



WHITEHORSE
CITY COUNCIL

WHITEHORSE

Investment & Economic Development Strategy

2024-28





The Whitehorse City Council Investment and Economic Development Strategy was prepared by Urban Enterprise in collaboration with Whitehorse City Council.

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Acknowledgement of Country

Whitehorse City Council acknowledges the Wurundjeri Woi-wurrung people of the Kulin Nation as the Traditional Owners of the land. We pay our respects to their Elders past, present and emerging.

Executive Summary

Overview

The Whitehorse Investment and Economic Development Strategy (Strategy or I&EDS) guides economic growth priorities and actions for Whitehorse City Council over the five-year period between 2024 and 2028.

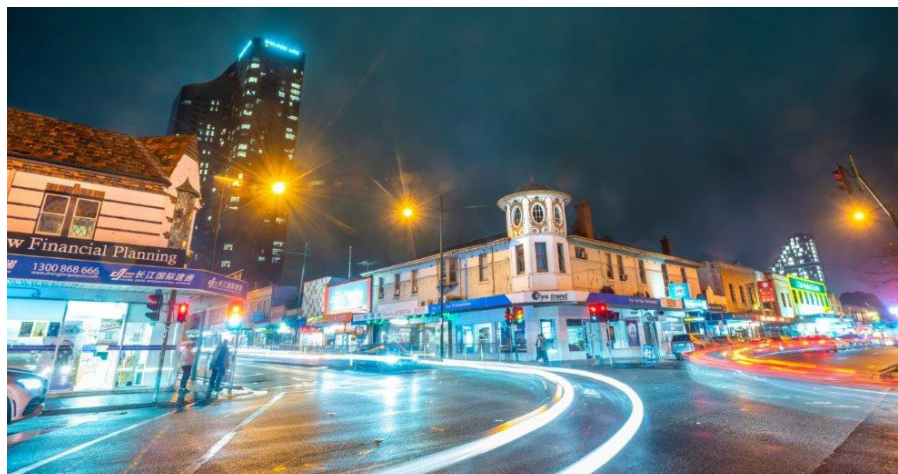
The information in this document is informed by independent research and analysis, as well as consultation with industry representatives, residents, local businesses, Council and Government stakeholders (see Appendix A for a summary of the consultation process).

This Strategy is the second stage of the I&EDS development, building on the findings and outcomes of the Community and Industry Engagement Report and Economic Analysis Report, completed in 2022 and 2023.

Whitehorse

The City of Whitehorse is a major commercial and residential Local Government Area located in Melbourne's east, approximately 15 km from Melbourne's CBD, and is accessible via a comprehensive road and public transport network. The municipality includes a mix of residential, commercial and industrial spaces, which provides a high-level of amenity and services (including retail, health and education) that caters to a unique, culturally diverse population.

Economic activity, including local consumption, employment and investment, is driven by the Box Hill Metropolitan Activity Centre and network of Major Activity Centres and Neighbourhood Activity Centres. These are key assets that will help drive future economic development and support residents, workers, businesses and visitors.



169,346

Current Population
2021

+41,392

Projected Population
Growth 2036

\$20.5b

Economic Output 2022

\$5.3b

Regional Export Value
2022

77,921

Local Jobs 2022

18,959

Registered Businesses
2022

Economic Development Framework

Vision

“The Whitehorse economy is innovative, sustainable and inclusive: a place where community and business thrive.”

Objectives

	Provide a collaborative approach to economic development.
	Grow visitation and visitor spend.
	Promote business growth and investment.
	Activate places for community connection and wellbeing.
	Increase local consumption within activity centres.
	Improve local employment outcomes for workers and businesses.
	Create an environmentally sustainable and resilient economy.

Themes

- 1 **Supporting a Productive & Innovative Business Community**
Providing support for the business community to encourage growth, productivity, and development.
- 2 **Supporting Activity Centres & Employment Precincts**
Supporting the employment precincts and activity centres that drive local consumption, support business activity, generate local job creation and provide services and amenity for residents.
- 3 **Visitor Economy Growth**
Driving visitor growth and enhancing the visitor experience, with a particular focus on international students and the visiting friends and relatives of migrant communities.
- 4 **Accessing a Skilled & ‘Job-Ready’ Labour Force**
Providing opportunities for residents of all backgrounds – through skills development and training – to join the local workforce.
- 5 **Enhancing Liveability Outcomes**
Maintaining and providing amenity, services, infrastructure, as well as leisure and recreation facilities that promotes community wellbeing, engagement, and connections.



Introduction

Project Background

The Whitehorse Investment & Economic Development Strategy (Strategy or I&EDS) guides economic growth priorities and actions for Whitehorse City Council over the five-year period between 2024 and 2028.

The information in this document is informed by independent research and analysis, as well as consultation with industry representatives, residents, local businesses, Council and Government stakeholders (see Appendix A for a summary of the consultation process).

This document is the second stage of the I&EDS development, building on the findings and outcomes of the Community and Industry Engagement Report and Economic Analysis Report, completed in 2022 and 2023.

These documents helped to identify the following themes for investment and economic development in Whitehorse, which have formed the basis for this Strategy:

- Supporting a productive and innovative business community;
- Supporting activity centres and shopping precincts;
- Visitor economy growth;
- Accessing a skilled and job ready labour force; and
- Enhancing liveability outcomes.

Strategy Development and Approach

The Strategy recognises that a healthy economy supports all residents. This includes people of all:

- Ages;
- Socio-economic backgrounds;
- Abilities;
- Multicultural communities;
- Genders and sexualities; and
- Aboriginal and Torres Strait Islanders.

Council are committed to promoting equity through our work and seek to enhance the economic participation of people of all genders. We will conduct gender impact assessments on all policies, programs and services, developed as part of this strategy as per the Gender Equality Act 2020.

The I&EDS was developed through a staged approach and the preparation of the following outputs:

STAGE 1

Economic Analysis Report (2022 and updated in 2023)

Provides an overview of the key demographic and economic trends for the City of Whitehorse.

Community & Industry Engagement Report (2022)

Highlights findings of the extensive consultation with community, industry and government stakeholders to identify the issues and opportunities relating to economic development in Whitehorse and ensure that the Strategy reflects local values and considers industry needs.

STAGE 2

Investment & Economic Development Strategy (2023)

Summarises the issues and opportunities identified during Stage 1 and includes a strategic Economic Development Framework that sets the future directions to support economic development.



Local Government's Role

According to the Victorian Government, the role of local economic development is to:

“Build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment generation (Victorian Government, 2016)”

This is supported by the following core economic development functions that are typically adopted across Local Government:

1. Supporting the Existing Business Base.
2. Attracting New Businesses and Jobs.
3. Promoting Liveable and Sustainable Communities.
4. Growing the Visitor Economy¹.

Economic development requires a holistic, whole of government approach that can be achieved through an overarching Economic Development Strategy with clear objectives and measurable actions that align with community and industry needs.

¹Annual Performance Measures of Local Economic Development in Victoria, Urban Enterprise and EDA, 2016.

