

# Draft Melton Employment and Industrial Strategy

City of Melton



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## Contents

Executive Summary .....	4
1.0 Melton Employment and Industrial Strategy .....	5
2.0 Policy Context .....	10
3.0 Our Community and Economy .....	17
4.0 An Economic Land Use Vision.....	20
Direction 1 Facilitate and Direct Industrial Growth .....	23
Direction 2 Boost Employment Growth .....	36
Direction 3: Prepare for Change .....	49
5.0 Precincts.....	53
Southern Precinct.....	54
Western Precinct .....	61
Melton Township Precinct .....	69
Northern Precinct.....	75
Diggers Rest Precinct .....	81
Appendices .....	86
Appendix 1: Out Metropolitan Economic Area .....	86
Appendix 2: Melbourne Airport Environs Overlay (MAEO).....	87



# Executive Summary

The City of Melton (CoM) is committed to growing a high value, diverse, sustainable and prosperous local economy as our population begins to approach 500,000 people by mid-century.

The *Melton Employment and Industrial Strategy* (the Strategy) provides a long term plan for achieving a job rich, sustainable and inclusive local economy. The Strategy encompasses 3 overarching directions.

## Direction 1: Facilitate Industrial Growth and Diversification

Our rapidly growing industrial sector is a major community asset and employer. We aim to support the growth and diversification of CoM's industrial sector by:

- ensuring there is a sufficient supply of industrially zoned land to sustain industrial expansion.
- providing long term investment certainty through the City of Melton Industrial Land Use Framework.
- advocating for infrastructure that will catalyse new economic activity and investment.
- promoting CoM as a location for creative, design and new economy skills that service the Western region's industrial sector.

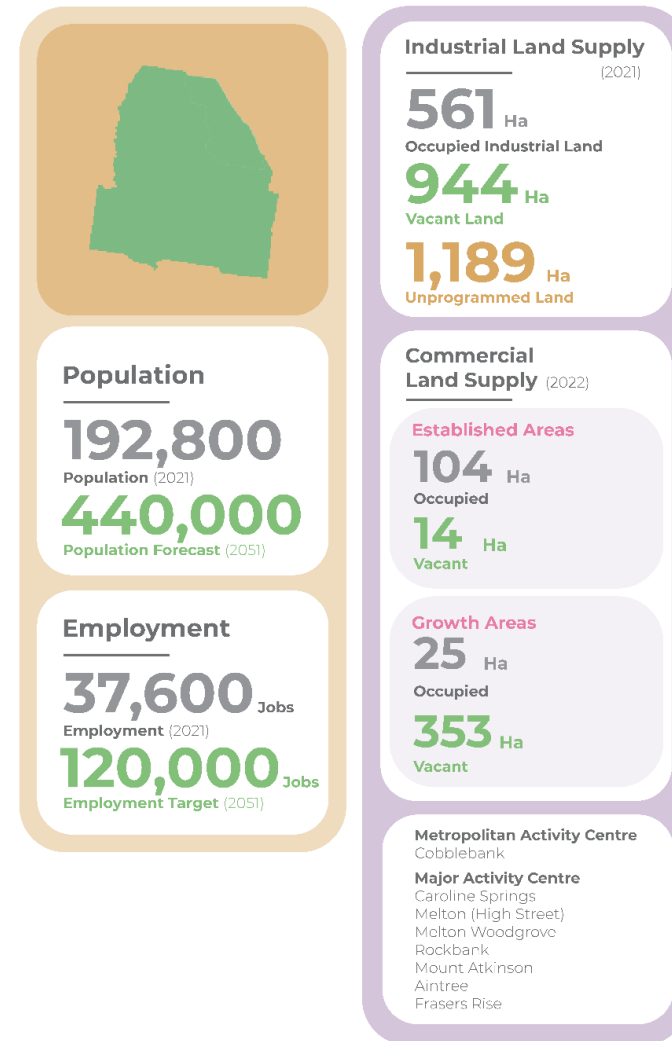
## Direction 2: Boost Local Employment Growth

We have a unique opportunity to facilitate and nurture a range of thriving economic locations that will welcome over 250,000 new residents over the coming decades. We aim to harness the economic benefits of growth by:

- integrating employment, housing, services and rapid transit to create a thriving Western Freeway Economic Corridor.
- directing new health, education and service investment to our new urban centres.
- ensuring our new urban centres are developed as Live Work Play environments.
- promoting the capacity of our local workforce capability to deliver services and knowledge intensive jobs.

## Direction 3: Prepare for Change

In preparing for the future, we need to ensure our land use settings support innovation, new mobility technology, new energy infrastructure and a low emissions future.



Source: Charter Keck Cramer (CKC), Forecast id, City of Melton Investment Attraction Strategy, Ernst & Young



## 1.0 Melton Employment and Industrial Strategy

### 1.1 Introduction

The *Melton Employment and Industrial Strategy* responds to the challenge of ensuring that the City of Melton's population growth is matched by local employment and economic growth.

To meet this challenge, we need to facilitate the institutional, investment, enterprise and workforce conditions to support a larger, more diverse and dynamic local economy with abundant high-value jobs. As we become a community approaching 500,000 residents by 2051, our community's work-life balance, environmental performance, social inclusiveness, and resilience will depend on the growth and dynamism of our local economy.

We have a growing and talented young workforce of over 87,000 workers, the majority of whom currently commute outside of our city to secure high-value work. As our workforce grows to over 220,000 workers by 2051, it's imperative that we become a high productivity, high employment community.<sup>1</sup>

Our growth challenges include:

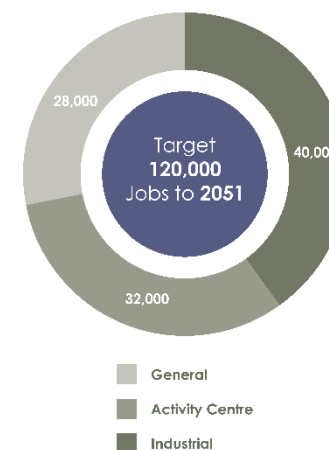
- ✦ **Workforce:** Our expanding workforce requires high-value local employment options. Boosting local employment is essential to the wellbeing, wealth, work-life balance, inclusivity and resilience of our community.
- ✦ **Infrastructure:** A dynamic and growing economy requires an array of strategically targeted transport and social infrastructure that connects jobs to people, and that catalyses and broadens the diversity and depth of our economy.
- ✦ **Floor Space Investment:** A community nearing 500,000 residents by mid-century will require extensive services and retail facilities. Our city needs ongoing economic floor space development.
- ✦ **Innovation:** Technology is changing every element of how people live, consume, connect and create. As a new community, we have the unique opportunity to harness the benefits of technology to create a more sustainable economy that founded on localised energy systems, low carbon movement, and circular economy systems.

### 1.2 Our Job Target

CoM aims to become a high productivity, high employment, self-sufficient community with over 120,000 jobs by 2051. CoM is off to a great start, adding over 12,500 jobs since 2016, which is broadly in line with our jobs target of approximately 2,750 new jobs per annum.

Our business sector is also expanding, since 2016, we have added over 1,600 new employing businesses which at 2022, total over 4,000 employing businesses. Our local employment self-sufficiency is also growing (the number of local jobs to local workers) which at 2021 was 43%.

Figure 1: Melton Additional Jobs Target to 2051



Source: City of Melton Investment Attraction Strategy, Ernst & Young

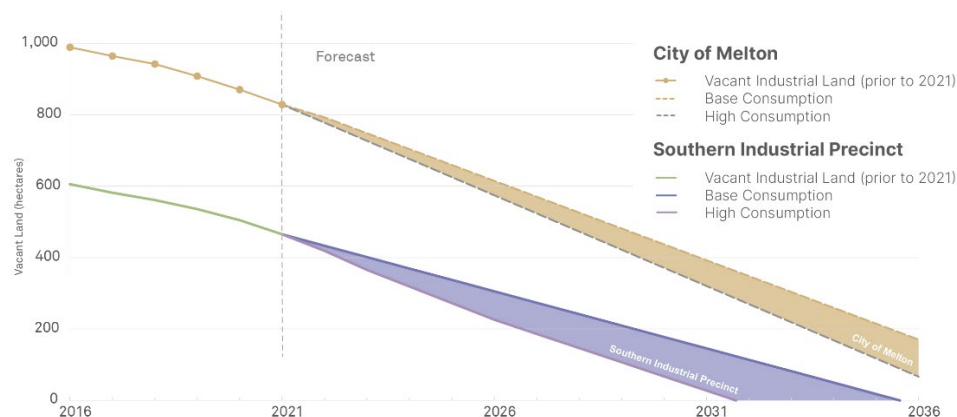
<sup>1</sup> Charter Keck Cramer Workforce Projection

### 1.3 Industrial Land Development

The CoM is one of Victoria's leading areas of industrial growth and investment. Year on year, the City's industrial footprint, workforce and scale of industrial development grows. Formerly farming areas in Ravenhall and Truganina (identified in this strategy as the Southern Precinct) are now contemporary business parks supporting the operations of national and international corporations with over 10,500 jobs.

As industry expands, we are facing a shortage of available industrial land. Zoned vacant industrial land in our main industrial area in the City's Southern Precinct is likely to be fully developed by the early 2030's.

Figure 2: Projected Consumption of Industrial Land CoM, Truganina and Ravenhall



Source: Charter Keck Cramer (CKC), adapted from Department of Transport and Planning (DTP) 2021

Growing our economy and local employment base entails supporting the ongoing growth of our industrial areas by:

- Supporting timely industrial land supply.
- Supporting the timely provision of foundational infrastructure including road, water and servicing infrastructure.
- Protecting industrial uses from encroachment and providing ongoing certainty in the use and development of industrial land.

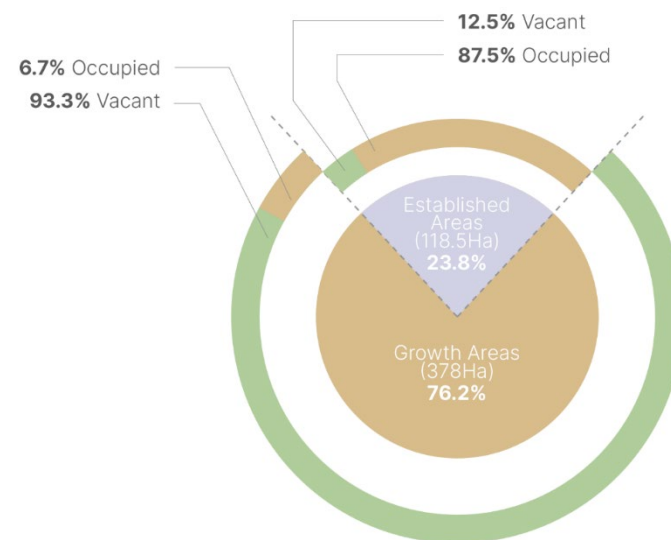
### 1.4 Commercial Land Development

In contrast to our industrial areas, vacant commercial land in the City's new town centres has to date attracted more limited investment. There is currently 378 hectares commercial land in the City's growth areas of which, at 2022, 25 hectares has been developed. The remaining land is vacant.

The long term outlook for commercial land development in the City's new communities is nonetheless highly favourable owing to:

- Projected population and household growth which will support substantial commercial, retail, hospitality, leisure, health and service demand.
- The prevalence of young and growing households. The median age of our growth area communities is 30 years.
- Above average educational attainment and incomes in growth area communities.
- The availability of well-located and abundant commercial land within new communities.
- Committed and proposed community, health care and transport infrastructure investment that will anchor ongoing private and public sector investment in new communities.

Figure 3: Occupancy of Commercial Land CoM 2022



Source: CKC

## 1.5 Municipal Precincts

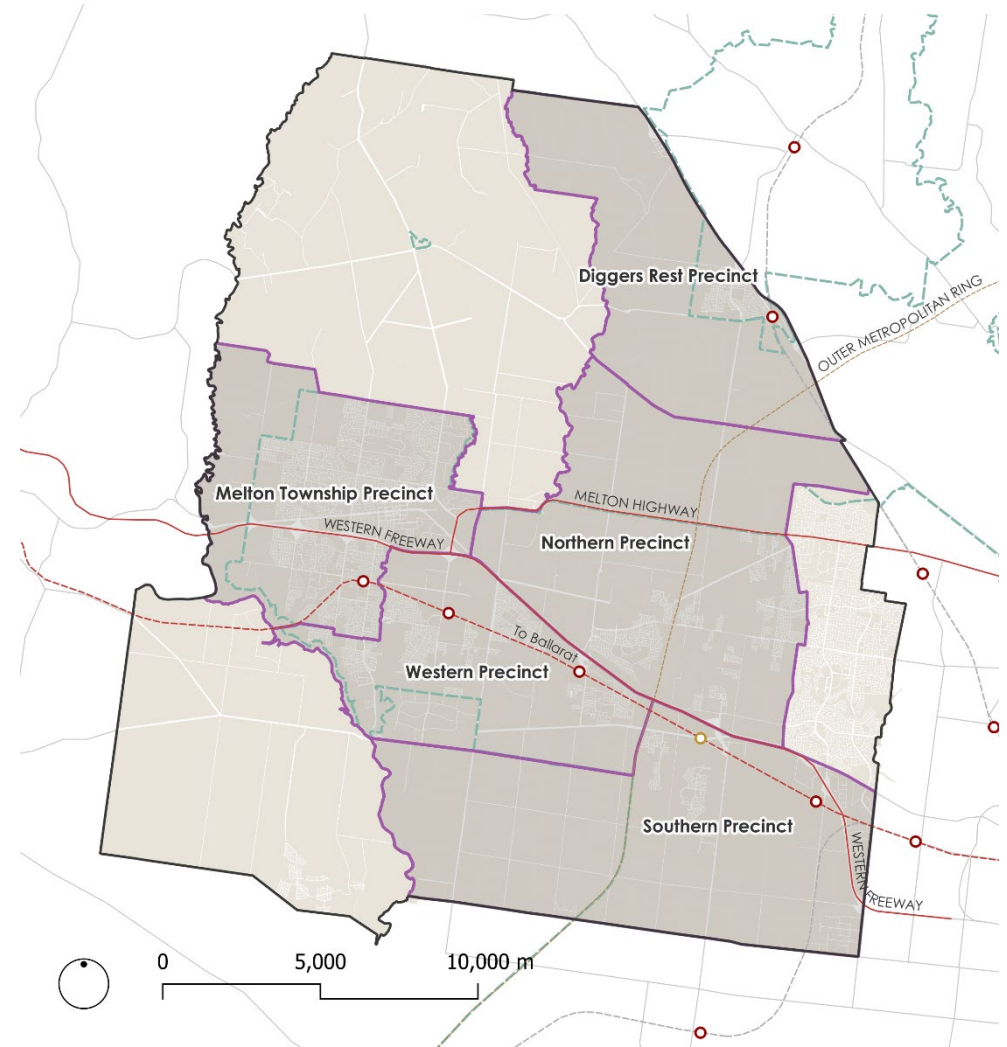
This Strategy provides land use and economic development directions and actions across CoM.

To support orderly planning and location specific investment and policy guidance the Strategy has identified municipal precincts focusing on CoM's growth areas.

The precincts are based on the agglomeration of precinct structure plan boundaries, Australian Bureau of Statistics (ABS) destination zone boundaries and the logical future planning of employment and industrial areas.

Detailed development directions for the Precincts are detailed in Section 5 of this Strategy.

Figure 4: CoM Municipal Precincts



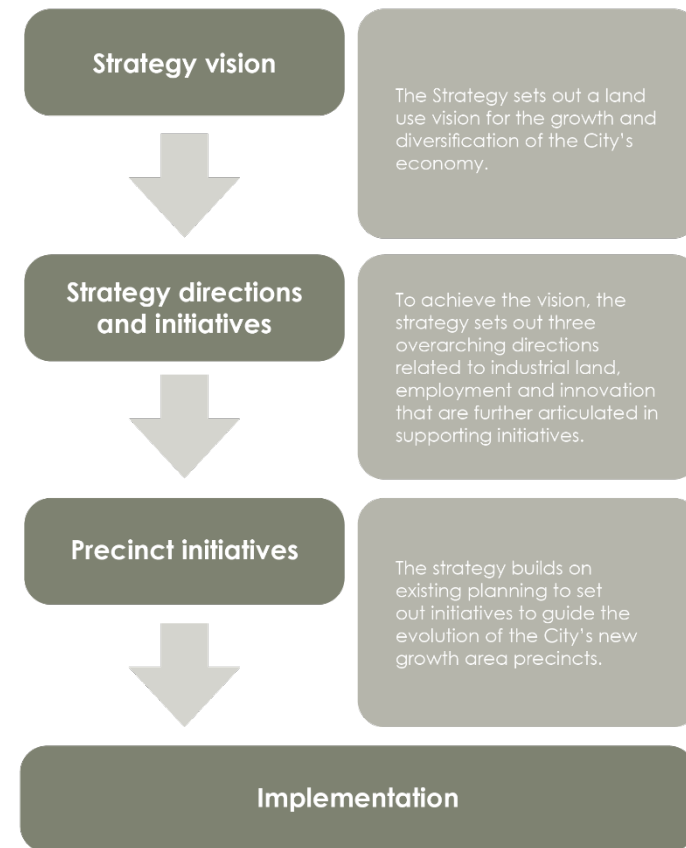
## 1.6 The Melton Employment and Industrial Land Strategy

This Strategy ensures that CoM is positioned to leverage economic uplift from the municipality's abundant commercial and industrial land, population growth and state and nationally significant infrastructure investment.

To do so, the Strategy develops integrated land use directions, objectives and actions which:

- Establishes a framework to guide investment in the City's employment and industrial lands to 2036.
- Guides and assists infrastructure planning and infrastructure advocacy.
- Provides further guidance in the development of future local planning initiatives including the development of future Precinct Structure Plans (PSP) and the implementation of Urban Design Frameworks (UDF).
- Supports the assessment of planning proposals in employment and industrial locations.
- Informs the private sector and our community on the long-term role and preferred uses in designated employment and industrial locations.
- Establishes future actions, investigations and activities to support economic development and diversification.

The Strategy integrates with the findings, targets and vision documented in the City's *Investment Attraction Strategy (2020)* while also supporting the delivery of theme 4 of the City's *Community Vision 2041 (Our Strong Local Economy)*.



## 1.7 The role of the Strategy

The Strategy provides guidance for business, government and residents on the trajectory of the City's employment lands and industrial precincts.

<b>Residents</b>	<p>For current and future Melton City residents, the Strategy details CoM's plans to grow, diversify and direct the City's economy.</p> <p>This includes growing and diversifying the city's industrial base, advocating for a program of social and transport infrastructure investment to catalyse growth in our new town centres, and ensuring the city is ready to realise the benefits of technology, transport and energy innovation.</p>
<b>Enterprise</b>	<p>For the City's current and future business community, the Strategy affirms the City's economic aspirations and how these will be realised spatially in the City's commercial and industrial areas.</p>
<b>Landholders</b>	<p>For commercial and industrial landholders, the Strategy provides direction and further certainty as to the long term role of employment land and CoM's advocacy and infrastructure agenda to both support and catalyse economic expansion, while explicitly encouraging renewal and site amalgamation in ageing industrial precincts.</p>
<b>State Government</b>	<p>For Victoria's State Government, the Strategy provides insight into the City's vision for its commercial and industrial precincts and their future role and function in the economy of Melbourne's Western Region. The Strategy outlines areas of advocacy in relation to the provision of transport and social infrastructure needed to catalyse investment and greater local employment self-sufficiency.</p> <p>The Strategy also expands on existing State and local land use planning by providing further local policy direction and guidance.</p>
<b>City of Melton</b>	<p>For CoM, the Strategy provides a mechanism to co-ordinate local investment, engage with landholders, developers and industry sectors and to engage with state and federal government.</p> <p>The strategy provides the rationale for updating the local planning scheme and sets in place a program of future work and commitments.</p>

## 1.8 Project Stages

The development and implementation of the Strategy comprises a series of project stages in which research and consultation inform the Strategy's ultimate directions, objectives and actions.

This draft Strategy has been published in conjunction with the Background Report, *the Melton Employment and Industrial Land Supply Review (MEIL-SR)*. The MEIL-SR provides insights in relation to the provision, development and outlook for CoM's employment land.

Once this Draft Strategy completes its public engagement process, your feedback will be reviewed as part of the development of the final Strategy. The project also includes a statutory stage that is likely to proceed in the later part of 2024.



## 2.0 Policy Context

The Strategy elaborates on and responds to established state and local land use planning directions that guide the use and development of employment and industrial land. The following section overviews the key policy statements and directions which form the policy context for this Strategy.



### **Plan Melbourne Plan Melbourne 2017-2050**

*Plan Melbourne 2017-2050* is the overarching metropolitan planning strategy guiding Melbourne's growth to 2050. It provides strategic directions to ensure Melbourne grows into a more sustainable, productive and liveable city as its population approaches 8 million by 2050.

*Plan Melbourne 2017-2050* anticipates a city structure that strengthens Melbourne's economic competitiveness. It identifies National Employment and Innovation Clusters, State Significant Industrial Precincts, a network of metropolitan and major activity centres, and state-significant health and education precincts to ensure employment growth occurs outside the Central City and is linked by sustainable transport.

The Plan facilitates a city structure in which a diversity of industrial and employment areas provide local jobs and economic opportunity as exemplified by the following:

Outcome 1: Melbourne is a productive city that attracts investment, supports innovation, and creates jobs.

Direction 1.1: Create a city structure that strengthens Melbourne's competitiveness for jobs and investment.

Policy 1.1.6: Plan for industrial land in the right locations to support employment and investment opportunities.

Direction 1.2: Improve access to jobs across Melbourne and closer to where people live.

Policy 1.2.2: Facilitate investment in Melbourne's outer areas to increase local access to employment.

The Plan establishes five state significant industrial precincts including the Western State Significant Industrial Precinct (Western SSIP) of which CoM forms the outer north-western portion of the precinct.

The Plan includes directions to improve freight efficiency and increase the capacity of commercial sites linked to the Principal Public Transport Network. The Plan also seeks to retain and protect major industrial and employment locations from land fragmentation and encroachment from incompatible uses. The industrial sector is noted as the largest contributor to energy emissions. The Plan supports sustainable transitions to reach net zero greenhouse gas emissions by 2050.

### **Melbourne Industrial and Commercial Land Use Plan (MICLUP)**

MICLUP builds on policies, strategies and actions in *Plan Melbourne 2017-2050* specifically Action 8 (Significant industrial precincts) and Action 12 (Planning for future employment growth). A key objective is to ensure there is sufficient industrial and commercial land to meet future demand for economic activity and employment purposes, thereby supporting Victoria's competitive advantage in attracting investment.



This Strategy affirms and responds to MICLUP principles guiding planning for industrial and commercial land including ensuring:

- Adequate long-term commercial and industrial land supply will be identified and set aside to support future industry and business growth.
- Industrial and commercial areas providing ongoing economic, urban servicing or employment contributions to local communities, regions and the state will be recognised and retained as a critical economic resource.
- Planning for industrial and commercial land provides clarity and certainty about how and where industry and business can grow over time to support and guide long term investment and locational decisions.
- Planning supports industry and business to innovate and grow in areas identified for these purposes.

### State Industrial Policy and CoM

MICLUP introduces land use designations for industrial and employment land that create three tiers of industrial land with each tier encompassing a unique economic role and preferred land use settings. This Strategy affirms and enhances MICLUP industrial designations and directions while also affirming MICLUP's overarching direction to retain and protect identified industrial land from incompatible uses. This Strategy, furthermore, creates greater certainty for the location of industrial enterprise consistent with MICLUP directions.

