

# Kingston's Economic Development Strategy Action Plan

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## Year 1 (2024-2025)

The Action Plan is a targeted, one-year implementation plan for delivering on the Economic Development Strategy. Actions are grouped under strategies under each of the four themes of the Strategy. For each one, the Council departments and teams responsible for the action are nominated. Some actions are linked to specific key performance indicators (KPIs).

A new Action Plan will be developed each year so that Council's approach to delivering on the Economic Development Strategy remains relevant and responsive.

These actions are dependent on regular Council budgeting processes, particularly those that require resources beyond the current operational budget. Some may be spread over several years.

### Theme 1: Strong local economy

No.	Council action	Lead Department
<b>Strategy 1.1 Guide the transition of the traditional industrial sector with emerging industry 4.0 trends.</b>		
1.1.1	Provide business leaders with workshops and online tools to enhance their knowledge and understanding of the digitalisation process and how it can be applied to their business operations.	City Economy & Innovation
1.1.2	Upskill businesses through the development and promotion of online resources to increase digital literacy.	City Economy & Innovation
<b>Strategy 1.2 Develop as an inclusive economy with accessible pathways to local employment.</b>		
1.2.1	Implement initiatives by working with Youth Services and relevant stakeholders to link businesses and young people in training and jobs. [KPI: Two related projects in year one]	City Economy & Innovation
1.2.2	Advocate for inclusive employment opportunities within local businesses through practical support to develop inclusive employment pathways, providing capacity-building tools and programs.	City Economy & Innovation
1.2.3	Support the actions of the Youth Strategy 2023-2026 to ensure young people have access to local education, training, and employment pathways.	Family Youth & Children Services
1.2.4	Implement the All-Abilities Action Plan 2024-25 actions to improve access and inclusion for people with disabilities.	Inclusive Communities
1.2.5	Explore and coordinate an innovation initiative for young people to solve local challenges through technological advancements such as AI and robotics.	City Economy & Innovation
1.2.6	Deliver and evaluate a community leadership program that aims to enhance the leadership skills of women and people from diverse backgrounds.	Inclusive Communities
1.2.7	Review library services to develop and deliver a set of programs which are inclusive of the ageing population and focused on life-long learning.	Arts, Events & Libraries

No.	Council action	Lead Department
1.2.8	Explore and develop opportunities for the procurement of goods, services and works through engagement of Aboriginal and Torres Strait Islander businesses and other social enterprises.	Procurement and Contracts
1.2.9	Continue to deliver the work ready program to equip young people with skills and knowledge for employment.	Family Youth & Children Services
1.2.10	Continue to deliver the financial literacy program to increase knowledge about how to be financially responsible.	Family Youth & Children Services
1.2.11	Continue to support young people to develop soft employability skills and gain hands on experience through fully funded short courses aligned to their interests.	Family Youth & Children Services
<b>Strategy 1.3 Support adaptation to the impacts of climate change, as well as taking advantage of decarbonisation and circular economy imperatives.</b>		
1.3.1	Facilitate and promote the Advisory System for Processing, Innovation and Resource Exchange Program (ASPIRE) with a renewed focus on waste products from industrial businesses and removing barriers to emissions reductions. <i>[KPI: Number of businesses using ASPIRE]</i>	City Economy & Innovation
1.3.2	Develop further sustainability, circular economy and low-carbon resources and education material for businesses, expanding on existing resources such as 'Sustainable transport in business'.	City Economy & Innovation
1.3.3	Support the transition of Council infrastructure and practices to be more sustainable, e.g. electric vehicle fleet.	City Strategy
1.3.4	Deliver the annual Sustainable Business Awards.	City Economy & Innovation
1.3.5	Promote and grow the Business Renewables Buying Group, enabling larger businesses to access 100% renewable energy.	City Economy & Innovation
1.3.6	Support the actions of the Climate and Ecological Emergency Response Plan to help achieve emissions reductions and a more sustainable and resilient economy.	City Strategy
1.3.7	Develop a Circular Waste Strategy and commence the first-year actions, to provide a contemporary waste service that maximises opportunities to recycle and divert waste from landfill.	City Works
1.3.8	Support electrification of Council buildings including an all-electric new aquatic and leisure facility to reduce corporate carbon emissions and contribute to Kingston's emission reduction target.	City Strategy
<b>Strategy 1.4 Facilitate local supply chain investment and procurement.</b>		
1.4.1	Promote the benefits of purchasing goods and services locally through 'buy local' campaigns and showcasing of local businesses and traders.	City Economy & Innovation
1.4.2	Facilitate the development of B2B networks to support industrial and commercial precincts and encourage supplier alliances and collaboration. <i>[KPI: Work in at least three separate industry sectors]</i>	City Economy & Innovation
1.4.3	Review Council's procurement policy to ensure best practice local procurement, strengthening local supply chains.	Procurement and Contracts

