

## Economic Development Strategy Action Plan 2023 - 2026

The Action Plan 2023 - 2026 ('Action Plan') outlines key projects and other initiatives to facilitate economic development and visitor attraction opportunities identified in the Economic Development Strategy ('Strategy'). The Action Plan groups initiatives under both the Boroondara Community Plan (BCP) theme and each of the Strategy's four priority areas.

The Action Plan is a three-year implementation plan for delivering the Strategy. The Action Plan includes 24 actions which will be delivered over the first three years of the Strategy. A new Action Plan will be developed in 2026. This will ensure the actions stay relevant and respond to current and emerging issues and opportunities. Some actions led by the Liveable Communities department will require additional resourcing beyond 2023-24. This is noted in the Action Plan where relevant.

Council's role in the delivery and implementation of the proposed actions can range as follows:

- **Lead role** - is the responsible Council department leading the action.
- **Support role** - is a collaboration of Council departments, government and industry stakeholders which support the actions. Council may also advocate and influence project delivery and decision making by representing key stakeholders.

These actions are in addition to a range of existing Council programs and services supporting economic development and the local business community.

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
1	Establish an operational Cross-Council Shopping Precincts Coordination Group to plan, communicate and coordinate activities, works and emerging issues across Boroondara's 53 shopping centres.	<p><b>Lead: Liveable Communities (Local Economies)</b></p> <p><b>Support:</b> Capital Projects, Civic Services, Strategic and Statutory Planning, Traffic and Transport, Arts and Culture, Facilities, Waste and Infrastructure, Customer and Communication</p>	2023/24 - 2024/25	Current operational budget	Theme 6 Strategy 6.1, 6.3, 6.4, 6.5
2	Review Council's Shopping Centre Improvement Plan (SCIP) 2011.	<p><b>Lead: Liveable Communities (Local Economies)</b></p> <p><b>Support:</b> Capital Projects</p>	2023 - 2024  2024 - 2026	Current operational budget  Subject to additional budget	Theme 1 and 6 Strategy 1.1, 1.6, 6.4
3	Promote the social and economic benefits of being an accessible and inclusive business for employees and customers with disability.	<p><b>Lead: Liveable Communities (Local Economies)</b></p> <p><b>Support:</b> Community Planning and Development, Customer and Communication</p>	2023 - 2024  2024 - 2026	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.2, 6.1, 6.6

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
4	Support local businesses to develop unique and marketable visitor offerings including investigation of a city-wide gift card program.	<b>Lead: Liveable Communities (Local Economies)</b>  <b>Support:</b> Strategic and Statutory Planning	2023 - 2024  2024 - 2025	Current operational budget Subject to additional budget	Theme 6  Strategy 6.2
5	Explore partnerships and networking opportunities to deliver employment and training outcomes. <ul style="list-style-type: none"> <li>• Improve coordination between local training and education providers, job service providers, industry and relevant state and federal government employment programs to facilitate employment and training outcomes, including those facing barriers and address workforce shortages amongst local businesses.</li> <li>• Facilitate the delivery of a disability inclusive employment pilot program with relevant partners which places local people with disability into meaningful employment with local businesses.</li> </ul>	<b>Lead: Liveable Communities (Local Economies)</b>  <b>Community partners:</b> Local training and education providers, job service providers, Local Jobs Program (Inner Metropolitan Melbourne Region), other state and federal programs facilitating employment outcomes and Traders' Associations.	2023 - 2024  2024 - 2026	Current operational budget	Theme 1, 6 and 7  Strategy 1.2, 1.5, 1.7, 6.2, 7.3