Table 1: MICLUP Industrial Land Designations

<b>State-significant industrial precincts</b>	This is strategically located land linked to the Principal Freight Network and transport gateways. It is state policy that these areas are to be protected from incompatible land uses to allow continual growth in freight, logistics and manufacturing investment.
<b>Regionally-significant industrial precincts</b>	These are key industrial areas that contribute significantly to local and regional economies. Some of these areas are well established and support a range of industrial uses while others are transitioning and supporting new uses. They include future employment areas identified through Growth Corridor Plans. These areas need to be planned for and retained, either as key industrial areas or locations that can transition to a broader range of employment opportunities.
<b>Local industrial precincts</b>	If an area is not identified as being of state or regional significance, then it is of local significance. Councils can determine how these industrial areas are to be planned for. This could include identifying when industrial land should be retained, when it could transition to other employment generating uses, or when it could transition to other uses if it is no longer required.



### The Western State Significant Industrial Precinct

The Western SSIP is Victoria's largest and most active industrial precinct. The precinct is the epicentre of Victoria's freight and fuel industries, and leads the State's recent industrial expansion, adding on average 127 hectares of newly developed industrial land per annum over the 2017 to 2021 period.

CoM's zoned and future industrial land in Ravenhall, Truganina and Mount Atkinson comprises the outer north-western edge of the Western SSIP. CoM's share of Western SSIP industrial land development has been steadily increasing. At 2021, 31% of all industrial development in the Western SSIP was located in CoM, up from 16% in 2017.

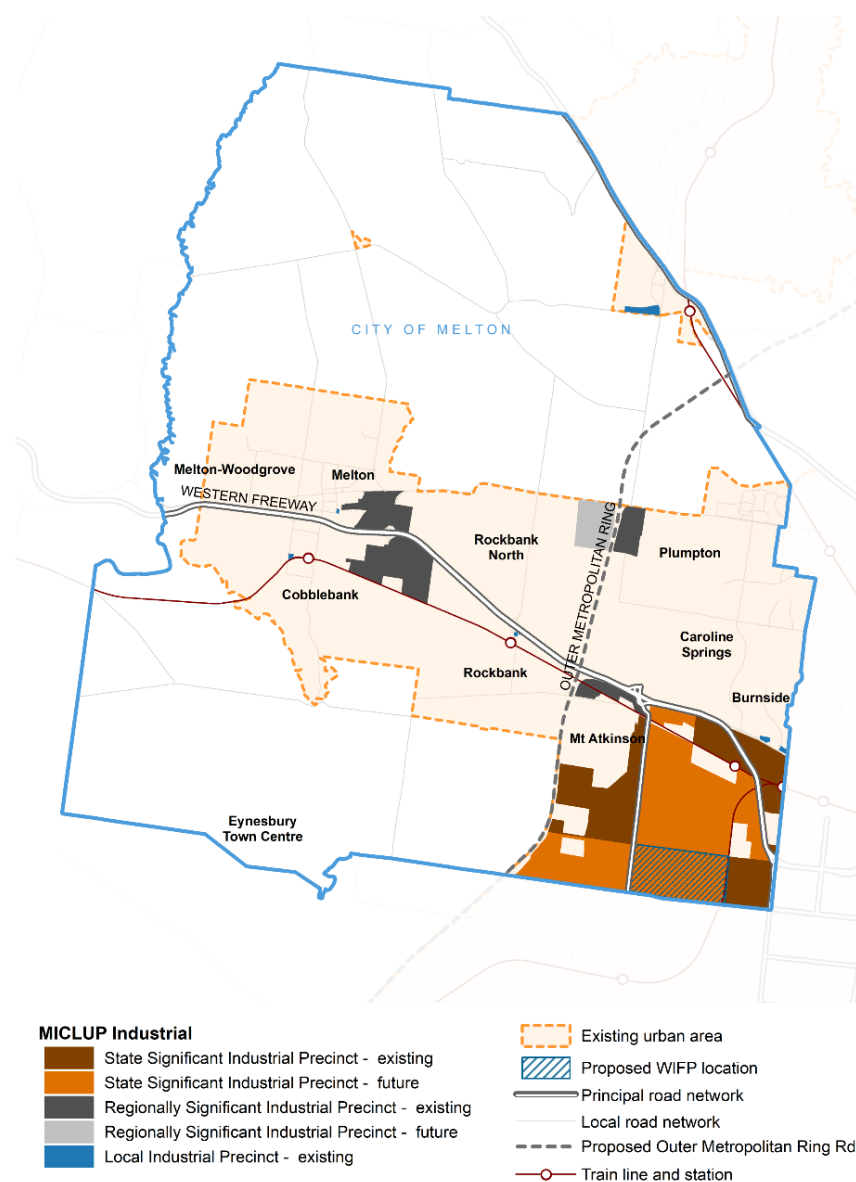
As new industrial estates along Hopkins, Christies and Robinsons Roads are delivered, the role and importance of CoM in western Melbourne's industrial economy will continue to grow and strengthen. CoM currently incorporates 38% of the Western SSIP's vacant industrial land and over 1,000 hectares of future yet-to-be programmed industrial land that will inevitably be essential to support the Western SSIP's ongoing growth.

Table 2: Industrial Land Supply, Western State Significant Precinct 2021

	Occupied land (Ha)	Vacant land (Ha)	% Vacant Land
<b>Brimbank</b>	1,147	90	7%
<b>Hobsons Bay</b>	1,145	253	19%
<b>Maribyrnong</b>	283	8	1%
<b>Melton</b>	335	513	38%
<b>Wyndham</b>	1,710	493	36%

Source: DTP, CKC

Figure 5: MICLUP Industrial Directions City of Melton



Source: CKC, DELWP

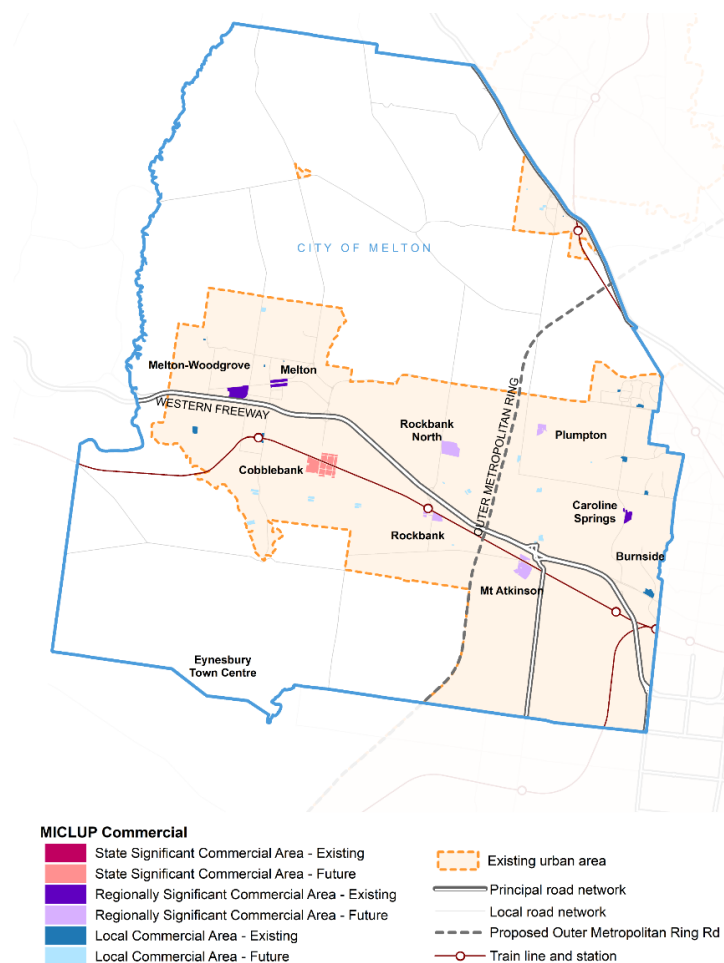


## A Growing Activity Centre Network

Building on the directions of *Plan Melbourne 2017-2050* and the development of subsequent PSPs, *MICLUP* also identifies a series of future related activity centres including Major Activity Centres (MAC) at Aintree, Plumpton, Rockbank and Mount Atkinson and the future Cobblebank Metropolitan Activity Centre.

The addition of 15 new centres resulting from the Precinct Structure Planning process has expanded CoM's network of activity centres from 18 Centres to 33 centres.

Figure 6: *MICLUP Commercial Directions in City of Melton*



Source: DTP, CKC

## The Western Metro Land Use Framework Plan

The *Western Metro Land Use Framework Plan* translates the overarching policy directions of *Plan Melbourne 2017-2050* and *MICLUP* into regionally specific planning policy and economic directions.

The Plan recognises that the region is set to lead the state in population growth and, in this context, seeks to ensure that as the region grows in population, it also achieves a more prosperous, liveable, affordable and sustainable future.

The Plan recognises the historic role of the region in founding Victoria's manufacturing, fuel and transport industries, and seeks to preserve and grow the region's industrial capability.

The Plan's leading direction (Direction 1) focuses on the development of industrial precincts as core economic generators. This is further strengthened via the Plan's industrial land supply policy (Direction 4) and the need to ensure that the delivery of the Western Interstate Freight Terminal (WIFT) triggers economic uplift (Direction 16).

*The Western Metro Region has a legacy of transport, logistics and manufacturing industries. It continues to be home to significant areas of unfragmented industrial land, including the Western Industrial Precinct, which is one of the largest state-significant industrial precincts (SSIPs) in metropolitan Melbourne. The considerable amount of unfragmented industrial land in the region is an advantage.*

The Plan entails key implications for CoM's employment lands. Specifically, industrial uses are identified as a core and historic economic activity for the region:

- Industrial land and future land supply needs to be protected as an economic resource and protected from fragmentation.
- CoM's critical role in national and east coast logistics is to be further strengthened with the delivery of the WIFT and the Outer Metropolitan Ring (OMR) Road.
- The planning and delivery of the WIFT is a key focus for regional development.
- CoM is encouraged to explore ways to broaden employment and economic activities in industrial areas – particularly in locations that are well connected to transport infrastructure and urban amenity, such as new centres at Cobblebank and Mount Atkinson.

In addition to its focus on industrial uses, the Plan seeks to broaden the region's range and depth of economic activity by fostering urban environments that are attractive to knowledge-based industries, business clusters, health and education service providers, as well as technology, research, retail and professional services.

The Plan envisages the emergence of a network of multipurpose activity centres combining core transport, service and community functions to support the region's growing population. The land use plan identifies distinct roles for the municipality's centres ranging from local service, health and education to broader employment and retail uses. Cobblebank is identified as a future Metropolitan Activity Centre that supports a wide array of civic and health uses while Mount Atkinson, Plumpton, Rockbank and Aintree are identified as future MACs supporting daily and weekly consumption and service needs along with higher order employment.

The Plan anticipates that the delivery of new rail station infrastructure will precipitate transit oriented development and associated commercial uses and investment that support the needs of the municipality's growing population.

The Plan includes several commercial insights pertinent to the CoM as follows:

- The CoM incorporates a number of unestablished activity centres that will emerge as urban service and consumer nodes as the municipality's population grows.
- The Plan identifies distinct roles for the municipality's centres, ranging from local service, health and education to broader employment and retail uses.
- Cobblebank is identified as a Metropolitan Activity Centre which is intended to function as the municipality's leading mixed use urban node with a potential workforce of over 22,000.
- The delivery of fixed rail transport infrastructure provides the impetus to create transit oriented centres that service populations along the Ballarat rail corridor and the Western region.

Table 3: Western Land Use Framework Plan, Select Industrial and Employment Directions

<b>Direction 1</b> <b>Manage and plan for industrial precincts in the Western Metro Region to be continued generators of economic activity and employment.</b>	STRATEGY 01 Use a coordinated and consistent approach to planning for the Western Industrial Precinct to ensure it continues to provide important employment land for the region in the future.
	STRATEGY 02 Ensure regionally significant industrial land remains as key industrial areas or as locations that can provide for, or transition to, a broader range of employment opportunities.
	STRATEGY 03 Identify industrial areas that could provide for other employment uses that support or are well connected to adjacent employment uses or transport connections.
	STRATEGY 04. Strengthen the national logistics role of the west of Melbourne, including the development of the Western Interstate Freight Terminal, subject to completion of a business case, and leverage both local

	and regional economic growth opportunities from this investment.
	STRATEGY 05. Retain regionally significant industrial land by managing encroachment by other uses that would cause fragmentation and may compromise the development and efficient operation of existing businesses.
<b>Direction 4</b> <b>Ensure the Western Growth Corridor accommodates longer term industrial and commercial development opportunities.</b>	STRATEGY 16 Consider the future demand and need for commercial and employment land across the Western Growth Corridor and ensure that PSPs make sufficient provision to accommodate longer-term commercial and employment needs.
	STRATEGY 17 Retain and preserve future industrial land identified in the Western Industrial Precinct and at Toolern, Plumpton and south of Werribee for industrial uses.
	STRATEGY 18 Encourage commercial precincts in the Western Growth Corridor to diversity and incorporate higher-density and finer-grain development as they mature over time.
	STRATEGY 19 Coordinate and manage the delivery of the Toolern Metropolitan Activity Centre between state and local governments to ensure Toolern develops into a state-significant location in the Western Metro Region.
<b>Direction 16</b> <b>Support and grow the freight and logistics function of the Western Metro Region.</b>	STRATEGY 60 Reserve and protect the land and its freight connections for WIFP and Bay West from the encroachment of sensitive or conflicting land uses.
	STRATEGY 61. Manage the impact of changing transport access for industrial land in the inner west ahead the completion of the West Gate Tunnel Project.
	STRATEGY 62. Plan for the WIFP as a major precinct that will integrate with the surrounding area and adjoining transport network.
	STRATEGY 63. Minimise negative impacts of major transport improvements such as the OMR and West Gate Tunnel Project on urban amenity.
	STRATEGY 64. Ensure high-quality arterial road access and designate a preferred rail corridor for the WIFP.

## 2.1 Local Policy, Strategy and Research



### Melton Employment and Industrial Land Supply Review (MEIL-SR) 2023

The land supply review forms the foundational evidence base for this strategy. The review focused on the provision and take-up of CoM's commercial and industrial land. By reviewing state policy directions and PSPs that are completed, under-preparation and unprogrammed; the study identifies current and future land supply for commercial and industrial uses throughout CoM. Using data on the historic take-up of industrial land as well as the current pipeline of industrial approvals, the review models the potential take-up of industrial land across the city focusing on change up to the year 2036. The review similarly investigates the current take-up of the CoM's new commercial land including comprehensive information on land supply within the City's new network of activity centres.

The policy and advocacy positions detailed in this Strategy arise from the underpinning land supply analysis and economic insights of the land supply review. Critically, the land supply analysis also organises CoM's employment and industrial lands into distinct precincts which have been replicated in the precinct section of this Strategy.

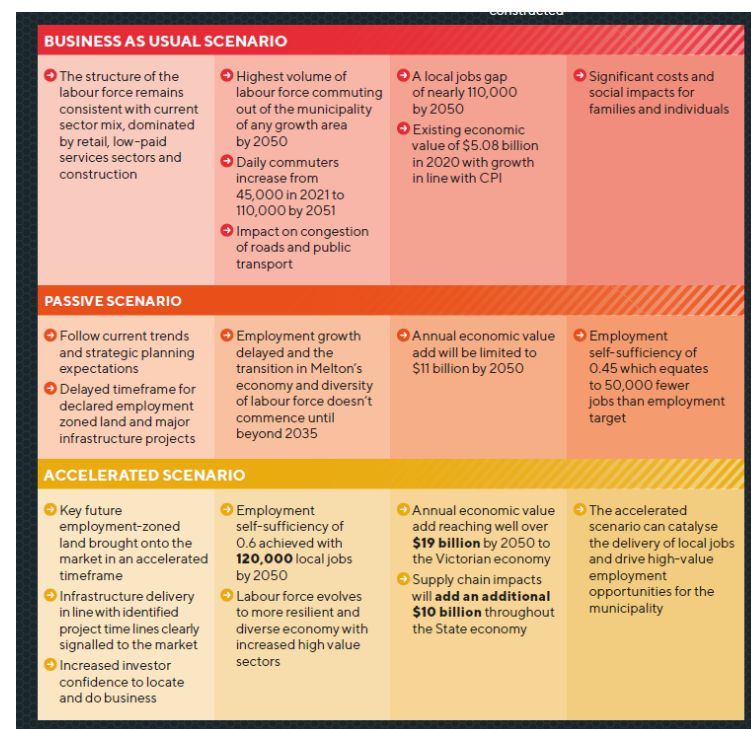
### Investment Attraction Strategy 2020

The *Investment Attraction Strategy 2020* focuses on boosting local employment and the quality of local employment. CoM, relative to other metropolitan locations, has a lower ratio of local jobs to workers. Local industries also tend to be dominated by lower income jobs.

The Strategy articulates a number of long-term development objectives for CoM including a target of adding 100,000 new local jobs by 2050 and the objective of increasing employment self-sufficiency to 0.6 jobs per worker.

The endorsed vision and targets articulated in the *Investment Attraction Strategy* establish the overarching economic aspirations informing this Strategy. Notably, the *Investment Attraction Strategy* details three distinct future economic development scenarios for CoM's economy. CoM's aim is to achieve the accelerated growth scenario in which infrastructure combines with human resource growth to deliver a high value economy. In contrast, the business as usual scenario sustains a low productivity, congested and commuter dependent economy.

Figure 7: CoM's Economic Development Scenarios

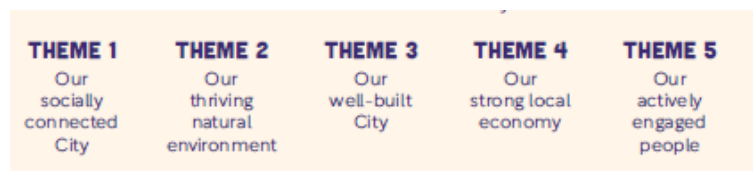


Source: City of Melton Investment Attraction Strategy 2020, Ernst & Young

### **The City We Create Community Vision 2041**

The Community Vision articulates 5 major themes for the evolution of CoM's growing community.

*Figure 8: CoM Community Vision*



This Strategy responds to Theme 4 *Our strong local economy* which envisages a series of thriving town centres, a visitor and night-time economy and an economy supported by local education, job training and lifelong learning opportunities. Additionally, the delivery of this theme reduces the need for residents to commute long distances for employment.

### **Retail and Activity Centres Strategy 2014**

The *Retail and Activity Centres Strategy 2014* provides a range of land use and floor space directions to guide the evolution of CoM's network of existing and planned activity centres. In particular, the strategy provides direction on the role of activity centres in the provision of retail amenity and thus includes retail floor space directions and directions on the role of centres in the provision of retail uses.

The *Retail and Activity Centres Strategy* provides a detailed hierarchy of activity centres that adheres to activity centre categories in State policy at the time of the development of the retail strategy. Additionally, the retail strategy also identifies bulky goods precincts and small local centres. Since its adoption, the names and number of centres has changed and grown. Moreover, the role of retail areas in merchandise trade and the food, hospitality and service economy has also changed since 2014, while demand for retail floor space has also been impacted by the growth of online retail and the expansion of large format retailing.

The directions of the *Retail and Activity Centres Strategy 2014* have been implemented into the Melton Planning Scheme. Specifically, 2.04-2 incorporates the strategy's Activity Centre Plan which maps the location of CoM's network of Centres while 17.02-1 provides policy direction for bulky goods precincts.

### **Employment Land Supply Review 2013 SGS review**

The 2013 review by SGS Economics and Planning provided a high level strategic assessment of employment land within the CoM with a focus on industrial uses across key employment precincts.

The study provided an employment driven land supply and demand analysis including future projections of land requirements. The study also canvassed strategic advice to guide the growth of strategic employment areas.

The study found that Cobblebank (known as 'Toolern' at the time) and the Western Industrial Node possessed the greatest potential for attracting new economic activity. Cobblebank was identified as well-positioned to support bulky goods and office uses, whilst the Western Industrial Node was identified as a future freight and logistics hub of metropolitan significance.

Employment land along the Melton Highway at Plumpton was identified as less of a priority with demand emerging following the full development of Cobblebank and the Western Industrial Node.

Many of the insights and strategic directions detailed in the study remain relevant, noting that since 2013, industrial demand has expanded significantly, particularly in the City's southern industrial region.

## 3.0 Our Community and Economy

### 3.1 A growing community

The CoM is one of Australia's leading locations for population growth, adding approximately 80,000 new residents since 2012 to become a community of over 181,000 residents in 2021.

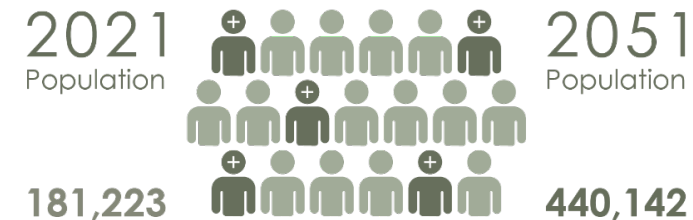
For the past five years, the municipality has added an average of 7,950 new residents per annum, equating to an annual growth rate of just over 5% for the 2016 to 2021 period. For the same period, Melbourne's population grew at an average annual rate of 1.86% per annum.

Growth has been driven by high numbers of births – the municipality averages over 2,560 births per annum – and migration. In the recent past, CoM has attracted an average of 5,200 new residents from other locations within Australia every year.

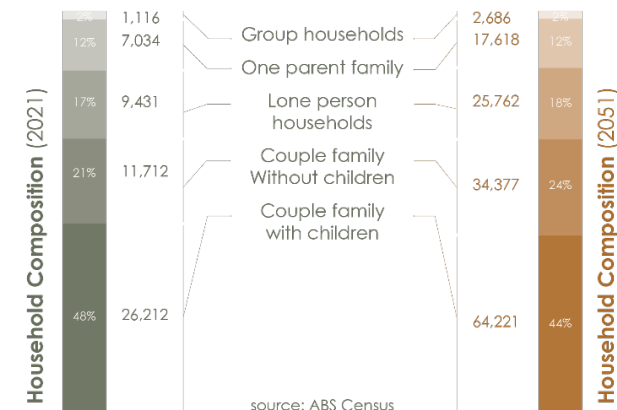
The City's population is youthful with a median age of 33 years, far younger than the metropolitan median of 37 years or that of established middle ring suburbs which tend toward medians of 40 years in age and over. Our new suburbs are even younger with a median age of 31 years.

It follows that our community incorporates high numbers of young households with children – 56% of our households are households with children compared to the Victorian average of 45%. We also have high numbers of households currently paying down a mortgage – in our new suburbs, over 65% of households currently own their dwelling with a mortgage compared with the Victorian average of 36%.

Into the future, our abundant broadhectare land for new housing along the Western Highway and Western Freeway is projected to support ongoing population growth of over 8,500 new residents per annum. By mid-century, our community will be far larger and more diverse approaching 500,000 residents.



56,321	0-19	125,408
108,981	20-65	260,444
15,921	65+	54,290



**38.3%**  
Increase in  
Number of  
Households



Source: id Forecast



### 3.2 A growing economy

As more and more people move to our community, our labour force continues to expand. At 2021, our labour force included 87,000 workers, an increase of 22,000 workers from 2016.

At present, the vast majority of working age residents need to leave the municipality for employment. In 2021, approximately 61,245 of the City's resident workers worked outside of CoM. Major employment locations for CoM resident workers include the Cities of Melbourne (16% of local workers), Brimbank (15%), Wyndham (8%) and Hume (7%).

