- [Victorian Planning Authority - Employment precinct dashboards South East Economic Corridor October 2020 \(PDF 20.2MB\)](#)