

2011/12

MAROONDAH

BUSINESS DEVELOPMENT
STRATEGY

&

ACTION PLAN

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EXECUTIVE SUMMARY

The 2011/2012 Maroondah Business Development Strategy outlines how Council will assist and partner with local businesses to impact positively on business development, investment and the encouragement and support of local employment opportunities. These three core objectives will be supported by initiatives and programs delivered as part of 10 priority action areas.

1. Encourage Buying Locally
2. Support Local Employment Opportunities
3. Communicate Effectively with Business
4. Enhance Business Directory
5. Network and Improve Business Skills
6. Provide Information for Businesses
7. Improve and Support Retail Sector
8. Support Development of New Businesses
9. Develop Key Regional Projects
10. Promote Maroondah and Investment Attraction

These priority areas directly correlate with the needs and expectations of the local business community.

The actions which will be undertaken as part of these priority areas in Year 1 of the Strategy are outlined in Section 4. Each year all activities and future actions will be prioritized and assessed based on three key criteria – namely:

- measurable local business improvement/economic benefit,
- the current local business environment; and
- emerging or altered government policy and/or funding opportunities.

This rigor will ensure that each year an annual program will be developed that is strongly aligned with local business needs and current market intelligence. Sample surveys will also be undertaken on an annual basis to determine that Council business support services continue to reflect local business needs and expectations.

The Strategy as at 2011/12 will be viewed in future years as a point of reference, with annual reviews resulting in documented incremental changes. If at any time it is determined that the core objectives or priority action areas no longer best support local businesses, a new Strategy will be developed. In addition to incremental improvements, a full review of the Strategy will be undertaken in 2015.

It should also be noted that a full review of *Maroondah 2025- A Community Planning Together* will be undertaken in 2012/13. When this new document is adopted this Strategy will be updated to reflect the community’s desired vision for the future of Maroondah.



This document is divided into 4 sections:

- Section 1:** **Document Overview:** - Provides an outline of the Strategy – its intent and how it was developed.
- Section 2:** **Strategic Framework:**-Provides a context for the Strategy in relation to State, Regional and Local policy.
- Section 3:** **The Local Economy – Research and Consultation:** Profiles the local business environment and summarises the consultation and engagement processes undertaken.
- Section 4:** **Action Plan:** - Provides details of initiatives and programs within the 10 priority action areas.

Strategy Endorsed:	19 September 2011
Reporting Timeline:	Annually - July

It should also be noted that the Unit has recently instigated a ‘name change’ to re-brand the Unit and align it more closely with the expectations of the broader business community. The Maroondah City Council Economic Development Unit will now be known as the Business Unit, which is part of Council’s Business and Development Unit.

SECTION 1: DOCUMENT OVERVIEW

1.1 INTRODUCTION

The focus on developing and enhancing the local business environment has been increasingly viewed as a vital function of Local Government. To continue moving towards the vision of the local community, local strategies to support business must reflect what is most important within the context of the local business community, with specific, measurable actions that are both achievable and adaptable.

The *2011/12 Maroondah Business Development Strategy and Action Plan* identifies ways in which Council will support and interact with its business community. This document builds on the achievements and directions of the previous *Maroondah Economic Strategy and Action Plan 2007-2010*.

The Action areas within the Strategy have been developed in consultation with a broad range of stakeholders. These areas relate directly to the strategic directions of Council as outlined in *Maroondah 2025 – A Community Planning Together* and the current Council Plan. In summary, this Strategy includes actions to:

- 1. Assist businesses with their development.**
- 2. Promote an environment where employment opportunities are stimulated and more jobs are created.**
- 3. Encourage and facilitate business investment.**

Council has developed an Action Plan that contains key priorities to deliver outcomes focused on these three objectives. Within these parameters, Council also recognises the need to be flexible and receptive to opportunities and new directions or funding opportunities that may impact on the type of initiatives delivered throughout the term of this Strategy.

1.2 THE ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT

The notion that Council's should support, interact with and consider the needs and future growth potential of its business community is viewed as a key input into the overall success factors of a local area. The viability of local businesses ultimately impacts on the overall health and wellbeing of a local community. Such desirable outcomes and the achievement of sustainable community economic development is a long-term proposition. In the early 90's, the value of economic development within Local Government was too often measured in terms of unemployment rates and attraction of new, large industry. Whilst there is a place for analysing such broad measurements, such an approach only examines a small part of the economic landscape.

Both International and Australian experience demonstrates that the majority of new jobs and the major proportion of economic investment in local communities will come from within the existing business base and this represents the foundation on which new economic development can be built.

Given the ever changing threats and opportunities which occur both nationally and globally, communities must embrace local solutions which will enhance their control over their own sustainable economic growth and potential future employment generation.

1.3 STRATEGY STRUCTURE & DEVELOPMENT

The intention of this Strategy is to represent all types of businesses as they relate, and contribute to, the established vision of the community. The preparation of the Strategy has built on Council's previous „Economic Development Strategies', and has involved:

- Service Review analysis to determine the key priorities for the business community.
- Recognition of strategic documents and adopted local policies.
- A review of Government priorities.
- Community consultation.
- A comprehensive review of the structure of the local economy.

As well as scoping the above, extensive community consultation was also undertaken. The following outlines the types of business engagement, and the key stages in the development of this Strategy.

Consultation/Strategy development process



1.4 ONGOING MANAGEMENT OF STRATEGY

1.4.1 KEY STAKEHOLDERS

The responsibility for leading and implementing this Strategy will rest primarily with the Council's Business Unit. The success of the initiatives and programs, however, is very often closely connected with the extent to which local ownership and involvement can be built among relevant stakeholders.

Council acknowledges the valuable contribution of key stakeholders, local organisations and local businesses and is committed to engaging in a productive and meaningful way to further enhance the delivery of this Strategy, and ensure that it remains a dynamic, flexible document. Council is committed to nurturing existing partnerships and fostering new alliances to support the implementation of this Strategy. Key stakeholders will include local businesses, the Maroondah community, State Government departments and agencies, local and regional business groups, and those internal Council Units that will partner in the delivery of elements of the Action Plan.

It is also recognized that strategic actions represent the most effective way of achieving outcomes at a point in time. As the local business environment changes, and these changes are highlighted and clarified through consultation with local businesses, so too will the priority of initiatives to be undertaken. To ensure that initiatives remain focused on current local business requirements, the Maroondah Business Analysis (MBA) will provide a baseline for future program development.

1.4.2 LOCAL BUSINESS LEADER FORUMS

Advice and guidance with regard to the ongoing delivery of this Strategy will be continuously sought from the local business community. Each initiative or event will be assessed to ensure that maximum benefit is accruing to local businesses involved.

As well as monitoring and improving service delivery to businesses attending Council programs, a similar process will also be undertaken with local businesses as part of the „Business Leaders Forum'. This new initiative will be utilized to shape proposed projects and provide feedback about the current strategic direction of Council in its support of local businesses. This approach will ensure that the Business Unit remains and receptive to business needs and current priorities.

Marketed as a „solutions think-tank', small-targeted forums will focus on issues either within or across key sectors and encourage a partnership approach between Council, the local business community and other identified key stakeholders to:

- proactively address local issues which are impeding local business success;
- provide a focus for unique sector issues;
- ensure that any newly proposed programs are appropriate for the local marketplace and;
- identify key projects which require additional resources or external funding.

It is envisaged that from such forums new partnerships between business, Council and other stakeholders will be formed which will result in new actions and outcomes and the refinement of existing initiatives. This will result in timely and effective solutions. This approach invites different participants based on their area of interest, joint concerns or type of business operation and ensures that meetings are not held according to a set terms of reference or timeframe, but rather, based on the need for resolution or clarification of important and specific local issues.

1.5 MEASUREMENT CRITERIA

This Strategy will be reviewed annually. It should be noted that in 2011, the next National Census of Population and Housing will be conducted. When this data is available (mid-2012) analysis will be undertaken and priorities and actions revised as required.

To ensure flexibility in undertaking initiatives beyond „year 1’ of the Strategy, no specific timeline has been allocated to the priorities listed under „future actions’. These actions will be undertaken but their timing will depend on the success or continuation of actions from the preceding year and any new actions to be undertaken in response to changed market conditions, new opportunities or State/Federal policy decisions.

To ensure accountability with respect to the Actions outlined in this document, each year a report will be compiled. This report will summarise the outcomes of key initiatives, detail about specific indicators/achievements and outline any new initiatives which will be undertaken in the next 12 months.

Whilst measurement criteria will be utilised to gauge the level of involvement by and impact on the local business community, it should also be recognised that local economies exist within the realms and influence of State, National and Global economies. As such, whilst employment, investment and industry growth can be influenced by the projects and programs outlined within this Strategy, global economic challenges may create external forces that limit the achievement of local objectives. Such impacts, if they occur, will be outlined in the annual report to Council.

1.6 BUDGETARY IMPLICATIONS

All actions listed within this Strategy require some form of financial input - be it employee time or project funding. All actions which are to be implemented/commenced in Year 1, can be delivered in accordance with the funds committed in the 2011/12 Council budget.

With respect to implementation beyond Year 1, the viability of all proposed projects and programs will be assessed against available future budgets and a continued evaluation of the current and future needs of local businesses.

SECTION 2: STRATEGIC FRAMEWORK

2.1 POLICY FRAMEWORK

This Strategy recognises the direction of other adopted Council documents and where possible, states the contribution towards the achievement of goals „Council wide’.

The Strategy must also exist within the framework of current State and Regional policy. The following is an overview of the current Government priorities impacting on business, investment and employment.

2.2 STATE CONTEXT

2.2.1 DEPARTMENT OF BUSINESS & INNOVATION

The Department of Business and Innovation (DBI) is the Victorian Government’s lead agency for economic development. Following the recent State election, only limited information is available. There are strong indications that the Government will continue with a focus on:

- Export Development
- Innovation and Technology
- Investment Attraction and Facilitation
- Job Creation
- Policy Development
- Workforce improvement
- Education and Skill Development.

It is anticipated that updated strategic documents outlining in more detail the key directions of the Victorian Government will be released in late 2011. This release will provide further clarity with respect to key areas of government funding and policy direction which will guide future actions undertaken by the Business Unit. This Strategy will be further enhanced and refined when the strategic directions of the Victorian Government are publically documented.

2.2.2 MELBOURNE @ 5 MILLION

Released in 2008, *Melbourne @ 5 million* builds upon its predecessor, *Melbourne 2030*, which outlines the long-term plan for Melbourne and the surrounding region. *Melbourne @ 5 million* provides policy initiatives within the context of population growth projections for Melbourne which indicate that the city’s population is likely to reach 5 million before 2030.

Of great relevance to Maroondah, *Melbourne @ 5 million* supports a network of „Activity Centres’ of varying roles and functions to allow for their strategic planning and development - the scale of growth now anticipated suggests the need for some areas to be reclassified.

The hierarchy of centres identified within this framework will now be addressed, as follows:

- Central Activity Areas
- Principal Activity Centre
- Major Activity Centre
- Specialised Activity Centre
- Neighbourhood Activity Centre.

Ringwood is designated as one of six Activity Areas and Croydon Town Centre is identified as a Major Activity Centre as part of this revised policy. The implications of this revised framework for Maroondah will be discussed in section 2.4.5.

2.2.3 A FAIRER VICTORIA

„A Fairer Victoria’, although implemented by the previous Victorian Labor government, still informs the current commitment to place based initiatives to address disadvantage. Community Renewal, Neighbourhood Renewal and Community Building Initiatives are all project outcomes to this policy direction. Maroondah City Council in partnership with the Victorian Government is currently implementing the Bayswater North Community Renewal Project.

The extension of the three year funding agreement for Bayswater North to June 2013 brought a commitment for Maroondah Council to a focus on:

- activities that create jobs and training opportunities, and link with the state and federal employment initiatives
- supporting community and social enterprises that stimulate business activity and encourage local leadership and capabilities
- engaging parents and children with quality early childhood and school education for a brighter future
- encouraging communities to get involved and take control of their shared futures.