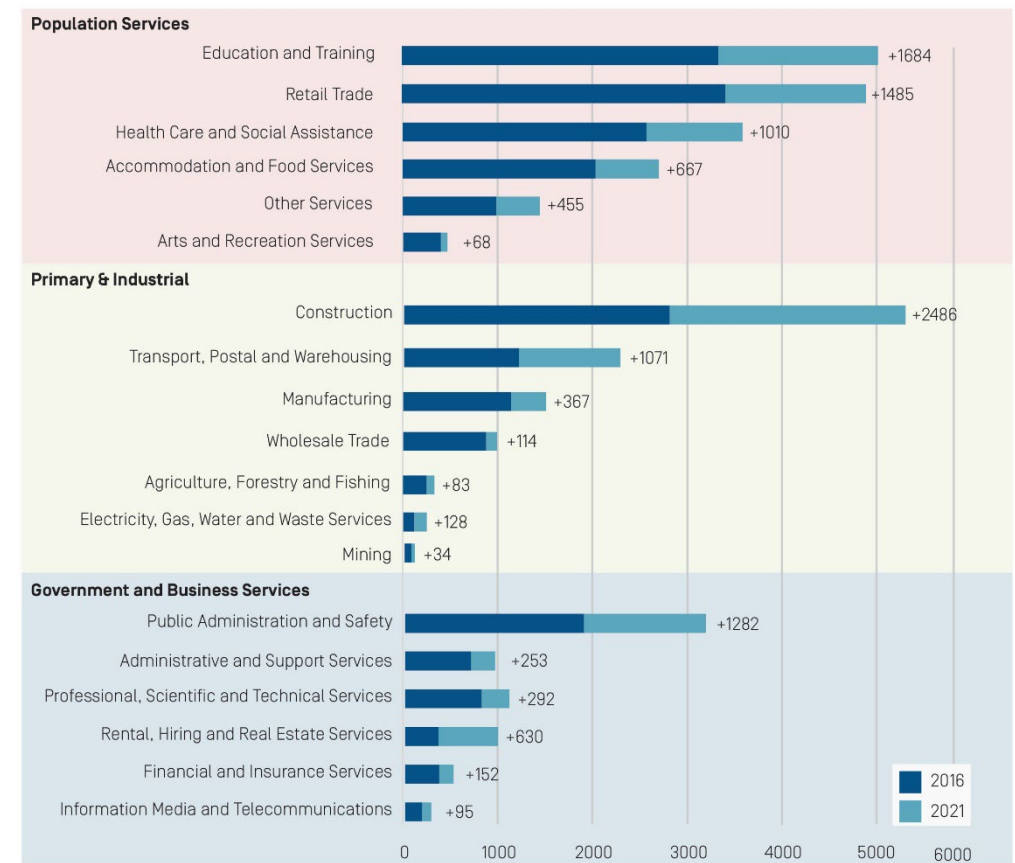
The addition of 13,000 jobs over the past five years has boosted local employment and, in turn, local employment self-sufficiency (the ratio of local jobs to the local workforce). Impressively, even as the City's workforce grew from 64,970 workers in 2016 to 87,090 workers in 2021, self-sufficiency also grew from 38% to 43%. At 2021, CoM was home to 37,600 jobs.

Construction employment leads our employment growth with sustained development of new residential dwellings and industrial buildings underpinning substantial local construction workforce demand. Population serving jobs are also growing, particularly local retail, health care and education jobs.

The completion of the corrections facility at Ravenhall boosted local public sector employment by an estimated 1000 jobs while the ongoing expansion of logistics operations in our southeast almost doubled local transport employment. While growing, CoM is yet to see substantial growth in local professional service, finance and information technology employment.

Across all sectors, the number of employing businesses is also growing. On average, over the 2016 to 2021 period, CoM added an additional 320 employing businesses per annum lead by growth in construction, service, retail, food and transport business growth. We now have over 1200 employing construction-related businesses.

Figure 9: City of Melton Employment, 2016 and 2021



Source: Australian Bureau of Statistics, CKC

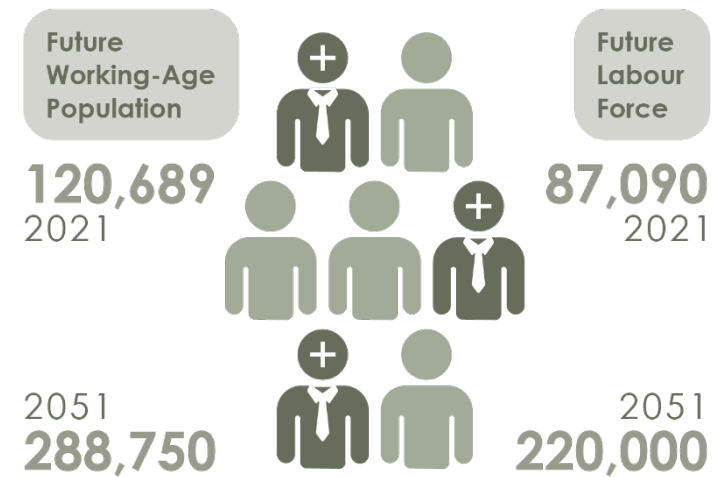
As industry and employment has grown, so too has the size of the CoM's economy. For the past decade, CoM's economic output has grown at an annual average rate of 6.5% per annum, far exceeding the same measure for Victoria at 2.1%.

Construction comprises over 26% of local output while manufacturing (10%) and transport (7%) are also key sectors of output. Over time as CoM's population grows, health, education and professional services are likely to comprise a growing share of economic activity, income and output.

The scale and speed of our population growth presents a significant economic opportunity. The service and retail demand inherent in a growing and youthful population represents a major consumer market for retailers and service providers. Concurrently, our growing and young labour force comprises a unique potential source of skill and productivity for business.

Over the coming decades, CoM's working age population will grow by 160,000 people, creating a labour pool of potentially 220,000 workers by 2051.

Council has set a target for the municipality to support an additional 100,000 jobs by 2050 in its *Investment Attraction Strategy* (Ernst and Young, 2021). To do so, the municipality will need to sustain its current rate of employment growth at above 8% per annum which equates to an additional 14,700 jobs every 5 years over the next 30 years.



Source: Australian Bureau of Statistics, CKC

## 4.0 An Economic Land Use Vision

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The City of Melton's most pressing challenge today is to grow a local economy that provides sufficient high-value local jobs for its growing population.

CoM's *Investment Attraction Strategy 2020* (Ernst & Young) responds to the same challenge and provides an enduring guiding vision for our Strategy.

*The City of Melton will support a diverse and resilient economy that provides a mix of employment opportunities and drives regional and state economic activity as our population grows to 500,000 residents.*

### What are we planning for?

#### **Employment growth and economic diversification**

We aim to add over 100,000 local jobs by 2050

We aim to build a diverse economy that provides high quality employment for early, mid and late career workers of all skills.

#### **Strengthening and promoting our economic clusters**

We aim for our existing, new and planned town centres to merge into a network of attractive consumer and service destinations that support day and night economies, new economy industries and high value local jobs.

#### **Building on current and emerging economic strengths**

We aim to increase the value, diversity and job density of industrial employment.

We aim for our growing industrial sector to underpin the emergence of new local business networks.

We aim to ensure the delivery of new health, education, justice and community service infrastructure in our new communities supports the growth of more diverse high quality local employment.

#### **Catalysing economic uplift from strategic infrastructure investment**

We aim to ensure that new transport and social infrastructure investment catalyses private sector investment.

We aim for new infrastructure investment to precipitate a step change in the value of local employment.

#### **Preparing for a more sustainable, digital and low carbon future**

We aim for our economic land use settings to support the take-up of new sustainable technologies.



## Directions for a Growing, Sustainable and Inclusive Economy

### Directions

#### Facilitate Industrial Growth & Diversification



##### Objective 1

Ensure the supply of industrial land.

##### Objective 2

Advocate for the delivery of the Western Intermodal Precinct.

##### Objective 3

Optimise, protect and Direct Industrial Industries.

##### Objective 4

Boost industrial employment, productivity and amenity.

#### Boost Employment Growth



##### Objective 5

Facilitate a high productivity and highly integrated Melton Economic Corridor.

##### Objective 6

Promote and support Melton's unique workforce capability.

##### Objective 7

Foster commercial investment in the City's activity centre network.

#### Prepare for Change



##### Objective 8

Ensure land use settings support innovation

# Objectives

## Direction 1:

### Facilitate Industrial Growth and Diversification



#### Objective 1

Ensure the supply of Industrial land

#### Objective 2

Deliver the Western Intermodal Freight Precinct (WIFP)

#### Objective 3

Optimise, Protect and Direct Industrial Industries

#### Objective 4

Boost industrial employment, productivity and amenity

**Action 1.1** Advocate for the commencement of the Chartwell East, Derrimut Fields and Warrawee PSPs as an economic priority for the region.

**Action 1.2** Explore the long term opportunity for Diggers Rest Precinct to support industrial and new energy uses.

**Action 2.1** Advocate for the delivery of the Western Interstate Freight Terminal.

**Action 2.2** Plan for the Western Intermodal Freight Terminal Precinct as a dynamic freight and logistics hub.

**Action 3.1** Provide investment certainty for industrial uses.

**Action 3.2** Protect our nationally significant freight, logistics and manufacturing areas.

**Action 3.3** Optimise freight and logistics sectors by advocating for the completion and expansion of the Principal Freight Network.

**Action 4.1** Level up and diversify industrial employment.

**Action 4.2** Facilitate diverse high amenity urban industry areas.

# Direction 1 Facilitate and Direct Industrial Growth

## Introduction

CoM's rapidly growing industrial sector is a key economic asset for our community. Year on year, our industrial footprint, workforce and scale of industrial enterprise grows and as a result of our unfragmented zoned industrial land, CoM is now one of Melbourne's leading industrial expansion areas.

Former farming land, Ravenhall and Truganina has been transformed into contemporary business parks that support the operations of both national and international corporations, driving significant local jobs growth.

The outlook for industrial development and growth across CoM is overwhelmingly positive. Our industrial development pipeline includes new development projects that will see a further 450 hectares of land developed for industrial uses in the next few years which will expand industrial employment and industry while continuing to embed CoM in nationally significant logistics, e-commerce and manufacturing networks.

With over 2,100 hectares of future industrial land, we have a unique opportunity to work with State government and industry to guide the growth of CoM's industrial sector into a more diverse, high-value and sustainable part of our economy.

How will we facilitate and direct industrial growth for the benefit of our community?	
Land	We will ensure there is sufficient industrial land to support core industrial enterprise and enterprises servicing the local population
Infrastructure	The delivery and expansion of the Principal Freight Network, the WIFT, OMR and foundation road, service and drainage infrastructure is critical to the sustainable growth of our industrial economy.
Planning	Providing certainty for our community, investors and enterprise by clarifying the role and preferred uses of industrial land.
Diversity	In industrial areas, new business parks will provide a diversity of new spaces to facilitate a melting pot of commercial activity.
Step Change	There is a significant long-term opportunity to boost the productivity and value of our economy and employment through the ongoing development of a secondary business sector that services the needs of major local industry through the provision of professional and technical services.





## Objective 1: Ensure the supply of industrial land

CoM's industrial footprint is growing and expanding. Current rates of industrial land development are projected to result in land supply constraints in CoM's state significant industrial area within the next decade.

Since 2014, an average of 32 hectares of vacant industrial land has been developed within CoM per annum which over the 2019 to 2021 period grew to an average of 38 hectares per annum. 2021 saw further growth in industrial land consumption when 42 hectares of vacant industrial land was developed.

Figure 10: Consumption of Industrial Land in Ravenhall, Truganina, Mount Atkinson 2007 to 2021



Source: DTP, CKC

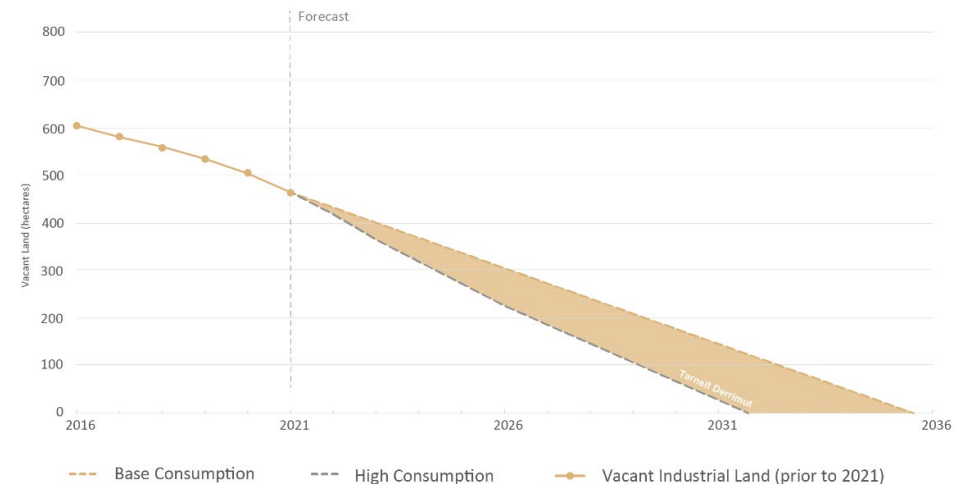
## Action 1.1: Advocate for the commencement of the Chartwell East, Derrimut Fields and Warrabee PSPs as an economic priority for the region.

The focus of CoM's industrial development has been within our state significant industrial area in the suburbs of Ravenhall and Truganina which enjoy excellent access to the region's major road infrastructure (the Western Freeway and proximity to the Metropolitan Ring Road) and expansion opportunities that link new industrial land to established industrial areas in Laverton and Derrimut.

As per the results of the background land use study, ongoing industrial development has seen occupied industrial land in CoM's south increase from approximately 40 hectares in the early 2000s to over 335 hectares in the early 2020s. Year on year, industrial land development in CoM's south has grown and is now approaching over 40 hectares per annum. In the near future, based on the volume of mooted, proposed and approved industrial development projects, it is plausible for industrial land consumption in CoM's south to expand to well above 40 hectares per annum.

CoM's southern industrial area currently includes 533 hectares of zoned vacant land. According to land consumption modelling undertaken to support this Strategy this land is likely to be fully developed in the next 10 to 15 years. CoM is set to face a critical shortage of vacant zoned land in the early 2030's which will constrain the growth of one of our prime economic and employment generators.

Figure 11: Melton Southern Industrial Precinct, Projected Industrial Land Consumption



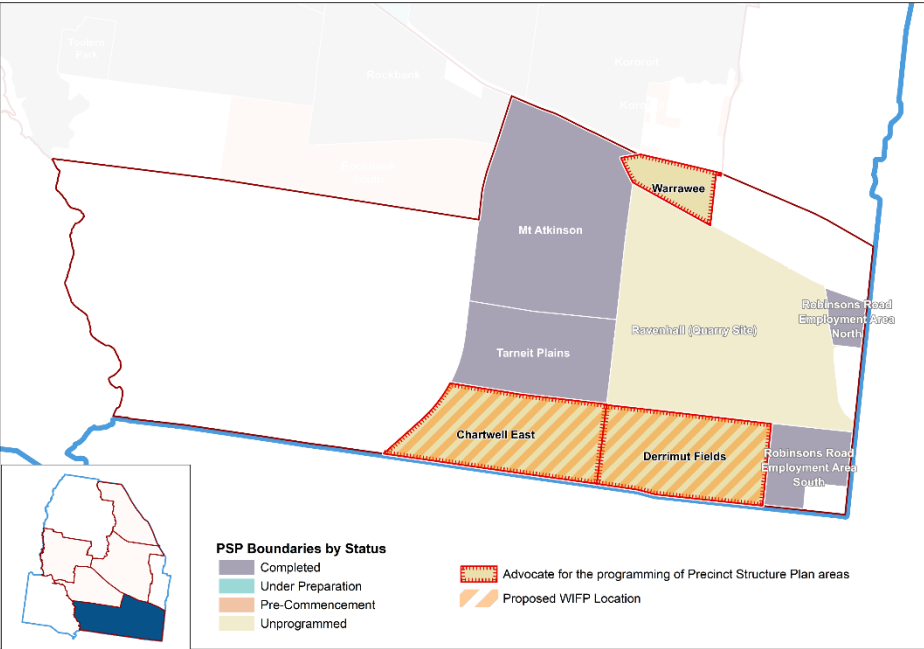
Source: CKC

The CoM incorporates 1,189 hectares of unprogrammed industrial land. The majority of this land is within the Ravenhall (Quarry Site) Chartwell East, Derrimut Fields and the Warrawee PSP areas. To ensure the sustained growth of the City's southern industrial precincts the future of these PSP areas needs to be resolved as an economic priority.

**Implementation:**

The City will advocate for the commencement of precinct structure planning for the Ravenhall (Quarry Site) Chartwell East, Derrimut Fields and the Warrawee areas. CoM notes that some of these areas include a potential future WIFT. The WIFT area and broader precinct might be removed from structure planning areas in order not to diminish the potential delivery of a future WIFT and associated land uses.

Figure 12: Industrial Precinct Structure Plan Status



Source: Melton Employment and Industrial Land Supply Review 2023, CKC.

**Action 1.2: Explore the long-term opportunity for Diggers Rest Precinct to support industrial and new energy uses**

Melbourne's urban growth boundary geographically defines the full extent of Melbourne's urban areas. In applying the urban growth boundary following the implementation of *Melbourne 2030* in 2002, Victoria's State Government created a clear distinction between land for urban purposes (such as industrial, residential and commercial uses) and land for non-urban purposes such as land used for agricultural, rural and extractive purposes.

The Victorian State Government does not plan to move the Urban Growth Boundary as per State Planning Policy and Plan Melbourne 2017-2050. However, if there was a proposal or process to move the urban growth boundary and the OMR was also delivered, CoM may consider advocating for the investigation of land within the Airport Environs Overlay as a potential industrial expansion area, possibly suitable for clean energy production and energy storage uses.

**Implementation:**

In the long term, CoM will work with State government and industry to explore the future of land subject to the Airport Environs Overlay.

## Objective 2: Advocate for the delivery of the Western Intermodal Freight Precinct (WIFP)

An intermodal terminal is a location in which goods are transferred from one transport mode to another, typically between road and rail. An intermodal facility allows businesses to distribute goods more efficiently, saving on costs, road congestion and the overall carbon footprint of transport industries.

The large scale warehousing typically available at intermodal precincts caters towards logistics and distribution companies that require storage of large quantities of stock including both merchandise and cold storage food. The need to store greater quantities of goods is growing as many businesses have switched from just-in-time inventory management to just-in-case management that reflects the recent risks of global supply chains.



### Action 2.1: Continue to advocate to state and federal government for the delivery of the Western Interstate Freight Terminal

Two intermodal terminals are proposed in metropolitan Melbourne that will provide a freight interface with the Inland Rail network at its southern end. The Western Interstate Freight Terminal (WIFT) in Truganina and the Beveridge Interstate Freight Terminal in Melbourne's outer north east.

The proposed WIFT is intended to support:

- Interstate, mainly inter-capital city freight movements.
- Export trade from regional Victoria and southern NSW.
- Transfer of freight from the port to the metropolis.

The Inland Rail network will support double-stacked 1,800-metre freight trains which requires the establishment of new intermodal infrastructure that complies with the requirements of the Inland Rail network.

It follows that the WIFT needs to be delivered in conjunction with new rail infrastructure, the Outer Metropolitan Ring – South Rail connection. To date, the Outer Metropolitan Ring - South Rail connection has been proposed as an integral part of the overall proposed delivery of the Outer Metropolitan Ring Road (OMR).

Recognising the significance of these projects, the Infrastructure Victoria's *Victoria's Infrastructure Strategy 2021-2051* identifies the development of the OMR and the WIFT as essential to Victoria's economic expansion.

*Efficient transport connections to major international and interstate freight gateways, help Victoria's economy expand, especially in growing communities to the north and west of Melbourne*

**Victoria's Infrastructure Strategy 2021-2051 recommendation 66 (page 130)**

Both the WIFT and the OMR require further planning and funding commitments, noting that the federal government has allocated budget funding for the OMR and enabling infrastructure for the WIFT.

The Victorian government is progressing a business case for the WIFT which is identified as the priority intermodal location for industry in Melbourne.

The exact location of the WIFT is yet to be identified, however, it is indicatively proposed in the south-east of the municipality along Boundary Road, Truganina.

Once in operation, the WIFT will draw in freight from the Port of Melbourne, regional Victoria and from across the Western State Significant Precinct, which is the largest industrial area in the State. Victoria's freight task is projected to grow from 360 million tonnes to 900 million tonnes by 2051. The WIFT will help alleviate the resulting road burden by shifting major movement to rail.

Locally, the WIFT provides the basis to further catalyse, affirm and diversify industrial growth in CoM. Our city is already home to national and internationally significant e-commerce, logistics, cold storage and manufacturing operations. The WIFT will further attract and anchor major organisations in our community while also drawing in substantive high technology skills and enterprise.

Delivery of this interstate rail freight terminal and warehousing precinct will have significant implications for local job creation and commercial productivity within the region and for local communities. The proposed location of the WIFT will unlock access to the existing zoned industrial land and future zoned industrial land in the city of Melton.

The WIFT precinct is anticipated to shape the Melbourne's west supply chain, freight and logistics market serving as a catalyst of transformative change. It will deliver a variety of innovative opportunities including the integration of advanced technology platforms, substantive robotics, AI and digitised technologies. The operation of the WIFT and surrounding industries will therefore be reliant on advanced skills and supporting industries.

Council has limited influence over the design and approval of the WIFT project. However, Council will continue to advocate for local jobs creation, positive community outcomes, efficient land use and high-quality design of the future WIFT.

#### **Implementation:**

CoM will continue to advocate to State and Federal government and their agencies for the delivery of the WIFT as critical regional economic and sustainability infrastructure and as essential to delivering a step change in regional employment.

CoM will advocate for local jobs and positive community outcomes through Council's Advocacy Plan, the WIFT Investment Campaign and input from industry bodies.

#### **Action 2.2: Plan for the Western Intermodal Freight Terminal Precinct as a dynamic freight and logistics hub**

While our city awaits WIFT funding, it is critical that the opportunity for the WIFT is protected. Specifically, that land designated for the intermodal precinct is not encroached upon by sensitive uses so as to maintain the viability of the precinct into the future.

The proposed WIFT is ideally located at the intersection of the proposed OMR and Western Freeway with rail links as well as abundant vacant industrial land.

#### **Implementation:**

Ensure precinct planning protects the WIFT opportunity and broader opportunity to facilitate a future WIFT precinct.

High quality industrial design, enhanced built form, connectivity and efficiency of the transport network and greater density of employment will be encouraged and advocated for at the future WIFT precinct site.

### Objective 3: Optimise, Protect and Direct Industrial Industries

CoM currently incorporates over 2,695 hectares of either zoned or proposed industrial land. As the vast majority of this land is yet to be developed, we are in a unique position to shape the development of this land to maximise industry investment and employment growth while avoiding land use conflict with our fast-growing residential areas.

#### Action 3.1: Provide investment certainty for industrial uses

To guide the future use and development of industrial land this *Strategy* establishes the CoM Industrial Land Use Framework. The framework implements MLCUP Principle 3 which seeks to ensure planning for industrial and commercial land to provide clarity and certainty about how and where industry and business can grow to support and guide long term investment and locational decisions.

The CoM Industrial Land Use Framework is structured around three distinct industrial land use types:

**Major Industry:** Areas that support activities connected to state and national freight networks and broader economic activities.

**Urban Industries:** Areas in which uses largely support the enterprise and service needs of our local community.

**Bulky Goods:** Locations along highways and major roads that support sale of large format retail goods.

The preferred industrial land use framework identified in Figure 4 and Table 3 provides guidance on the preferred location of industrial uses. The CoM Industrial Land Use Framework aims to:

- Direct industrial investment
- Provide greater certainty to industry and the community as to the use and role of existing and future industrial land
- Facilitate a diversity of industrial lot types to support a diversity of business sectors
- Promote the clustering of compatible uses
- Avoid long-term land use conflict resulting from the co-location of incompatible uses
- Avoid creating visitor destinations in inappropriate locations

It should be noted that whilst the framework seeks to congregate uses and their associated impacts, CoM also recognises the need for flexibility and acknowledges that a mixture of industrial typologies might be supported in different circumstances. For example, urban industry areas may be used to buffer major industries from residential areas in interface locations. Likewise, major industry areas often require worker amenity including hospitality and recreation uses in the heart of large format industry areas.