Background & Context

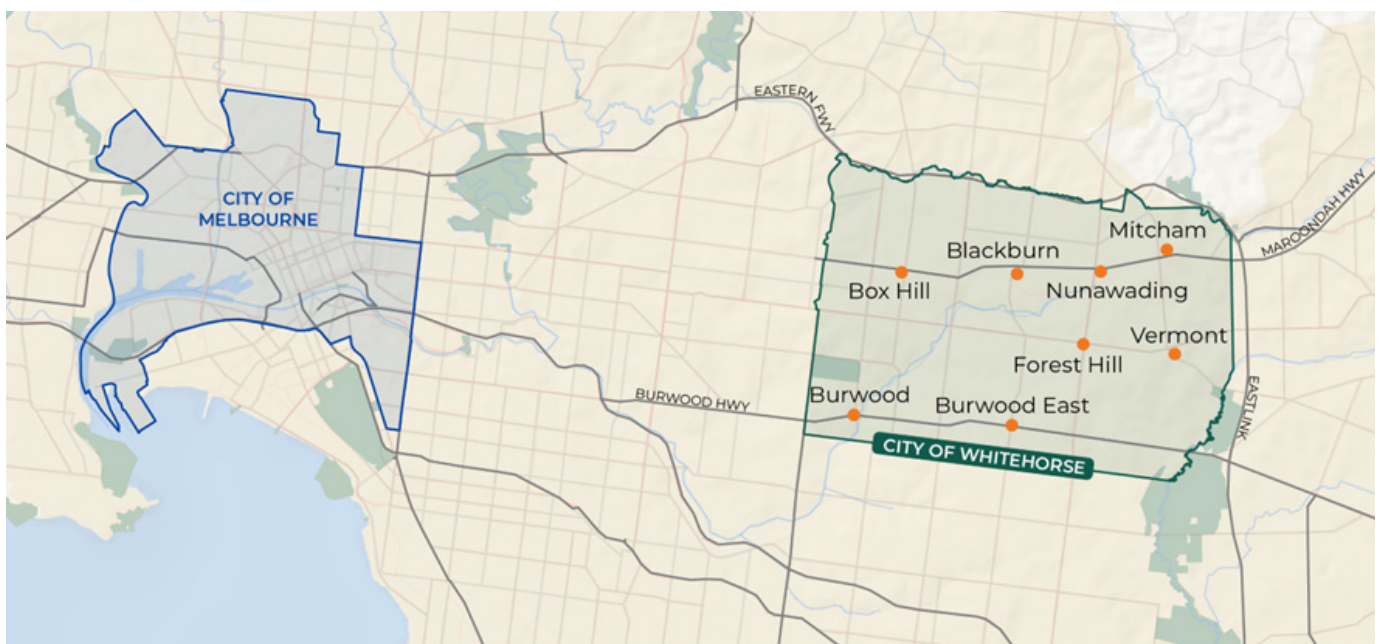
The City of Whitehorse is a major commercial and residential municipality located in Melbourne's east, approximately 15 km from Melbourne's CBD (see Figure 1). The municipality is a mix of quiet residential streets and vibrant activity centres. Residents and businesses are supported by a range of quality facilities, services and amenity, including major retail centres, higher education and vocational education and training providers, as well as state of the art health care facilities.

Major economic and employment areas, including the Box Hill Metropolitan Activity Centre, Major Activity Centres (Nunawading², Burwood East-Tally Ho, Burwood Heights and Forest Hill Chase) and industrial precincts, are significant drivers of local consumption, business growth and investment attraction in the region.

Whitehorse is a unique municipality that includes a culturally and linguistically diverse (CALD) population, highly liveable suburbs, as well as a comprehensive transport network including roads and public transport, that promotes access for businesses, workers and residents.

It will be important for future economic development to leverage these strengths, help the municipality to respond to external economic challenges, whilst also maintaining Whitehorse's unique identity.

Figure 1. City of Whitehorse



Source: Urban Enterprise, 2022

²The Nunawading Activity Centre incorporates the MegaMile.

Key Assets, Economic and Employment Areas

Figure 2 (overleaf) illustrates the key economic and employment areas across the municipality. These areas provide key services and amenity to residents, workers and visitors, as well as supporting business activity, local consumption and economic development opportunities in Whitehorse.

Key assets and precincts for Whitehorse include the following:

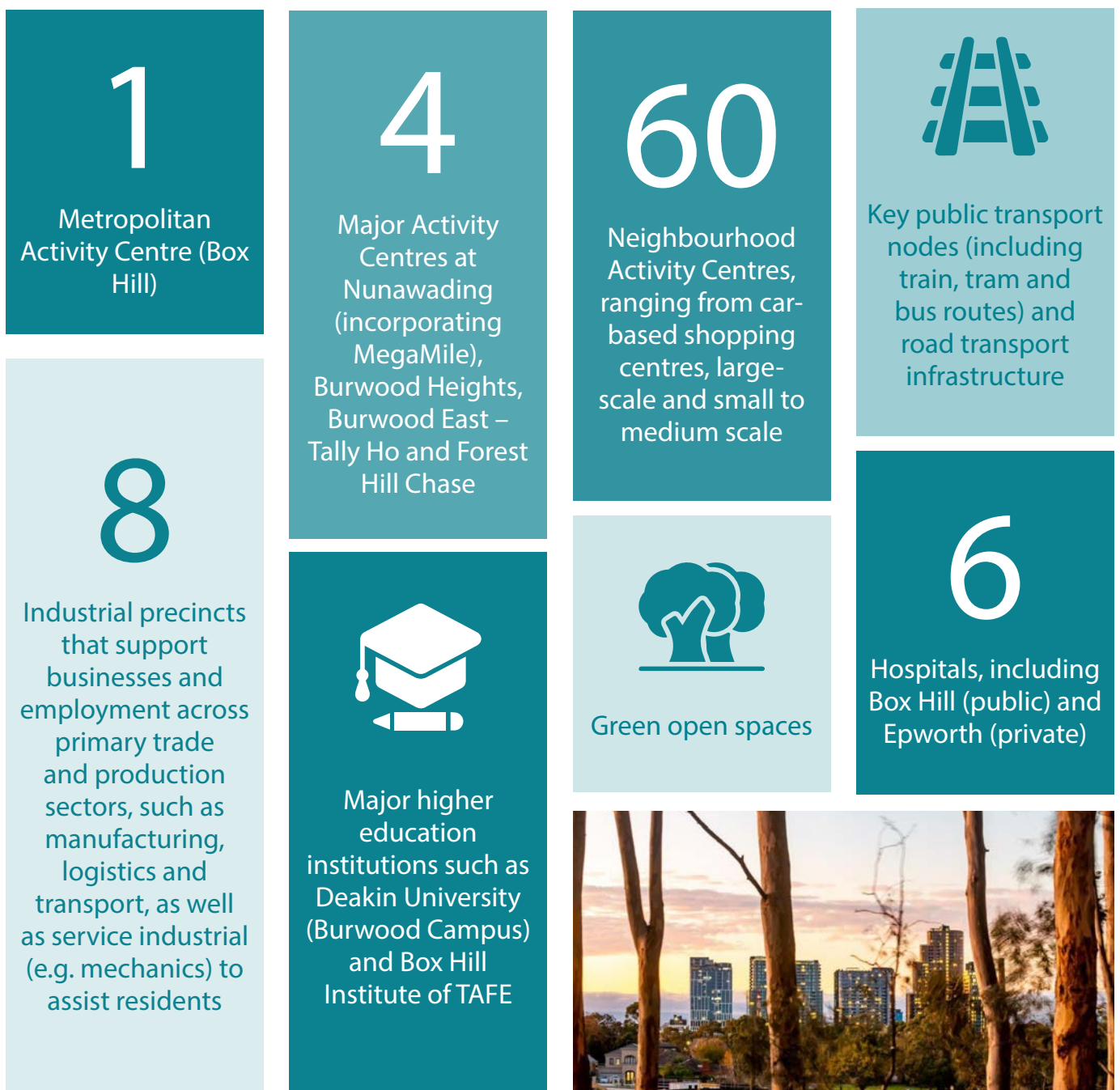
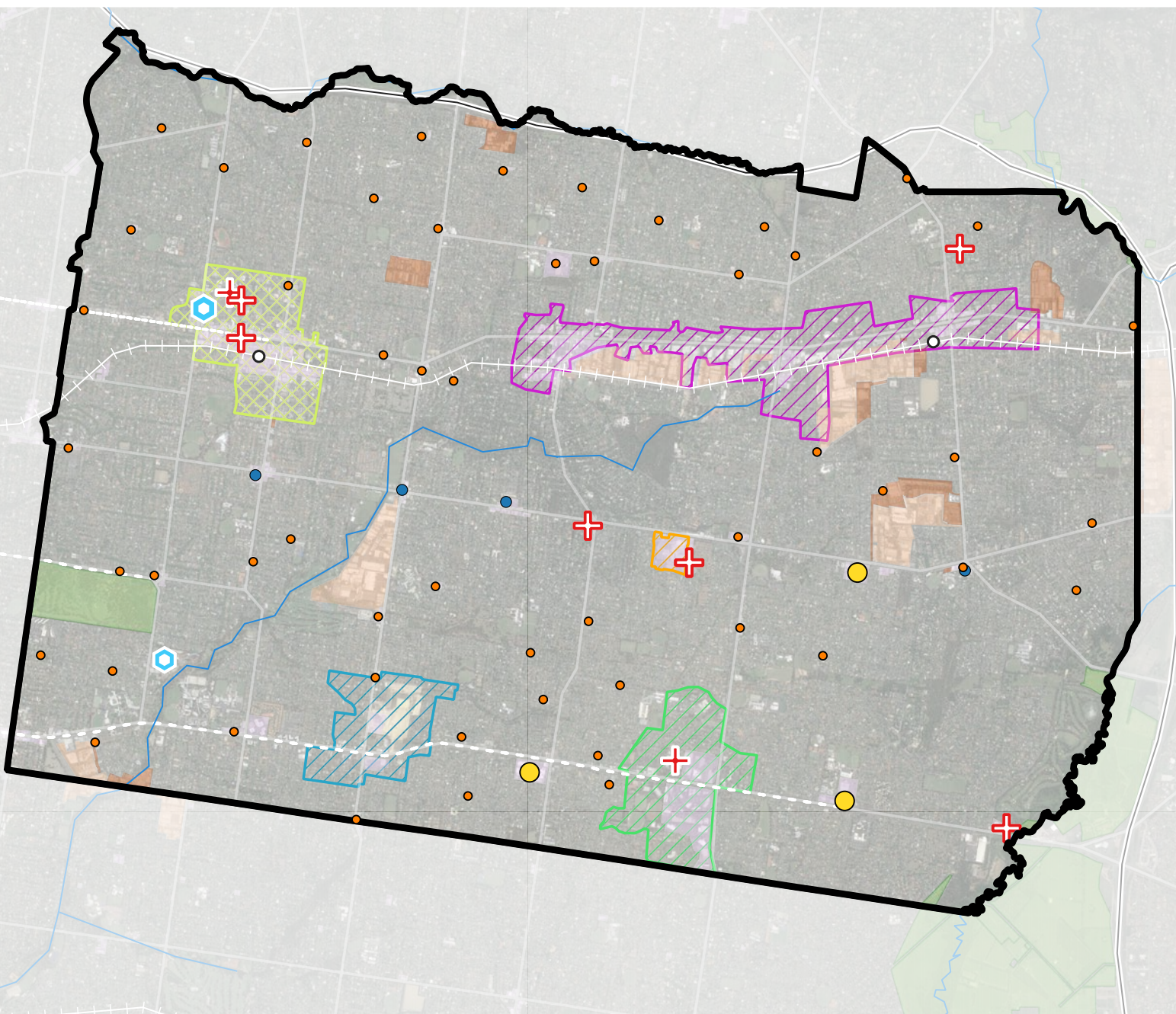
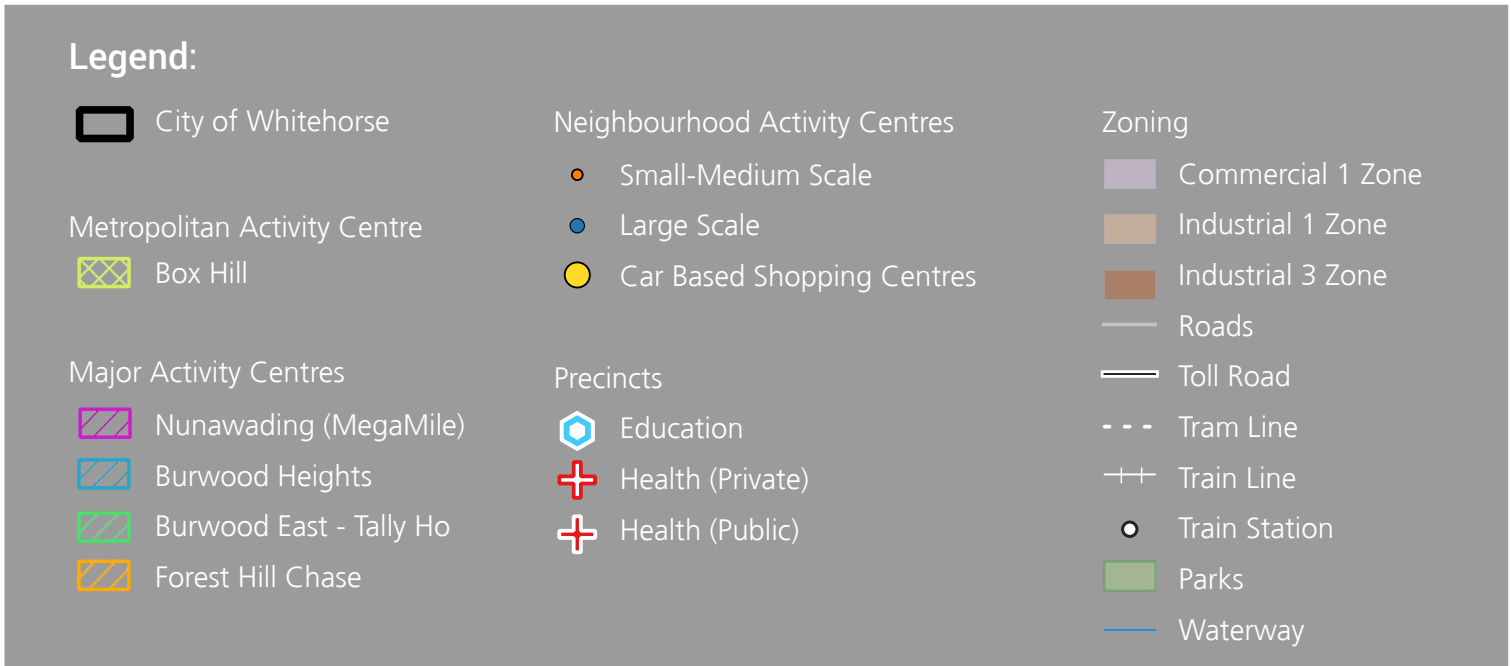


Figure 2. Whitehorse Economic and Employment Areas



Macroeconomic Context

The future growth and development of the Whitehorse economy will continue to be heavily influenced by the following external economic factors. These are likely to shape the short and long-term decision-making for residents, workers and businesses within the municipality.



Workforce Shortages

- Impacting business operations for consumer-facing industries and social services
- Impacting Healthcare, Hospitality, Construction, Manufacturing



Construction & Housing Market

- Supply-side constraints (materials and labour)
- Rising construction costs
- Softening demand in residential and non-residential property



Global Economic Uncertainty

- Price volatility of commodities
- Business and consumer fatigue (war, lockdowns, etc.)
- Supply shortages (inc. fuel, energy and tradeable goods)



Impacts of Climate Change

- Promotion and adoption of environmentally sustainable practices (e.g. circular economy)
- Managing economic impacts of extreme weather events (e.g. black outs, unsafe working conditions, public transport disruptions)
- Working with community and industry to help meet State net zero emissions targets by 2045



Cost of Living Pressures

- Rising inflation and interest rates
- Reducing commercial and business activity
- Decreasing discretionary income and consumer confidence



Transition of Retail

- Outlook for household consumption is unclear (following strong demand post-COVID)
- Shift in consumer behaviour towards e-commerce
- Growth of 'buy local' campaigns



Growth of Advanced Manufacturing

- More innovative manufacturing methods to increase sectoral competitiveness and produce goods locally
- Emerging trends including robotics and advanced technology requires highly skilled workers



Innovation & Technology

- Increasing use of data and technology – by both Councils and businesses
- Improving the efficacy of operations and decision-making



COVID-19 & Changing Work Practices

- Rise of remote and flexible working arrangements
- Increasing demand for co-working spaces
- Transition to innovative business practices
- Continued uncertainty on business operations and workforce



Growing Demand for Healthcare

- An ageing population will increase demand for healthcare and aged-care services
- Subsequent growth in healthcare-related spending and workforce requirements

Policy Context

As part of Stage 1, Urban Enterprise examined over 30 local, regional, state and national strategies and policy documents that are considered relevant to economic development in Whitehorse. This helped identify existing and future work that can be leveraged to achieve economic development outcomes. The complete list of documents reviewed are outlined in Appendix B, with further detail included in the Community and Industry Engagement Report (2022).

The key strategic documents influencing the future of economic development in Whitehorse include the Community Vision and Council Plan, which are detailed as follows:

Local Government Act (2020)

This document contains overarching principles that must be considered by Council with regard to economic development decision-making. This includes:

- Priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted; and
- Regional, state, and national plans and policies are to be taken into account in strategic planning and decision making.