## Theme 2: Business location of choice

No.	Council action	Lead Department
<b>Strategy 2.1 Implement best-practice employment land policy and regulations.</b>		
2.1.1	Support the adoption and implementation of the Kingston Employment Land Use Strategy to managing the growth and development of commercial and industrial lands.	City Strategy
2.1.2	Develop and maintain a list of development-ready sites for potential investors and businesses.	City Economy & Innovation
2.1.3	Advocate for small lease holders and protections of businesses within Moorabbin Airport.	City Economy & Innovation
2.1.4	Advocate for Council's position on the Suburban Rail Loop Authority-led precinct planning process, including working alongside the Advisory Committee to ensure that the planning outcomes respond to the current and changing needs of the Kingston community.	City Strategy
2.1.5	Prioritise engagement with key land owners in Mordialloc as a catalyst to reviewing the Mordialloc Pride of the Bay Structure Plan.	City Strategy
2.1.6	Complete the exhibition of the draft Chelsea Structure Plan to provide the opportunity for broad community comment and feedback.	City Strategy
2.1.7	Explore and facilitate social and affordable housing opportunities with private developers and on key Victorian Government and Council-owned sites to increase the provision of social and affordable housing across the municipality in accordance with the Social and Affordable Housing Strategy (2020).	Inclusive Communities
2.1.8	Develop relationships with social housing providers to increase opportunities for social and affordable housing in Kingston in accordance with the Social and Affordable Housing Strategy (2020).	City Strategy
2.1.9	Commence preparation of a Planning Scheme amendment to implement the Kingston Employment and Commercial Land Use Strategy and provide a statutory framework for future land use change and development within the industrial and commercial precincts.	City Strategy
<b>Strategy 2.2 Nurture emerging entrepreneurs and build on a small business environment supportive of growth and development.</b>		
2.2.1	Develop a digital welcome pack for newly established businesses that provides details on Council's business services and a guide to current Local, State and Federal Government grants.	City Economy & Innovation
2.2.2	Ensure Council's role in the establishment of new businesses is simple and accessible. <i>[KPI: Customer satisfaction targets]</i>	City Economy & Innovation
2.2.3	Actively promote and offer the 'Business Wizardry' service to help guide and assist new businesses through the process of starting or growing a business. <i>[KPI: Support 20 businesses per quarter]</i>	City Economy & Innovation
2.2.4	Establish a new partnership with a business start-up provider to support local entrepreneurs.	City Economy & Innovation
2.2.5	Commence a review of the Footpath Activities Policy to ensure it meets the current and future needs of footpath users in the City of Kingston.	City Economy & Innovation

No.	Council action	Lead Department
<b>Strategy 2.3 Foster relationships between businesses to build skills and capacity.</b>		
2.3.1	Develop business-to-business relationships, raising awareness of local capabilities, skills and products.	City Economy & Innovation
2.3.2	Promote and facilitate the Mentor Partners Program between local business owners and mentors. <i>[KPI: Support 30 businesses enter the program in year one]</i>	City Economy & Innovation
2.3.3	Develop a Volunteer Strategy to increase community volunteering in Kingston.	Inclusive Communities
2.3.4	Establish a Kingston employment services network to pursue and enhance collaborative opportunities.	City Economy & Innovation
<b>Strategy 2.4 Promote the strengths and opportunities that Kingston offers.</b>		
2.4.1	Actively market Kingston's distinct centres and employment areas through updated branding and promotional materials.	City Economy & Innovation
2.4.2	Develop an Investment Prospectus that showcases Kingston's employment and activity centres and their unique offerings. <i>[KPI: Minimum of 5 activity centres]</i>	City Economy & Innovation

### Theme 3: Destination for experiences

No.	Council action	Lead Department
<b>Strategy 3.1 Sustainably grow the local night-time economy offer.</b>		
3.1.1	Support shops and restaurants/cafes to extend their opening hours and establish more outdoor seating areas. <i>[KPI: Engagement with a minimum of 20 key businesses]</i>	City Economy & Innovation
<b>Strategy 3.2 Continue to develop a compelling visitor offer with a strategic and integrated approach to showcase our unique attractions.</b>		
3.2.1	Implement an integrated marketing campaign that establishes a unique branding of the area and a greater online presence.	Advocacy, Engagement & Communications
3.2.2	Promote and sponsor community events that attract visitors to Kingston.	City Economy & Innovation
3.2.3	Complete the phase one community consultation for the Arts, Events and Libraries Strategy which will enhance the cultural experiences offered to the community.	Arts, Events & Libraries
3.2.4	Provide a range of cultural activities across Kingston for the community to enjoy and participate in, by presenting local, high quality, inclusive and engaging arts and cultural programs and events.	Arts, Events & Libraries
3.2.5	Develop the Kingston Arts Precinct Masterplan, encompassing Kingston Arts Centre, City Hall and surrounding area, to provide a strategic direction for creation of a contemporary, accessible, and flexible arts destination, unique in the south-east of Melbourne and beyond.	Arts, Events & Libraries