The Victorian government has made significant funding available to Maroondah Council over the six years of this initiative. The renewed focus on job creation, training opportunities and the stimulation of business activity provide synergies which may be explored in the context of this Strategy.

2.3 REGIONAL CONTEXT

2.3.1 MELBOURNE'S EAST: REGIONAL PLAN

Regional Development Australia (RDA) is an initiative of the Federal Government. At the regional level this commitment translates to 55 RDA Committees across Australia. The Melbourne East RDA Committee (MERDAC) has been established to provide a link between the Federal Government, State Government and the seven local governments in Melbourne's eastern region. The *Melbourne's East – Regional Plan* identified 5 broad strategic regional priorities – namely:

- Jobs and growth
- Connectivity
- Livability
- Sustainability
- Regional Leadership

Within this framework several aspects of the Regional Plan are aligned with the priorities within this Strategy. These include:

- Promoting the area, it's businesses and skill base as an attractor for new/increased investment;
- Support for start-up and home-based businesses;
- Fostering greater linkages between education providers and industry to address skills shortages;
- Support for the continued development of the hierarchy of Centres as outlined in Melbourne 2030;
- Creation of a stronger „regional identity’.

2.3.2 MELBOURNE SOUTH EAST REGIONAL ECONOMIC STRATEGY 2009-2030

Melbourne's South East (MSE) is a regional economic development alliance of eleven Local Government municipalities, utility providers and the State and Federal Government, with a charter to market and promote the region. The area defined as MSE comprises 29% of Victoria's population – representing more than one million people. Between 2001 and 2006, employment within MSE increased by 8% - now accounting for nearly 530,000 jobs¹.

The overall aim of the MSE Strategy is to: -

“Attract more high value-adding, knowledge based and export orientated businesses to Melbourne's South East Region”.

¹ Regional Economic Strategy for Melbourne's East 2003-2030

The Strategy identifies the following as critical:

- Developing a business investment prospectus for the region;
- Harnessing business leadership to drive regional clusters;
- Making MSE climate change ready;
- Accelerating the development of the Advanced Business Services sector;
- Capitalising on the MSE Technology Network;
- Encouraging the adoption of best practice by the Region's business community.

All actions that have been developed as part of the *2011/12 Maroondah Business Development Strategy and Action Plan* will be considered within the long-term Strategy for MSE, and local priorities will drive Council's involvement with this key regional group.

2.3.3 REGIONAL VISITATION – DESTINATION MELBOURNE

Regional organisation, 'Destination Melbourne', has a clear focus to work in partnership with Local Government and industry. The key objective of this partnership is to leverage Melbourne's growth as a global visitor experience. Specifically, Destination Melbourne has a charter to partner with Local Government to deliver the following three key projects within the Visiting Friends and Relatives (VFR) market:

- Discovering Your Own Backyard
- Educating Traders and Council Stakeholders
- Familiarising overseas students and their visiting families

These three projects aim to capitalise on the \$2.6 billion VFR market and deliver a significant social and economic benefit to communities throughout Melbourne. Notably, the 'East' sub-region had the highest proportion of VFR visitors representing 70% of all Melbourne visitors.

As a key market, VFR visitors make a substantial contribution to local economies- especially to restaurants, attractions and other visitor-related activities. Creating sustainable growth in metropolitan economies from such activities relies on the ability of local programs to leverage economic growth from the industry.

As a metropolitan Council, Maroondah does not fit the often pre-conceived definition of a key visitor destination. For the purposes of this Strategy, it is important that Council's role in engaging additional visitors to Maroondah is based on those actions that can tangibly create increased spending locally and therefore impact on the bottom-line of local businesses. Attracting people from 'outside' the municipality for the purposes of 'Business Development' should be approached as another key mechanism for harnessing additional expenditure within the local economy.

2.4 LOCAL CONTEXT

The 2011/12 Maroondah Business Development Strategy and Action Plan exists within a supportive framework to continue moving towards the future visions of the local community. The Action Plan within this Strategy reflects these desired outcomes. It should be recognized, however, that the delivery of many actions identified will not be undertaken entirely by Council's Business Unit. The development of a strong and viable business community is dependent on there being a collaborative approach with a wide variety of council service areas, as well as key local and regional stakeholders.

2.4.1 MAROONDAH 2025 AND COUNCIL PLAN

Maroondah 2025 - A Community Planning Together outlines clear outcomes and strategies that reflect the views and desired vision of the community. The long-term vision for the City is that:

“Maroondah will be a vibrant City. It will have an active community, a strong local economy and a diverse cultural life in a prosperous and sustainable environment”

In support of this vision, *Maroondah 2025* provides strategic directions for Council, encapsulated in key themes. This Strategy provides initiatives, projects, programs and opportunities for interaction with local businesses that will move the community closer to achieving its long-term goal. That is:

“Maroondah will have a vigorous local economy based on environmentally sustainable and socially responsible practices that attract business investment, support growth and promote employment within the municipality”.

Maroondah 2025 identified that, to achieve the community's identified vision with respect to „*Economic Development and Employment*’ outcomes, the community, businesses and Council will need to work in partnership and focus on making a positive impact in 6 key areas:

Maroondah 2025 goals:

Business Growth
Marketing Maroondah
Investment Attraction
Local Employment
Regional Development
Commercial Areas

These strategic directions identified in *Maroondah 2025* provide the structure to shape the Council Plan. The *Maroondah Council Plan* outlines the medium-term plans of the Council and outlines how over this period Council will begin moving towards achieving the long-term vision for Maroondah. As part of the annual review process, the Council Plan has been updated to reflect the consolidated focus of the Business Unit. Three broad focus areas will govern Council's business support activities. These are:

Council Plan – focus areas

- 1. Business Development***
- 2. Local Employment***
- 3. Business Investment***

2.4.2 COMMUNITY ENGAGEMENT POLICY 2008

The principles of the *Maroondah City Council Community Engagement Policy 2008*, have guided the way in which this Strategy has been developed and researched. More specifically, consultation practices have been developed with a clear focus on the principles identified within the *Community Engagement Policy*, namely:

- Inclusiveness
- Capacity Building
- Appropriate Engagement
- Informed Comment
- Sufficient Time
- Receptivity
- Transparency and Feedback
- Privacy
- Evaluation

A more comprehensive outline of the consultation process undertaken is provided in section 3 of this Strategy.

2.4.3 MAROONDAH COMMUNITY WELLBEING PLAN 2009-2013

The *Maroondah Community Wellbeing Plan 2009-2013*, provides directions and guidelines to work towards an optimal state of health, safety and well-being for the residents of Maroondah. In order to create local communities that provide the opportunity for maximum mental health, Council must recognise the important role that the local economy plays in setting the economic conditions that influence the health and wellbeing of the community.

The *Maroondah Community Wellbeing Plan* identifies that our „experience of health’ is influenced by our:

- Social and community connections;
- Employment and workplaces;
- Education and lifelong learning;
- Actual and perceived safety; and
- Level of financial security.

All of the above is significantly enhanced through workplace interactions. The support of a vibrant business community is as much about creating employment and wealth, as it is about providing the local population with the opportunity to experience productive social interactions, a sense of community responsibility and belonging.

2.4.4 MUNICIPAL STRATEGIC STATEMENT

The *Municipal Strategic Statement (MSS)* provides a clear, concise statement, providing a framework for the future land use and development of the municipality. Council’s MSS contains a number of objectives and strategies that have relevance to this Strategy.

All actions, which will be implemented as part of this Strategy, will be aligned with the strategic intent of the MSS. In particular, the following strategic directions will guide the involvement with and implementation of key action areas within this Strategy:

- Consolidate the role of existing individual commercial centres in the retail hierarchy;
- Ensure that appropriate standards for urban design, physical form and tenant mix are incorporated in a development framework for commercial centres by Council and Trader Groups;
- Maintain the hierarchy of commercial centres in Maroondah, based around the Ringwood Activity Area and the Croydon Major Activity Centre;
- Improve vehicular and pedestrian circulation within existing commercial centres and maintain high levels of effective access and egress;
- Encourage the redevelopment of existing commercial centres to meet the changing needs of retail activity;
- Encourage and assist with the facilitation of appropriate home based business opportunities;
- Encourage the re-development of under utilised or low quality sites in existing industrial areas;
- Actively seek to attract high technology, environmentally conscious industries to the municipality;
- Promote sound environmental practices and awareness within the industrial community;
- Promote the development of the Bayswater North Strategic Industrial Area as a prime location for major industrial land uses.

The MSS also contains specific directions about how the „Ringwood Activity Area’ and the designated „Major Activity Centre’ at Croydon should develop.

2.4.5 KEY ACTIVITY CENTRES

Activity centres are vibrant hubs where people shop, work, meet, relax and often live. Usually well-served by public transport they range in size and intensity of use from local neighbourhood strip shopping centres to major regional shopping centres.

They are a central part of the vision created under the „Melbourne 2030’ and the revised „Melbourne @ 5 million’ plans and aim to encourage significant development in and around designated activity centres to foster more sustainable, vibrant communities over the next 30 years.

Ringwood Activities Area

Ringwood is one of Melbourne’s six Central Activities Areas (CAA). CAA’s are an initiative of the Victorian Government that aim to revitalise key suburban and regional centres through improved infrastructure, integrated transport and better urban design.

Extensive planning and design policies, structure plans and guidelines have been developed for the Ringwood Activity Area (RAA) to support the future development of this precinct. These documents have been developed in line with the recommendations stated in the *Ringwood Transit City Urban Design Master Plan 2004*. This plan provides the framework to transform the precinct in partnership with all levels of government and key local stakeholders.

Significant levels of investment from both government and the private sector, planned re-development of Ringwood Station and the Town Centre and the completion of EastLink all reinforce the long-term plan to encourage and manage sustainable growth of the RAA. Moreover the strategic significance of the RAA is supported by research that demonstrates that:

- Based on projected 2011 drive times, Ringwood will have access to over 347,000 jobs, within a 30 minute commute - a 67% increase on 2006 figures.
- Following the completion of EastLink:
 - Outside of Dandenong, Ringwood is the „closest’ CAA in terms of „drive times’ to the Dandenong manufacturing hub;
 - The morning „peak time’ drive from Ringwood to the CBD has reduced by 10 minutes, to an average of 41 minutes;
 - There has been a reduction of approx. 15% in travel time to the Melbourne Airport from Ringwood.²

The State Government has also committed \$60 million to provide improved safety and public transport around Maroondah Highway, including a pedestrian crossing and a new bus interchange. The commitment of government at all levels has also encouraged strong private sector investment within the RAA.

Queensland Investment Corporation, the owner of Eastland Shopping Centre have approval to commence „Stage 5’ plans which will increase their existing site by an additional 87,508 sqm of net floor area. This includes 60,000 sqm of new retail space, a new town square and library building and two 8-storey towers, one as a 150-bed hotel and the other as office space (approximately 15,000sqm of floor area). The proposed redevelopment of the „Ringwood Market’ site, further demonstrates the commitment to strengthen the positioning of this key regional centre.

Confidence in the future growth potential of the Ringwood area has also been evident in the levels of new investment within the local housing market. A marked influx of built and proposed medium-density housing being driven by strong demand from potential residents is another indicator of the changing nature and growth potential of the area. As a summary, this has included:

- 14 Residential Apartment Buildings either completed or under construction, representing over 320 new dwellings with another 630 approved or in the planning system.
- 10 new office buildings either completed or under construction, representing over 11,000m² of floor space. An additional 30,000m² has been approved.

Whilst the major co-ordination role of the RAA resides within the Development Unit of Council, a partnership approach has been taken across many Council areas to ensure the best possible outcomes are achieved. In particular, this Strategy will focus on providing support to initiatives that address the impact of the redevelopment of this precinct on existing businesses with the aim of capitalising on the types of changes and improvements occurring within the RAA.