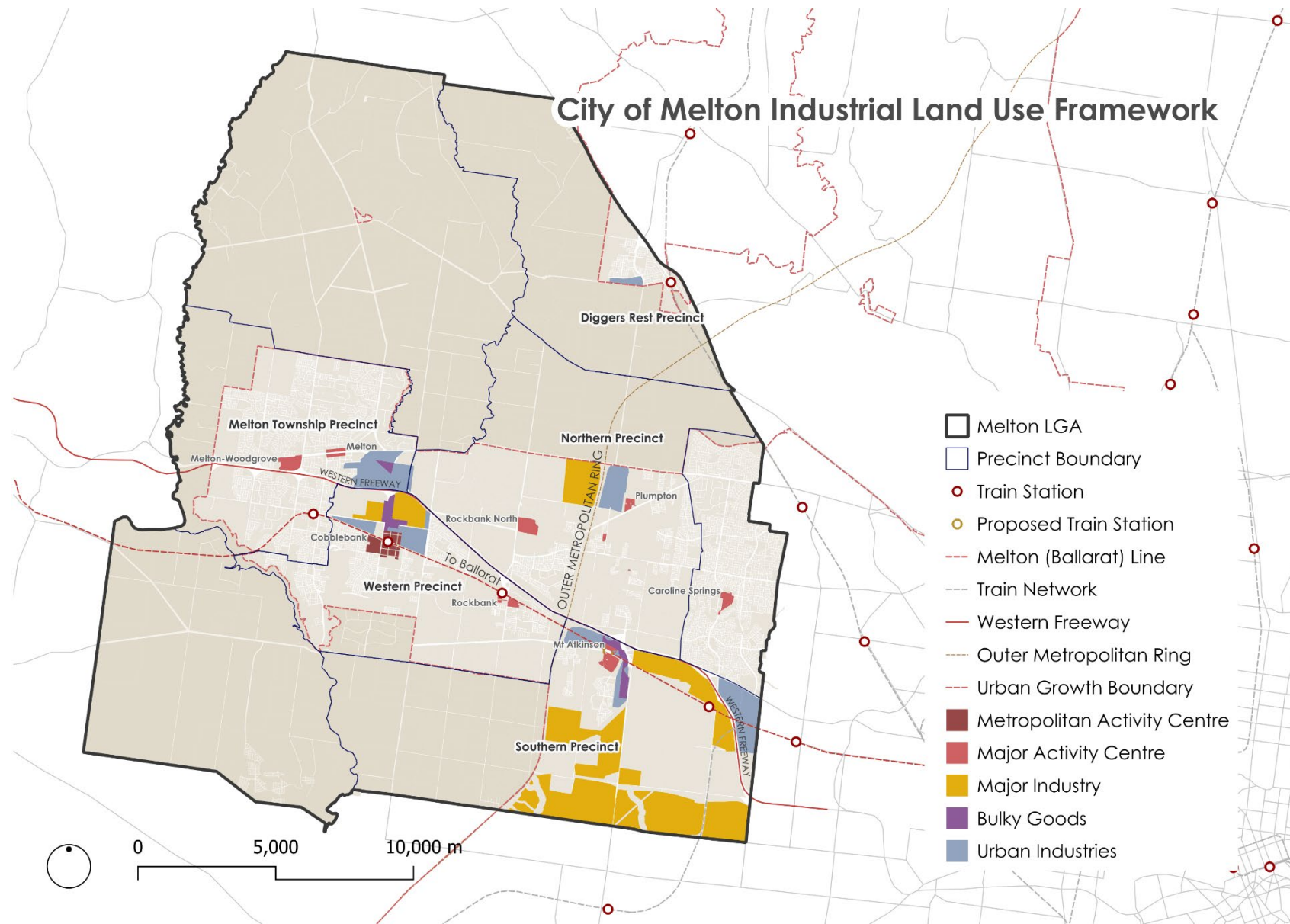
#### Implementation:

The CoM industrial Land Use Framework will be implemented into the Melton Planning Scheme to guide industrial uses and investment.

Future PSP's that include industrial land will be encouraged to identify the role of industrial land according to the CoM Industrial Land Use Framework.



Figure 13: City of Melton Industrial Land Use Framework



Source: CKC

Table 4: City of Melton Industrial Land Use Framework

Industrial Land Use Type	Preferred Uses	Preferred Land Use Outcomes
<b>Major Industry</b>	<ul style="list-style-type: none"> <li>- Large format e-commerce distribution centres</li> <li>- Large format logistics and warehousing</li> <li>- Large format cold storage</li> <li>- Large format construction and construction supplies</li> <li>- Large format manufacturing</li> <li>- Plastics and chemical industries</li> <li>- New energy</li> <li>- Recycling</li> <li>- Concrete batching</li> <li>- Waste handling</li> </ul>	<ul style="list-style-type: none"> <li>- Subdivision generally results in large lots to support large format facilities</li> <li>- Isolated and segregated from sensitive uses including schools, healthcare and residential areas</li> <li>- Supported for 24 hour unimpeded activity</li> <li>- Supported for increased building heights to accommodate the requirements of automation and robotics</li> <li>- Hospitality, childcare, play centres, leisure, place of assembly and entertainment uses are generally discouraged in major industry areas unless they support local workforce needs</li> <li>- Encouraged in direct proximity to the existing and future Principal Freight Network</li> <li>- Encouraged in direct proximity to existing format major industries</li> </ul>
<b>Urban Industries</b>	<ul style="list-style-type: none"> <li>- Automotive, construction and trade services</li> <li>- Fabrication, machining, electrical and engineering services</li> <li>- Furniture making, textiles, steel and plastic sales</li> <li>- Equipment hire</li> <li>- Landscape and home supplies</li> <li>- Data centres</li> <li>- Storage and warehousing</li> <li>- Hospitality, leisure and recreation</li> <li>- Advanced manufacturing and additive industries</li> <li>- Food wholesaling</li> <li>- Office and administration functions</li> <li>- Place of worship</li> <li>- Showroom function</li> </ul>	<ul style="list-style-type: none"> <li>- Diversity of lots and industrial formats</li> <li>- Finer grain street networks that promote a mixture of uses</li> <li>- Uses are in proximity to population centres and commercial centres</li> <li>- Streets support pedestrian movement</li> <li>- Streets support private vehicle movement</li> <li>- Hospitality, leisure, play centres, recreation, place of assembly and childcare uses are supported</li> <li>- Support low impact urban industries in buffer areas</li> </ul>
<b>Restricted Retail</b>	<ul style="list-style-type: none"> <li>- Large format retailers including the sale of furniture, hardware and garden supplies, construction materials and appliances</li> <li>- Showroom function</li> </ul>	<ul style="list-style-type: none"> <li>- Located along arterial roads</li> <li>- Located in proximity to population centres activity centres or higher density areas.</li> </ul>

### Action 3.2: Protect our nationally significant freight, logistics and manufacturing areas

Our State Significant industrial areas are a fast growing economic asset for our community. To support the ongoing growth and evolution of this area we need to:

- Ensure the safe, efficient and reliable movement of goods to and from this area
- Protect major industry areas from incompatible uses to ensure long-term growth and investment.

As such, CoM is committed to supporting the evolution, expansion and ongoing development of the Principal Freight Network and the provision of land use settings that protect the operations of major industry areas.

In major industry areas, this Strategy:

- Supports 24-hour enterprise operations.
- Recognises that major industry areas are likely to be high noise and odour areas.
- Protects major industry areas from the encroachment of non-compatible uses including non-compatible commercial and residential uses.
- Seeks to ensure major industry areas are buffered from sensitive uses including residential areas.
- Seeks to limit land uses within major industry areas that will encourage high volumes of private vehicle traffic on key freight routes.
- Supports major industry areas for increased building heights to accommodate high bay automation requirements.

While there is currently limited incidence of encroachment and land use conflict in CoM, ongoing residential expansion will inevitably create the potential conditions for land use conflict as has occurred in other industrial locations across the state.

Early planning will help ensure an appropriate separation of uses thereby guaranteeing future investment certainty for major industries and the efficiency of their operations. Likewise, by clearly setting expectations for industry and residential areas, we can ensure that the needs of the commercial and residential sectors of our community do not clash.

#### Implementation:

Plan Major Industry areas as 24 hour enterprise environments, protected by buffers from sensitive land uses and from encroachment from incompatible uses.

Introduce policy into the Melton Planning Scheme for major industry areas.



### Action 3.3: Optimise freight and logistics sectors by advocating for the completion and expansion of the Principal Freight Network

Efficient, reliable and sustainable freight transport and logistics services are essential to CoM's major industry areas. The growth of the region and ongoing industrial investment is reliant on efficient road movement and once the WIFT is delivered, intermodal connections to rail.

The Victorian Government's Principal Freight Network (PFN) identifies and protects Victoria's key road and rail freight routes and places. The PFN identifies freight corridors and places of national, state and regional significance that support high intensity freight movements.

Within CoM, the Western Freeway, Hopkins and Robinsons Roads as well as the Deer Park Bypass form part of the PFN. In addition, Boundary Road, a future Outer Metropolitan Ring Road, and Riding Boundary Road are identified as future PFN roads.

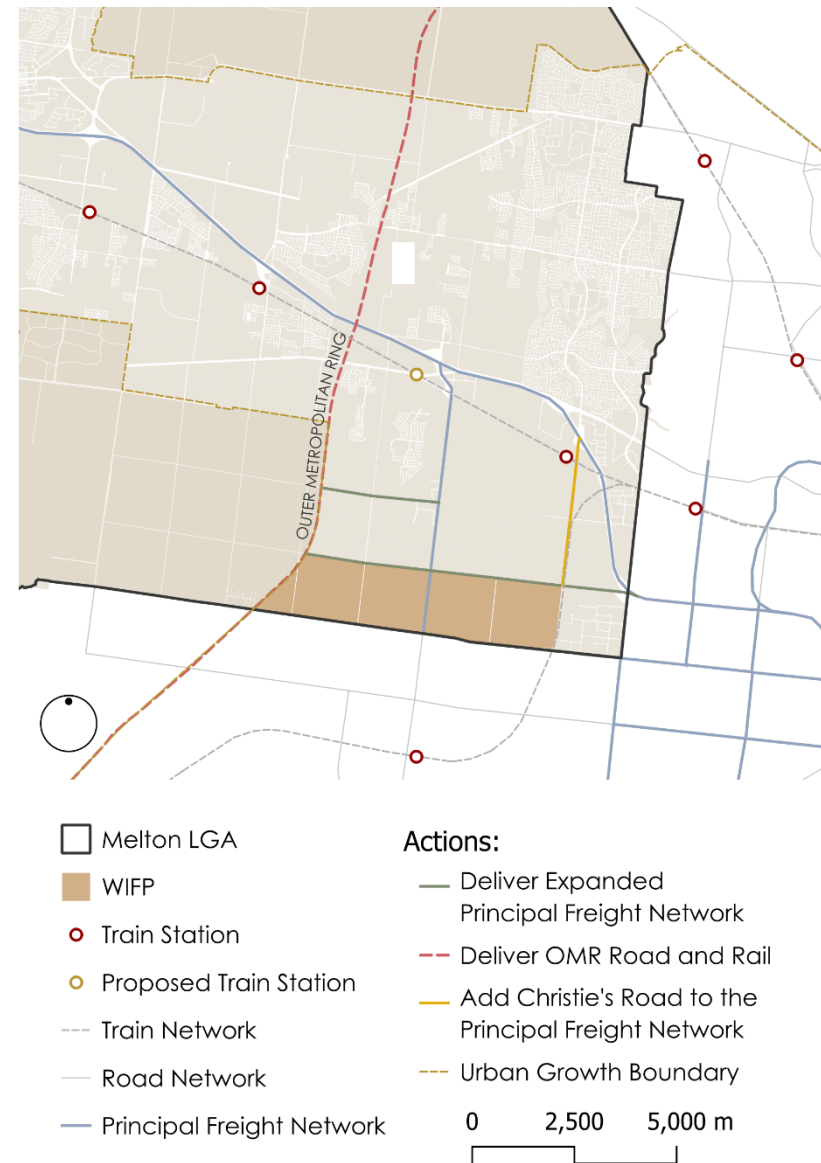
It is vital that the development of vacant industrial land in our Major Industry Areas in CoM's south is accompanied by timely investment in and expansion of the PFN. This Strategy thereby advocates for the comprehensive delivery of future PFN infrastructure to match the development of industrial land specifically:

- Hopkins Road: Road duplication and an upgraded Western Freeway interchange
- Boundary and Riding Boundary Road: Road duplication and expansion
- Christie's Road: Incorporation in the PFN
- OMR: Funding and delivery.

#### Implementation:

Work with the Department of Transport and Planning to ensure the timely expansion of the PFN within CoM's State Significant Industrial Area.

Figure 14: Proposed Expansion of Principal Freight Network



Source: DTP, CKC



#### Objective 4: Boost industrial employment, productivity and amenity

Achieving our long term employment target will require a more diverse, productive and larger economy. The growth of our industrial economy provides a unique opportunity to attract a greater number of managerial and technical jobs to our city while also creating the conditions for a secondary business sector that services the technical and human resource needs of major industrial enterprise.

##### Action 4.1: Level up and diversify industrial employment

The industrial enterprises congregating in CoM's industrial areas are accommodated in highly technological settings in which processes and production are deeply embedded in specialised digitised platforms. Increasingly, for instance, robotics is used to move goods, artificial intelligence is used to identify maintenance needs, block chain technology is used to manage and optimise supply chains and the internet of things co-ordinates the operation of various machines and processes. Additionally, technology underpins cybersecurity, human resource management and customer and client relations.

For CoM, the growth of ever more technological and knowledge intensive industrial industries provides a unique opportunity to marry the increasingly knowledge-based requirements of industry with the skills of our young and growing work force. A growing industrial sector and local workforce provides the opportunity to facilitate:

- *Head office operations in CoM:* Our young, growing and skilled residential community is ideally positioned to support the managerial, human resource and technical needs of our industrial sector.
- *Secondary enterprise networks:* Our ever growing industrial sector will require an array of support services including new economy, professional service, maintenance and human resource needs creating a unique opportunity to facilitate new local businesses that support our industrial economy.

##### Implementation:

CoM will:

- Through its economic development activities, encourage industrial businesses to locate knowledge work and management functions within CoM.
- Develop success stories that illustrate the ability of our local community to support head office and technical operations in CoM.
- Support the development of secondary industrial business through facilitating industry networks and the creation of enterprise incubation space.

##### Action 4.2: Facilitate diverse high amenity urban industry areas

The trade, recreation, hospitality, construction, maintenance, electrical and automotive needs of our new communities will inevitably drive the first wave of floor space demand in new business parks focused on local industry.

Our new urban industry areas include new industrial areas identified in Cobblebank, Mount Atkinson and along the Melton Highway in Plumpton.

In these areas, new business parks are likely to comprise the first stage of industrial development and potentially the first stage of commercial development. As such, in the development of new business parks, this Strategy aims to encourage the preconditions of a diverse economy and diverse employment by:

- Encouraging business parks to incorporate a range of floor space types including storage (0-100 sqms), small (100-150 sqms), medium (150 -300 sqms) and large scale spaces (300 sqms +)
- Encourage ancillary office and administrative space
- Encourage co-working and shared space
- Encourage shared office space for storage tenancies
- Encourage the provision of internal amenity including hospitality, fitness and health uses.

In addition to the above, in the development of urban industry precincts near population and commercial centres, the Strategy aims to create high quality destinations by encouraging:

- Legible and accessible street networks linked to our population and commercial centres
- Street networks and business parks that promote pedestrian accessibility and safety
- Areas that provide outdoor fitness and leisure opportunities to promote worker wellbeing
- Distinct business park branding and built form

New industrial areas in direct proximity to the Cobblebank and Caroline Springs Rail Stations provide an opportunity to link industrial workers and visitors to accessible transport infrastructure. As such, this Strategy encourages new business parks in direct proximity to the Cobblebank and Caroline Springs Rail Stations to function as industrial amenity nodes incorporating hospitality uses, places for gathering, conference facilities and networking spaces, and higher proportions of office and administration space.

The Caroline Springs Station should be planned as an industrial neighbourhood centre that provides uses underpinning the amenity of the broader industrial area.

**Implementation:**

CoM will:

- Encourage the development of diverse spaces in locally focused business parks.
- Facilitate high quality, accessible and attractive business park environments that engender visual interest and promote a unique identity.
- Plan Caroline Springs Station as an industrial neighbourhood centre
- Encourage business parks in close proximity to fixed rail public transport to incorporate hospitality and retail uses.

## Direction 2: Boost Employment Growth



**Objective 5**  
Deliver a High Productivity Integrated Western Freeway Economic Corridor

**Objective 6**  
Promote and support Melton's unique workforce capability

**Objective 7**  
Foster commercial investment in the City's Activity Centre Network

**Action 5.1** Agglomerate Distinct Economic Uses along the Western Freeway Economic Corridor.

**Action 5.2** Maximise the economic and employment impact of catalytic infrastructure through supportive land use settings.

**Action 5.3** Link jobs to people via comprehensive transport upgrades.

**Action 5.4** Facilitate all-of-Government and Industry Commitment to the Western Freeway Economic Corridor.

**Action 6.1** Promote the City's unique workforce profile to enterprise.

**Action 6.2** Seed local entrepreneurship through industry incubators

**Action 7.1** Ensure Population growth supports a thriving Activity Centre Network.

**Action 7.2** Create great destinations that support gathering and day and night economies.

**Action 7.3** Facilitate the delivery of the Cobblebank Metropolitan Activity Centre.

**Action 7.4** Ensure future PSPs respond to the existing provision of retail and commercial land.

## Direction 2 Boost Employment Growth

### Introduction

The new commercial areas in our growth area communities form new investment zones ready to service the retail, fresh food, hospitality, leisure, health and professional needs of our new communities.

Our 2051 job target anticipates the creation of 30,000+ jobs in our new commercial areas. Achieving this will require replicating the experience and evolution of the Caroline Springs Major Activity Centre many times over in many different locations.

Caroline Springs Major Activity Centre is now a thriving consumer and service destination that over the past 20 years has steadily grown and diversified its commercial and employment base.

We want our commercial areas to agglomerate a wide variety of uses including thriving day and night economies, service and retail economies and specialist health, education and community facilities that anchor our new communities as go to destinations.

The scale of our projected population growth will underpin a vast array of new commercial and retail floor space demand and investment in our city. We need to ensure that this facilitates significant employment growth and diversification.

How will we facilitate and direct commercial growth for the benefit of our community?	
Infrastructure	We will advocate for the delivery of essential service infrastructure in our new communities and ensure our people are connected to local employment centres via timely transport investment.
Great Spaces	We will ensure our commercial areas are set up for success including great street networks, gathering spaces and great urban amenity.
Our People	We will champion the ability of our growing young population to provide knowledge intensive high quality services in every sector to our community and region within CoM.





**Objective 5: Deliver a High Productivity Integrated Western Freeway Economic Corridor**

As settlements at Cobblebank, Mount Atkinson, and Rockbank undergo urban development a continuous urban area will emerge along the Western Freeway and Melton (Ballarat) Rail line that joins Ravenhall in CoM's south east to the Melton Township in CoM's west.

An economic corridor is a distinct geographic area in which economic uses are linked by high quality transport connections. The vision for the Western Freeway Economic Corridor entails building on the existing transport advantages of the Ballarat Rail Line and the Western Freeway to link people to jobs and places to people via high quality transport options.

As envisaged in figure 15, the Western Freeway Economic Corridor comprises 5 distinct economic nodes linked by the Western Freeway and the Ballarat Rail Line:

*Existing Economic Nodes:*

- Melton Township Precinct 63,000 people and 13,200 jobs as of 2021
- The City's Southern Industrial Precinct 10,500 jobs as of 2021.

*Future Economic Nodes:*

- Cobblebank Metropolitan Activity Centre
- Mount Atkinson Major Activity Centre
- Rockbank Major Activity Centre
- Caroline Springs Neighbourhood Centre

The health, community, recreational and service infrastructure that will emerge within these nodes over the next three decades provides a unique opportunity to integrate labour force participation, industry growth, social development and access to services along a single corridor network.

The Corridor's resident population will grow to over 265,000 residents by 2051.<sup>2</sup> At 2023, there is a unique opportunity to draw on the Corridor's existing advantages to facilitate an integrated land use and transport corridor that underpins sustainable economic and social development.

Delivering the Western Freeway Economic Corridor vision entails:

- Agglomerating substantial private and public sector floor space within the Corridor's key economic nodes
- Facilitating high levels of corridor mobility via extensive transport investment
- Achieving all-of-government and private industry commitment to the prioritising the Corridor as an investment location.

**How will the Western Freeway Economic Corridor benefit our community?**

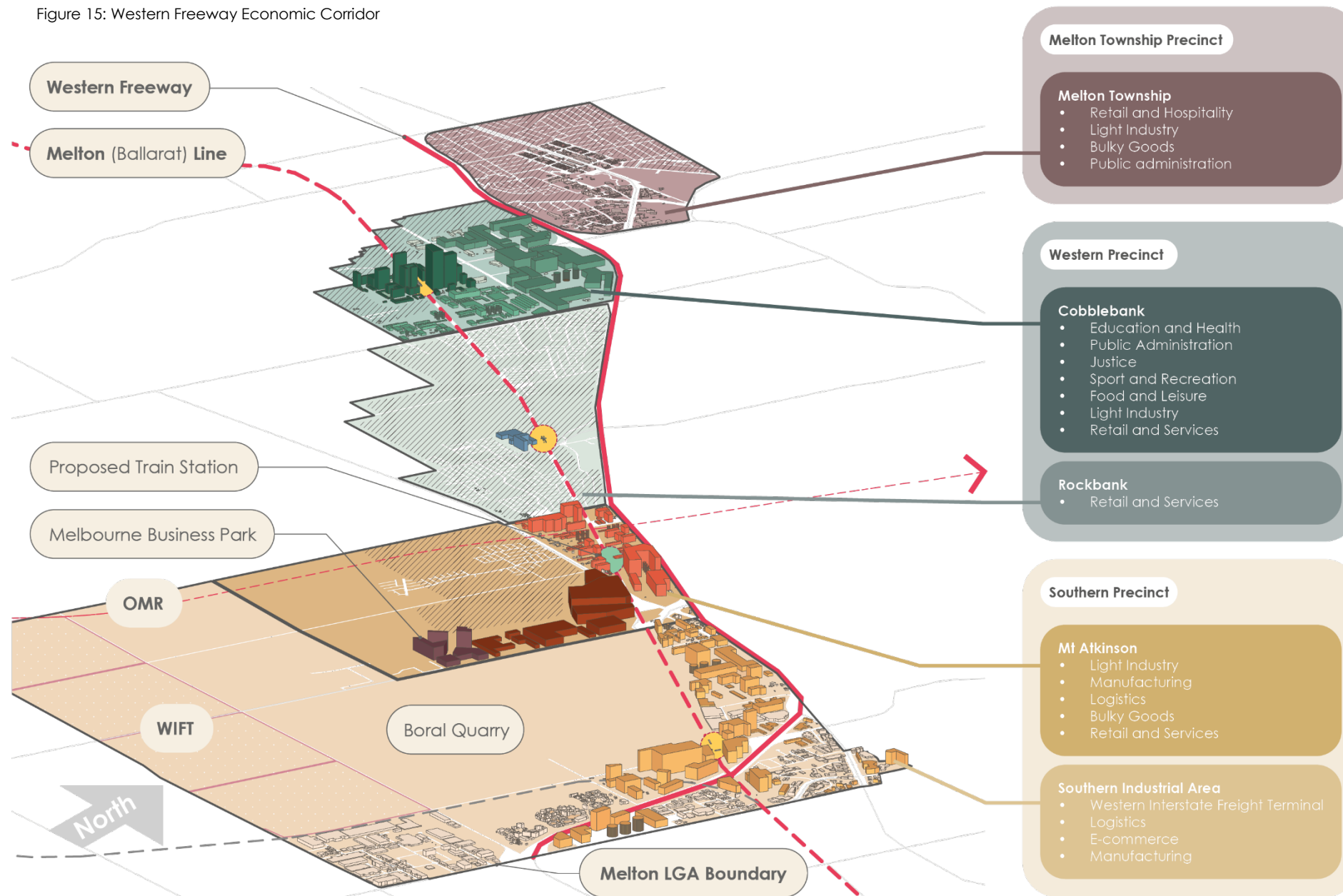
<b>Liveability</b>	A corridor of high service and employment self-containment will improve the wellbeing of our residents, particularly by reducing the time workers spend travelling in lengthy commutes.
<b>Productivity</b>	Linking labour to business, business to business and business to customers in a high mobility corridor network will drive local employment opportunities and the productivity of our community.
<b>Sustainability</b>	Less and more efficient travel patterns will improve our sustainability, reduce emissions and congestion.
<b>Economic agglomeration</b>	As the logical location to position services and commercial floor space, a high mobility corridor network will draw in ongoing investment and agglomeration of uses, in turn, generating opportunities for economic spillover and new local industry sectors

**The Outer Metropolitan Economic Area**

The eventual delivery of the Outer Metropolitan Ring Road will provide a significant boost to the economic prospects of the City's northern suburbs and settlements along the Melton Highway. The OMR will provide unique north-south connectivity, linking the municipality to road and rail transport networks across the eastern sea board. Careful design of the OMR will allow Plumpton Major Activity Centre and its associated employment lands to attract associated nationally significant investment. A map of this area is provided in Appendix 1.