Whitehorse 2040 Community Vision

The vision for the Whitehorse Community, as outlined in the Whitehorse 2040 Community Vision, is as follows:

“Whitehorse is a resilient community where everyone belongs. We are active citizens who value our natural environment, history and diversity. We embrace sustainability and innovation. We are dynamic. We learn, grow and thrive.”



Whitehorse City Council Plan 2021-25

The Whitehorse City Council Plan 2021-25 guides Council's approach to working with the community, key stakeholders and other levels of government to achieve the community vision. This includes the following seven strategic objectives:

Strategic Direction 1	An innovative Council that is well led and governed.
Strategic Direction 2	A thriving local economy with high quality accessible education opportunities.
Strategic Direction 3	A culturally rich, diverse, creative and inclusive community.
Strategic Direction 4	A built environment that encourages movement with high quality public places.
Strategic Direction 5	Sustainable climate and environmental care.
Strategic Direction 6	An empowered collaborative community.
Strategic Direction 7	A safe and healthy community.

Whilst all objectives will be considered in the development of the I&EDS, the most relevant to economic development is Strategic Direction 2: A thriving local economy with high quality accessible education opportunities, which is supported by the following objective:

“Council will support and advocate for a diverse range of businesses, to facilitate local investment, education and employment opportunities.”

Victorian Government Housing Reforms

The Victorian Government's housing strategy includes a suite of documents and initiatives designed to address housing challenges. This introduces several initiatives and reforms to help ensure housing supply can meet demand and facilitate the supply of more social housing and other affordable housing.

Key initiatives relevant to the City of Whitehorse includes:

- Encouraging a mix of uses, including residential developments, in activity centres and employment precincts;
- Promoting housing affordability, access and choice to support residents and workers own or rent housing in the municipality; and
- Increasing supply of social and affordable housing for residents and workers in need.



Economic Development Governance Structure

The following table outlines the current governance structures responsible for delivering economic development and tourism in relation to the Whitehorse Local Government Area.

At a local level, economic development and tourism functions are shared across Council and independent business groups.

Council and supporting local organisations are encouraged to maintain ongoing relationships with regional, state and national level entities to ensure alignment with broader priorities and initiatives. This collaboration is important to promote local projects and initiatives, particularly through attracting funding for investments and infrastructure in the region to support economic growth.

Table 2. Whitehorse Economic Development and Tourism Governance Structure

FEDERAL LEVEL
<p>Austrade</p> <p>The Australian Trade and Investment Commission (Austrade) helps grow Australia's prosperity by focusing on trade and investment attraction opportunities, as well as the long-term, sustainable growth of the visitor economy (via its Tourism Research Australia branch).</p>
<p>Department of Industry, Science and Resources (Business.gov.au)</p> <p>Business.gov.au is a whole-of-government website for the Australian business community. It provides information, grants, services and support from across Government to support businesses.</p>
STATE LEVEL
<p>Visit Victoria</p> <p>The primary tourism and events organisation for the Victorian Government and is involved in research and advocacy, as well as domestic and international marketing.</p>
<p>Invest Victoria</p> <p>Invest Victoria is the State Government's investment attraction agency.</p>
<p>Business Victoria</p> <p>Business Victoria is a comprehensive online resource that delivers a number of programs and services to support Victorian businesses to start, run and transform their business.</p>
REGIONAL LEVEL
<p>Eastern Region Group (ERG)</p> <p>A representative regional body comprising Whitehorse, Knox, Manningham, Maroondah and Yarra Ranges. The ERG works collaboratively on issues of common significance, importance and priority through advocacy, integrated planning, shared services and joint procurement to benefit communities of the eastern metropolitan region.</p>
<p>Committee for Melbourne</p> <p>Committee for Melbourne is an apolitical, not-for-profit, member-based organisation that brings together over 150 organisations from Greater Melbourne's business, academic and community sectors who have a passion for shaping Melbourne as a leading global city in the world's fastest-growing region, the Asia-Pacific.</p>
LOCAL LEVEL
<p>Whitehorse City Council</p> <p>Whitehorse's Investment & Economic Development Unit focuses on improving quality of life for people living, working, studying and visiting the City. Council manages the wBiz services and communications including business support and investment and development facilitation initiatives.</p>
<p>Business Groups</p> <p>A number of independent member-based business groups run networking events and provide professional development to local businesses. These groups also advocate to various levels of government on behalf of businesses.</p>

Major Projects

There is a significant number of public and private sector infrastructure projects that are planned, underway or have recently been completed in the City of Whitehorse.

Major infrastructure projects provide significant benefits across the construction lifecycle, including the planning, design, development and operational phases. This includes direct and flow-on economic stimulus through employment creation and additional output generated across a range of industries, as well delivering community-based outcomes.

A review of current major projects in Whitehorse, shows almost \$100 million worth of major projects, in addition to the \$200 billion Suburban Rail Loop (SRL) Project. The following summarises several large infrastructure projects expected to impact the Whitehorse economic and community: The SRL will deliver a new 90km orbital rail line across Melbourne's middle suburbs from Cheltenham to Werribee, connecting Victorians to jobs, retail, education, health services and each other. The areas around the SRL stations are expected to attract significant investment and catalyse new local employment and housing opportunities.

Suburban Rail Loop

Type: State Government

Total Project Investment: \$35 billion (SRL East)

Timeline: Expected completion 2035 (Cheltenham to Box Hill)

The first stage of the project (SRL East) will run between Cheltenham and Box Hill and includes two new stations in Whitehorse at Box Hill and Burwood. The new underground station at Box Hill will be one of the busiest and most well-connected stations in Melbourne, helping transform the area into a major economic and employment centre. While the new underground station at Burwood will deliver better access to Deakin University for thousands of staff and students and support significant change and investment across the suburb. The station will also deliver benefits to the surrounding industrial and business precincts, as well as schools and small businesses.

The State Government anticipates that SRL will lead to an additional 25,000 jobs in Box Hill (+106%) and 12,500 jobs in Burwood (+109%) by 2056. The structure planning process for each of the six precincts along the SRL East alignment (including Box Hill and Burwood) will guide future planning and land use.

North East Link

Type: State Government

Total Project Investment: \$20 billion

Timeline: Expected completion 2028

North East Link (NEL) will complete the missing link between an upgraded Eastern Freeway and the M80 Ring Road, and is the largest investment in a road project in Victoria's history.

While NEL will take up to 15,000 trucks off local roads in northern suburbs resulting in reduced travel times for freight and associated industries, it is predicted to increase traffic along north-south arterial roads within Whitehorse. NEL is expected to reduce travel times by up to 35 minutes across the project corridor. NEL is predicted to increase accessibility to Whitehorse from surrounding municipalities, particularly from the north and east, however the widening of the Eastern Freeway is at the expense of highly valued public open space and vegetation.



The Round (Whitehorse Performing Arts Centre)

Type: Local Government

Total Project Investment: \$78 million

Timeline: Completed, open October 2023

Construction of The Round to include a 626-seat auditorium, 200-seat studio for smaller scale works, multipurpose rehearsal/dance studio, function centre, soundshell and improved car parking.

Sportlink Development

Type: Local Government

Total Project Investment: \$8.6 million

Timeline: Completed

The Sportlink redevelopment includes the construction of a roof over the outside courts that will transform the appearance and usage of the stadium's outdoor area. Additional features will also be added to the outdoor courts, including an upgraded acrylic court surface and new and improved lighting.

Box Hill Central Redevelopment

Type: Private

Total Project Investment \$377 million

Timeline: Expected completion 2030

Vicinity Centres are planning to revitalise Box Hill Central, transforming 5.5 hectares in the centre of Box Hill into a world class mixed-use and retail precinct supporting more than 6,000 workers and 3,800 residents by 2030.