² The Strategic Significance of Ringwood Transit City, SGS Economics, 2008

Croydon Town Centre

The Croydon Town Centre was also nominated as a „Major Activity Centre’ in the Metropolitan Strategy, *Melbourne 2030*. A structure plan has been developed to direct and manage the anticipated increased growth and activity in and around the Town Centre, and to ensure that it occurs in such a way that reflects the aspirations of the people who live, work and visit the precinct. The structure plan incorporates the Croydon Activity Centre including the three subcentres of Main Street Shopping Centre, the Croydon Central Shopping Centre and the Arndale Shopping Centre, as well as the immediate surrounding community and civic precinct, light industrial and residential areas.

The *Croydon Town Centre Structure Plan 2006*, sets out objectives, strategies and actions to be achieved with respect to future development and improvements within the Town Centre over the next 30 years. The following objectives for the long-term goals for this area include:

- Strengthening the retail, business, industrial and community roles of Croydon and providing for a diversity of housing types;
- Enhancing the activity and local identity of Croydon through high quality, innovative building design;
- Creating safer and more vibrant streets and spaces for people to enjoy;
- Ensuring ease of movement and access for all forms of transport, particularly pedestrians, cyclists and public transport.

Similar to the RAA, the major co-ordination role of this precinct resides within the „Strategic Planning’ department of Council. This is a partnership approach adopted to ensure all key stakeholders are involved in future planning for this area.

2.4.6 ADDITIONAL STRATEGIES

Whilst this Strategy clearly focuses on delivering positive outcomes for local „Employment’ and the encouragement of appropriate „Economic Development’ within the City (as articulated in *Maroondah 2025*), it cannot be delivered in isolation or without impact on other identified themes.

In addition to strategies or policy documents discussed in detail, the following local policies and plans also have relevance to the Maroondah Business Development Strategy and Action Plan, and their objectives and outcomes have also been considered in the development of this document. These include:

- The Croydon Town Centre Structure Plan 2006
- Maroondah Pedestrian Strategy 2007
- Maroondah Sustainability Strategy 2009
- Maroondah Disability Policy and Action Plan 2008-2012
- Footpath Trading Policy 2007
- Healthy Ageing Healthy Futures Plan 2003

- Reconciliation Policy Statement
- Illegal Graffiti Policy 2006
- Maroondah Purchasing for Local Best Value Policy 2007
- Maroondah Purchasing Policy 2007
- Maroondah Contracts and Tendering Policy 2007
- Maroondah Urban Design Framework 2006

SECTION 3: THE LOCAL ECONOMY - RESEARCH & CONSULTATION

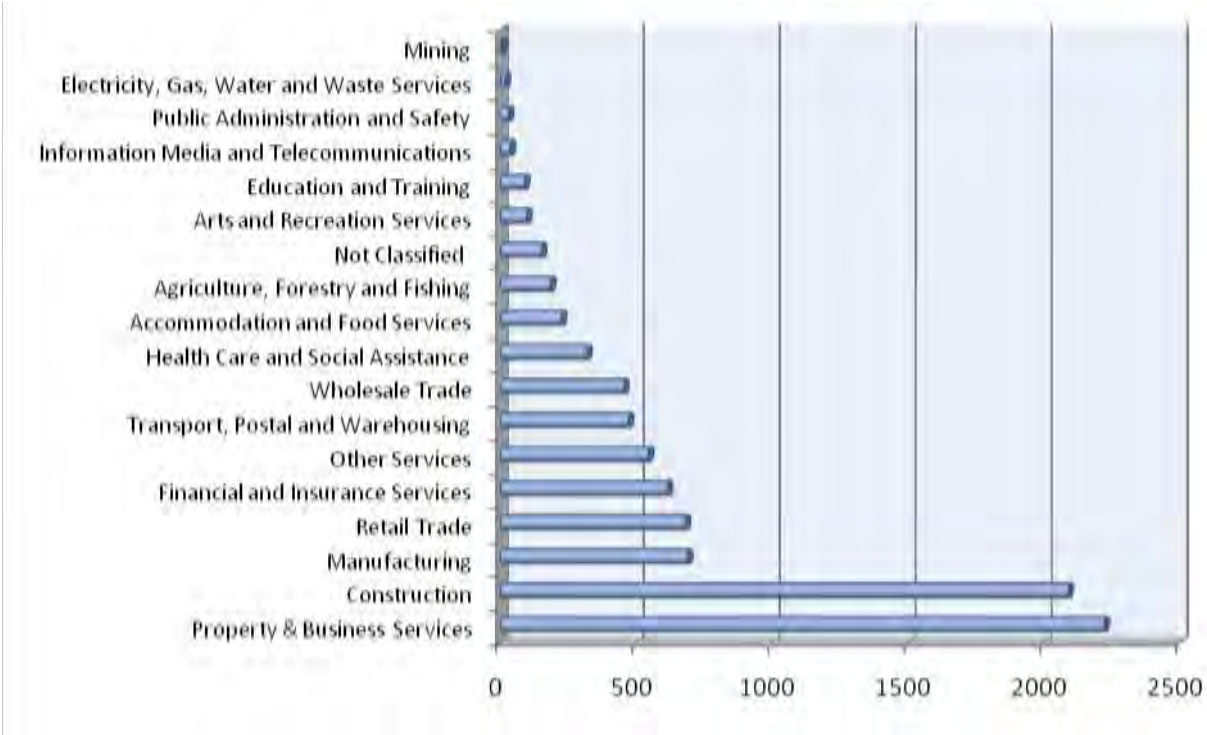
3.1 THE LOCAL ECONOMY – AN OVERVIEW

To provide a context within which to develop key actions, a profile of the local economy has been undertaken. A detailed analysis of the local economy is outlined in Appendix 1. The following represents a snapshot of specific data about the structure, size, contribution and interdependency of businesses which is critical to consider when prioritizing how best to enhance and support local businesses.

3.1.1 BUSINESS TYPE

The most comprehensive and recently available data indicated there were an estimated 8969 businesses operating in the City of Maroondah as at June 2009. In terms of business numbers by industry, the Property and Business Services sector was the largest sector with 2,223 businesses (or 24.8% of total businesses), followed closely by Construction (2091 businesses or 23.3%), Manufacturing (7.7%) and Retail Trade (7.6%).

**Number of businesses by Industry – Maroondah
June 2009 ³**



³ ABS 8165.0: Business Counts – June 2009

It is important to note that whilst the retail sector rates fourth with respect to actual business locations, a high proportion of cafes & restaurants and real estate/business support businesses are also located in our commercial areas. As such while the number of „retail businesses’ is only 7.6%, the extent of local commercial areas is more significant than this figure suggests.

3.1.2 BUSINESS SIZE

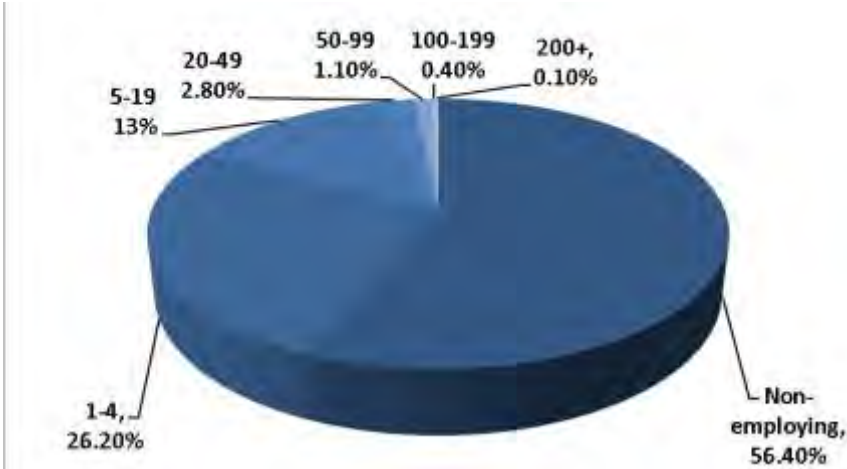
Of the 8,969 businesses operating in the City of Maroondah, the largest proportion were non-employing (i.e. business owners only, with no additional employees), with 56.4%, followed by businesses with workforces of 1-4 (26.2%) and 5-19 (13%) employees.

As at June 2009, there were:

- 8,576 small businesses (i.e. workforce smaller than 20, including non-employing) in the City of Maroondah, or 95.6% of the total number of local businesses;
- „Medium-sized’ businesses (i.e. 20-199 employees) accounted for 4.3% of total businesses;
- a total of 135 businesses had more than 50 employees.

Across all sectors in Maroondah, over 82% of local business entities have less than 4 employees.

Size of Businesses – Maroondah – June 2009 ⁴



⁴ ABS 8165.0: Business Counts – June 2009

Additional analysis reveals that:

- All sectors have more than 50% of total businesses operating with 4 or less employees;
- Across all industries, 56.4% of all businesses do not employ any other person; and
- The Manufacturing sector has the largest number of „medium-large’ businesses – with 17% of this sector employing more than 20 employees.

3.1.3 EMPLOYMENT

At the 2006 Census, the Manufacturing sector provided 22.2% of all employment within Maroondah. This sector was followed by:

- Retail Trade (17.3%);
- Health Care & Social Assistance (12.1%);
- Education & Training (8.2%); and
- Construction (7%)

The largest industry employers in the City of Maroondah are the Manufacturing & Retail Trade sectors.

Working Population – Employment by Industry – 2006⁵



⁵ ABS: Census of Population and Housing 2006

Trends can also be identified for the ten year period 1996-2006. These indicate that:

- The Manufacturing sector increased employment by 5.85%;
- A decline in Wholesale Trade employment was offset by a similar increase in employment within the Retail sector;
- As a proportion of total employment, more placements were available in the Accommodation, Café & Restaurant, Education' and Health and Community Services sectors.

3.1.4 HOME BASED BUSINESSES

The most recent data available from the ABS states that Australia wide, approximately 67.5% of all small businesses are home-based. This research indicates that in Australia 12% of households operate a home-based business. At the local level this translates into

over 4,000 Maroondah businesses are currently being operated from home.

Specific information about this sector is difficult to compile. The information which will be gathered as part of the Maroondah Business Analysis survey will provide more up-to-date data with respect to the current and future anticipated needs of businesses operating from home.

3.1.5 CONTRIBUTION OF KEY SECTORS

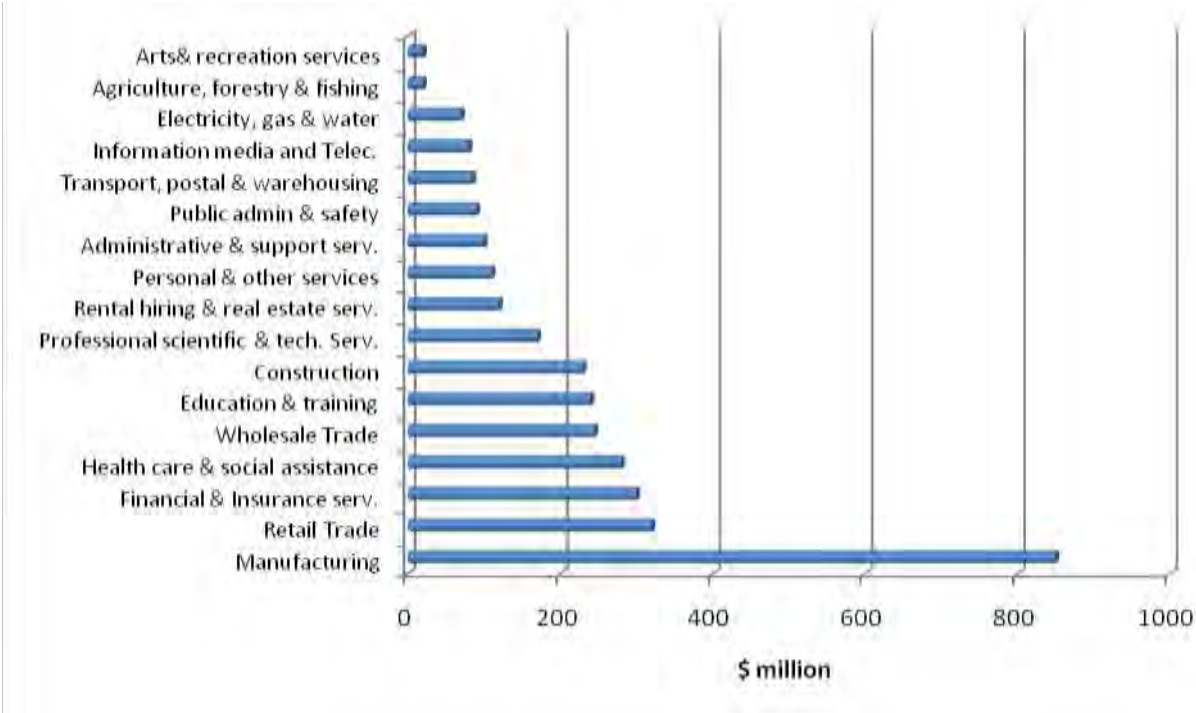
The value of industry to a local economy can be measured in many ways. This can be interpreted according to the level of local employment each industry can provide, the value of the final output of each industry as well as measures of industry concentration.