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
6	Strengthen and streamline governance and reporting practices and processes related to special rate and charge schemes for marketing and business development of shopping precincts, including implementation of actions from the 2023 internal audit report regarding the special rate and charges schemes.	<b>Lead: Liveable Communities (Local Economies)</b>	2023 - 2024  2024 - 2026	Current operational budget  Subject to additional budget	Theme 6 and 7  Strategy 6.1, 6.3, 6.5, 7.7
7	Promote Boroondara as a visitor destination, including: <ul style="list-style-type: none"> <li>Investigating up to 4 locations in open spaces/parks in Boroondara for use as pop-up food / beverage carts or trucks.</li> <li>Promote and highlight shopping precincts, as well as significant parks and gardens in Boroondara such as Maranoa Botanic Gardens.</li> </ul>	<b>Lead: Liveable Communities (Local Economies)</b>  <b>Support:</b> Customer and Communication, Civic Services, Strategic Communications, Environmental Sustainability and Open Spaces, Transformation and Technology, Strategic and Statutory Planning	2024/25 - 2025/26	Subject to additional budget	Theme 2 and 6  Strategy 2.1, 2.3, 6.1, 6.3, 6.5

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
8	Provide support to shopping precincts to diversify their business mix and attract investment through a range of methods, including the development of investment prospectuses.	<p><b>Lead: Liveable Communities (Local Economies)</b></p> <p><b>Support:</b> Statutory and Strategic Planning</p>	2024/25 - 2025/26	Subject to additional budget	Theme 6 Strategy 6.2, 6.4
9	Pilot a two-year Shopping Precincts Events Program to encourage visitor attraction and build on industry-specific strengths of local areas (food, music, fashion, etc) and/ or local seasonal opportunities.	<p><b>Lead: Liveable Communities (Local Economies)</b></p> <p><b>Support:</b> Arts and Culture, Traffic and Transport, Civic Services, Strategic and Statutory Planning</p> <p><b>Community partners:</b> Traders' associations, local community organisations and groups, state and federal government, local businesses, schools, universities</p>	2024/25 - 2025/26	Subject to additional budget	Theme 1 and 6 Strategy 1.1, 1.6, 6.1, 6.3, 6.5

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
10	Explore ways to connect older residents and seniors groups with their local shops and cafés, including shopping precinct tours which promote Council's health priorities, and/or with a focus on those who accept the seniors card discount.	<b>Lead:</b> Liveable Communities (Active Ageing team)  <b>Support:</b> Liveable Communities (Local Economies)	2023 - 2024	Current operational budget	Theme 1 and 6  Strategy 1.1, 1.2, 1.6, 6.1, 6.3, 6.5
11	Attract 'satellite' events of larger Melbourne signature activities, shows and festivals, film and television to be delivered on Council land and in Council facilities to drive visitation and spending to Boroondara.	<b>Lead:</b> Arts and Culture  <b>Support:</b> Liveable Communities, Environmental Sustainability and Open Spaces, Customer and Communication, Civic Services	2023/24 - 2025/26	Current operational budget	Theme 1 and 6  Strategy 1.1, 1.3, 6.3, 6.5
12	Facilitate initiatives which support businesses to transition to a circular economy and become more sustainable: <ul style="list-style-type: none"> <li>Encourage businesses to consider circular economy approaches through actions in the updated Boroondara Circular Economy Strategy (to be presented to Council for</li> </ul>	<b>Lead:</b> Environmental Sustainability and Open Spaces  <b>Support:</b> Liveable Communities (Local Economies)  <b>Community partners:</b> state and federal government, community	2023 - 2024  2024 - 2026	Current operational budget  Government grants	Theme 3 and 6  Strategy 3.1, 3.3, 6.2

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	<p>consideration in the Financial Year 23/24).</p> <ul style="list-style-type: none"> <li>• Develop and promote programs and events which assist businesses to reduce the environmental impact of their operations and transition to a circular economy such as reducing waste to landfill, improved energy and water efficiency, adoption of renewable energy sources and social/sustainable procurement.</li> <li>• Provide businesses with support and resources to reduce and replace the use of single use plastics in operations with reusable alternatives in line with the State Government's ban on Single Use Plastics introduced in early 2023.</li> </ul>	<p>organisations, other Councils, businesses, traders' associations</p>			
13	<p>Develop an approach to electric vehicle charging that supports our local economy and facilitates increased visitation.</p>	<p><b>Lead:</b> Environmental Sustainability and Open Spaces</p> <p><b>Support:</b> Liveable Communities</p>	2023/24 - 2025/26	Current operational budget	Theme 3 and 6 Strategy 3.1, 3.3, 6.4