This will include:

- 3,350 sqm of new public space featuring a town square, amphitheatre and street extensions;
- A 25-level commercial office building in the heart of the town centre, next to Box Hill train station; and
- A 48-level residential building with 366 apartments, 7,000sqm of office space and retail on the ground level trading onto a revitalised main street.³

³<https://www.vicinity.com.au/about-us/newsroom/vicinity-news/approval-on-plans-for-box-hill-central-redevelopment>



City of Whitehorse Population & Economy

The data included in this section has been compiled by Urban Enterprise from a combination of sources, including: Profile REPLAN, ABS Census data, the Victorian Valuer-General, Spendmapp and Tourism Research Australia. More detailed information on the Whitehorse population and demographic characteristics is included in the Economic Analysis Report (2023).

Demographic Profile

Current Population 2021

169,346

Projected Population 2036

210,738 +41,392

Socio-Economic Profile



Country
of Birth

- 1 Australia 55%
- 2 China 13%
- 3 India 4%

Language Spoken at Home

- 1 English only 56%
- 2 Mandarin 16%
- 3 Cantonese 6%

SEIFA Score 2016
(Ranking)¹

1,049 12th

Ranking within
Victorian LGAs
(out of 79)



4.3%

Unemployment
Rate June 2022

Housing & Dwelling Profile

Dwelling Growth

▲ 15,546

2021 to 2036

Dwelling Type

-
- 62% Separate House
 - 38% Townhouses & Apartments

Tenure

- 1 Fully Owned 36%
- 2 Mortgage 32%
- 3 Private Renting 29%

Top Household Composition

- 1 Couples with Children 34%
- 2 Lone Person 25%
- 3 Adult Couples without Children 25%

Property Market Indicators

(2015 to 2021 average annual
growth)

Sales
Houses



2,000
▼ 2.7%

Apartments



1,719
▼ 5.6%

Median Prices
Houses



\$1.4m
▲ 5.0%

Apartments



\$773k
▲ 5.1%

¹ The Socio-Economic Index for Areas (SEIFA), developed by the ABS, measures the relative level of socio-economic advantage and disadvantage for a defined area. A score higher than 1,000 (the national average) reflects a lower level of disadvantage.

Key Demographic Trends

- Whitehorse has recorded moderate population growth over the past five years. While projected growth in population (and dwellings) is expected to continue at relatively slow rates, high growth rates are forecast in the Box Hill area, which will impact localised demand for housing, services and infrastructure.
- Strongest growth is projected for older cohorts (70+ years) to 2036, followed by younger couples and family cohorts (30-39 years).
- Whitehorse has a culturally diverse population, which impacts the needs and expectations of the community. This provides challenges for Council in encouraging community engagement and inclusivity.
- High median house and apartment prices and declining property sales reflect low levels of housing availability and affordability, which is a barrier for resident and worker attraction.
- Maintaining the relatively high-level of socio-economic advantage and ensuring community outcomes align with economic growth (e.g. income, employment, education) will be a key priority for Council.

Economic Profile

\$11.0b

Gross Regional Product 2022

\$20.5b

Economic Output 2022

Top Industries by Output



1 Construction 14% (\$2,855m)



2 Rental, Hiring & Real Estate Services 11% (\$2,192m)



3 Manufacturing 10% (\$2,048m)



77,921

Local Jobs 2022

27%

Job Containment Rate

Top Industries by Employment



1 Health Care & Social Assistance 22% (17,330)



2 Education & Training 14% (10,741)



3 Retail Trade 10% (7,745)



18,959

Registered Businesses 2022

62%

Non-Employing Businesses

Business Counts by Industry 2022



1 Professional, Scientific & Technical Services 16% (3,114)



2 Construction 15% (2,811)



3 Rental, Hiring & Real Estate Services 12% (2,242)



675,720

Total Visitation 2022



\$241m

Total Visitor Expenditure 2022

2,269

Tourism Jobs

\$377m

Tourism Output

Purpose of Visit

46% Visiting Friends & Relatives

24% Other Reasons (inc. medical & education)

18% Business

11% Holiday

Key Economic Trends

- The Whitehorse economy is driven by public sector and knowledge-based industries (public administration, health and education), as well as professional services and population-driven industries (retail, hospitality, construction).
- Another specialisation is industrial sectors (manufacturing, wholesale trade and transport + logistics), which are supported by the industrial precincts.
- Whitehorse provides an important source of labour for the Melbourne CBD and inner-metro suburbs – with 70% of resident workers commuting outside the municipality for work.
- The large proportion of micro/small businesses will require ongoing support to promote business resilience, investment and growth.
- The visitor economy is driven by the Visiting Friends and Relatives (VFR) and international market, given the high proportion of CALD communities and higher education and vocational education and training (which supports international students).



Economic Development Framework

The following outlines the strategic framework for Whitehorse City Council to guide economic development and sustainable growth. This information is drawn from a combination of background research, policy review and stakeholder consultation outcomes, which are outlined in detail in the Economic Analysis and Consultation Reports completed in Stage 1 of the strategy development process.

Vision

The vision for economic development in Whitehorse is informed by the Whitehorse 2040 Community Vision and Council Plan.

“The Whitehorse economy is innovative, sustainable and inclusive: a place where community and business thrive.”

Objectives

The following objectives will support the economic development vision and help frame the future priorities and directions for the municipality.



Provide a collaborative approach to economic development.



Grow visitation and visitor spend.



Promote business growth and investment.



Activate places for community connection and wellbeing.



Increase local consumption within activity centres.



Improve local employment outcomes for workers and businesses.



Create an environmentally sustainable and resilient economy.

Themes

The economic development themes, which are explored below, include the relevant strategic considerations and project opportunities that align with the objectives and vision for the economy. These themes are used to inform the directions and actions for Council and relevant stakeholders over the next five years.



Themes

1

2

3

Supporting a Productive & Innovative Business Community

Providing support for the business community to encourage growth, productivity, and development.

Supporting Activity Centres & Employment Precincts

Supporting the employment precincts and activity centres that drive local consumption, support business activity, generate local job creation and provide services and amenity for residents.

Visitor Economy Growth

Driving visitor growth and enhancing the visitor experience, with a particular focus on international students and the visiting friends and relatives of migrant communities.

Strategic Considerations

- Targeted Support for Non-Employing Businesses and Small to Medium Enterprises
- Collaborate with higher education and vocational education and training institutions to support future industries
- Identify suitable and diverse industries that could be attracted to Whitehorse
- Encourage business training, collaboration and networking
- Encourage business sustainability
- Encourage a genuine mix of uses in Major and Metropolitan Activity Centres
- Support strategic investment in industrial precincts
- Leverage major State Government infrastructure projects
- Identify and support the strategic roles of the Activity Centres
- Foster business collaboration amongst precinct traders
- Support for placemaking and activation
- Investment in products and experiences that enhance the visitor experience
- Leveraging activity centres to support visitor attraction
- Develop unique arts and cultural activities and events
- Support the international student market
- Provide consistent and coherent marketing, branding and promotion of City of Whitehorse



4

Accessing a Skilled & 'Job-Ready' Labour Force

Providing opportunities for residents of all backgrounds – through skills development and training – to join the local workforce.

- Identify workforce shortages and encourage workforce attraction
- Workforce training programs
- Leverage the large migrant and CALD community
- Partner with education providers to grow youth employment and skills development



5

Enhancing Liveability Outcomes

Maintaining and providing amenity, services, infrastructure, as well as leisure and recreation facilities that promotes community wellbeing, engagement, and connections.

- Promote community engagement and inclusivity
- Maintain access to essential services, employment opportunities and housing
- Develop unique arts and culture experiences
- Efficient and effective transport infrastructure
- Provide high-quality recreational product and community infrastructure

Council Role

To guide the delivery of the projects identified in this Strategy, it is intended that Council's role may be to lead, partner or support/advocate. Projects may be delivered in partnership with government and/or the private sector and in addition, funding contributions (either in full or part) may be required to deliver certain projects.

Council Role & Description

Lead

The projects and initiatives for which Council has direct responsibility and accountability.

Partner

Those projects Council can support and help shape through partnerships with the community, other levels of government and industry.

Support/Advocate

Relate to projects and initiatives where Council advocates and/or supports other stakeholders to take action.

THEME 1

Supporting a Productive & Innovative Business Community

Providing support for the business community to encourage growth, productivity and development, is a key priority identified by stakeholders. As the economy undergoes transition post-COVID, combined with global economic uncertainty, it is important that there are opportunities for existing businesses, as well as new businesses, to develop, collaborate, innovate and contribute to economic and employment growth.