Gross Regional Product (GRP) measures the value of the final output within a designated metropolitan area, and is one of several measures of the size of the local economy. Similar to Gross Domestic Product, which measures a countries' overall economic output, GRP is defined as: -

“The market value of all final goods and services produced within a metropolitan area in a given period of time”.

The estimated GRP for the City of Maroondah increased by 1.4% to \$3.9 billion in 2008/09. The Maroondah economy grew at a greater rate than Victoria (0.8%), but less than the MSD (5.1%). The City of Maroondah contributed 1.9% and 1.4%, respectively, to the GRP of the „Melbourne Statistical Division (MSD) - \$203.9 billion and Victoria (\$283.8 billion) in 2008/09.

Gross Regional Product – Maroondah 2008/09 ⁷



With regard to industry, the largest contribution was made by the Manufacturing sector, with approximately \$859.1 million, or 22.1% of the total local GRP, followed by Retail Trade (8.1%); Financial & Insurance Services (7.5%); and the Health Care & Social Assistance sector (7.2%).

In addition, the City of Maroondah received a relatively higher industry contribution to total GRP from the Manufacturing; Retail Trade; Education & Training; Health Care & Social Assistance; and Other Services sectors than both the MSD and Victoria.

3.1.6 VALUE OF INDUSTRY ‘MULTIPLIERS’

A more detailed analysis of the way in which local employment reacts to increased local spending is outlined in Appendix 1. As a summary, the local sectors which potentially generate the most positive multiplier employment impacts, as a result of an economic stimulus, are:

- Services to finance, investment and insurance.
- Iron and steel manufacturing.
- Residential building construction.
- Retail repairs.

⁷ Lawrence Consulting: 2010

- Structural metal product manufacturing.
- Development and manufacture of motor vehicles, parts and transport equipment.
- Wholesale trade.
- Scientific research, technical and computer services.
- Legal accounting, marketing and business management services.
- Manufacture of sheet metal products.
- Construction trade services.

Such research provides solid economic reasoning to support all of the key priorities outlined in this Strategy – put simply:

buying locally = local jobs

This research also further highlights the need to associate a level of economic benefit and business improvement with all initiatives and to measure, where possible, the resultant positive flow-on effect to the local economy through increased employment and business growth.

3.2 BUSINESS & COMMUNITY CONSULTATION

The objectives and resultant actions to be undertaken by the Business Unit are a direct result of business needs and expectations and the size and structure of the local business community. The following is a brief summary of the consultation undertaken that has driven the future directions of the Business Unit. The level of initial consultation undertaken in the development of this Strategy involved a number of consultative mechanisms including:

- A „Local Business Issues’ survey;
- A structured „Business Issues’ forum;
- Data collected as part of the Business Retention and Expansion (BEAR) visitation project;
- Independent Council Business Survey measuring levels of awareness and satisfaction;
- Survey of the local „Visiting Friends and Relatives’ market;
- Continual feedback sought after each training session or Council hosted event.

The outcomes of these consultative mechanisms follow.

In addition, the information that will be gathered as a result of the Maroondah Business Analysis (MBA) project will provide current data with respect to future business needs which will further refine and enhance Council’s understanding of local issues, as well as „test’ the outcomes of previous consultation methods (see section 3.2.6).

3.2.1 BUSINESS ISSUES SURVEY

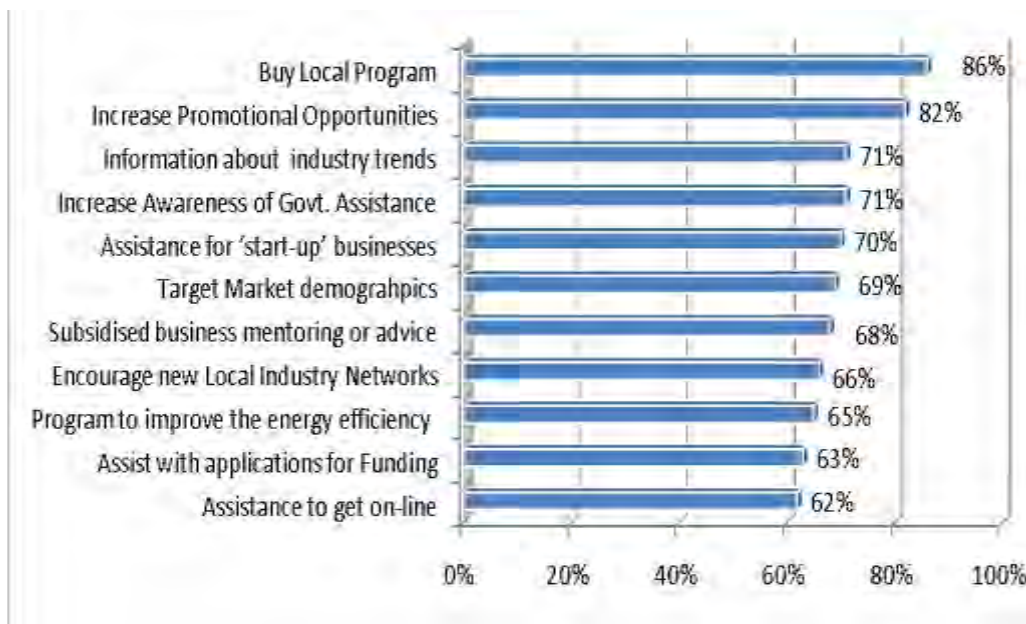
The purpose of the „Business Issues Survey’ was to provide Council with an overview of the issues currently facing businesses within the municipality and to determine opinions and feedback about future proposed initiatives. The survey was completed in October 2009 and a total of 312 businesses responded. Respondents were able to complete the survey via direct mail or on-line and represented a good cross-section of actual business size and concentration. Businesses were asked to identify, from a given list, the key issues that may negatively impact on their business in the next 12-18 months (as many issues as applicable could be ticked).

Key Issue/s	Indicated as a perceived negative impact
Economic downturn/consumer uncertainty	78%
Cost of compliance and government „red tape’	43%
Management of Cash flow/liquidity issues	41%
Limited knowledge of government assistance	41%
Limited local customer base	38%
Risk of employing new staff in current climate	33%
Lack of promotional opportunities	31%
Availability of finance	27%
Industry skills shortages	25%
Keeping up with innovations in IT	23%
Quality of infrastructure	21%
Appearance of local amenity/area	19%
Crime Rate and community safety	18%

Given the issues identified, local businesses were then asked to provide their opinion regarding suggested future initiatives that Council could undertake to assist. Businesses could indicate whether they „strongly agreed’, „agreed’, were „neutral’, „disagreed’ or „strongly disagreed’ with a suggested initiative.

The following list provides the percentage of businesses that indicated they either „strongly agreed’, or „agreed’ that the suggested initiative was important for Council to pursue.

Business Issues Survey – Key Identified Initiatives



Key issues identified by local businesses:

- *Buying Locally*
- *Networking & Promotion*
- *Information*
- *Support & Assistance*

3.2.2 BUSINESS ISSUES FORUM

Additional consultation with local businesses took place at the „Business Issues Forum’ and provided greater insight into how Council and business can further work together to address identified issues. Over 70 businesses participated in the forum.

Key issues identified by local businesses:

- *Consumer uncertainty*
- *Cost of compliance & government ‚red tape’*
- *Management of cash flow*
- *Limited knowledge of government assistance*

As a summary, the forum provided more specific areas for Council to support business. This included:

- Networking local businesses;
- Encouraging „buying locally’ within the community;
- Increasing the scope for Council to support local suppliers;
- Providing sector specific business data;
- Promoting the municipality to the wider region;
- Providing greater information to define timelines for permit approvals;
- Reducing the amount of red tape – locally and at State level;
- Providing updates about relevant Government Assistance;
- Increasing the skill base of employees;
- Programs focussing on „mentoring’ businesses facing growth challenges.

3.2.3 BEAR CONSULTATION PROJECT

The *Business Expansion and Retention Project* (BEAR) is a structured interview process to learn about local business requirements, concerns, ideas and opinions. Thirty-eight businesses participated in the 2009 and 2010 BEAR program. Businesses from a range of industries were visited to ascertain how they were responding to the current economic climate.

Key responses from participants revealed valuable insights into how Council in partnership with local stakeholders could positively impact on local businesses. The following was identified:

Constraints to business success

- More than two-thirds of the businesses looking to employ new people, found it difficult to find employees with the desired skill level;
- Local amenity issues: - safety concerns, insufficient car parking;
- Time/distance from other markets/suppliers;
- Economic downturn/consumer uncertainty;
- Lack of customers;
- Availability of finance;
- Federal Government attitudes and/or practices.

Key issues identified from (BEAR) program:

- ***Finding skilled employees***
- ***Lack of customers***
- ***Government attitudes/assistance***
- ***Local amenity issues***

Businesses had many specific suggestions about how Council could help their business and also how the community could become a better place to do business. These included initiatives to:

- Promote and support buying locally;
- Promote successful local businesses;
- Provide business training and mentoring;
- Better market businesses via the BizMaroondah website;
- Reduce the level of “red tape”;
- Simplify permit procedures eg. introduce a simple checklist;
- Create a “Welcome Pack” for new businesses;
- Investigate establishing partnerships to host a local small business incubator for fledgling businesses;
- Support and plan for an environmentally sustainable future;
- Improve security and safety, including the reduction in the amount of crime and graffiti.

3.2.4 2010 BUSINESS SURVEY

An external consultancy was commissioned to conduct a survey to examine local business awareness and level of engagement and satisfaction with Council’s Business Unit and the range of services provided. This survey was conducted in October 2010 as part of the „Service Delivery Review’ process and consisted of 250 business interviews/surveys. Key findings are summarised below:

Key issues identified by 2010 Business Survey:

- *Increasing awareness of Council initiatives*
- *Provision of trends & statistics*
- *Increasing opportunities for business networking*
- *Increasing number of businesses on BizMaroondah*
- *Local amenity issues*

Level of Awareness:

- Between one-third and half the respondents were aware of the range of services provided by the „Business Unit’ specifically for local business;
- Two-thirds of respondents were aware of BizMaroondah;
- 81% of those surveyed had received business information from Council;
- Varied levels of awareness existed with respect to key initiatives including:
 - Provision of Training/networking – 62.8%
 - Business breakfast programs/key events – 61.2%
 - Development & maintenance of shopping precincts – 58.8%

- Annual Business Week Event – 52%
- Business visitation / issue resolution – 26%

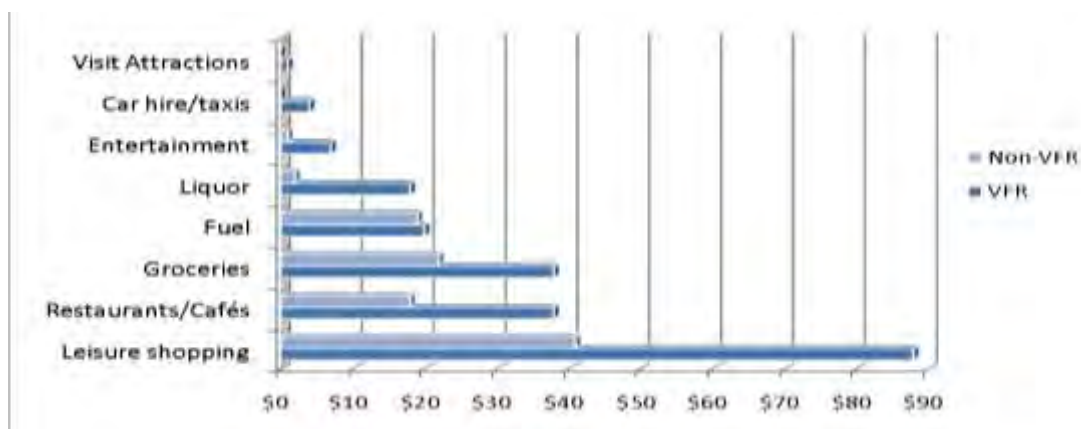
Priorities for Action

- The most important initiative identified by surveyed businesses was to provide information on trends in their industry – perhaps as a result of the high proportion of small/sole traders that operate locally and the difficulty of obtaining this information for themselves;⁸
- Increase local database - 23% of businesses surveyed have listed their business on the BizMaroondah website. This data highlights a key area for future input/action.
- Examine communication methods - two-thirds indicated that they would prefer to receive information electronically or via e-mail;
- Respondents identified 3 broad areas where they determined Council should focus attention to develop local businesses. These included:
 - Business networking and support;
 - Council support of local business opportunities;
 - Issues relating to the local environment, including parking and traffic, clean well-serviced and safe physical environment.