<sup>2</sup> CKC analysis based on Forecast id 2023

Figure 15: Western Freeway Economic Corridor



### Action 5.1: Agglomerate distinct economic uses along the Western Freeway Economic Corridor

The Corridor's economic nodes incorporate the preconditions to support extensive floor space investment including abundant vacant zoned commercial land, proximity to growing and young households, and access to established transport infrastructure.

By agglomerating major health, education, retail, commercial and community service uses within accessible nodes, we will connect people to jobs, businesses to business and business to our young and skilled workforce.

#### Implementation:

CoM will support the ongoing implementation of existing activity centres, PSPs, and social infrastructure plans as part of the creation of a distinct and integrated Western Freeway Economic Corridor's that promotes high levels of employment self-containment and economic equity and liveability for our community.

CoM will encourage State and Federal government to prioritise the Western Freeway Economic Corridor's as the preferred location for regionally significant public health, community, social service and recreation focused floor space investment owing to the Corridor's capacity to achieve integrated land use and transport outcomes.

CoM will encourage large format population serving private investment to locate along the Corridor including major retail and health investment.

Table 5: Melton Freeway Employment Corridor Economic Assets

Node	Local Population Catchment at 2051	Jobs at 2021	Commercial Land Supply 2023	Public Transport Infrastructure	Existing and Future Economic Corridor Anchors
<b>Cobblebank Metropolitan Activity Centre</b>	81,000	2,250*	14 ha (occupied) 59 ha (vacant)	Cobblebank Rail Station	Melton Hospital (Committed 2029) Cobblebank Stadium Melton Justice (Future) Public Administration (Future)
<b>Mount Atkinson Major Activity Centre</b>	67,700	n/a	37 ha (vacant)	Future Mount Atkinson Rail Station	Shopping centre (future) Melbourne Business Park (under development) New economy enterprises supporting industrial sectors (future) Bulky goods (future)
<b>Melton Township</b>	92,000	13,200	54 ha (occupied)	Melton Rail Station Established Bus Network	Melton West (Woodgrove) Melton High Street Major Activity Centre Melton Gateway Large Format Retail Melton Health Melton Civic Centre
<b>Rockbank Major Activity Centre</b>	24,5000	n/a	16 ha (vacant)	Rockbank Rail Station	Local Retail and Services (future)
<b>Southern Industrial Precinct</b>	N/A	10,500	1900 ha industrial land occupied, vacant and programmed land	Caroline Springs Rail Station	International and national significant logistics, ecommerce and manufacturing enterprise Justice facility WIFT (Future)

\* Jobs in the broader Cobblebank/Rockbank

### Action 5.2: Maximise the economic and employment impact of catalytic infrastructure through supportive land use settings

Over the coming decades, the Western Freeway Economic Corridor will be subject to critical infrastructure investment. Ensuring we maximise the economic impact of new infrastructure investment is critical to achieving our economic and employment goals.

#### Implementation:

CoM will ensure the delivery of new infrastructure incorporates land designated for spillover investment in aligned industries specifically:

- Land in direct proximity to new public health investment in Cobblebank should be supported for allied health investment
- Land in direct proximity to the WIFT and OMR should be supported for the agglomeration of freight and logistics uses.
- The location of new justice infrastructure should enable associated private sector investment.

### Action 5.3: Link jobs to people via comprehensive transport upgrades

High levels of mobility will ensure rapid access to workers and consumers and stimulate a melting pot of new commercial activity in priority locations. Moreover, transport infrastructure in combination with our skilled workforce creates the conditions for growing new economy jobs:

*Labour market areas with large, highly-skilled workforces have proportionally more clustered new economy activity than smaller places. Within cities and towns, neighbourhoods with good transport links are more likely to have (new economy) hotspots than elsewhere.<sup>3</sup>*

**Implementation:** An integrated high productivity and inclusive economic corridor will require extensive transport investment. Within the Corridor, CoM will progress the following key transport priorities as per Figure 16:

**Road Network:** Upgrading the Western Freeway to an urban freeway, duplication of high volume roads including Hopkins and Christies Roads, the development of successive diamond interchanges along the Western Freeway, the delivery of the Outer Metropolitan Ring Road.

**Public Transport:** a program of grade separations along the Ballarat Rail Line, the electrification and duplication of the line to Melton and the creation of new stations.

**Active Transport:** the ongoing development of the Western Freeway needs to incorporate a premium cycling corridor.

### Action 5.4: Facilitate all-of-Government and industry commitment to the Western Freeway Economic Corridor

The Corridor is a region shaping initiative that requires the joint commitment of business, Federal and State government and their agencies.

A shared vision and commitment will ensure a doubling down on CoM's key advantages in population, infrastructure, labour force and industry to grow a more liveable, equitable city and larger economy.

#### Implementation:

Through CoM's advocacy and engagement, we will seek to facilitate:

**Strategy:** Engage with state government to advocate for recognition of the Western Freeway Economic Corridor in future updates to the Western Framework Plan and future iterations of *Plan Melbourne*.

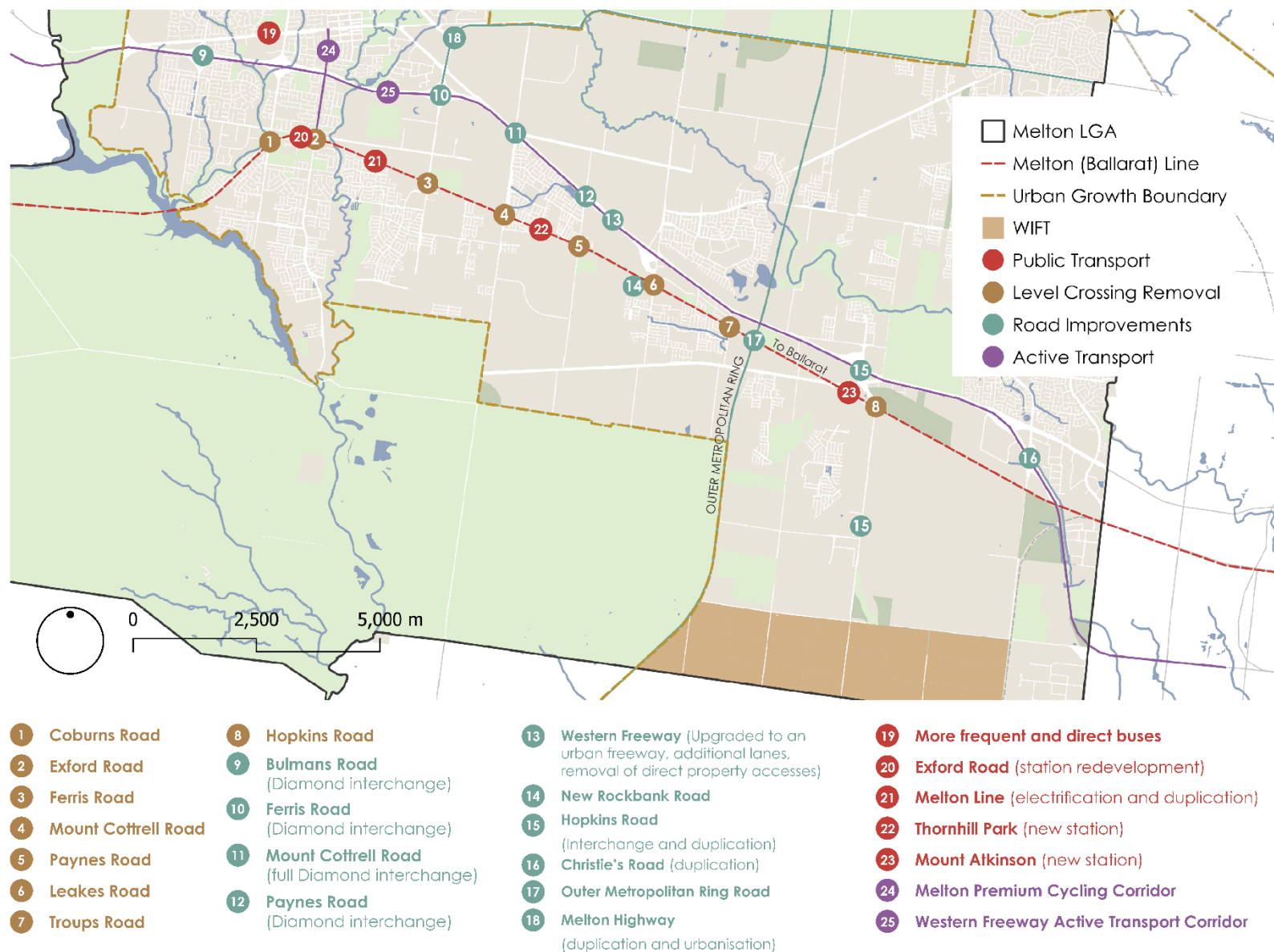
**Infrastructure:** Engagement with State and Federal government to advocate for the necessary transport investment and coordination needed to underpin corridor mobility.

**Placemaking:** Working with industry, developers and government to facilitate long term social and community infrastructure investment in combination with place making initiatives that will embed and grow key economic anchors.

The Western Freeway Economic Corridor is a logical spatial plan for the evolution of an integrated economy. As part of the above, the City will also engage with Federal Government to explore opportunities arising from the *Urban Precincts and Partnerships Program* which replaces the City Deal program.

<sup>3</sup> James Evans, *Innovation hotspots: Clustering the New Economy*, Centre for Cities, 2023

Figure 16: Victorian State Government Transport Infrastructure Projects- Western Freeway Employment Corridor





**Objective 6: Promote and support Melton's unique workforce capability**

Enterprise relies on specialist skills, knowledge and technical ability to adapt to and embrace change and complexity.

Our affordable housing is a major attractor of young highly-educated and skilled migrants as exemplified by the education, qualification and skill status of our growing new communities in Mount Atkinson, Rockbank, Aintree and Cobblebank.

These communities include high numbers of young adults with bachelor degrees, many whom currently commute to locations outside of our municipality to work as professionals and managers. Our new residents include high numbers of new migrants to Australia that also earn incomes above the local median.

Table 6: Worker Qualifications, 2021

	Percent of Working Age Population with Tertiary Qualifications
Victoria	46%
City of Melton	34%
Melton Growth Areas	
Local migrants	50%
Overseas migrants	62%

Source: ABS, CKC

As our community grows, we will be home to many more households of a similar age, education and skill profile, providing a key human resource platform for a more dynamic and larger local economy. At 2021, our labour force was 87,000. Under current projections, this will grow to 220,000 in 2051. As a community benefiting from Australia's skilled migration program, we have the skills and depth of human capital to support a diverse and dynamic local economy.

**Action 6.1: Promote the City's unique workforce profile to enterprise**

The human resource story of Melbourne's west is poorly understood but is nonetheless a story that needs to be highlighted and championed as a major asset of the regional economy.

Through our ongoing advocacy and engagement in economic development, CoM will promote our unique human capital and with that, the potential of our resident workers to support the needs of knowledge-intensive technically advanced industries.

**Implementation:**

To promote our workforce capability CoM will:

- Collect data, stories and testimonials that exemplify the skills and education of our resident workers
- Identify how our resident worker base can support knowledge intensive industries
- Create marketing materials and online resources that promote the skills of our workers to industry
- Use local industry networking events to promote our workforce and show case success stories

**Action 6.2: Seed local entrepreneurship through industry incubators**

Part of growing a larger economy entails growing a network of local resident businesses. The scale of our population growth provides the underpinning service and retail demand to grow an extensive local business sector.

Industry incubators provide support, resources, and guidance to early-stage businesses and entrepreneurs.

**Implementation:**

In the development of new commercial space in CoM's key economic nodes, the City will explore the development of business incubation and accelerator activities that provide:

- *Workspace and infrastructure:* Physical space for early-stage businesses at subsidized rates.
- *Support:* Industry incubators typically provide a range of business support services, including mentorship, business planning, legal and accounting advice, and access to professional networks.
- *Networking:* Industry incubators host networking events, workshops, and seminars, allowing early-stage businesses to connect with mentors, industry experts, and potential partners or customers.
- *Regulatory support:* Incubators can provide guidance on navigating regulatory requirements and compliance.

## Objective 7: Foster commercial investment in the City's Activity Centre Network

The growth and evolution of our activity centre network will support the growth and diversification of local employment, particularly employment that services population needs.

Activity centres are locations in which residential, commercial, social, transport and community uses overlap to create vibrant destinations that support commercial and social interaction.

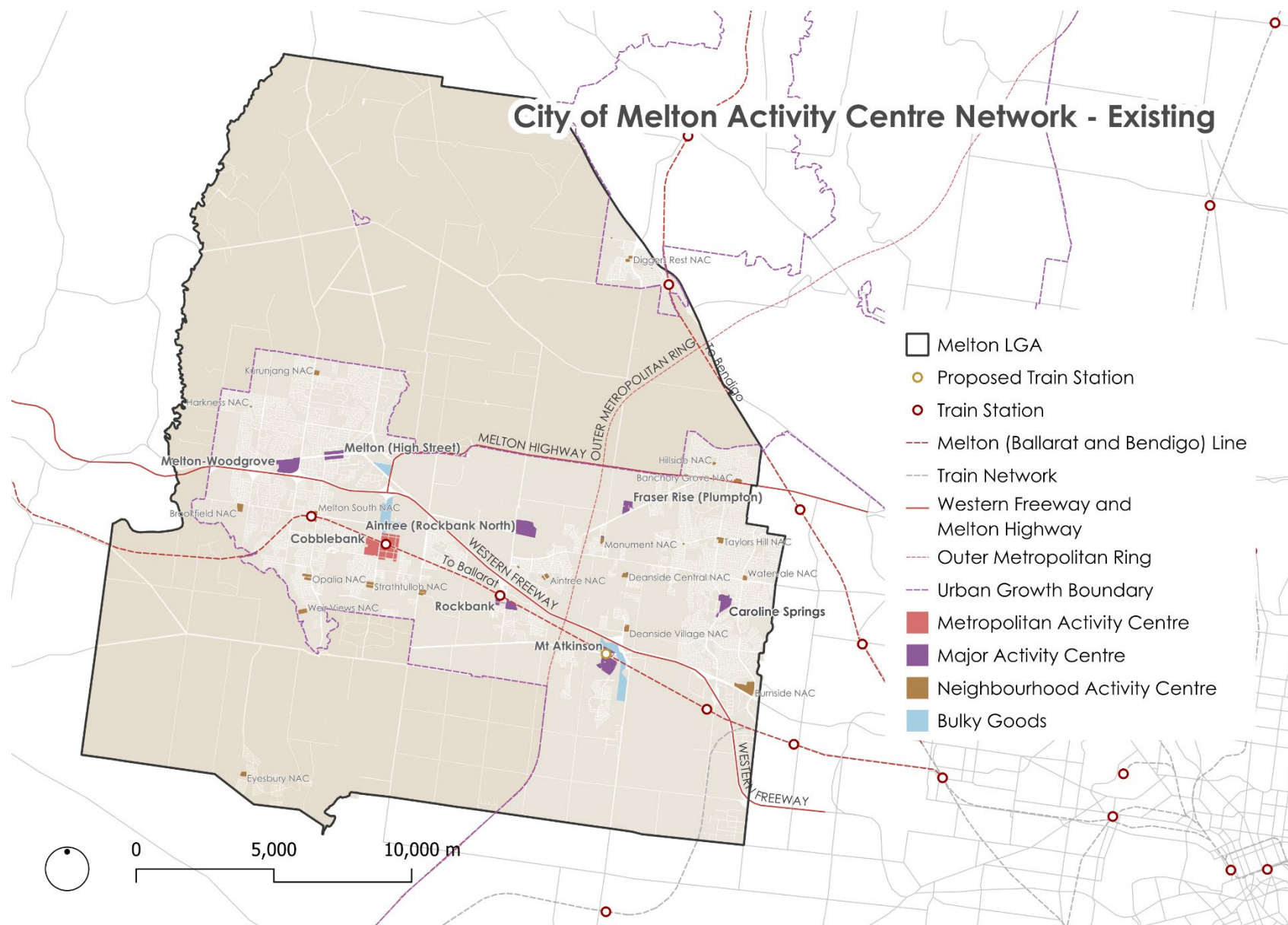
Table 7: Activity Centre Network 2023<sup>4</sup>

Metropolitan	Major		Neighbourhood		Bulky Goods	Mixed Use	
Higher order centres that provide a range of jobs, activities and housing for regional catchments that are well served by public transport. These centres are intended to play a major service delivery role, including government, health, justice and education services, as well as retail and commercial opportunities.	Suburban centres that provide access to a diversity of goods and services. These centres vary in size and focus but in general are preferred locations for services, employment, housing and public uses.		These are smaller centres that serve the immediate retail and service needs of surrounding communities. These centres have an important role in the 20 minute neighbourhoods in which people have the ability to meet most of their everyday needs within a 20-minute walk, cycle or local public transport trip.		Locations that support the sale of large format goods including furniture, hardware and garden supplies, construction materials and appliances	These are mixed use employment areas on the boundary of new major activity centres that support a range of service and office uses.	
Existing	Existing	Future	Existing	Future	Existing	Future	Future
Cobblebank	Caroline Springs Melton High Street Melton West (Woodgrove)	Aintree Mount Atkinson Rockbank Fraser Rise	Eynesbury Burnside Brookfield Harkness Melton South Watervale Taylors Hill Hillside Banchory Grove Aintree Opalia	Deanside Village Monument Kurunjang Plumpton (local centre) Deanside Central Thornhill Park Strathtulloh Diggers Rest Weir Views Caroline Springs rail Station* Melton East	Melton Gateway	Hopkins Road Business Park, Mount Atkinson Cobblebank, Ferris Road	Kororoit Employment Precinct Mount Atkinson - Mixed Use Commercial Area Rockbank Mixed Use Plumpton Mixed Use Cobblebank Mixed Use

\* Not yet a recognised node

<sup>4</sup> The Activity Centre Network 2023 is based on the *Retail and Activity Centre Strategy 2014*, subsequent PSP planning and the ongoing confirmation of place names.

Figure 17: Activity Centre Network



**Action 7.1: Ensure population growth supports a thriving Activity Centre Network**

As CoM's grows into a community approaching half-a-million residents, our service and retail demand will grow exponentially. As demand grows, investment in population-serving floor space in the form of new retail, commercial, health care, and community service floor space will inevitably follow.

According to MICLUP, the City of Melton will require an additional 348,000 square metres of new commercial and retail floor space by 2031.

Table 8: MICLUP Floorspace projections City of Melton

Commercial floorspace 2018 (m2)	Estimated additional commercial and retail floorspace 2016 to 2031 (m2)
186,550	348,000

Source: MICLUP

To achieve a more sustainable economy and liveable community, it is imperative that the majority of new population-serving floor space is delivered in our activity centres. Our activity centres are places for gathering, services and consumption that are strategically located in the heart of our existing and new residential communities. The scale of population-serving floor space needed by our community over the next thirty years will enable our activity centre network to thrive. By clustering floor space in our centres, our community will accrue significant social and economic benefits including:

- Co-locating jobs and people - it follows that by growing a diversity of economic uses, our Activity Centres will bolster local employment with corresponding liveability benefits for our community.
- Promotes integration - concentrating transport, amenity, retail and service infrastructure investment in key economic nodes promotes economic and social integration, more efficient use of infrastructure, and greater liveability for the community.
- Enhances agglomeration - the agglomeration or co-location of complimentary economic uses in our activity centres will help our economy achieve greater scale and facilitate the partnerships, networks and ongoing investment that underpin a more resilient higher value economy.
- Innovation and networks - The overlap of services and consumption in key economic nodes provides the basis for new local economic responses to population growth.

**Implementation:**

CoM will develop and implement the following land use policy for its existing and emerging activity centres:

- CoM's activity centre network is the primary location for the expansion of population-serving retail, service, hospitality and recreation floor space.
- New investment in health, tertiary education, public administration, community service and social infrastructure is encouraged to locate in our centres
- Placemaking investment will seek to facilitate centres that are places to live, work, gather and consume that reflect the contemporary ethos of service and retail areas as dual essential service and leisure areas.
- Out-of-centre large format retail uses will be incorporated into our City's retail hierarchy.

The above builds on state policy and our existing activity policy at (2.03-1 of the Melton Planning Scheme). The growth of our centres is currently guided by the City's *Retail and Activity Centres Strategy 2014*. Since 2014, retail consumption has, however, changed significantly owing to the impact of online shopping, the growth of leisure-focused retail, the growth of food culture and the addition of new centres as a result of the completion of PSPs. As part of the delivery of this Strategy, it is recommended that the City's Activity Centre Strategy is updated.



### Action 7.2: Create great destinations that support gathering and day and night economies

The growth of online shopping and out-of-centre big-box retail locations has disrupted the historic role of town centres as primary consumer locations. Today, economically and socially successful centres need to change in order to provide a compelling reason to attract visitors and local consumers.

Globally and nationally, major retail locations are now focused on facilitating multi-layered environments in which office, dining, residential, meeting, recreation, entertainment and service uses overlap in an environment in which the sensation of consumption is emphasised over physical possession.

In responding to the impact of online and out-of-centre retailing, the key to the evolution of our centre network is to focus on the creation of a vibrant 'Live, Work, Play' environments. As an underpinning aim of centres, 'Live, Work, Play' environments entail significant proven economic benefits including increasing the length and frequency of visitation.

The philosophy of 'Live, Work, Play' underpins and is exemplified in the renewal of traditional standalone shopping centres into multi-use service, residential, entertainment and accommodation centres. A critical part of this is the focus on food and services as the anchor of attractive mixed-use nodes – noting that the growth of online shopping removes the option to anchor locations in merchandise retail. While consumption in other retail categories has flatlined or declined, in the post-Covid era, hospitality expenditure has continued to grow as a seemingly ingrained component of national consumer culture. Likewise, service expenditure has also proven resilient.

CoM's local food, hospitality and service expenditure will grow exponentially in line with its population growth. It's critical that we seek to retain this expenditure in our community and centres as a core asset of our economy. We therefore need to set up our centres as successful 'Live, Work, Play' environments through the fundamentals of excellent placemaking.

The physical quality and economic evolution of centres are intimately linked. Excellent placemaking facilitates repeated and higher expenditure that promotes enterprise growth and floor space investment.



#### Implementation:

In the development of new Centres CoM will:

- Prioritise walkable and human-scale environments
- Create a dense core of streets within our new centres that supports fine-grain uses
- Facilitate an environment that supports day and night hospitality and dining uses
- Ensure safe, attractive and clean environments
- Prioritise the integration of gathering spaces and social infrastructure with service and retail infrastructure
- Limit the incidence of barriers and fragmentation that restrict centre mobility and coherence



### Action 7.3: Facilitate the delivery of the Cobblebank Metropolitan Activity Centre

The Cobblebank Activity Centre is identified as a Metropolitan Activity Centre in state planning policy. Cobblebank therefore sits at the apex of our activity centre network. As per state policy, the centre is intended to serve a regional role in the delivery of housing, jobs and services.

For CoM, state and federal governments, and industry, Cobblebank must be a focus for agglomerating a range of regionally significant health, justice, education and commercial uses along with enabling transport infrastructure investment.