Enhancing the sustainability of the business community was also identified as an important outcome, to ensure that future business activity aligns with the environmental goals of Whitehorse.

Potential Performance Measures

Relevant Council Plan Indicators

- › Number of incoming and outgoing business enquiry responses
- › Percentage increase of Council procurement from local business

Additional Indicators/Performance Measures

- › Increase in the level of participation and attendance at training, networking and mentoring events/forums
- › Increase in number of businesses in Whitehorse, including social enterprises
- › Increase in reach of business communications (e.g. Wbiz website, social media, e-newsletter etc)
- › Increase in local business expenditure associated with Think Local, Buy Local campaigns
- › Increase in local consumption (and reduction in 'escape' spend)
- › Satisfaction rating for Council's investment and economic development programs



Strategic Considerations

Targeted Support for Non-Employing Businesses and Small to Medium Enterprises (SMEs)

Supporting the large volume of non-employing businesses and SMEs– including through engagement, communication, promotion, networking and training – to promote business resilience, productivity and growth.

Collaborate with higher education and vocational education and training institutions to support future industries

Identify opportunities to leverage existing organisations, such as higher education and vocational education and training, to attract new, advanced industries that focus on technology and innovation.

Identify suitable and diverse industries that could be attracted to Whitehorse

Target diverse industry sectors that are suited to Whitehorse to support investment, employment growth and diversity. Consideration should include global trends and emerging, innovative industries that could be attracted to Whitehorse.

Industry attraction could be supported by leveraging the rise in remote working and home-based businesses, as well as capitalising on the recent movements of businesses seeking to decentralise/re-locate away from the Melbourne CBD.

Encourage business training, collaboration and networking

A more connected and collaborative business community that engages with Council, industry bodies and other businesses, is vital to business development and the creation of a thriving industry base.



Encourage business sustainability

A more sustainable business base, through promotion and adoption of circular economy practices, will support environmental objectives and help improve business efficiency and productivity.

Project Opportunities

Project #	Project Name & Description	Link to Objectives
Council Role: Lead		
1.1	<p>Business Communication Program</p> <p>Continue to implement the Business Communication Program, including ongoing and one-off communication with local businesses through a range of platforms.</p>	 
1.2	<p>Think Local Buy Local Program</p> <p>Continue 'Think local buy local' program to encourage purchases at local businesses.</p>	 
1.3	<p>Local Procurement Policy</p> <p>Ensure Council procurement processes adopt a 'triple bottom line' approach and continue to support local businesses, as well as the local social and environmental objectives.</p>	 
1.4	<p>Internal Engagement Plan</p> <p>Develop an internal engagement plan that guides Council's interaction and partnerships with Government and Industry.</p>	
1.5	<p>Business Concierge</p> <p>As part of the 'Better Approvals' project, the Business Concierge will work across multiple departments as a central point of contact, to attract and support businesses to obtain the regulatory permits they need to start up and grow.</p>	 
1.6	<p>Business Development</p> <p>Continue to provide businesses with opportunities to learn and grow including through Council's small business mentoring service.</p>	   

Project #	Project Name & Description	Link to Objectives
Council Role: Partner		
1.7	<p>Business Support</p> <p>Continue to support Business Groups and Chambers of Commerce to facilitate b2b connections, which will facilitate information sharing and provide business support.</p>	
1.8	<p>Connecting Businesses with the Higher Education and Vocational Education and Training Sector</p> <p>Facilitate connections between higher education and vocational education and training and large businesses (e.g. health care, manufacturing) to promote innovation, commercialisation of R&D and industry/employment attraction.</p>	
1.9	<p>Business Incubator and Coworking Space</p> <p>Support existing and emerging start-up business incubators and co-working spaces for entrepreneurs, digital enterprises, social enterprises, etc.</p>	
1.10	<p>Social Enterprise Policy</p> <p>Implement the Social Enterprise Policy and explore partnerships with local organisations to encourage the development of social enterprises within Whitehorse.</p>	
1.11	<p>Migrant Investment and Settlement Program</p> <p>Establish a pilot program that targets CALD business migrants seeking re-location to Australia to establish and operate local businesses.</p>	

Project #	Project Name & Description	Link to Objectives
Council Role: Support/Advocate		
1.12	<p data-bbox="323 633 978 663">Aboriginal and Torres Strait Islander Business Support</p> <p data-bbox="323 680 1161 752">Promote and encourage Aboriginal and Torres Strait Islander Social Enterprises and businesses to operate in the Whitehorse community.</p>	
1.13	<p data-bbox="323 837 874 866">Business Sustainability and Circular Economy</p> <p data-bbox="323 887 1145 992">Elevate Council’s commitment to environmental sustainability and creating a local resilient economy by considering dedicating a ‘Sustainable Business and Circular Economy Officer’ to:</p> <ul data-bbox="347 1003 1145 1193" style="list-style-type: none"> <li data-bbox="347 1003 1145 1093">• Promote programs and training aims at educating businesses in Whitehorse about the principles and practices of the circular economy. <li data-bbox="347 1104 1145 1193">• Support businesses to adopt resource efficiency, energy and emission reduction practices, and guidance on sustainable waste management. 	

THEME 2

Supporting Activity Centres & Employment Precincts

Local shopping precincts and large activity centres were identified as critical assets for the community and economy. They are key attributes for the City that drive local consumption, support business activity, generate local job creation and provide services and amenity for residents.

Therefore, supporting activity centres and shopping precincts are important for economic development in Whitehorse. They provide unique economic and social benefits, including a sense of place and community.

Potential Performance Measures

Relevant Council Plan Indicators

- › Number of business support initiatives delivered in retail precincts

Additional Indicators/Performance Measures

- » Vacancy rates for retail properties
- » Increase in local consumption (and reduction in 'escape' spend)
- » Number of place activations generated by community and business groups
- » Satisfaction rating with placemaking initiatives
- » Increase in investment attraction and facilitation activity - includes investment enquiries, input into major projects etc.



Strategic Considerations

Encourage a genuine mix of uses in Major and Metropolitan Activity Centres

As the key driver of economic and employment outcomes in the municipality, encouraging industry diversity (e.g. retail, hospitality, office, health, education, community, entertainment, etc.) will foster investment across a range of sectors to support residents, workers and visitors.

Support strategic investment in industrial precincts

Appropriate development and planning for industrial precincts can help support future investment across primary industries and trade, which is a competitive advantage for Whitehorse. This should consider the appropriate activation of industrial areas that interface with residents, to ensure current and future uses support liveable communities and encourage local investment and employment.

Leverage major State Government infrastructure projects

The SRL provides a significant opportunity for Whitehorse to generate long-term economic growth through the development of structure plans surrounding the new Box Hill and Burwood stations. The SRL project will help to enhance the role of these precincts as a key commercial and transport hub, to benefit businesses and the local economy.

Identify and support the strategic roles of the Activity Centres

Future strategic planning should help maximise the specific growth opportunities relevant to each activity centre (and employment precinct), to meet the needs of the key businesses and consumers.

This could be enhanced through the identification of clustering opportunities to create/ maintain future areas of strength and support business investment and workforce attraction.

Foster business collaboration amongst precinct traders

Shopping precincts will be enhanced through increased collaboration and partnerships across businesses, as they could coordinate local activities (including events and promotion) to increase utilisation and grow precinct trading.

Support for placemaking and activation

This is an important concept for economic development, as it helps to create a 'sense of place' and identity for precincts, through amenity improvements and provision of enabling infrastructure. This supports activation of these economic areas and is designed to support community utilisation, increase dwell time, stimulate local consumption and business activity.