3.2.5 VISITING FRIENDS AND RELATIVES MARKET

A „Visiting Friends and Relatives Travel Research Project’ (VFR) was commissioned to determine the extent to which the VFR market has an economic impact on Maroondah businesses. This survey was undertaken in 2010 and involved 222 surveys of VFR’s, non-VFR visitors and residents. The totality of this research will govern the direction of the Unit in this market in the future. Namely, projects will be assessed with regard to the potential positive economic impact that the initiative will have on local businesses.

Survey results – VFR Spending – Maroondah 2010⁹



⁸ Maroondah City Council 2010 Business Survey, November 2010 p. 14

⁹ VFR Travel Research Project, University of Ballarat, pg. 16

This data summarises not only the types of activities undertaken by both residents and VFR's but also provides a snapshot of the greater levels of expenditure that a visitor to Maroondah will undertake compared to a non-VFR (or residents).

VFR Survey - key findings

- ***Average daily expenditure VFR's - \$126 on shopping/café activities***
- ***The most often visited attractions in Maroondah were retail related.***

Within the current environment, there is significant potential for this market to be further expanded. The re-development of Eastland and surrounding areas, and its inherent influx of retail and food offerings, provides strong indications that the VFR market and its importance to Maroondah will grow exponentially.

The findings of the extensive consultation undertaken have been translated into prioritised action outcomes within this Strategy. This research has highlighted current issues and needs, complimentary directions, identified current service delivery gaps and provided information regarding where Council should be prioritizing resources – now and in the future.

3.2.6 MAROONDAH BUSINESS ANALYSIS SURVEY (MBA)

A key priority of Council is to enhance potential employment opportunities. Whilst significant consultation with the business community has been undertaken, a more thorough analysis of the local employment market is needed. The main aim of the MBA is to determine those industries or businesses that have identified skills shortages or other significant issues which are hindering their ability to employ additional employees or otherwise grow their business. The level of detail gained from the analysis, and the concentration of data within the Maroondah area, will provide strong statistical evidence for the pursuit of future local projects and funding applications.

This project will identify sectors and businesses that:

- Have an identified current skill shortage;
- Will employ suitable trainees;
- Ideally can produce significant „local employment multipliers’.

The MBA will target 300 local businesses, representative of the current Maroondah business base. The survey outcomes will provide invaluable data to be used to target established labour market programs and identify new initiatives that are required to support the unique needs of the Maroondah business community. The analysis will also potentially highlight individual businesses that could be assisted as part of the proposed „Business Development Fund’, following a pilot stage.

The results from this project will be channeled into initiatives planned as part of Year 1 of this Strategy’s Action Plan. The outcomes of the MBA coupled with research already undertaken will provide the foundation for the development of future initiatives and further refine and focus the direction of Council in its support of the local business community.

SECTION 4: ACTION PLAN

The Action plan will focus on key priorities which represent an informed commitment by the Unit to deliver the best outcomes for the Maroondah business community. All priorities not only address the needs of the local business community as stated in recent research, they also directly relate to the three priority areas stated in the Maroondah Council Plan. These are:

**Business Development
Local Employment
Business Investment**

Each priority within the Action Plan will consist of a number of key projects or initiatives. These have been assessed with regard to:

- 1. the potential economic benefit;**
- 2. 'best fit' within the current local business environment; and**
- 3. current or anticipated State/Federal Government strategic directions and funding opportunities.**

It is essential that all initiatives continue to be assessed to ensure they reflect these three imperatives and represent the best option to deliver measurable results for the local business community. In addition, the Action Plan will be implemented with the knowledge that Council will only continue to deliver those projects and programs that relate directly to the Business Unit's three core objectives;- business development, local employment and business investment.

Within this framework, the need to continually question and improve service delivery to the business community is a paramount objective of this Strategy. In addition to the 10 key priority areas listed in the Action Plan, Council's Business Unit will also undertake rigorous measurement of the actual or attributable local business economic impact for each event, training session, project or initiative.

The measurement indicators highlighted for each element of the Action Plan will indicate whether individual initiatives should be continued, varied or ceased.

It should be noted that actions listed as 'future actions' will be considered in future years of this Strategy. The implementation of these actions is dependent on an analysis of the three criteria previously outlined – namely: local economic benefit, current business environment and government policy and funding opportunities.

The Strategy is focused on the following actions:

- 1. Encourage Buying Locally**
- 2. Support Local Employment Opportunities**
- 3. Communicate Effectively with Business**
- 4. Enhance Business Directory**
- 5. Network and Improve Business Skills**
- 6. Provide Information for Businesses**
- 7. Improve and Support Retail Sector**
- 8. Support Development of New Businesses**
- 9. Develop key Regional Projects**
- 10. Promote Maroondah and Investment Attraction**

4.1 Encourage Buying Locally

Containing expenditure within municipal boundaries has many benefits - 86% of businesses recently surveyed believe this is the most important initiative Council can implement to assist local business. Within any local economy, small shifts relating to where goods and services are sourced have significant incremental impacts throughout the entire economy. The more times this money is circulated within the local economy and re-spent on local goods and services, the greater the potential increase in local employment.

Actions

In 2011/12

- **Review Council's internal policy with regard to 'buying locally'.**
- **Set targets for increasing Council's use of local suppliers.**
- **Develop Stage 1 of 'Buy Local' Program for the business community.**

Future Actions

- Market BizMaroondah as the premier „Buy Local' directory.
- Develop awareness campaign internally and in the business community about the benefits of „economic multipliers' resulting from buying locally.
- Systematically target/Inform local businesses about future local/State/Federal Government tenders.
- Channel new initiatives to encourage the number of residents that work and live in Maroondah to reduce potential expenditure leakages.
- Establish strategic communication with local businesses related to „Visiting Friends and Relatives' (VFR) market and select particular/identified initiatives of „Destination Melbourne' which have a positive impact on the „Visiting Friends and Relatives' market and local businesses.

Measurement Indicators

- **Increase the number of businesses listed on the BizMaroondah website by 10% by June 2012.**
- **Increased number of local purchasing transactions by Council.**

4.1 Encourage Buying Locally

Measurement Indicators

- Document number of tenders awarded to local businesses.

4.2 Enhance Local Employment Opportunities

Maroondah exists within a global economy – but the market intelligence to solve local issues should be found locally. The „Maroondah Business Analysis’ and the resultant „Business Development Fund’ will provide the means to maximise potential employment opportunities by providing local solutions to local skill issues. By determining what the barriers are to future employment growth and matching those businesses with people/programs to overcome these challenges, Council can contribute to an environment where businesses are „employment ready’.

Actions

In 2011/12

- **Develop and implement the Business Development Fund – Stage 1: Utilise the ‘Small Business Mentoring Service’ and to target 50 local businesses and identify potential growth businesses.**
- **Implement Business Development Fund ‘Stage 2’: Intensive mentoring program for those identified as growing/employing businesses.**
- **Conduct ‘Maroondah Business Analysis’ (survey of local businesses with respect to future skills needs, key trends and business growth requirements).**
- **Implement one prioritised project highlighted by survey outcomes that contribute to key objectives and have identifiable economic benefits.**
- **Promote successful businesses that have been supported by the ‘Business Development Fund’.**
- **Prioritise support for employment projects implemented as part of Bayswater North Community Renewal Project.**

Future Actions

- Assist small and home-based businesses to progress to the next stage of their business development.
- Develop partnerships with key stakeholders to deliver projects with measurable employment outcomes.

4.2 Enhance Local Employment Opportunities

Future Actions

- Utilise fund to develop key initiatives that have a measurable employment outcome (based on the key themes/projects identified by the MBA).
- Investigate government funding programs that support key outcomes of the MBA.
- Develop initiatives within key sectors to address specific constraints based on findings of MBA.

Measurement Indicators

- **Completion of MBA survey.**
- **Document priorities for Year 1-3 of 'Business Development Fund'.**
- **50 local businesses attending Small Business Clinics (SBC).**
- **Track the growth of 10 businesses that receive intensive assistance as part of Stage 2 of SBC program.**
- **Government funding programs identified and applications for funding considered to support MBA outcomes.**
- **Key partnerships established with training organisations to support MBA outcomes.**

4.3 Communicate Effectively with business

The way in which businesses search and find information to improve the way they operate is varied. It is essential that all businesses in Maroondah are given the opportunity to access the resources available at all levels of government to assist their development.

Actions

In 2011/12

- Redesign the layout and branding of 'Business Matters' and launch by August 2011.
- Review and update the content of the website by November 2011.
- Redesign the layout and branding of the website by November 2011.
- Redesign the layout and branding of the e-bulletin by October 2011.
- Development of packages for website sponsorship by March 2012.
- Investigate integration of social media tools into the site by June 2012.
- Implement key sector forums based on consultation outcomes of the 'Maroondah Business Analysis' project – inaugural forum to be held in February 2012.
- Review existing 'Business Retention and Expansion' program and deliver in a consolidated format.

Future Actions

- Review the frequency and „size' of written communications.
- Establish long-term information needs of business i.e. electronic vs. hard copy.

Measurement Indicators

- Relaunch of e-bulletin, newsletter and new website.
- Establish baseline for page-views of new website and set targets for quarterly improvements.
- Measure the types of visitation to different aspect of the website.
- Measure effectiveness of featuring businesses in publications and in electronic media.
- Measure the attendances at key business events.

4.4 Enhance Business Directory

To communicate meaningfully with the local business community it is essential that key data is captured. The development of a continuously updated, easy to navigate member directory not only allows Council to contact businesses, but importantly encourages businesses and residents to contact each other and increase their usage of local goods and services.

Actions

In 2011/12

- **Develop promotional strategy for the BizMaroondah website and directory.**
- **Develop initiatives to increase the number of current/actual local businesses listed on the site.**
- **Implement new search functions on business website and review ‘incentives’ for residents and member businesses by June 2012.**

Future Actions

- Enhance the BizMaroondah directory by undertaking a complete review of all existing business listings.
- Create mechanisms/protocols to increase on-going accuracy of the directory.

Measurement Indicators

- **Measure number of new business listings on BizMaroondah website and set target for quarterly increases.**
- **Achieve 10% increase in new business listings by June 2012.**
- **Track and set targets to increase number of views for specific sections within the BizMaroondah site.**
- **Track and set targets to capture increased number of email contacts.**
- **Measure effectiveness of BizMaroondah website as a useful ‘Buy Local’ resource.**
- **Measure uptake of incentives provided to member businesses and local residents.**

4.5 Network and Improve Business Skills

Small businesses are often disadvantaged with respect to accessing training and networking opportunities due to budget constraints and limited staffing resources. The provision and promotion of easily accessible, low cost training and networking will support all businesses but is specifically aimed at the small and micro businesses which represent 82% of all local businesses in Maroondah. By engaging businesses in this way local operators can forge new trading relationships, increase their knowledge base, reduce isolation and ultimately increase the on-going viability of their business.