The centre comprises two primary economic areas: the Cobblebank Employment and Mixed Use Area and the Cobblebank Metropolitan Activity Centre. Together, these areas will ultimately support 22,000 jobs.

Each of the Metropolitan Activity Centre and its surrounding Employment Area are subject to approved UDF that provide clear direction on the structure of the centre's urban form.

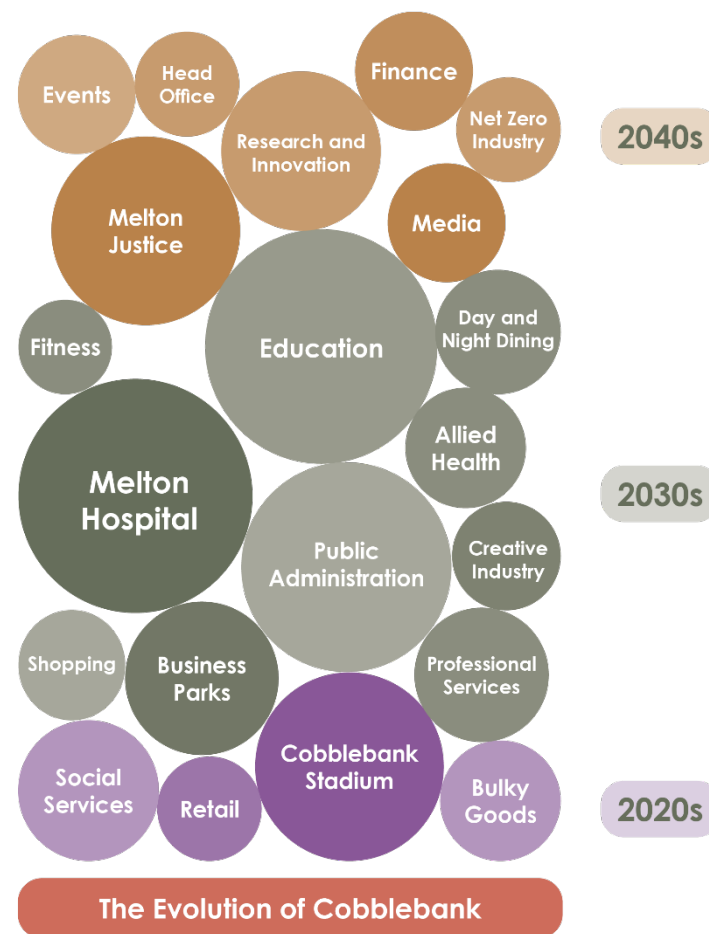
*Cobblebank will be a thriving new urban Centre in Melbourne's west with the new Cobblebank Train Station and a significant retail and entertainment precinct at its heart. It will be a place where the community will gather to enjoy a comfortable lifestyle defined by convenient access to transport and a range of commercial, shopping, employment, leisure, health, and education facilities and services.*

#### Implementation:

Cobblebank Metropolitan Activity Centre is the apex of our activity centre network and thereby CoM's primary population serving economic node.

CoM will:

- Work with developers to facilitate a street network and subdivision patterns that will create spaces for a diversity of finer-grain, medium and large-scale economic and service uses throughout the centre and its employment area.
- Advocate for ongoing public investment in founding and then growing the Centre's regional public administration, health, justice, education and commercial functions as per state policy.
- Support land use settings that enable the agglomeration of private and public uses in the Centre.
- Advocate for high quality transport links that connect local residents to the Centre and the region's workforce to the Centre.



**Action 7.4: Ensure future PSPs respond to the existing provision of retail and commercial land**

Our new commercial areas include over 378 hectares of land identified for new commercial uses. At 2023, 352 hectares of this land was vacant.

The development of new PSPs in our community needs to account for and respond to the City's identified activity centre network and existing volume of commercial land supply prior to identifying new town centres and new commercial nodes.

**Implementation:**

CoM will work with the Victorian Planning Authority to ensure the identification of new commercial areas in new PSPs responds to identified demand for new commercial floor space.

## Direction 3: Prepare for Change

### Direction 3: Prepare for Change

#### Objective 8

Ensure Land Use Setting Support Innovation

**Action 8.1** Support the Adoption of Drone Technology

**Action 8.2** Support the adoption of new energy technology and networks

**Action 8.3** Support the adoption of sustainable mobility

**Action 8.4** Explore the role of self-driving vehicles in public transport.



Our greenfield areas are not limited by legacy infrastructure and legacy decisions. We can therefore look to the future technological change as an unlimited opportunity. In preparing for the future, we need to ensure our land use settings support innovation, new mobility technologies and a low emissions future.

#### Objective 8: Ensure land use setting support innovation

There are a range of technologies that provide opportunities to facilitate a new more sustainable and dynamic economy that will inevitably impact on land use and planning.

##### Action 8.1 Support the Adoption of Drone Technology

Uncrewed aerial vehicles (UAVs), also known as drones have a wide range of potential applications in industrial settings. In the UK, plans are underway to facilitate a drone supercorridor which is an airborne corridor that supports the movement of drones and their use in delivery and distribution. The application of UAVs in urban and commercial life is yet to be clearly determined but is likely to include delivery of goods and medicine, inspection and maintenance, mapping and surveying, security and monitoring, and logistics and transportation.

Drones are classified as "aircraft" by the *Federal Civil Aviation Act*. All drones are therefore governed by the regulations set out by CASA (the Civil Aviation Safety Authority). The CASA has defined rules for the safe flying of drones and is developing rules for the commercial use of drones.

The federal government has committed to the development of a Drone Rule Management System to coordinate and manage operating rules for drones from different agencies across Commonwealth, state, territory and local governments. As part of this, there is commitment to the development of an:

- Infrastructure planning framework related to planning decisions for the construction and operation of electric vertical take-off and landing vehicles (eVTOL).
- Unmanned aircraft traffic system.<sup>5</sup>

<sup>5</sup> National Emerging Aviation Technologies Policy Statement, May 2021

**Implementation:**

To prepare for the future, CoM will:

- Remain informed of emerging frameworks governing drone delivery and commercial drone technologies.
- Review our role and the potential use of land in supporting emerging aviation technology.

**Action 8.2: Support the adoption of new energy technology and networks**

New energy infrastructure is essential for the transition to a clean energy future. Fundamentally, new energy infrastructure aims to replace fossil fuel-based power generation with renewable energy sources. This includes renewable energy generation, energy storage, and transmission and distribution infrastructure.

The benefits of new energy include reduced greenhouse gas emissions, sustainable economic growth, local energy security and more affordable energy.

The pathway to decarbonising our economy through renewable energy is complex and evolving. Moreover, the process of energy extraction, storage, transmission and distribution is largely independent of council governance.

There are, nonetheless, a number of local initiatives and advances already underway. Many of our industrial facilities, for instance, already generate on-site energy through solar panels while Melton City Council's depot is powered by 100% renewable energy. The Victorian Government also plans to build a battery storage system in the COM to improve the reliability and stability of the electricity grid in our city.

*The Melton Sustainability Strategy (2019) and Melton Innovation Strategy (2019) each support the take up of renewable energy technology in our community and the addition of renewable infrastructure.*

**Implementation:**

In delivering this Strategy CoM will:

- Encourage developers to incorporate new energy technology in the development of new business parks and new commercial areas
- Encourage the development and integration of localised battery facilities that support commercial and industrial activity
- Maintain an up-to-date understanding of clean energy technologies and how these might be integrated into our industrial and commercial areas.

**Action 8.3: Support the adoption of sustainable mobility**

Electric vehicles provide an opportunity to deliver a more sustainable transportation system.

The first depot of busses are now on trial by the Melton City council and provide the prospect of significantly reduced odour and noise emissions. Electric vehicles also reduce energy and maintenance costs (having significantly less moving parts, resulting in reduced maintenance requirements).

Over the next two decades, the re-platforming of transport systems to electric platforms will change the sustainability of vehicle movements but also the need for electricity generation and storage infrastructure. Notably, as per the previous sections of this Strategy the electrification of logistics fleets will require digital technicians whose skills and qualifications will resemble those of IT workers rather than traditional mechanics. Logistics and transport companies will need to support the creation of a new automotive workforce.

To facilitate sustainable transport transition, Melton City Council is working to develop electric charging infrastructure throughout the city. Council has installed several public electric vehicle charging stations, and it is also working to encourage businesses to install electric vehicle charging stations on their premises.

Hydrogen-based vehicles will also be a part of the future vehicle fleet. Several companies are developing hydrogen infrastructure projects in the COM. For example, Equis is building a hydrogen production and refuelling facility in COM that will support the Melton Renewable Energy Hub in the region.

**Implementation:**

In progressing a sustainable transport agenda, CoM will continue to engage with business and industry in relation to the role of charging infrastructure in industrial and commercial areas.

**Action 8.4: Explore the role of self-driving vehicles in public transport**

For outer suburban areas, the cost of public transport infrastructure is a critical impediment to reliable and frequent services. The invention of self-driving passenger buses may provide a cost-effective solution to expanding outer suburban public transport mobility.

Specifically, automated buses may provide opportunity to provide high quality services along fixed routes to major transport nodes. In CoM, self-driving passenger buses:

- could effectively link our residential areas to our activity centres
- link commuters to park and ride areas
- ferry industrial workers to and from Caroline Springs Rail Station in our south.

This technology is currently being trialled in Scotland in which an automated vehicle is ferrying passengers from a park and ride area to the Edinburgh Park train and tram interchange. In 2025, driverless electric minibuses will be programmed to run for a year in Geneva Kronach (Germany) and Oslo.

**Implementation:**

Advocate for trials of self driving public transport in our municipality.



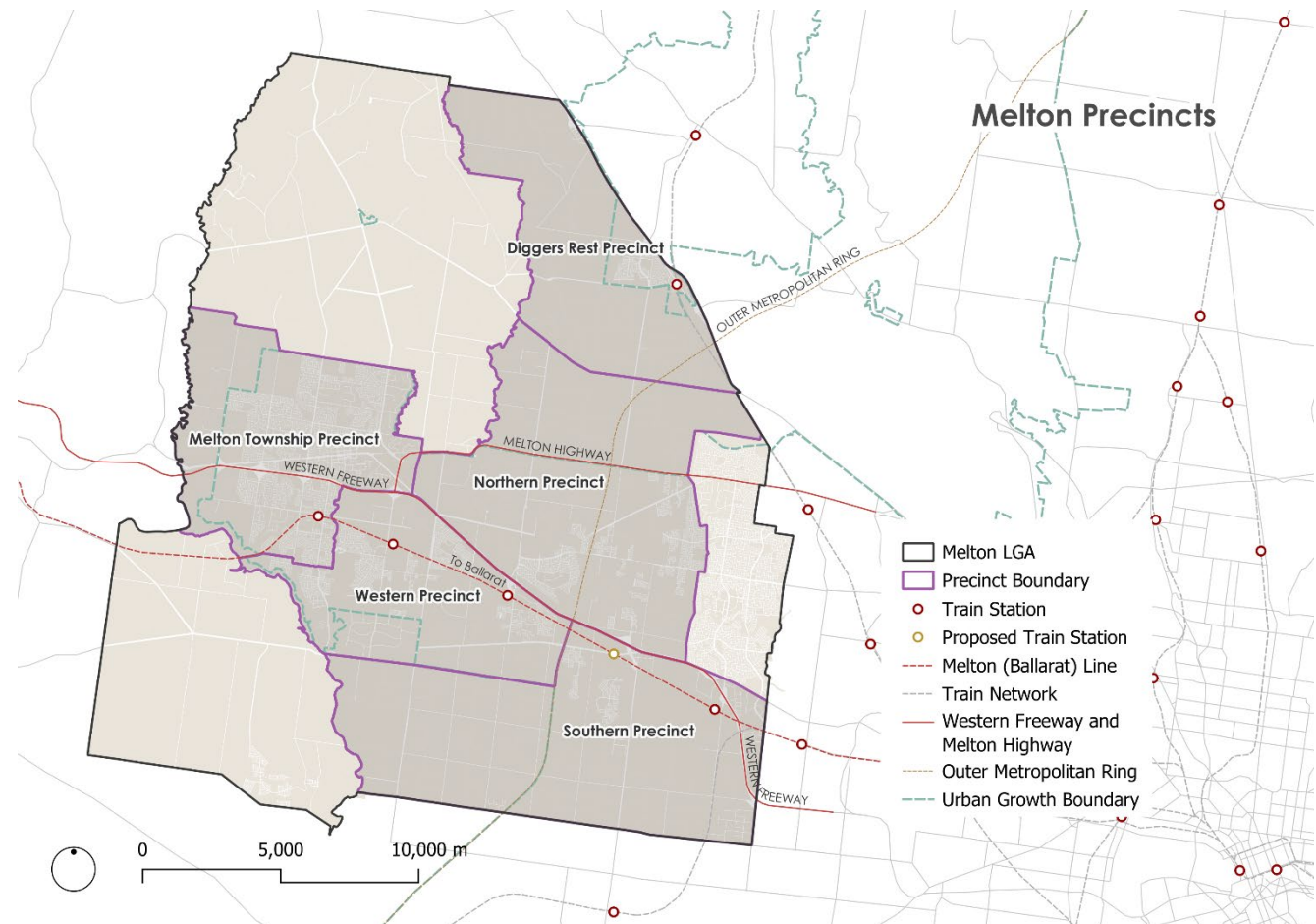
# Precincts

## 5.0 Precincts

A precinct approach to strategic development enables a coordinated and deliberate focus on supporting the planning and development of a location with the aim of achieving cohesive on-the-ground outcomes.

CoM encompasses a range of established and growth area locations, each at different stages of economic maturity. To support the logical planning and development of our city, the following provides precinct-focused economic development directions that outline:

- preferred future economic role
- long-term growth
- key Issues and infrastructure needs



## Southern Precinct

The Southern Precinct forms the eastern edge of the *Western Freeway Economic Corridor* and the south east-edge of the municipality.

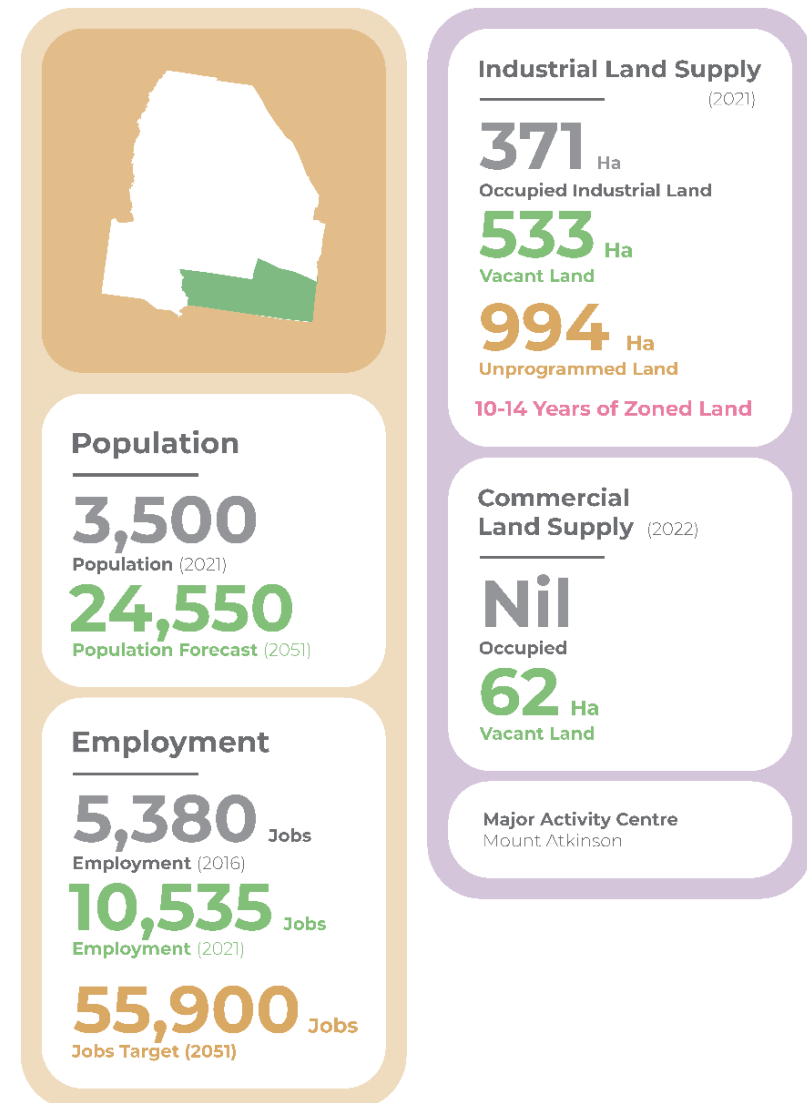
The precinct encompasses two distinct economic areas, the large format industrial area that forms the western edge of the Western State Significant Industrial Precinct and the future Mount Atkinson Major Activity Centre and its surrounding employment land.

In its current form, the precinct is primarily an employment-focused location. Rapid industrial development in combination with the expansion of Justice infrastructure has seen the precinct's employment double over the 2016 to 2021 period. The precinct currently supports just under a third of the municipality's employment base and accounted for over 40% of the municipality's employment growth over the 2016 to 2021 period.

In the future, the precinct will incorporate a substantial resident base of approximately 25,000 people as Mount Atkinson's 1,770 hectares of residential land is developed.

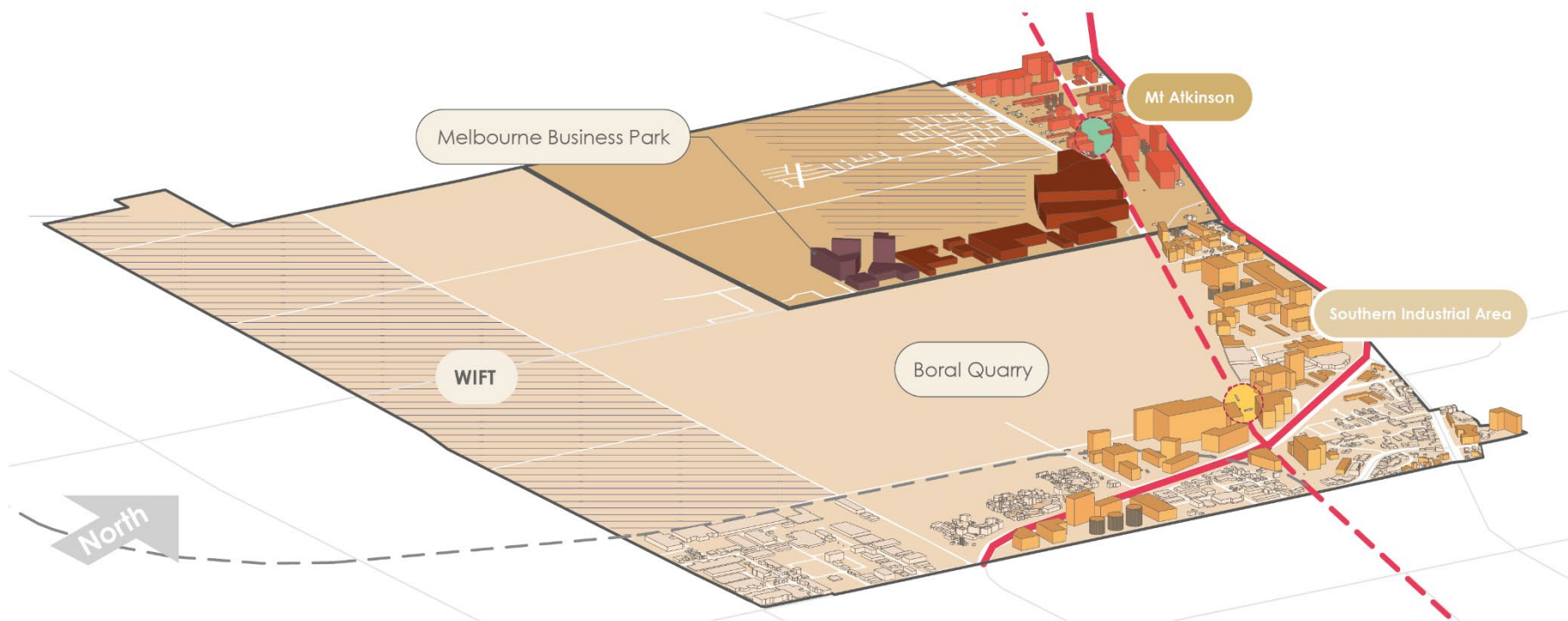
The Ravenhall Correction Centre is the precinct's largest employer (2000 jobs) and accounted for over 1000 additional jobs over the past 5 years. Traditional industrial employment in the form of manufacturing, logistics, warehousing and construction jobs comprise the precinct's core employment sectors which are expected to continue to expand as the precinct undergoes sustained investment and development. Owing to its availability of flat, broadhectare industrial land in proximity to major transport infrastructure, the precinct is the focus for major ecommerce and logistics investment.

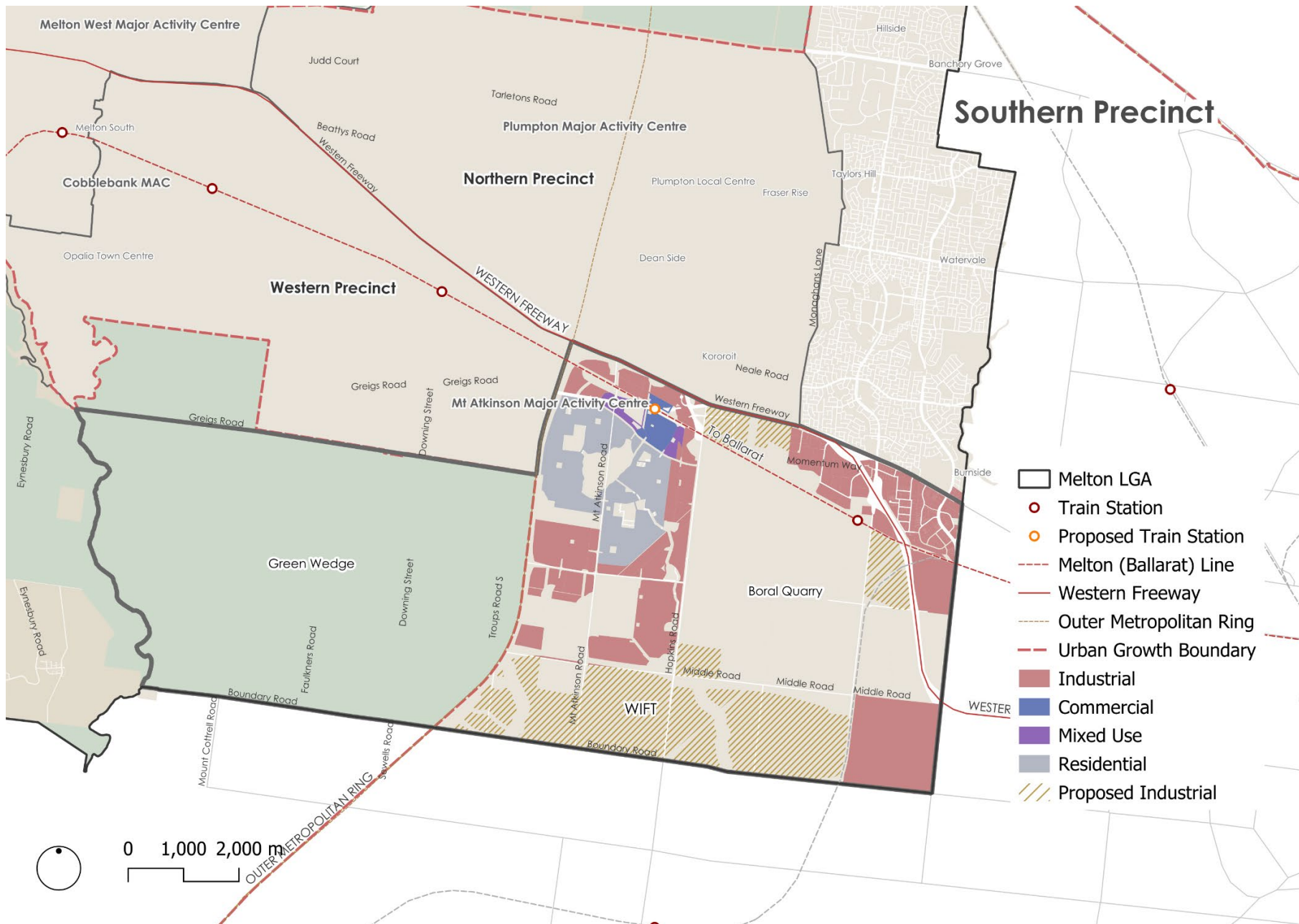
At 2022, the area included over 890 employing businesses including over 40 businesses with 20 or more staff and over 45 businesses with an annual turnover in excess of \$10 million. Rapid growth has seen the precinct add more than 600 employing businesses since 2018. The precinct is therefore a critical employment and economic asset for our community.