Project Opportunities

Project #	Project Name & Description	Link to Objectives
Council Role: Lead		
2.1	<p>Local Law Review</p> <p>Review relevant local laws to facilitate and enhance business and economic development opportunities (e.g., footpath trading).</p>	 
2.2	<p>Neighbourhood Activity Centre Public Streetscape Improvements</p> <p>Continue to deliver the priority program of streetscape and asset investments outlined in the Neighbourhood Activity Centre Public Streetscape Improvement Plan.</p>	 
2.3	<p>Special Rate and Charge Schemes</p> <p>Facilitate the feasibility, review and renewal of retail special rate and charge schemes (for activity centres) as per the Special Rate and Charge Scheme in Commercial Precincts and Centres Policy 2014.</p>	  
2.4	<p>Activity Centre Structure Plan Reviews</p> <p>Undertake the following activity centre structure plan reviews and associated planning controls to maximise economic opportunities, guide future land use and provide for changing community needs:</p> <ul style="list-style-type: none"> Tally Ho Nunawading MegaMile and Mitcham <p>Supporting the SRLA with the structure planning for Box Hill and Burwood.</p>	 
2.5	<p>Investment Facilitation Strategy and Prospectus</p> <p>Prepare a strategy and supporting advocacy document to attract industry and government investment at key economic areas, focusing on activity centres and industrial precincts. Consideration should be given to opportunities generated by SRL development, the NEL and municipal structure planning projects.</p>	
2.6	<p>Placemaking Framework</p> <p>Develop an internal placemaking framework, that clearly defines internal roles and responsibilities for placemaking initiatives and programs in activity centres.</p>	   

Project #	Project Name & Description	Link to Objectives
2.7	<p>Whitehorse Industrial Strategy</p> <p>Update the Whitehorse Industrial Strategy to identify current and future demand for industrial land, issues and opportunities for each industrial precinct, as well as the strategic role of industrial land in the municipality, with consideration of the communities in neighbouring residential areas. This should align with and draw from directions and strategies outlined in the Melbourne Industrial and Commercial Land Use Plan (MICLUP).</p>	 
2.8	<p>Strategic Property Program</p> <p>Utilise the Strategic Property Program to drive activity and improve economic and community outcomes in key activity centres through optimal utilisation of Council land.</p>	  
Council Role: Partner		
2.9	<p>Placemaking Projects</p> <p>Identify future placemaking projects and spaces for placemaking to activate key activity centres, including initiatives that enhance the public realm (e.g. public art) and increase local utilisation.</p>	    
2.10	<p>Inter-Council Collaboration</p> <p>Collaborate with the Eastern Region Group of Council (ERG) to form strategies and actions to manage projected growth targets for the region.</p>	
2.11	<p>Collaborate with Health Partners</p> <p>Collaborate with industry leaders to realise the economic potential of Box Hill, with an emphasis on the health precinct as a key destination.</p>	 
Council Role: Support/Advocate		
2.12	<p>SRL Economic Development Role</p> <p>Work with the State Government to advise on the local impacts of SRL proposals, programs and initiatives, including the impacts to Council's placemaking, arts and cultural services.</p>	   
2.13	<p>SRL Business Support</p> <p>Advocate to State Government to monitor and provide strong support for businesses, employees and customers displaced by SRL, in accordance with the Small Business Engagement Guidelines.</p>	

THEME 3

Visitor Economy Growth

The visitor economy was recognised as an important component of the broader economy and provides a significant contribution to many businesses. In particular, the large contingent of international students, as well as visiting friends and relatives of migrant communities, drives the local visitor economy.

Providing ongoing support for tourism will help the industry to recover from the impacts of COVID, support a more diverse economic base and promote expenditure and employment across the municipality.

Potential Performance Measures

Relevant Council Plan Indicators

- › Number of business support initiatives delivered in retail precincts

Additional Indicators/Performance Measures

- » Increase in visitor expenditure
- » Increase in visitor satisfaction with tourism offerings (cultural tour pilot)
- » Increase in tourism related jobs



Strategic Considerations

Investment in products and experiences that enhance the visitor experience

Growth in the visitor economy could be achieved through investment in products and experiences that enhance the visitor experience and grow Whitehorse's status as a visitor destination. Council can support (and advocate for) private sector investment – including the provision of commercial accommodation – to meet the needs of existing visitors and future target markets.

Leveraging activity centres to support visitor attraction

Activity Centres across Whitehorse attracts a large volume of spend in the region and provides significant amenity to support the visitor base (including non-locals). These areas provide unique and high-quality food, retail and entertainment experiences, which are key drivers of visitation and local consumption.

Develop unique arts and cultural activities and events

Harnessing the diversity of the Whitehorse community to establish unique arts and cultural activities and events, which can provide a point of difference to attract visitors to the area and grow cultural tourism. This could help establish Whitehorse as an arts and culture destination within Metropolitan Melbourne.

Support the international student market

The international student market provides significant value to the visitor economy, through direct expenditure as well as flow-on benefits to a range of industries (including transport, retail, hospitality, etc.). Supporting the growth of international students, following the decline of this market during COVID, and ensuring these visitors are integrated in the community and contribute to the economy, is critical for the future growth of the local visitor economy.

Provide consistent and coherent marketing, branding and promotion of City of Whitehorse

Servicing the visitor base, through targeted and contemporary information on the range of available products and activities, will support visitor activity and drive visitor yield.

It is critical that marketing activities outline the unique value proposition of Whitehorse, caters to existing and potential target markets, and is strategically promoted across a range of relevant communication platforms (e.g. traditional and social media).

Project Opportunities

Project #	Project Name & Description	Link to Objectives
Council Role: Lead		
	Visitor Economy Plan	
3.1	Prepare a Visitor Economy Plan for the City of Whitehorse, identifying industry strengths, gaps and investment opportunities to cater to domestic and international target markets, enhance the visitor experience and increase the value of the visitor economy.	 
	Visitor Economy Monitoring and Promotion	
3.2	Conduct regular monitoring and evaluation of the economic contribution of the visitor economy to Whitehorse (including impact on local consumption, output and jobs) to promote the importance of the sector to the community and industry. This should capture the importance of both domestic and international markets to economic activity.	 
	Event Framework	
3.3	Conduct a review of the event framework to ensure clarity, accessibility, and user-friendliness in both the application and delivery processes. Maintain support mechanisms including grants, that align with overarching goals to attract and enable events.	 
	Visitor Information Services Review	
3.4	Review current visitor information services and prepare an updated official visitor guide and supporting collateral that showcases key visitor attractions, services, businesses and provides maps for visitors (inc. materials in different languages to cater to international students and CALD visitors).	
Council Role: Partner		
	Cultural Food Tours	
3.5	Partner with local groups to pilot cultural food tours in Box Hill to promote local food businesses, encourage residents to explore these businesses and reinforce Box Hill's status as a cultural food hotspot in Melbourne.	 

THEME 4

Accessing a Skilled and 'Job-Ready' Labour Force

Having access to a skilled workforce is critical to economic development in Whitehorse. Business productivity and growth are often dependent on recruiting skilled employees that are 'job ready'. This also allows for effective business operations and provision of services to meet the needs of residents and visitors.

Potential Performance Measures

Relevant Council Plan Indicators

- › Number of programs facilitated in collaboration with higher education and vocational education and training
- › Number of people participating in trainee apprenticeships at Council

Additional Indicators/Performance Measures

- » Increase in the number of local jobs
- » Increase in the number of higher education and vocational education and training and training apprenticeships



Strategic Considerations

Identify workforce shortages and encourage workforce attraction

Having a sufficient supply of skilled labour is critical to business growth and economic development, particularly as businesses are facing challenges with attracting and retaining workers.

Ongoing collaboration between Council and industry, government and employment providers are critical to address workforce issues. This should focus on the specific workforce/skills challenges in Whitehorse, as well as the needs of workers, to help identify future opportunities and solutions for both businesses and jobseekers.

Workforce training programs

Leveraging the private sector to initiate training programs for the local labour force to promote up-skilling and professional development. This could include engagement with local employment service providers to identify the issues that are common across the labour force and developing strategies to address specific skills shortages.






Leverage the large migrant and CALD community

The large proportion of migrants and CALD residents in Whitehorse provides opportunity for Council to support the attraction of a skilled migrant workforce to meet industry needs. Council could facilitate this through partnerships with industry representatives, government as well as community groups.

Partner with education providers to grow youth employment and skills development

The presence of education facilities in Whitehorse can help support skills development to meet workforce needs. Ongoing meetings with local secondary and higher education and vocational education and training institutions can help to identify opportunities to further develop skills across younger aged cohorts (particularly in line with industry needs).