Actions

In 2011/12

Training

- Develop annual training program by February 2012.
- Deliver annual program to provide local businesses with new and innovative ways to increase their skills and market penetration.

Business Week

- Program of events finalised by 30 June each year.
- Source and maintain sponsors in accordance with sponsorship agreements.

Breakfast/lunch/networking/Women's Forum

- Develop quantifiable methods to measure the economic benefit of a 10% sample of attendees at each event (as per measurement indicators).
- Review the format and success of each function post-event and implement improvements at the next event.

4.5 Network and Improve Business Skills

In 2011/12

Local Networking Groups

- Develop promotional material summarising all groups for distribution to new businesses and for display at key local events attended by the Business Unit.
- Meet annually with local networking groups to establish parameters for mutual support.
- Assign contact and attend networking meetings as required.

Future Actions

- Review the current sponsorship arrangements and determine different levels/categories of sponsorship for Business Week and other annual key events.

Measurement Indicators

- Survey proportion of participants at each Council hosted event or training session to indicate:
 - Improved business skills
 - New business contacts
 - Increased awareness of Council/government business services
- Maroondah Business Week cost-neutral via sponsorship support
- Measure the attendances at key business events.

4.6 Provide Information for Businesses

The provision of timely, relevant information – statistical trends, industry benchmarking or available government support services – is critical to ensure that business decisions are made based on the best possible data. Council is well-placed to provide such information at no cost to local businesses and to further assist businesses access the multitude of assistance programs available.

Actions

In 2011/12

- **Host an annual session highlighting services of all levels of government by October 2011.**
- **Provide training and on-line information which will assist businesses to understand industry trends, demographic changes and benchmarking within key sectors by June 2012.**

Future Actions

- **Develop new mechanisms for informing and channelling businesses into Government Assistance programs**

Measurement Indicators

- **Measure BizMaroondah page views relating to trend/statistical data.**
- **Measure number of business information packs/brochures distributed.**
- **Measure number of BizMaroondah page views.**
- **Measure number of newsletters, e-bulletins and business engagement/information mechanisms utilised annually.**

4.7 Improve and Support Retail Sector

The Maroondah retail sector provides employment for approx. 17% of the municipalities' workforce. The existence of a comprehensive network of retail and commercial activity centres not only provides the goods and services required by local households but in many instances they are a focal point for the local community. By working in partnership with local centres, Council aims to engender a co-ordinated, responsive and integrated approach to the future enhancement of this sector.

Actions

In 2011/12

- **Support local shopping centre committee members and Traders Associations.**
- **Assist with the implementation of Council's 'Ringwood Activity Area'.**
- **Assist other internal Units with the implementation of Council's 'Croydon Town Centre Structure Plan'.**
- **Install Christmas decorations by the 1st December each year in accordance with annual program.**
- **Develop annual program to improve the visual appeal, amenity and safety of local centres by May 2012.**
- **Implement new and manage existing special rate and charge schemes in accordance with Statutory requirements.**

Future Actions

- Develop internal Council policy for the development of new schemes.
- Provide information to all centres with respect to Council policies, guidelines and key contacts.
- Develop adaptable model of „Partners in Safety' program and implement in appropriate local centres.
- Investigate possibility of establishing a Ringwood Traders Group.

4.7 Improve and Support Retail Sector

Measurement Indicators

- Capital works fund fully expended on time and on budget.
- Schedule of works developed annually based on retail centre needs.
- Measure changed perception post capital works being completed.
- Measure percentage of traders visited/contacted in key centres annually.
- Complete Council approval and statutory process for all newly proposed special rate and charge schemes.
- Document compliance with all Council and statutory processes for existing special rate and charge schemes.

4.8 Support Development of New Business

New businesses are often most in need, but less informed about the range of services that Council can provide to support their development. Every year approximately 400 businesses register a new business name in Maroondah. The ultimate aim of the range of programs provided to new businesses is to maximize the „business survival rate’ of new operations operation in Maroondah and to integrate those businesses into the many Council business support services.

Actions

In 2011/12

- Increase uptake of annual ‘Welcoming New Business’ program participants.
- All businesses with newly registered ‘Australian Business Numbers’ (ABN) informed quarterly about Council’s business support services.

Future Actions

- Host sessions specifically targeted at „new start’ businesses.
- Investigate funding to support the utilisation of vacant local facilities for location of fledgling businesses.
- Investigate a „Case Manager’ approach to assisting new businesses.
- Network of „new’ businesses to discuss common issues.

Measurement Indicators

- Increase the number of ‘Welcoming New Business Program’ participants by 10%.
- All newly registered businesses informed of Council business support services.
- Develop mechanism to track the number of new businesses integrated into Council programs, BizMaroondah database and training opportunities.

4.9 Develop Key Regional Projects

As part of the Eastern Region, Maroondah has significant commonality with neighbouring Council's. The development of joint initiatives and strategic projects which are mutually beneficial to Maroondah and the Eastern Region reduces duplication, channels resources and adds value through the pooling of effort and expertise.

Actions

In 2011/12

- **Participate in the prioritisation of projects as part of:**
 - 'Melbourne East – Regional Development Australia';
 - 'Melbourne South East'; and
 - 'Destination Melbourne'.
- **Evaluate the level of involvement with key regional partnership events.**

Future Actions

- **Prioritise key projects identified by the „Maroondah Business Analysis' and investigate Regional support for Government program funding.**
- **Prioritise key regional projects that align with Council's key strategic objectives.**

Measurement Indicators

- **Review each project with the filter of continuing, varying or ceasing involvement with respect to:**
 - **Benefits for Maroondah businesses;**
 - **Unit input; and**
 - **Resource availability versus outcomes.**

4.10 Promote Maroondah & Investment Attraction

The ongoing development of the Ringwood Activity Area (RAA) will ensure that investment in and around Ringwood will continue. It is, however important that Council promotes all aspects of the municipality to investors and businesses of all sizes to encourage commencement or relocate their operations to Maroondah. Any systematic efforts to attract new businesses should be undertaken with the knowledge that the existence of a varied and vibrant existing business base, coupled with a pro-active business approach, is often as important as the material distributed or perceptions portrayed about the local area.

Actions

In 2011/12

- Evaluate best format for updating and producing Council's Business Prospectus.
- Review and update the 'Ringwood Going Places Website'.
- Provide data and assistance to new/prospective businesses.

Future Actions

- Utilise information from the MBA Survey to target possible new business investment.

Measurement Indicators

- Utilise BizMaroondah to strengthen the reach of Prospectus information.
- Re-launch 'Ringwood Going Places Website' by June 2012.
- Log number of RAA developments (permits granted, applications lodged, developments completed)

NOTE: The consultation undertaken throughout the preparation of this Strategy highlighted business issues or suggested improvements to current Council initiatives or practices which are outside the scope of this Strategy. In all instances this information has been conveyed to the responsible Department within Council and will be prioritised as part of their annual Service Delivery Plans.

APPENDIX 1: DATA – THE LOCAL ECONOMY

This profile provides a more detailed analysis of the local economy, key industry sectors and local employment.

LOCAL DEMOGRAPHICS AND FUTURE PROJECTIONS

2006 Census – key statistics

- **Two-thirds** of Maroondah households are **connected to the Internet** and most of these households have Broadband connection.
- Around **4%** of Maroondah residents **require assistance** with one or more core activities **because of a disability**.
- Nearly **one-quarter** of Maroondah residents aged 15 years or older are **attending either TAFE or University**.
- Compared with the rest of Melbourne a **higher percentage is enrolled in TAFE**.
- **Over half** (54%) of the residents in Maroondah aged 15 years or older have a **tertiary qualification**.
- The **unemployment rate** in Maroondah **tends to be lower than Melbourne**.
- Maroondah residents are **more likely to be working part-time** or seeking part-time employment compared with residents in the whole of Melbourne.
- The **most popular occupations** amongst Maroondah residents are **professionals, administrative workers and tradesmen/technicians**.
- Maroondah **residents** most commonly work in the **„Manufacturing’, ‘Retail Trade’ and ‘Health Care and Social Assistance’ sectors**.

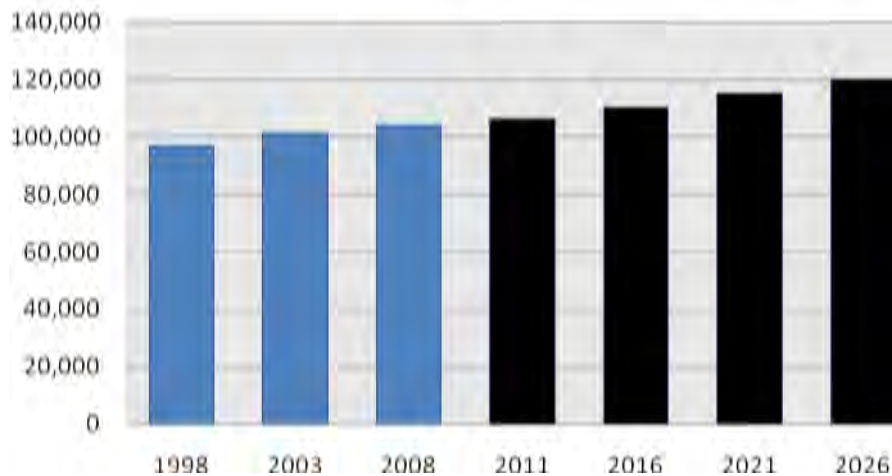
Population – historical & projected

The estimated resident population of the City of Maroondah at June 2010 was 106,932 persons, an increase of 0.6% from the level recorded in 2009.

Over the period to 2026, the population of the City of Maroondah is expected to increase by 17,769 persons– to a population of approximately 120,247 persons. Notably, the City of Maroondah is expected to contribute 1.4% of the total increase in population of the „Melbourne Statistical Division’ (MSD) over the period to 2026.¹⁰

¹⁰ 3218.0- Dept. of Planning & Community Development

Projected Population – City of Maroondah ¹¹



Household Projections

Projections to the year 2026 indicate that the number of households in the City of Maroondah will increase from 39,720 households in 2006 to 49,354 in 2026. This represents a total increase of 9,634 households, or an average annual increase of 1.1% over the period. ¹² This places Maroondah ahead, in terms of household growth, compared to its Eastern Region counterparts.

Level of Education attained

Education is a strong determinant of income and social status. Two indicators of a community's education level are the proportion of residents with tertiary qualifications and the average school leaving age. According to the 2006 Census, in Maroondah 54% of residents aged 15+ stated they had a tertiary qualification, and the average schooling completed was 10 years and 9 months. Similarly, Melbourne had 54% with tertiary qualifications and average schooling of 10 years and 8 months.

EMPLOYMENT PROFILE

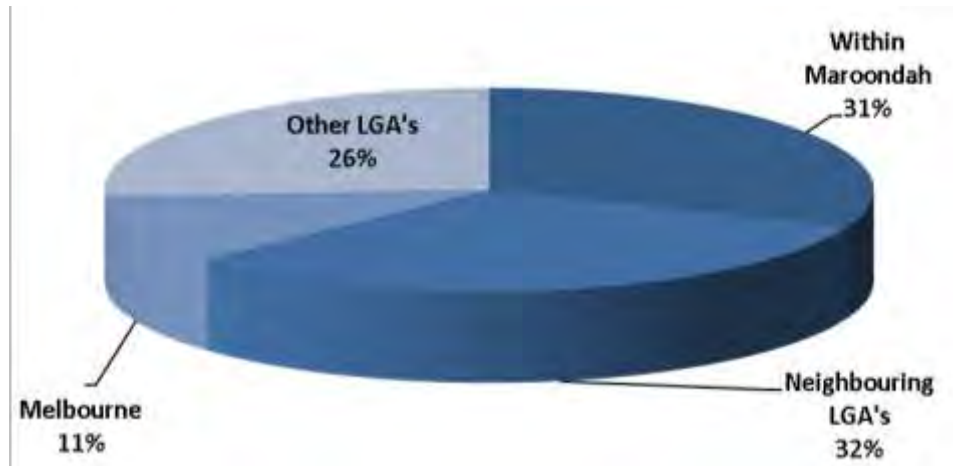
Journey to Work data

Of the 49,356 residents in the workforce as at the 2006 Census, 31% worked in the municipality. The remaining 69% work in other municipalities, with the largest proportion of workers travelling to surrounding municipalities (37%), and the remaining workers travelling to Melbourne and other metropolitan areas.