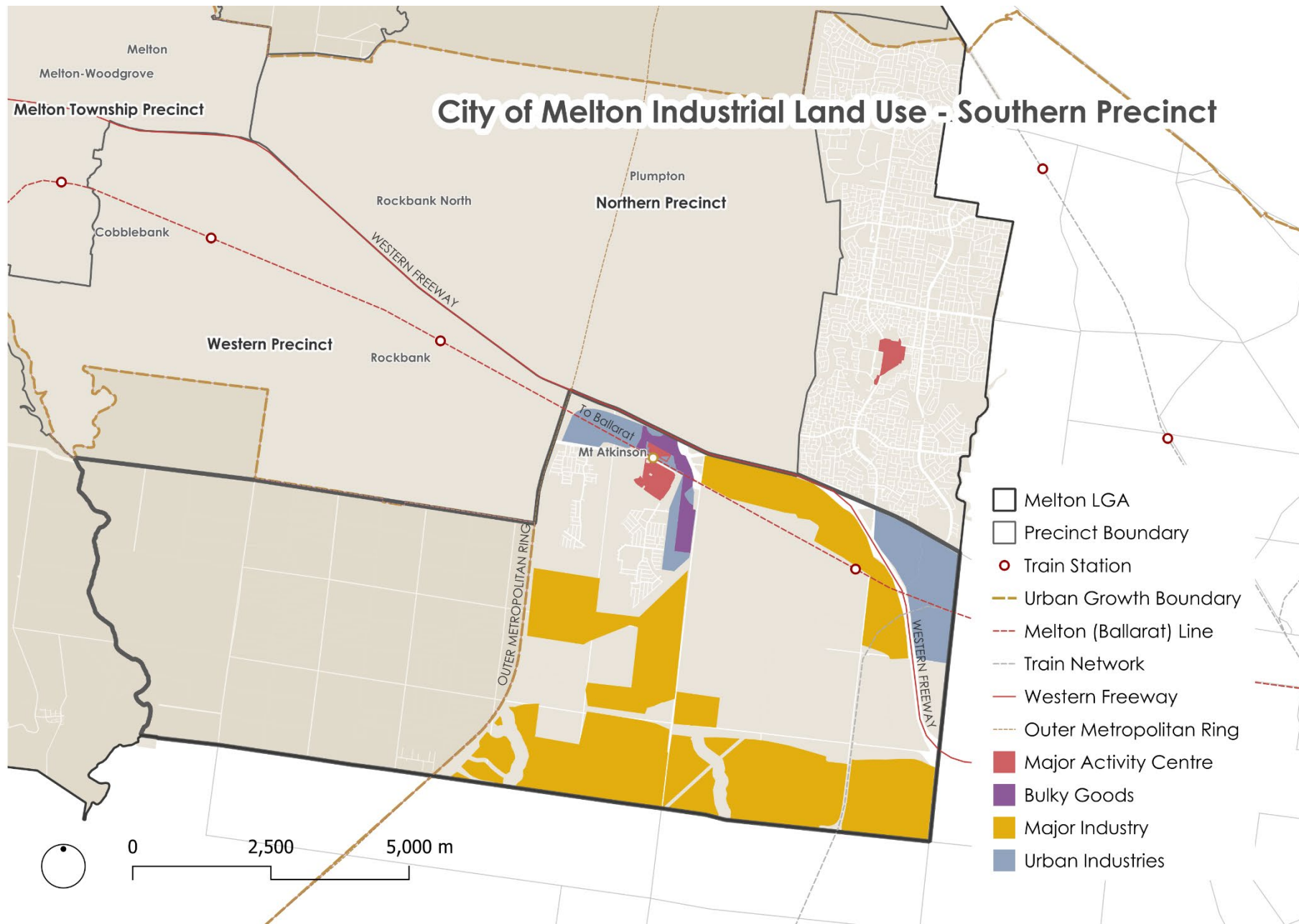
Source: CKC, ABS, City of Melton Investment Attraction Strategy, Ernst & Young

## Southern Precinct









## Southern Precinct Evaluation

Economic Enabler	2023 Status	Outlook	Observations
<b>Supply of Employment Land</b>	Impending land constraints	PSP process provides more land	<ul style="list-style-type: none"> <li>- The precinct incorporates 904 hectares of zoned industrial land and a further 994 hectares of future industrial land that is yet to be zoned.</li> <li>- In 2021, the precinct recorded 39.7 hectares of industrial land consumption, representing the largest quantity of annual industrial land developed in CoM to date. Record industrial land development in 2021 was proceeded by a decade of year-on-year growth in industrial land development in the precinct.</li> <li>- As per the <i>Melton Employment and Industrial Land Supply Review (MEIL-SR) 2023</i>, the Southern Precinct is projected to encounter significant industrial land supply constraints in the next decade or sooner.</li> <li>- A shortage of zoned industrial land supply will curtail the precinct's employment and economic growth in the precinct which is a key employment and economic generator in CoM and the broader western region.</li> <li>- The precinct includes existing and proposed quarries that restrict the development of nearby land and the types of uses that can be located within buffer areas.</li> <li>- The precinct incorporates 62 hectares of commercial land supply at Mount Atkinson.</li> <li>- The 2017 Mount Atkinson PSP identifies over 500,000 sqms of commercial floor space in and around the Mount Atkinson Activity Centre. According to a review by Jones Lang Lasalle, the overall job density and scale of commercial space anticipated in Mount Atkinson anticipates an economic outcome equivalent to that of Box Hill Metropolitan Activity Centre.</li> </ul>
<b>Population</b>	Limited growth	Future expansion	<ul style="list-style-type: none"> <li>- As the precinct's 1770 hectares of residential land undergoes development, the precinct's population will grow to nearly 25,000 residents by 2051. This will fuel associated retail and service floor space demand.</li> </ul>
<b>Industry Commitment</b>	Rapid expansion of major industry	Pipeline of projects supports further industry growth	<ul style="list-style-type: none"> <li>- The precinct enjoys high levels of industry commitment, investment and long-term planning.</li> <li>- At 2022, the area included over 890 employing businesses including over 40 businesses with 20 or more staff and over 45 businesses with an annual turnover in excess of \$10 million.</li> <li>- The precinct has added more than 600 employing businesses since 2018.</li> <li>- The precinct is a key focus for industry expansion in Melbourne's west. This includes growing numbers of manufacturing, construction, transport and e-commerce businesses.</li> <li>- At 2023, the precinct was subject to over 355 hectares of mooted, proposed and approved industrial development projects.</li> </ul>
<b>Economic Infrastructure</b>	Requires significant investment	Catalytic infrastructure is uncertain	<ul style="list-style-type: none"> <li>- The growth of the precinct requires corresponding comprehensive transport infrastructure improvements.</li> <li>- The area is subject to two state significant infrastructure projects (the WIFT and OMR) that will catalyse employment, investment and innovation in CoM. The status of these projects is uncertain.</li> <li>- Vacant greenfield commercial and industrial land requires investment in foundational infrastructure including investment in water, power, sewerage and drainage infrastructure.</li> </ul>

## Southern Precinct Directions

No	Direction		Actions
<b>Employment Land</b>			
SP.D1	<b>Ensure the timely delivery of employment land</b>	A1	Work with state government and its agencies to ensure ongoing industrial growth is supported by the timely provision of zoned industrial land, in conjunction with supportive planning facilitation and infrastructure delivery.
		A2	Work with state government to ensure the timely programming of the Chartwell East, Derrimut Fields and Warrawee PSPs.
		A3	Ensure the Precinct Structure Planning process reserves adequate land for the delivery of the WIFT.
SP.D2	<b>Avoid land use conflict</b>	A1	Ensure sensitive land use areas including areas in which industrial and residential uses area will interact and extractive industry areas are subject to appropriate land use buffers and treatments to minimise land use conflict.
		A2	Investigate potential uses that might be supported in buffer areas.
SP.D3	<b>Plan extractive industries</b>	A1	Identify the long-term role of extractive industries within the Southern Precinct.
<b>Economic Infrastructure</b>			
SP.D4	<b>Facilitate foundational economic infrastructure</b>	A1	Work with state agencies and developers to design and deliver foundational economic infrastructure including the efficient provision of water, sewerage and drainage infrastructure.
SP.D5	<b>Upgrade and expand the Principal Freight Network</b>	A1	<p>Work with state government and its agencies to advocate for the delivery of economically enabling infrastructure including the expansion of the Principal Freight Network at:</p> <ul style="list-style-type: none"> <li>• Hopkins Road: Road duplication, grade separation and an upgraded Western Freeway interchange</li> <li>• Boundary and Riding Boundary Road: Road duplication and expansion</li> <li>• Christies Road: Road duplication and incorporation in the PFN.</li> </ul>
SP.D6	<b>Advocate for the delivery of catalytic infrastructure</b>	A1	Continue to work with federal and state government to secure funding for the delivery of the WIFT and the OMR rail and road infrastructure.
		A2	Ensure the design of the OMR and, WIFT and associated land use settings catalyse and prioritise employment, investment and innovation.
SP.D7	<b>Advocate for rail electrification</b>	A1	Continue to work with state government to advocate for the electrification of the Ballarat rail line to Melton as fundamental to the delivery of the Western Freeway Economic Corridor and the long-term prosperity and growth of the region.

<b>SP.D8</b>	<b>Advocate for the Mount Atkinson Rail Station</b>	A1	Facilitate the delivery of the Mount Atkinson Activity Centre as a transit-oriented centre by advocating for the timely delivery of a rail station at Mount Atkinson.
<b>SP.D9</b>	<b>Automated Vehicles</b>	A1	In the medium to long-term, CoM will encourage Department of Transport and Planning (DTP) to investigate the introduction of automated vehicle service that transports workers to and from Caroline Springs station to the precinct's business parks and large format employment locations.
<b>SP.D10</b>	<b>Solar Farming</b>	A1	Support the development of solar power farming as a means of localising power generation and supplying energy to the Southern Precinct's commercial, industrial and residential areas.
<b>Industry</b>			
<b>SP.D11</b>	<b>Ensure certainty of investment and operations</b>	A1 A2	<p>Direct industrial uses in accordance with the <i>Melton Industrial Land Use Framework</i> (see Appendix 2)</p> <p>Protect 24-hour operations in major industry areas by:</p> <ul style="list-style-type: none"> <li>ensuring adequate buffers between industrial and non-industrial uses</li> <li>discouraging population-focused uses in major industry areas that will generate significant private vehicle movements in prime major industry locations.</li> </ul>
<b>People and Place</b>			
<b>SP.D12</b>	Caroline Springs Rail Station Neighbourhood Centre	A1	Identify Caroline Springs Station Precinct as an industrial neighbourhood centre that services the gathering, hospitality and service needs of CoM's industrial work force.
		A2	Encourage business parks in direct proximity to Caroline Springs station to include spaces that support worker and industry hospitality, retail and gathering needs and services.
	Promote higher order industrial employment	A1	Encourage new and existing industrial enterprise to establish head office operations in CoM by promoting CoM's young and skilled workforce as key regional asset.
		A2	Encourage the establishment of new economic enterprise in Mount Atkinson Major Activity Centre that directly supports the technological, human resource and management needs of the precinct's major industries.

## Western Precinct

The Western Precinct encompasses broadhectare greenfield land to the south of the Western Freeway. When fully built the precinct will form part of a continuous urban corridor along the Western Freeway and Ballarat Rail Line, comprising the central node in the Western Freeway Economic Corridor.

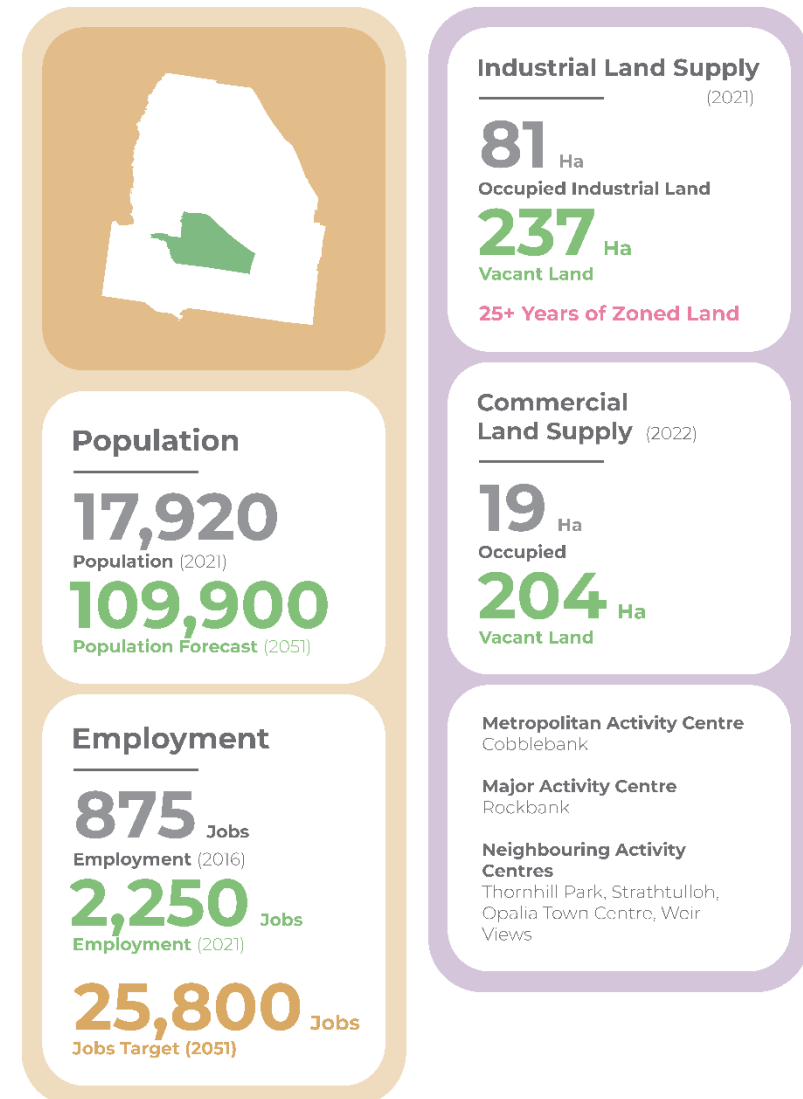
The regulatory transition of the precinct from rural and agricultural uses to urban uses is now complete. Each of the PSP areas that comprise the precinct are now complete including the Toolern (2011), Toolern Park (2014), Rockbank (2016) and the Paynes Road (2016) PSPs. Resulting residential growth is steadily urbanising the precinct. The precinct currently supports 17,900 residents which is projected to grow to 110,000 people by 2051.

The precinct includes two core commercial nodes at Cobblebank and Rockbank. Within State planning policy, Cobblebank is identified as a future metropolitan activity centre, one of only three metropolitan activity centres in Melbourne's western region and one of eleven across the metropolis. Metropolitan activity centres are identified as regionally significant hubs that support a range of major retail, community, government, entertainment, cultural and transport services. Accordingly, the *Cobblebank Metropolitan Activity Centre UDF* envisages land in direct proximity to the Cobblebank train station transforming into a dense employment precinct comprising a diversity of service, commercial and industrial uses.

Cobblebank economic node comprises both the metropolitan activity centre and its adjacent employment precinct. The long-term land use vision for Cobblebank therefore anticipates a core activity centre encircled to its north by a diverse industrial/employment precinct incorporating a hybrid of industrial uses and spaces. Over the long term, the Cobblebank employment precinct and Metropolitan Activity Centre are expected to combine to form an intense employment and service location that incorporates 25,000 jobs.

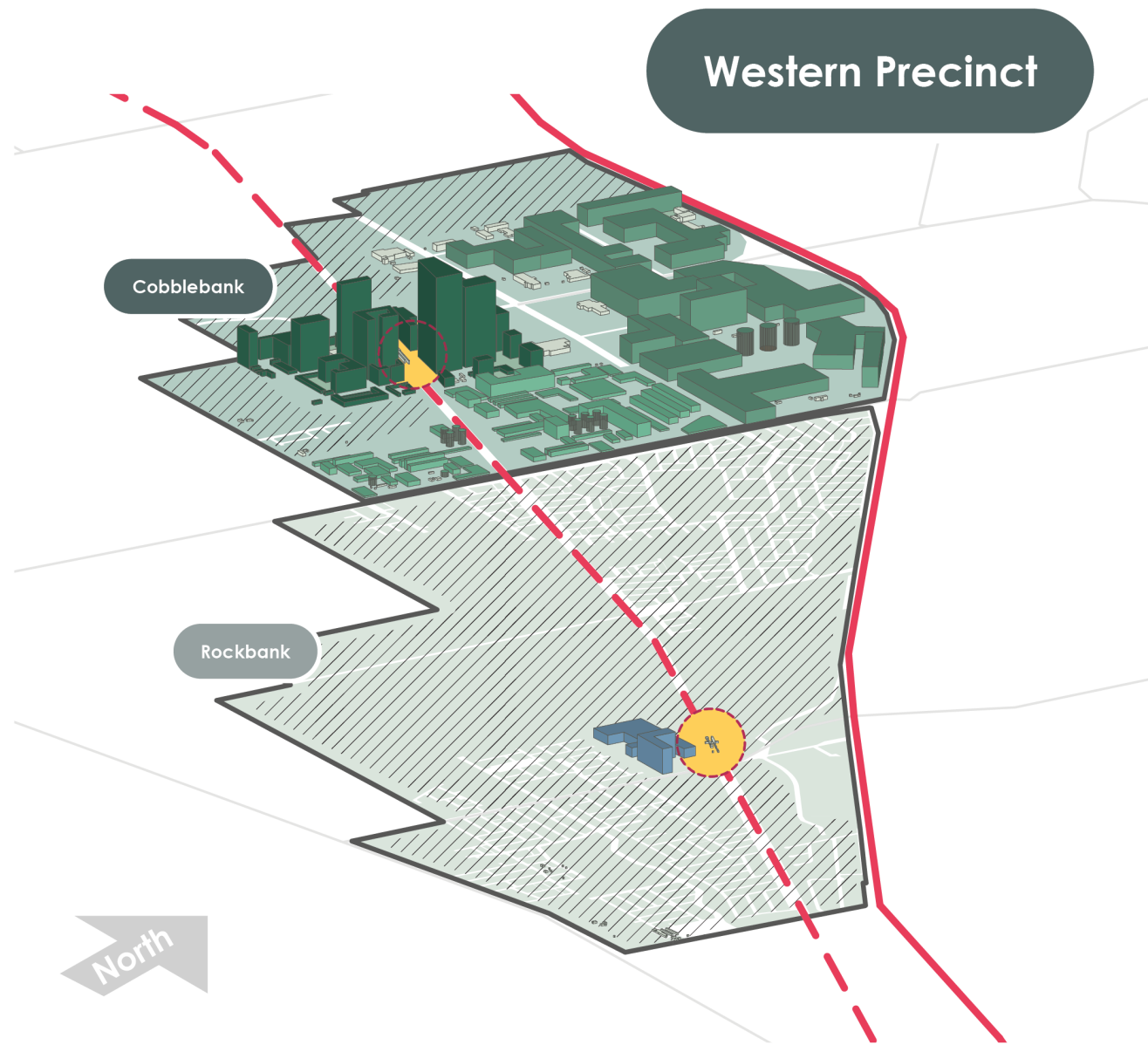
At 2023, Cobblebank was undergoing the first phase of its economic development with the development of foundational retail services and community infrastructure which will be followed by the delivery of industrial, commercial and health infrastructure.

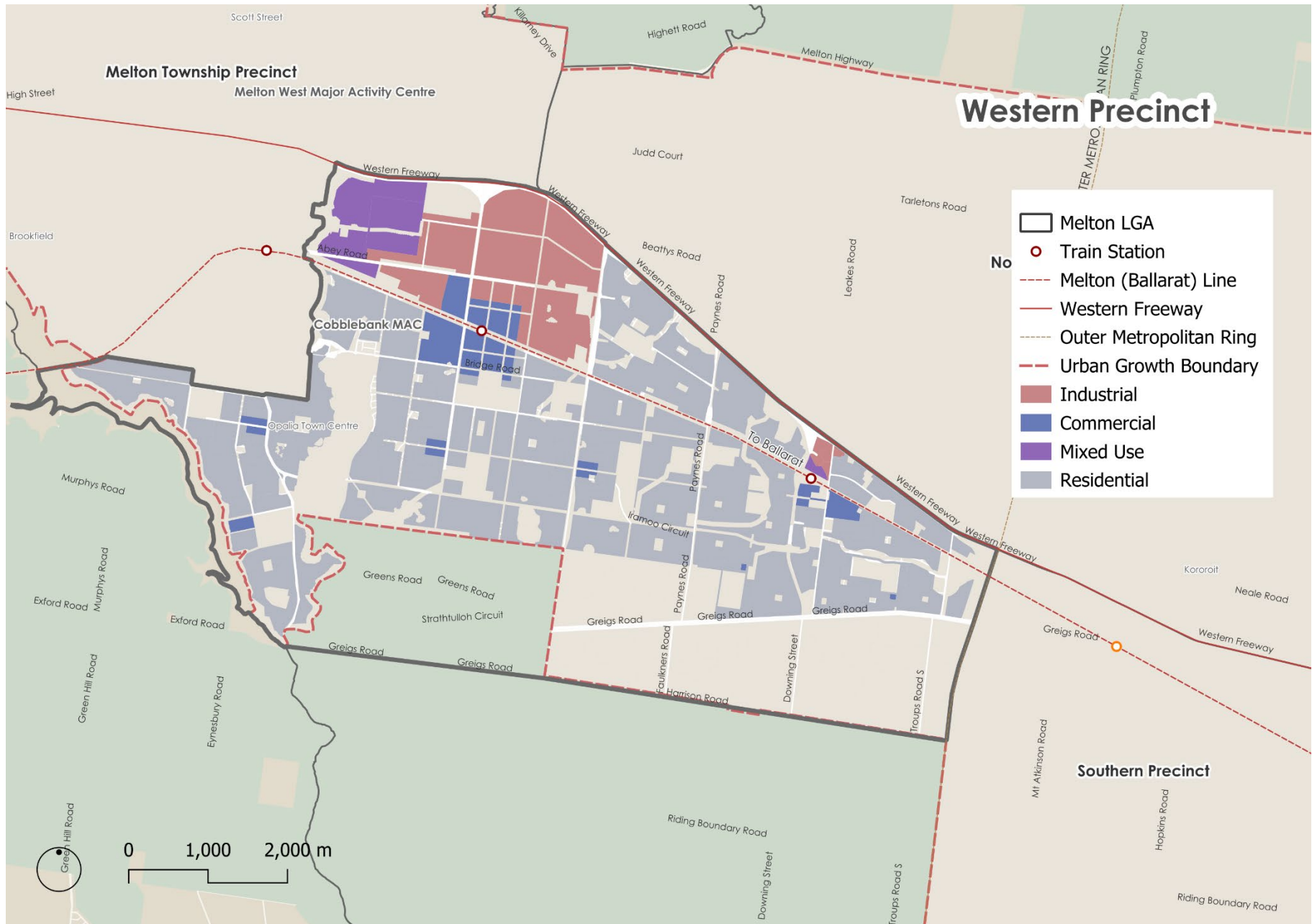
Rockbank is a major activity centre serviced by rail that will support local retail and service needs.