## Theme 4: Inviting and lively places

No.	Council action	Lead Department
<b>Strategy 4.1 Establish distinguished offers and differentiation that recognise and celebrate Kingston's centres and places.</b>		
4.1.1	Pioneer new 'ground up'/ 'co-design' place making opportunities that inspire and encourage community-led projects to foster greater site connection, empowerment, and ownership, with an emphasis on smaller but meaningful projects.	City Economy & Innovation
4.1.2	Continue to advocate for improved connectivity, open space and other place-based benefits as part of the level crossing removal program, to ensure a broad range of community benefits and a design outcome that responds to the local place.	City Strategy
4.1.3	Invest in the renewal of local shopping centres including Edithvale shopping strip to support the success of local businesses.	City Economy & Innovation
4.1.4	Implement Council's Advocacy Strategy (2023–26) including Advocacy Campaign Plans for 2024–25 to seek positive community outcomes on key projects.	Advocacy, Engagement & Communications
<b>Strategy 4.2 Prioritise safety, accessibility, and the health and wellbeing of people to ensure spaces can be enjoyed as intended.</b>		
4.2.1	Investigate the need for gender impact assessments to be undertaken for all the major centres to support better access and inclusion, and to influence future planning and development.	City Economy & Innovation
4.2.2	Facilitate the delivery of streetscape and amenity improvements under the Small Shopping Centre Improvement Plan, including Thames Promenade Shopping Centre.	City Economy & Innovation
4.2.3	Facilitate the design component of streetscape and amenity improvements under the Small Shopping Centre Improvement Plan, including Cavanagh Street Shopping Centre.	City Economy & Innovation
4.2.4	Review the future priorities for the Small Shopping Centre Improvement Plan.	City Economy & Innovation
4.2.5	Review perceptions of safety and lighting and the need for improvements in activity centres to allow people to safely experience aspects of the streetscape during both day and night.	City Economy & Innovation
4.2.6	Explore the development of an overarching Placemaking Framework to enhance the development of activity centres.	City Economy & Innovation
<b>Strategy 4.3 Build on existing successes by expanding digital reach, brand awareness, and flagship events.</b>		
4.3.1	Continue to build the momentum around signature flagship events that resonate with place, increase visitation, and further build brand recognition around commercial precincts.	City Economy & Innovation
4.3.2	Investigate the potential for improved branding and wayfinding in activity centres to better draw out the distinction and individuality of place.	City Economy & Innovation
4.3.3	Investigate the use of Instagram and other platforms to refresh and expand Kingston Business's digital presence and promotion of placemaking and other economic development initiatives.	City Economy & Innovation

No.	Council action	Lead Department
<b>Strategy 4.4 Balance placemaking investment and programming across the municipality to ensure all communities have access to high-quality, attractive places and activities.</b>		
4.4.1	Review number of initiatives/events and spending across the different precincts/wards of Kingston and identify where re-allocation of resources is needed.	City Economy & Innovation
<b>Strategy 4.5 Support collaboration and collective visioning and investment through internal capacity- building, knowledge-sharing, and strengthening of trader networks.</b>		
4.5.1	Internally review human resourcing to allow the placemaking portfolio to further expand to meet the needs of the municipality.	City Economy & Innovation
4.5.2	Establish an internal Kingston Council placemaking working group for a more strategic, whole-of-Council approach to placemaking.	City Economy & Innovation
4.5.3	Identify 'ambassadors' for each activity centre to co-lead in the development of placemaking plans and initiatives alongside Council.	City Economy & Innovation
4.5.4	Support the establishment of new or existing local trader groups to build capacity and economic uplift in centres.	City Economy & Innovation
<b>Strategy 4.6 Continue to liaise with government and business stakeholders to leverage major investments (e.g. Suburban Rail Loop and level crossing removals) for local benefit.</b>		
4.6.1	Engage with and support businesses impacted by level crossing removal projects in Parkdale and Mordialloc.	City Economy & Innovation