Project Opportunities

Project #	Project Name & Description	Link to Objectives
Council Role: Lead		
4.1	<p>Inclusive Employment Program</p> <p>Implement the Inclusive Employment Program to provide work experience and student placements to residents from diverse backgrounds and/or people who experience or are likely to experience barriers to employment.</p>	
Council Role: Support/Advocate		
4.2	<p>Skills Training</p> <p>Support and promote education and training providers in the region to provide skills training for local jobseekers and employees.</p>	 
4.3	<p>Jobseeker Support</p> <p>Promote tools and resources to support local jobseekers, including diverse residents from the CALD community, which could focus on:</p> <ul style="list-style-type: none"> • Migrant Information Centre Jobs Victoria Mentor Employment Service (Box Hill); • Jobs Victoria tools and resources (e.g. Jobs portal, training and development to build resumes, improve interview skills, etc.); • Workforce Australia specialist support for CALD participants; and • Engaging with CALD-focused employment providers. 	
4.4	<p>SRL and NEL Employment Opportunities</p> <p>Work with the State Government to provide employment opportunities for local residents through major state government projects (e.g. SRL and NEL) including those from disadvantaged groups and diverse CALD backgrounds.</p>	

THEME 5

Enhancing Liveability Outcomes

Maintaining a high-quality of life in Whitehorse is key enabler of economic development and a core value for residents. This includes provision of amenity, services, infrastructure, as well as leisure and recreation facilities that promotes community wellbeing, engagement and connections. Promoting community outcomes (through increased liveability) will support the economic inclusion of residents, which includes increased access to employment opportunities and participation in local economic activity.

With a large culturally and linguistically diverse community, ensuring economic outcomes align with community needs and aspirations is critical to support long-term growth.

Potential Performance Measures

Relevant Council Plan Indicators

- › Percentage gap between the Greater Melbourne

and Whitehorse LGA unemployment rates

Additional Indicators/Performance Measures

- › Increase in the number of community events permits on Council land
- › Improved community satisfaction levels



Strategic Considerations

Promote community engagement and inclusivity

Supporting the engagement and inclusivity of all residents, with a focus on CALD, youth, women and gender-diverse communities as well other disadvantaged communities, will support growth outcomes across Whitehorse. Providing support to overcome social issues could be achieved through supporting/partnering with community organisations as well as promoting existing programs and resources.

As residents are more engaged and connected to the community, this will support economic participation through employment and business activity.

Maintain access to essential services, employment opportunities and housing

Social equity is achieved through providing ongoing access to quality services, employment opportunities and infrastructure (including housing). This will promote community health and wellbeing, which supports the economic inclusion of residents by providing opportunities for employment and local consumption.

Develop unique arts and culture experiences

Developing arts and culture experiences, particularly through community events, exhibitions and theatre performances, to showcase the diverse cultures and communities that are unique to Whitehorse.

This could be supported through community engagement, as well as utilisation of The Round.

Efficient and effective transport infrastructure

Traffic congestion was identified as a barrier for economic development, particularly relating to the accessibility of key Activity Centres, which impacts the community as well as local businesses.

The provision of quality road and public transport, as well as access to alternative transport options (e.g. active transport), will help promote access to these employment areas and support economic activity. This should also consider the opportunities and challenges from SRL development and maintaining access during project construction and operation.


Provide high-quality recreational product and community infrastructure

The provision of recreation and community infrastructure, such as sport/recreation facilities, open spaces and community centres, are key drivers of community development – including through increased engagement and supporting health and wellbeing outcomes.

This helps drive economic activity through enabling delivery of sports and community events, and promotes utilisation of recreational areas, which increases access to supporting local businesses across Whitehorse.

Project Opportunities

Project #	Project Name & Description	Link to Objectives
Council Role: Lead		
5.1	<p>Open Space Strategy</p> <p>Deliver the open space strategy to manage and improve the quality and provision of open space to enhance amenity for current and future residents.</p>	
5.2	<p>Facilities Activation</p> <p>Promote the use of Council facilities (e.g. The Round) for community events, seminars and functions.</p>	
5.3	<p>Social and Community Infrastructure Plan</p> <p>Finalise and implement findings from the Social and Community Infrastructure Plan.</p>	
5.4	<p>Play Space and Social Recreation Action Plan</p> <p>Deliver the Play Space and Social Recreation Action Plan and implement its findings.</p>	
5.5	<p>Recreation Masterplans</p> <p>Deliver masterplans for recreation facilities in Whitehorse, including facilities of regional economic importance (Box Hill City Oval and Strathdon House).</p>	
5.6	<p>Integrated Transport Strategy</p> <p>Develop a new integrated transport strategy for Whitehorse, incorporating and replacing the current Integrated Transport Strategy, the Road Safety Strategy and the Cycling Strategy into one consolidated Strategy.</p> <p>This would also address the significant changes to the Transport network within Whitehorse and align with the State Government Major Transport Projects such as SRL and NEL.</p>	

Project #	Project Name & Description	Link to Objectives
Council Role: Support/Advocate		
5.7	<p data-bbox="323 622 644 649">SRL Community Advocacy</p> <p data-bbox="323 674 1062 775">Work with the State Government to ensure the SRL structure plans include additional community infrastructure required for growing communities, e.g. open spaces.</p>	



Appendices

Appendix A:Local Insights

A rigorous consultation process was undertaken to inform the community and industry engagement report (see table below).

Further detail regarding engagement undertaken can be found in the Community and Industry Engagement Report.

Consultation Summary

Engagement Activity	Description
Industry & Community Survey 84 participants	1 online survey open for 6 weeks
Project Reference Group Workshop 10 participants	1 online workshop with representatives from: <ul style="list-style-type: none"> • Deakin University • Box Hill Institute • Epworth Eastern • Asian Business Association of Whitehorse • Saward Dawson • Health Ability • Frasers Property Australia • World Vision • Whitehorse Business Group
Community Pop-up Sessions 70 participants	4 community pop up sessions located at: <ul style="list-style-type: none"> • Brentford Square • Britannia Mall • Box Hill Mall (Mandarin and Cantonese interpreters present) • Blackburn Station Craft Market
Small Business Focus Groups 17 participants	<ul style="list-style-type: none"> • 3 online focus group sessions • 1 in-person focus group session in Box Hill (Mandarin and Cantonese interpreters present)
Council 47 participants	<ul style="list-style-type: none"> • 1 workshop with Executive Leadership Team • 1 presentation to Councillors • 3 workshops with Council Staff
Presentations 62 participants	<ul style="list-style-type: none"> • 1 presentation at the Whitehorse Business Group Economic Development Breakfast • Deakin Economic Update seminar

Appendix B: Strategy and Policy Documents

State

- Creative State, 2025
- DJPR Strategic Plan, 2021-25
- Plan Melbourne, 2017-50
- Infrastructure Victoria 30-year Strategy
- Victorian Visitor Economy Recovery and Reform Plan, 2021
- Victorian Visitor Economy Master Plan Directions Paper, 2022
- Experience Victoria, 2023
- SRL Precinct Discussion Paper, 2023

Regional

- Eastern Region Group of Councils Strategic Plan, 2021-25
- Eastern Region Group of Councils: Employment in the East, 2022
- Melbourne East Regional Plan, 2020
- Metropolitan Partnerships – Eastern Metro Region, 2018
- Inner Metropolitan Melbourne Local Jobs Plan, 2021

Local

- Whitehorse 2040 Community Vision
- Council Plan, 2021-25
- Health and Wellbeing Plan, 2021-25
- Arts & Cultural Strategy, 2014
- Recreation Strategy, 2015-2024
- Retail Strategy Review, 2010
- Industrial Precinct Review, 2019
- Policy for Special Rate/Charge Schemes in Retail/Commercial Precincts or Centres, April, 2014
- Review of Box Hill Metropolitan Activity Centre, 2018
- Box Hill Metropolitan Activity Centre to 2036 Draft Structure Plan, 2021
- Box Hill MAC Integrated Transport Strategy, 2020
- Industrial Strategy, 2011
- Open Space Strategy
- Integrated Transport Strategy, 2011
- Cycling Strategy, 2016
- Climate Response Strategy 2023 - 2030
- Climate Response Plan 2023 - 2026
- Rubbish to Resource Waste Management Strategy, 2018-2028
- Urban Forestry Strategy, 2021-2031
- Investment & Economic Development Strategy, 2014-19 & 2020-22
- Box Hill Activity Centre Demand Report, 2019