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
14	<p>Support and/or implement a series of initiatives to improve transport, access, safety and parking in and around Boroondara's shopping precincts, including:</p> <ul style="list-style-type: none"> <li>• Implementation of parking strategies based on adopted parking studies</li> <li>• Delivery of Council's Integrated Transport Strategy (as it relates to shopping centres),</li> <li>• Undertake traffic management measures in neighbourhood shopping centres to improve amenity, safety and access,</li> <li>• Advocate for public transport improvements which enhance accessibility and quality of routes servicing activity centres</li> <li>• Provide better active transport links to shopping precincts, including provision of new and upgraded off-road paths, on-road cycling infrastructure and improved wayfinding as identified in the Boroondara Bicycle Strategy and Implementation Plan</li> </ul>	<p><b>Lead:</b> Traffic and Transport</p> <p><b>Support:</b> Civic Services, Facilities Waste and Infrastructure, Capital Projects, Environmental Sustainability and Open Spaces, Strategic and Statutory Planning, Local Economies</p>	2023/24 - 2025/26	Current operational budget	Theme 5 and 6 Strategy 5.1 - 5.6, 6.4

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	<ul style="list-style-type: none"> <li>Upgrades to public spaces, footpaths, lighting and other pedestrian improvements to prioritise and improve walkability and access within activity centres.</li> </ul>				
15	Implement the Shopping Centre Improvement Program which delivers streetscape improvements to small and medium sized shopping centres (in addition to shopping centres which are the focus of Placemaking projects).	<p><b>Lead:</b> Capital Projects</p> <p><b>Support:</b> Liveable Communities, Capital Projects, Traffic and Transport, Environmental Sustainability and Open Spaces.</p>	2023/24 - 2025/26	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.6, 6.4
16	Review Council's proactive maintenance inspections program and level of service for shopping precincts not represented by a traders' association.	<b>Lead:</b> Facilities Waste and Infrastructure	2023/24 - 2025/26	Current operational budget	Theme 6 Strategy 6.4
17	Plan for the economic vibrancy, future growth and public investment of Boroondara's network of activity centres and shopping centres through the coordination and delivery of the following complementary planning and placemaking projects: <ul style="list-style-type: none"> <li>Develop a new Boroondara Activity Centre Strategy to</li> </ul>	<p><b>Lead:</b> Strategic and Statutory Planning</p> <p><b>Support:</b> Liveable Communities; Capital Projects, Arts and Culture, Traffic and Transport, Civic Services.</p>	2023/24 - 2025/26	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.4, 1.6, 6.1, 6.3, 6.4, 6.5

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	<p>guide future development and economic activity in centres across the municipality</p> <ul style="list-style-type: none"> <li>Promote economic vitality and prioritise public investment in these centres by progressing a draft long-term placemaking strategy.</li> <li>Develop a new Structure &amp; Place Plan for Camberwell Junction precinct.</li> <li>Continue to implement placemaking projects in Maling Road and Glenferrie precinct to support the revitalisation of these important centres.</li> </ul>	<b>Community partners:</b> traders' associations.			
18	Involve children, young people and their families in placemaking projects through engagement and activation opportunities.	<p><b>Lead:</b> Strategic and Statutory Planning</p> <p><b>Support:</b> Health and Wellbeing Services</p>	2023/24 - 2025/26	Current operational budget	Theme 1 and 6 Strategy 1.1, 1.6, 6.1, 6.3, 6.5
19	Develop the Customer Account Login facility feature providing a personalised, accurate, data driven, valuable and secure experience where business	<p><b>Lead:</b> Transformation and Technology</p> <p><b>Support:</b> Liveable Communities and</p>	2024/25 - 2025/26	Current operational budget	Theme 6 and 7 Strategy 6.2, 7.6, 7.7