¹¹ 3218.0- Dept. of Planning & Community Development

¹² 3218.0- Dept. of Planning & Community Development

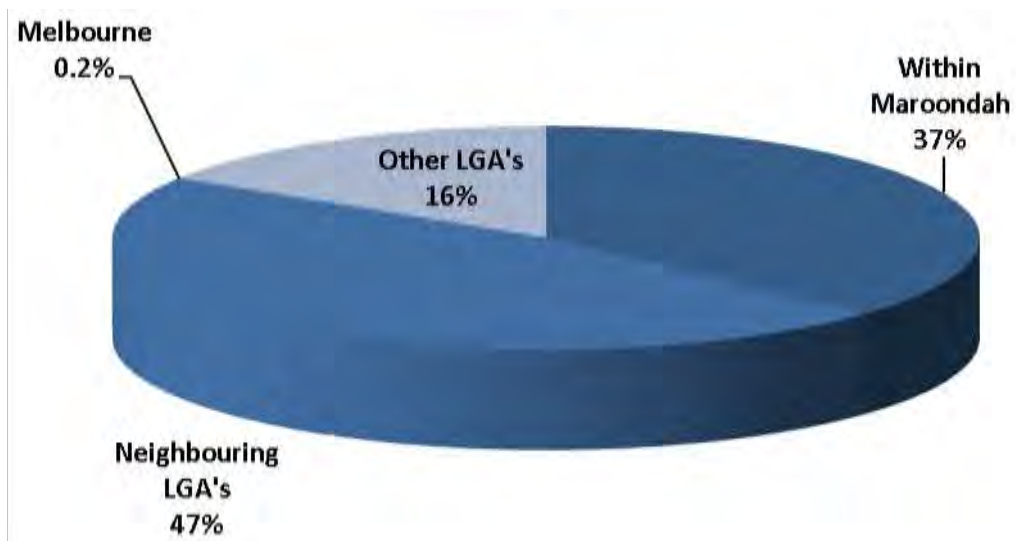
Place of work – Maroondah residents – 2006 ¹³



Where neighbouring LGA's are the 4 surrounding municipalities of Knox, Manningham, Yarra Ranges and Whitehorse and Melbourne refers to the City of Melbourne.

In 2006, Maroondah provided employment for 36,927 workers. Approximately 31% of these workers also lived in Maroondah.

Place of residence - workers in Maroondah – 2006 ¹⁴



¹³ ABS: Census of Population and Housing 2006

¹⁴ ABS: Census of Population and Housing 2006

Working and Resident Population

The following table outlines the key differences between the industry of employment for local residents and the types of employment provided within Maroondah. Such differences highlight discrepancies between local requirements and local skill provision, the sectors where local employers „import’ skilled workers, and may also indicate where future education and training priorities should be focussed.

2006 Comparison – Working & Resident Population ¹⁵

Industry Sector	2006 Working Population		2006 Resident Population	
	No.	% of total	No.	% of total
Agriculture, forestry & fishing	53	0.1	142	0.29
Mining	31	0.1	69	0.14
Manufacturing	8,187	22.2	6,473	13.1
Electricity, gas, water & waste services	137	0.4	356	.72
Construction	2,577	7.0	4,688	9.5
Wholesale trade	1,751	4.7	2,809	5.7
Retail trade	6,392	17.3	6,375	12.9
Accommodation & food services	1,967	5.3	2,167	4.4
Transport, postal & warehousing	804	2.2	1,570	3.2
Information media & telecommunications	253	0.7	1,154	2.3
Financial & insurance services	774	2.1	2,208	4.5
Rental, hiring & real estate services	462	1.3	683	1.4
Professional, scientific & technical services	1,688	4.6	3,407	6.9
Administrative & support services	917	2.5	1,696	3.4
Public administration & safety	1,124	3.0	2,493	5.1
Education & training	3,016	8.2	3,900	7.9
Health care & social assistance	4,453	12.1	5,330	10.8
Arts & recreation services	287	0.8	641	1.3
Personal & Other services	1,724	4.7	2,095	4.2
Inadequately described/Not stated	330	0.9	1,100	2.2
Total	36,927		49,356	

¹⁵ ABS: Census of Population and Housing 2006

Working Population – comparison 1996 and 2006 Census

Within Maroondah, the past decade from the 2006 Census resulted in significant changes in the types of employment offered for the areas workforce. Whilst some caution should be exercised (as detailed below), the following trends can be identified for the period 1996-2006;

- The „Manufacturing’ sector increased employment by 5.85%.
- A decline in „Wholesale Trade’ employment was offset by a similar increase in employment within the „Retail’ sector
- As a proportion of total employment, more placements were available in the „Accommodation, Café & Restaurant’, „Education’ and „Health and Community Services’ sectors.
- Local businesses required fewer employees in the „Finance and Insurance’ and „Property and Business Services’ sectors (please note, this sector in particular may not be a true representation of actual shifts, due to reclassification of sub-sector groupings-see below).

Industry	% (1996)	% (2006)	% CHANGE 1996-2006
Agriculture, Forestry and Fishing	0.42	.1	-0.32
Mining	.14	.1	-0.04
Manufacturing	16.35	22.2	+5.85
Electricity, Gas & Water Supply	.61	0.4	-0.21
Construction	7.7	7.0	-0.7
Wholesale trade	7.3	4.7	-2.6
Retail Trade	15.2	17.3	+2.1
Accommodation, Cafes, Rest.	2.4	5.3	+2.9
Transport and Storage	2.7	2.2	-0.5
Communication Services	2.6	0.7	-1.9
Finance and Insurance	5.3	2.1	-3.2
Property & Business Services	10.5	8.4	-2.1
Government Administration and Defence	3.4	3.0	-0.4
Education	6.8	8.2	+1.4
Health & Community Services	9.4	12.1	+2.7
Cultural & Recreational Services	1.95	0.8	-1.15
Personal and other services	4.3	4.7	+0.4
Not stated	2.8	0.9	-1.9

Please note – the industry classifications changed between 1996-2006 – where necessary the data has been grouped to ensure the most accurate comparison possible.

Changes from 1996-2006 include;

- **Property and Business Services:** further classified as „Rental Hiring & Real Estate’; „Professional, Scientific and Technical services’; and „Admin. and Support serv.’
- **‘Transport and Storage’** – renamed „Transport, Postal and Warehousing’
- **‘Communication Services’** – renamed „Information, Media and Telecommunications’
- **‘Govt. Administration and Defence’** – renamed „Public Administration and Safety’
- **‘Cultural and Receptions Services’** – renamed „Arts & Recreation’

Unemployment – Key Statistics

- The number of persons in the Maroondah labour force was estimated at 61,170 in the December Quarter 2010.¹⁶
- The unemployment rate in the City of Maroondah was 4.6% in the December quarter 2010 which is 0.6% lower than the rate recorded in the December quarter 2009.¹⁷
- The average job seeker was aged 37 years, and was registered as unemployed for an average 18 months.¹⁸

BUSINESS PROFILE

More detailed analysis of the types and „size’ of businesses operating in Maroondah revealed the following:

- The „Agriculture, Forestry & Fishing’; „Mining’; „Electricity, Gas, Water and Waste’; and „Communication Services’ sectors had the highest proportion of small businesses (100.0%), followed by „Finance & Insurance’ (99.0%) and „Property and Business Services’, (97.4%).
- The „Accommodation, Cafes & Restaurants’ sector had the highest proportion of medium-sized businesses (17.4%), followed by „Manufacturing’ (14.2%),
- The „Retail Trade’ industry recorded the highest share of large businesses (0.8%), ahead of „Manufacturing’ (0.4%).¹⁹

¹⁶ DEEWR Small Area Labour Markets Statistical Local Area estimates December quarter 2010

¹⁷ DEEWR Small Area Labour Markets Statistical Local Area estimates December quarter 2010

¹⁸ ABS Estimated Resident Population (ERP) June 2008

¹⁹ ABS – Business Register Counts 2009

**Businesses by workforce size (% of total) – Maroondah
June 2009²⁰**

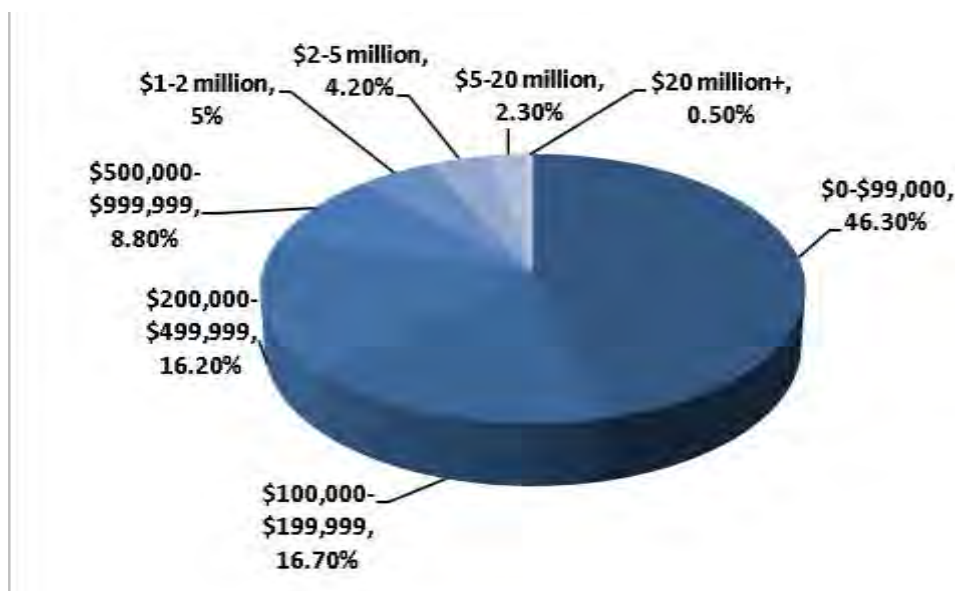
Industry Sector	Non- employing	1-4	5-19	20-49	50-99	100- 199	200+	Total
Agriculture, Forestry and Fishing	92.0	6.4	1.6	0	0	0	0	188
Education and Training	60.9	16.3	22.8	0	0	0	0	92
Mining	33.3	33.3	0	33.3	0	0	0	9
Public Administration and Safety	72.7	18.2	9.1	0	0	0	0	33
Accommodation and Food Services	33.5	31.7	21.6	5.3	4.0	2.6	1.3	227
Arts and Recreation Services	58.0	33.0	3.0	3.0	3.0	0	0	100
Construction	57.6	29.6	9.9	1.7	0.9	0.3	0	2091
Electricity, Gas, Water and Waste Services	14.3	57.1	28.6	0	0	0	0	21
Financial and Insurance Services	77.6	17	5.4	0	0	0	0	617
Health Care and Social Assistance	50.5	22.4	16.8	5.6	2.8	1.9		321
Information Media and Telecommunications	30.8	61.5	7.7	0	0	0	0	39
Manufacturing	31.8	24.9	26.4	11.3	3.9	1.3	0.4	692
Not Classified	83.8	12.4	1.9	0	1.9	0	0	154
Other Services	41.5	37.3	16.3	4.4	0.5	0	0	547
Property & Business Services	65.8	24	8.9	0.8	0.4	0.1	0	2224
Retail Trade	38.7	29.7	25.5	4.4	1.3	0.4		683
Transport, Postal and Warehousing	68.4	21.5	8.9	1.2	0	0	0	474
Wholesale Trade	40	30.9	21.2	5.9	0.7	0.7	0.6	457
TOTAL	5061	2348	1167	255	93	36	9	8969
% of total	56.4	26.2	13.0	2.8	1.1	0.4	0.1	

²⁰ ABS – Business Register Counts 2009

Value of Industry Activity

Turnover differs from Gross Regional Product, as it captures what is produced at each stage of production – rather than final output.