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	<p>customers and residents can easily:</p> <ul style="list-style-type: none"> <li>• Make requests and amend supporting information and data</li> <li>• View and update their account information</li> <li>• View their service history and payments information with Council</li> <li>• Subscribe to receive alerts, notifications, reminders and confirmations</li> <li>• Notify Council of a change</li> <li>• Understand, request progress updates and requirements.</li> </ul> <p>The Customer Account Login will be accessible through the Council website and via mobile.</p>	Customer and Communication			
20	<p>Facilitate increased local job outcomes, including for those facing barriers to employment through increased local and social procurement:</p> <ul style="list-style-type: none"> <li>• Review Council's procurement policy to include a focus on social and local procurement and</li> </ul>	<p><b>Lead:</b> Chief Finance Office (Procurement)</p> <p><b>Support:</b> Liveable Communities, Environmental Sustainability and Open Spaces, Health and Wellbeing Services</p>	2023/24 - 2025/26	Current operational budget	Theme 1, 6 and 7  Strategy 1.2, 1.5, 6.2, 7.2

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	<p>promote to key internal and external stakeholders.</p> <ul style="list-style-type: none"> <li>Investigate opportunities to support the local social enterprise/inclusive enterprise sector.</li> </ul>	<p><b>Community partners:</b> Local businesses</p>			
21	<p>Encourage ongoing provision of commercial floorspace in commercial zones consistent with their purpose:</p> <ul style="list-style-type: none"> <li>Support re-purposing of existing commercial floorspace to support new commercial uses.</li> <li>Implement the relevant planning strategies with respect to Boroondara's network of activity centres and protect valued employment land in the Commercial 1 Zone from conversion to residential uses.</li> <li>Support ongoing investment in infrastructure associated with commercial land to support employment</li> </ul>	<p><b>Lead:</b> Statutory and Strategic Planning</p> <p><b>Support:</b> Liveable Communities</p>	2023/24 - 2025/26	Current operational budget	Theme 6 Strategy 6.4

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
	<p>generating uses in the commercial zones.</p> <ul style="list-style-type: none"> <li>Further investigate the existing supply of commercial land in Boroondara and its capacity to accommodate future economic demand and employment generating development.</li> </ul>				
22	<p>Facilitate employment and training opportunities for young people:</p> <ul style="list-style-type: none"> <li>Work with and support community partners to help facilitate and link young people with employment opportunities.</li> <li>Explore opportunities and pathways to engage young people in working for Council.</li> </ul>	<p><b>Lead:</b> (a) Health and Wellbeing Services and (b) People, Culture and Development</p> <p><b>Support:</b> (a) Liveable Communities and (b) Health and Wellbeing Services and Liveable Communities</p> <p><b>Community partners:</b> Inner Eastern Local Learning and Employment Network, JobCo, employment agencies, businesses.</p>	2023/24 - 2025/26	Current operational budget	Theme 1 Strategy 1.2, 1.5

No.	Action	Responsibility	Timeframe for delivery (FY)	Resources required	BCP Theme and Strategy
23	Explore opportunities to use smart technologies and internet of things (IoT) to support Boroondara's business community and facilitate vibrant shopping precincts.	<b>Lead:</b> Transformation and Technology  <b>Support:</b> Liveable Communities	2023/24 - 2025/26	Current operational budget	Theme 6 and 7  Strategy 6.4, 7.7
24	Advocate to the Victorian and Australian Government to invest in activity centres in the areas of infrastructure and placemaking to facilitate improved economic and social outcomes.	Strategic and Statutory Planning; Liveable Communities; Capital Projects, Arts and Culture, Traffic and Transport, Civic Services, Strategic and Statutory Planning	2023/24 - 2025/26	Current operational budget	Theme 1, 6 and 7  Strategy 1.1, 1.6, 6.4, 7.5