Business Size by Turnover – Maroondah – 2009 ²¹



The largest proportion of businesses recorded annual turnover in the \$0-\$99,999 range (46.3%), followed by the \$100,000-\$199,999 (16.7%) and \$200,000-\$499,999 (16.2%) turnover ranges. Approximately 12% of business in the City of Maroondah recorded annual turnover in excess of \$1 million, for the year to 30 June 2009.

Economic Diversity

Economic diversity, as measured by location quotients, is a way of quantifying how concentrated a particular industry group is in a region, as compared to the nation. Such a measure can be used to:

- Determine which industries make the local economy unique.
- Identify the most export-oriented industries in the municipality.
- Identify emerging export industries.
- Identify endangered or vulnerable export industries that could erode the municipality's economic base.

The City of Maroondah has a greater industry concentration (i.e. location quotient greater than 1) than the national economy – and therefore has net exports from the region – in the Manufacturing (2.10), Retail Trade (1.50), Personal and Other Services (1.23), Health Care & Social Assistance (1.13), Wholesale Trade (1.07) and Education & Training (1.04) sectors.²²

²¹ ABS Business Register Counts - 2009

²² ABS – 2006 Census

LOCAL ECONOMIC MULTIPLIERS

Every dollar spent in the community, whether for final goods or services, or raw materials used in the production process, contributes to the community's employment and income. A proportion of these dollars will be re-spent locally and this creates internal "multiplier" effects, which provide a further stimulus for the economy. Containing these multiplier effects within municipal boundaries and understanding which local industries are the primary drivers of local multipliers, are fundamental to stimulating the local economy.

Inherent in the development of all actions within the Action Plan of this Strategy is recognition that Council should focus priorities, wherever possible, to:

- Increase the injections of expenditure within the local economy.
- Maximise the internal circulation of expenditure.
- Reduce the potential for leakages of expenditure outside municipal borders.

To quantify the above, Council has accessed an Economic Modeling tool, which provides information about how the local economy responds to changes in employment or output, and provides key indicators about how local industry depends on, and is influenced by, movements within the local economy.

The stimulus from economic activity can be traced through the economy in three different ways:

- The **first round direct effect** consists of the purchase of goods or services from other industries.
- The **second round indirect effects** are those from the supplying industries increasing their purchases or inputs to meet the additional demand.
- The **consumption-induced effects** recognise that there is a correlation between the level of local production and levels of household consumption. This effect also recognises the likelihood that this expenditure will be spent locally and will therefore further increase the level of output in multiple sectors.

These effects can be represented by multipliers. The four most commonly used multipliers are:

- Output – the increase in gross sales
- Income – additional amount of salaries paid
- Employment – number of jobs created by the stimulus; and
- Value Added – measures the net activity at each stage of production in response to the stimulus.

The effect most easily interpreted, for the purpose of quantifying local multipliers, is the employment impact. This will be utilised to demonstrate the potential employment multipliers that could accrue to the local economy through the employment of one additional employee in key local industries.

To demonstrate the impact of employing one additional person in a specified industry, the model calculates the „inter-dependency’ between industries and the level of staffing required to meet new/increased demand. For example, for every one additional person employed in the „Services to Finance and Insurance Sector’, a total of 5 jobs are created. This expected employment outcome is a result of the direct, indirect and consumption induced effects.

**Maroondah ‘Multiplier Model’ – Employment Multiplier
Hypothetical impact ²³**

Industry Sector	Industry Employment – 2006 Census	Employment Multiplier Impacts of one additional employee
Services to finance, investment and insur.	237	5.0
Iron and steel	324	4.8
Residential building construction	633	4.3
Other retail repairs	1010	4.1
Motor vehicles and parts; other transport equipment	1687	3.7
Wholesale trade	1046	3.4
Legal, accounting, marketing and business management serv.	873	3.2
Scientific research, technical and computer services	815	3.2
Sheet metal products	289	3.1
Construction trade services	1637	3.0
Road transport	575	2.9
Other business services	917	2.8
Electronic equipment	253	2.8
Banking	375	2.7
Government administration	1101	2.6
Confectionery	578	2.6
Sport, gambling and recreational serv.	223	2.4
Photographic and scientific equipment	222	2.4
Accommodation, cafes and restaurants	1967	2.3
Retail mechanical repairs	768	2.2
Furniture	423	2.1

²³ Lawrence Consulting – Maroondah Economic Multiplier model - 2010

Clearly, the combined direct, indirect and consumption effects of one additional employee in each of the above industries have further positive employment impacts. The further value of this „model’ lies in its ability to determine within which related industries this „new’ employment is likely to occur. Further examination can then take place regarding whether such employment/industries:

- a) are present in sufficient numbers to „internalise’ the multipliers and thereby reduce the potential leakages of new employment from the municipality; or
- b) should be targeted as priority industries to attract to the local area.

KEY INDUSTRY SECTOR SUMMARY

The following is a summary of 8 key local sectors within Maroondah. Where possible, additional sub-sector detail has been provided. Throughout this section, the following sources of data have been used:

Data	Source
<i>Number of Businesses</i>	<i>ABS Business Register - 2009</i>
<i>Gross Regional Product</i>	<i>Lawrence Consulting - 2010</i>
<i>% of total Maroondah employment</i>	<i>ABS Census - 2006</i>
<i>Business Size</i>	<i>ABS Business Register- 2009</i>

PROPERTY & BUSINESS SERVICES SECTOR

Number of Businesses	2,224
% of total number of businesses	24.8%
Contribution to GRP (% of total)	9.2%
% of Maroondah employment	8.4%
Business Size	Non-Employing
	65.8%
	1-4
	24%
	5-19
	8.9%
	20-49
	0.8%
	50+
	0.5%

As a sector, „Property & Business Services’ is further classified within the following sub-divisions (aggregation of categories to pre-2006 status to allow for data comparison):

- Property Services – 15.6%
- Business Services – 84.4%

„Property Services’ sub-division includes: *Property Operators and Developers, Real Estate Agents, Non-Financial Asset Investors, Machinery and Equipment Hiring and Leasing*

‘Business Services’ sub division includes: *Scientific Research, Technical Services, Computer Services, Legal and Accounting Services, Marketing and Business Management Services and „Other’ Business Services.*

Within the „Business Services’ sector approx. 55% of local employment is within the „Legal and Accounting’ and „Marketing and Business Management Services’ sub-sectors.

Please note that, to enable aggregation of data the individual sectors: „Rental, Hiring and Real Estate’; „Professional and Scientific Services’; and „Administrative Support Services’ were included in the amalgamated „Property & Business Services’ sector for comparative purposes above.

CONSTRUCTION SECTOR

Number of Businesses	2,091
% of total number of businesses	23.3%
Contribution to GRP (% of total)	5.4%
% of total Maroondah employment	7.0%
<u>Business Size</u>	Non-Employing
	57.6%
	1-4
	29.6%
	5-19
	9.9%
	20-49
	1.7%
	50+
	1.2%

Local employment within the Construction sector is further classified within the following sub-divisions:

- General Construction – (residential and non-residential) 36.47%
- Construction Trade Services – 63.53%

„**Construction Trade Services**’ sub-division includes: Site Preparation Services, Building Structure Services, Installation Trade Services and Building Completion Services.

RETAIL TRADE SECTOR

Number of Businesses		683
% of total Number of Businesses		7.6%
Contribution to GRP (% of total)		8.1%
% of total Maroondah employment		17.3%
<u>Business Size</u>	Non Employing	38.7%
	1-4	29.7%
	5-19	25.5%
	20-49	4.4%
	50+	1.7%

The working population within the, „Retail Trade’ sector in Maroondah is further classified into:

- Food, Personal and Household Good Retailing – 87.9%
- Motor Vehicle Retailing and Services – 12.1%

MANUFACTURING SECTOR

Number of Businesses		692
% of total Number of Businesses		7.7%
Contribution to GRP (% of total)		22.1%
% of total Maroondah employment		22.2%
<u>Business Size</u>	Non-Employing	31.8%
	1-4	24.9%
	5-19	8.9%
	20-49	0.8%
	50+	0.5%

As a sector, manufacturing is further classified into a number of ANZSIC sub-divisions. Businesses in the Manufacturing industry within Maroondah feature most prominently (as defined by employment numbers) in the following areas:

- Machinery and Equipment Manufacturing – 36%
- Food, Beverage and Tobacco Manufacturing – 21%
- Metal Product Manufacturing – 13.7%
- Petroleum, Coal, Chemical and Associated Product Manufacturing – 8%
- Textile, Clothing, Footwear and Leather Manufacturing – 3.8%
- Wood and Paper Product Manufacturing – 5.7%
- Furniture Manufacturing – 5.2%
- Printing, Publishing and Recorded Media – 4.6%
- Non-Metallic Mineral Product Manufacturing – 2%

Notably, of the working population within the Machinery and Equipment Manufacturing Sector, 58.4% work in the area of „Motor Vehicles and parts manufacturing’.

FINANCE & INSURANCE SECTOR

Number of Businesses	617
% of total number of businesses	6.9%
Contribution to GRP (% of total)	7.5%
% of total Maroondah employment	2.1%
Business Size	Non - Employing
	77.6%
	1-4
	17%
	5-19
	5.4%
	20-49
	-
	50+
	-

Employment within the „Finance and Insurance’ sector in Maroondah is further classified within the following sub-divisions, which provide significant employment locally:

- Finance – 56.6%
- Insurance – 12.8%
- Services to Finance and Insurance – 30.6%

TRANSPORT, POSTAL & WAREHOUSING

Number of Businesses		474
% of total number of businesses		5.3%
Contribution to GRP (% of total)		
% of total Maroondah Employment		2.2%
<u>Business Size</u>	Non-Employing	68.4%
	1-4	21.5%
	5-19	8.9%
	20-49	1.3%
	50+	-

WHOLESALE TRADE SECTOR

Number of Businesses		457
% of total Number of Businesses		5.1%
Contribution to GRP (% of total)		6.6%
% of total Maroondah Employment		4.7%
<u>Business Size</u>	Non-Employing	40%
	1-4	30.9%
	5-19	21.2%
	20-49	5.9%
	50+	2%

As a sector, „Wholesale Trade’ employment within Maroondah is further classified within the following sub-divisions:

- Basic Material Wholesaling – 59.8%
- Machinery and Motor Vehicle Wholesaling – 18.2%
- Personal and Household Good Wholesaling – 22%

HEALTH CARE & SOCIAL ASSISTANCE SECTOR

Number of Businesses	318
% of total number of businesses	3.5%
% of total municipal turnover	2.8%
Contribution to GRP (% of total)	7.2%
% of total Maroondah Employment	
<u>Business Size</u>	Non-Employing
	52.8%
	1-4
	17.0%
	5-19
	24.5%
	20-49
	1.9%
	50+
	3.8%

As a sector, „Health and Community Services’ is further classified within the following sub-divisions (aggregation of categories to pre-2006 status to allow for data comparison):

- Health Services – 60.1%
- Community/Social Services – 39.9%

„Health Services’ sub-divisions includes: Hospital and Nursing Homes, Medical and Dental Services, Veterinary Services and other Health Services

„Community Services sub-divisions includes: Childcare Services and Community Care Services.

REFERENCES

- Maroondah City Council Business Survey, November 2010, Metropolis Research
- VFR Travel Research Project, February 2011, University of Ballarat
- Melbourne East RDA Plan 2010
- Regional Economic Strategy for Melbourne's East 2003-2030
- Destination Melbourne 3 year Strategic Plan 2009-2011
- Melbourne 2030 – Planning for Sustainable Growth
- Maroondah Council Plan – 2009/2013 (Year 3)
- Ringwood Transit City Urban Design Master Plan 2004
- Maroondah 2025 – A Community Planning Together