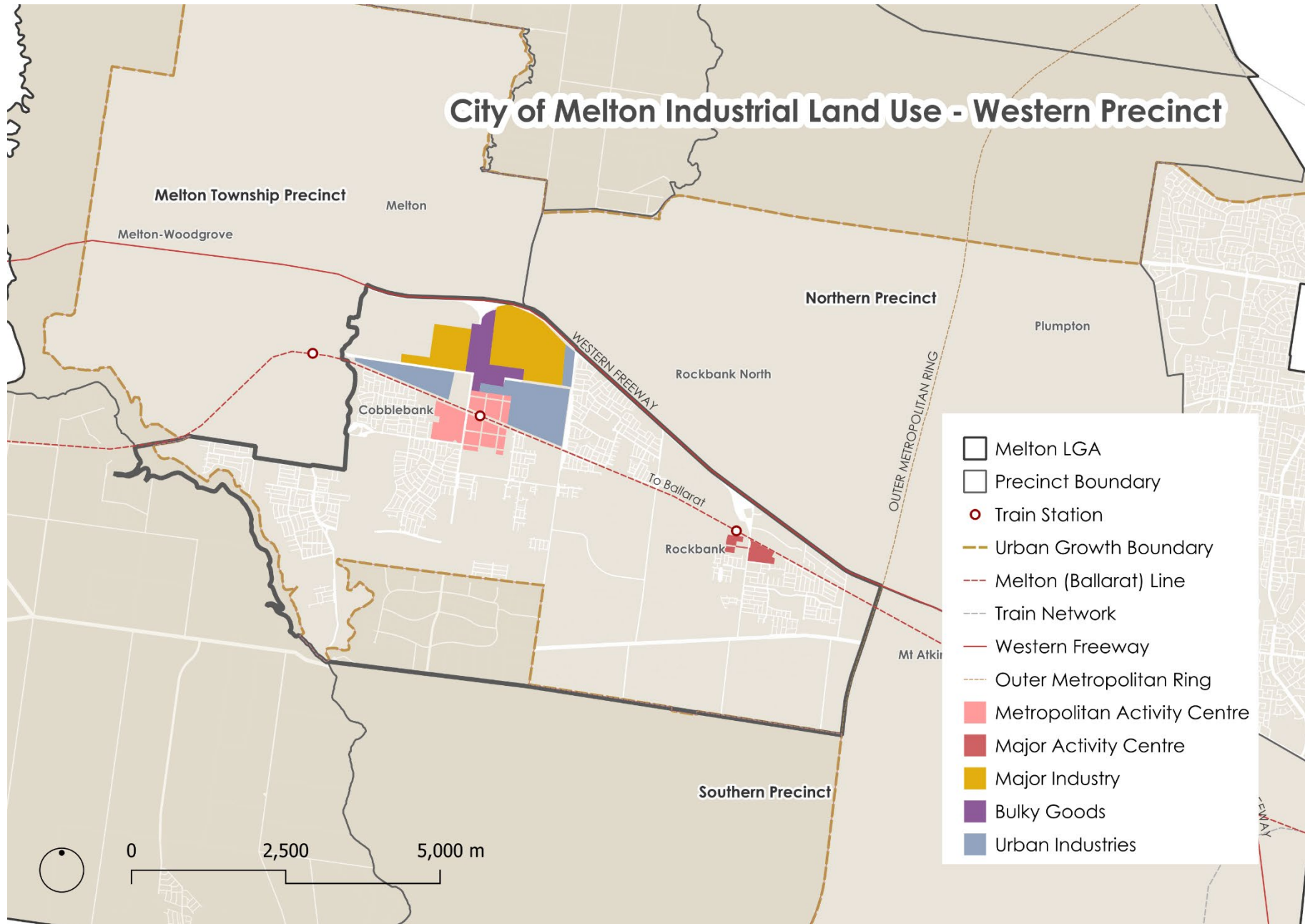
Source: CKC, ABS, City of Melton Investment Attraction Strategy, Ernst & Young







## City of Melton Industrial Land Use - Western Precinct



## Western Precinct Evaluation

Economic Enabler	2023 Status	Outlook	Observations
<b>Employment Land</b>	Limited take up	Investment pipeline will commence the take up of industrial and commercial land	<ul style="list-style-type: none"> <li>- At 2023, the majority of the precinct's zoned employment land was vacant. Historically, the precinct has not been a focus for commercial or industrial expansion.</li> <li>- The overall outlook for industrial and commercial development in the Western Precinct is positive. Specifically, the precinct is currently subject to a pipeline of proposed industrial development primarily near the Ferris Road and Western Freeway interchange.</li> <li>- Over the medium to long-term, the precinct is well-positioned to attract major industrial investment from increasingly constrained industrial markets in CoM's south and due to land constraints in Melton Township. Demand for industrial land will also grow in response to the urban service needs of CoM's rapidly growing residential communities in and around Toolern.</li> <li>- The precinct includes substantial commercial land (223 ha); the vast majority of which was undeveloped at 2023, including 59 ha in Cobblebank.</li> <li>- The <i>Cobblebank Metropolitan Activity Centre UDF</i> and the <i>Cobblebank Employment and Mixed-Use UDF</i> provide detailed land use directions for the centre and surrounding employment land. Facilitating subdivision patterns and street layouts that are in keeping with the land use vision of the UDFs are a key challenge that will require significant development facilitation.</li> </ul>
<b>Population</b>	Growing Strongly	Ongoing growth	<ul style="list-style-type: none"> <li>- The precinct is currently undergoing rapid population growth, adding near on 2,950 new residents per annum over the past five years.</li> <li>- To 2051, the precinct is expected to support a population approaching 110,000 people.</li> <li>- The precinct's population is young (median age 30) and includes numerous residents with high levels of educational attainment. Population will underpin service and retail floor space investment.</li> </ul>
<b>Industry Commitment</b>	Limited commitment	Precinct will agglomerate services and retail functions	<ul style="list-style-type: none"> <li>- The precinct is subject to a series of foundational retail developments including the already delivered Cobblebank Village and retail and fresh food proposals in Rockbank, Thornhill Park and a mixed use development proposed along Bridge Road in Cobblebank.</li> <li>- Beyond foundational retail investment and a highway focused business park, the precinct is yet to attract the scale and form of commercial investment anticipated in the <i>Cobblebank Metropolitan Activity Centre UDF</i> and the <i>Cobblebank Employment and Mixed-Use UDF</i>.</li> <li>- The precinct is in close proximity to the Melton Gateway precinct which is CoM's most active commercial development area and functions as a regional bulky goods destination.</li> <li>- Notwithstanding the above, Cobblebank's regional rail connectivity and capacity to connect with local and broader population growth positions the area to function as a major destination for services, leisure and consumption. As per the Western Freeway Economic Corridor vision, this includes a potential population of over 250,000 residents and even greater when nearby regional populations are considered.</li> <li>- The Cobblebank Stadium and associated recreational infrastructure combine with the Western Business Accelerator and Centre of Excellence (BACE) centre to form a significant civic and recreational precinct, and regional destination from which Cobblebank is well-positioned to agglomerate further civic and community uses.</li> </ul>

			<ul style="list-style-type: none"> <li>- The delivery of the Melton Hospital in 2029 will affirm Cobblebank's role as a regional destination. The hospital provides the opportunity to catalyse a range of complimentary allied health uses and associated floor space demand in the centre's south. The Cobblebank Metropolitan Activity Centre's UDF also anticipates a justice facility in the south of the activity centre.</li> </ul>
<b>Economic Infrastructure</b>	Foundational transport and civic infrastructure	Committed health investment	<ul style="list-style-type: none"> <li>- The precinct is one of the few growth area precincts in Melbourne's west that includes foundational infrastructure to support transit-oriented development from the outset of development.</li> <li>- As discussed above, the delivery of the Melton Hospital in 2029 provides the basis to catalyse allied health investment and to establish Cobblebank as a service and civic destination of regional significance.</li> <li>- The precinct nonetheless requires road transport infrastructure upgrades commensurate with the development of its local population and economy.</li> <li>- Vacant greenfield commercial and industrial land requires investment in foundational infrastructure including investment in water, power, sewerage and drainage infrastructure.</li> </ul>



## Western Precinct Directions

No.	Direction		Actions
Employment Land			
WP.D1	Facilitate strategic land subdivision in Cobblebank	A1	CoM will work with landholders and developers to facilitate street networks and subdivision patterns that support the long-term economic activation and diversification as per the <i>Cobblebank Metropolitan Activity Centre UDF</i> and the <i>Cobblebank Employment and Mixed-Use UDF</i> .
WP.D2	Support the delivery of a network of neighbourhood centres	A1	Work with landholders to ensure the local convenience and service needs of the precinct's population are supported by the development of a network of local activity centres.
WP.D3	Facilitate a diversity of industrial spaces and uses	A1	Ensure new industrial development respond to the Cobblebank Employment and Mixed-Use UDF and the Melton Industrial Land Use Framework (see appendix 3) by delivering a diversity of industrial spaces in Cobblebank that will underpin a diverse economy.
		A2	Ensure business park development results in distinct and diverse places and spaces that facilitate a melting pot of economic activity.
WP.D4	Avoid land use conflict	A1	Ensure sensitive land use areas including areas in which industrial and residential uses area will interact are subject to appropriate land use buffers and treatments to minimise land use conflict.
		A2	Investigate potential uses that might be supported in buffer areas.
Economic Infrastructure			
WP.D5	Facilitate foundational economic infrastructure	A1	Work with state agencies and developers to design and deliver foundational economic infrastructure including the efficient provision of water, sewerage and drainage infrastructure.
WP.D6	Upgrade transport infrastructure	A1	Institute new road infrastructure to support the development of the Rockbank Major Activity Centre
		A2	Institute grade separations at Ferris, Paynes, Coburn, Leakes, Troups and Mount Cottrell Roads
		A3	Institute diamond interchanges at key intersections including Bulmans, Ferris, Paynes and Mount Cottrell Roads
		A4	Advocate for the development of a rail station at Thornhill Park
WP.D7	Support the adoption of transport innovation	A1	Work with DTP to test the adoption of new automated vehicles to transport residents and workers from residential areas to the precinct's centres and vice versa.

Industry			
WP.D8	<b>Catalyse allied health investment</b>	A1	Work with landholders, developers and allied health organisations to ensure the delivery of the Melton Hospital attracts resulting allied health and private health care investment in Cobblebank.
		A2	Ensure the delivery of the future Melton Hospital includes land and supportive land use settings to attract further allied health investment.
WP.D9	<b>Agglomerate regional services in the Cobblebank</b>	A1	Work with state and federal governments, and industry to ensure Cobblebank Metropolitan Activity Centre emerges as a regionally significant service centre befitting its designation as a location of metropolitan significance.
		A2	Ensure Cobblebank Metropolitan Activity Centre is CoM's primary location for new commercial and public service floor space investment.
		A3	Work with state and federal governments and industry to attract a range of community, justice, professional, cultural and personal service organisations to the Cobblebank Metropolitan Activity Centre.
WP.D10	<b>Encourage the development of incubator and co-working space</b>	A1	Foster new business development within the local community via facilitation activities including sponsorship of local incubator space, mentorship programs and networking events.
		A2	Encourage new business parks to incorporate co-working space.
WP.D11	<b>Facilitate the development of Rockbank Major Activity Centre</b>	A1	Work with local landholders and developers to facilitate transit-oriented development at Rockbank Major Activity Centre.
People and Place			
WP.D12	<b>Facilitate a Live Play Work environment</b>	A1	<p>Ensure the development of the Cobblebank Metropolitan Activity Centre promotes a 'Live, Work, Play' environment that results in a:</p> <ul style="list-style-type: none"> <li>o walkable and human scale environment</li> <li>o dense core of streets that supports fine-grain uses</li> <li>o environment that supports day and night hospitality, dining and recreation uses</li> <li>o safe, attractive and clean environment</li> <li>o environment that integrates gathering spaces and social infrastructure with service and retail infrastructure</li> <li>o limits the incidence of barriers and fragmentation that restrict centre mobility and coherence</li> </ul>

## Melton Township Precinct

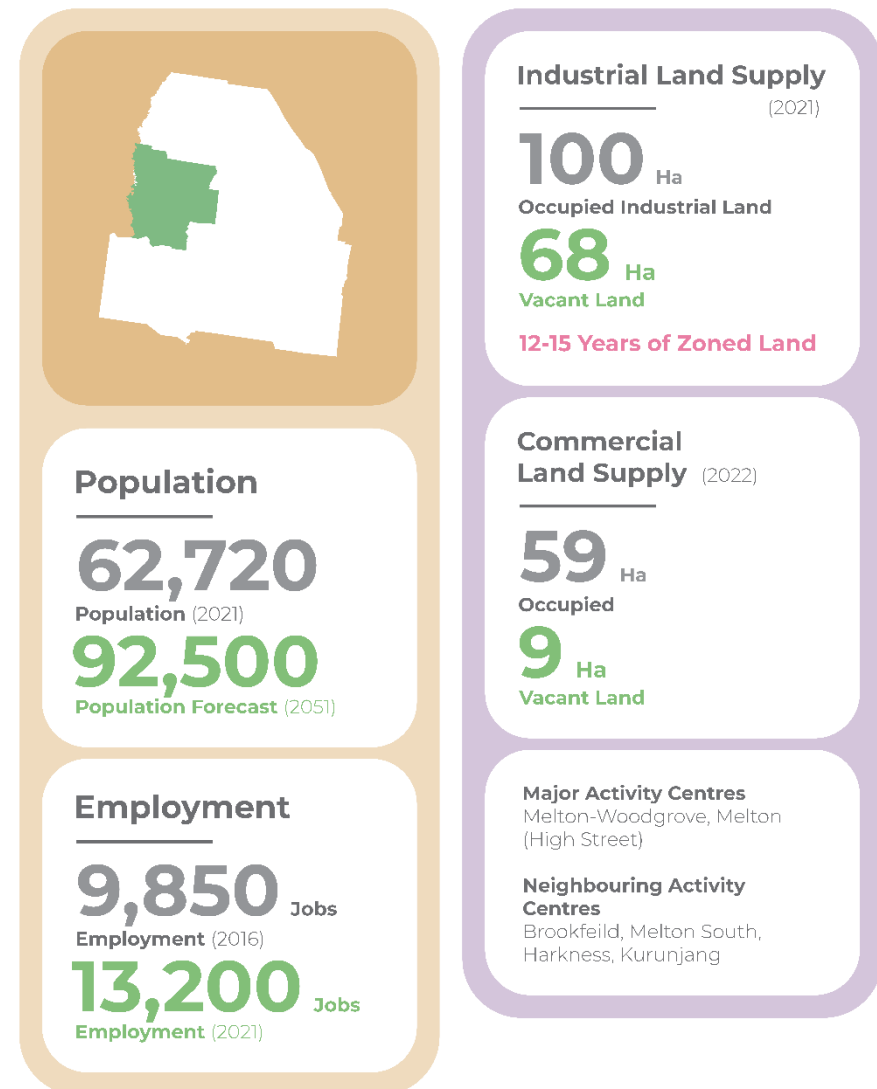
The Melton Township precinct incorporates a series of established neighbourhoods and commercial locations including the Melton West and High Street Activity Centres, and the rapidly developing Melton Gateway area.

The township is CoM's single largest employment area, incorporating over 35% of CoM's local employment including significant numbers of retail, education, health care, social work, construction and public service jobs. In the recent past, the township's employment has added significant numbers of new jobs including new retail, education and healthcare and construction jobs.

The township continues to add to its resident base via broadhectare and infill housing development, adding an average of 1270 new residents per annum since 2016. The township's population is slightly older (median age of 33) than nearby growth area communities (median age of 31).

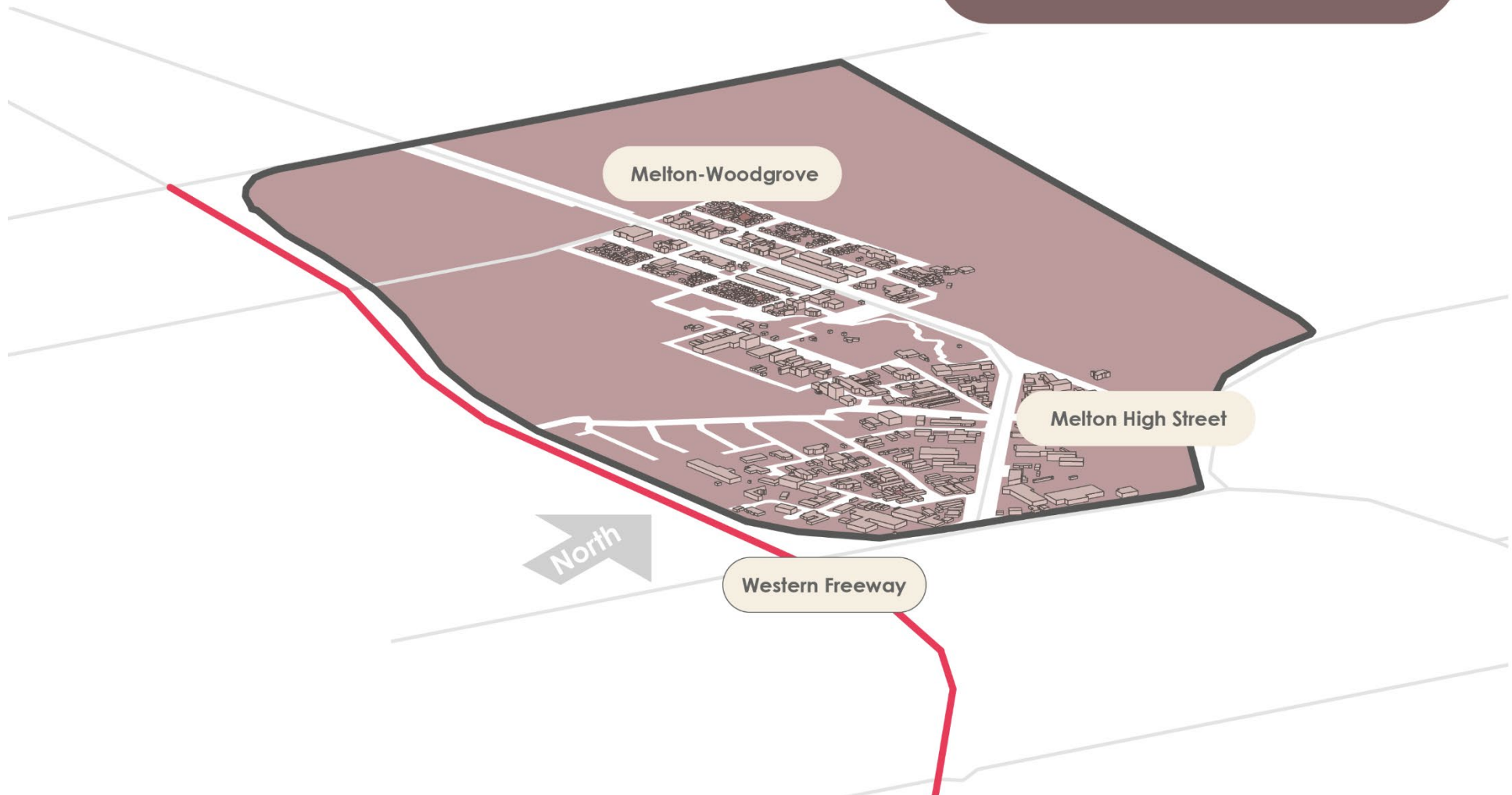
The township includes three primary economic nodes as follows. Firstly, the Melton High Street Major Activity Centre which is a traditional street-based activity centre. Secondly, the Melton West Activity Centre which is a hybrid centre comprising two separate freestanding shopping centres (Woodgrove Shopping Centre and Coburns Central Shopping Centre). Thirdly, the Melton Gateway which is currently CoM's leading area for commercial expansion. Located at the intersection of the Western Freeway, Melton Highway and High Street, the gateway area has attracted many of Australia's large format retailers owing to its unique accessibility.

The township benefits from its established transport infrastructure and the legacy of ongoing investment in commercial, civic, health and education infrastructure. The township forms the western edge of the Western Freeway Economic Corridor.

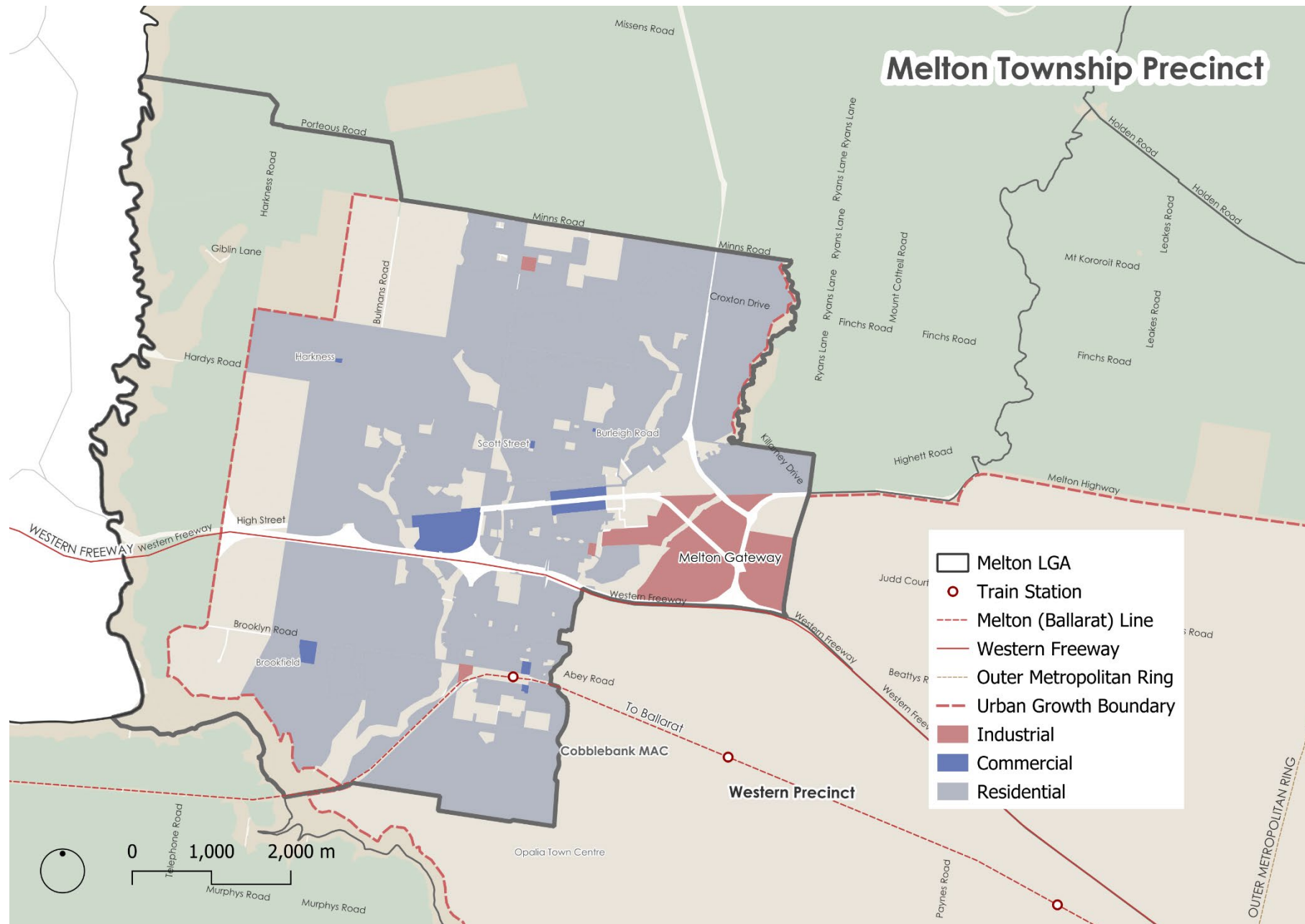


Source: CKC, ABS

## Melton Township Precinct

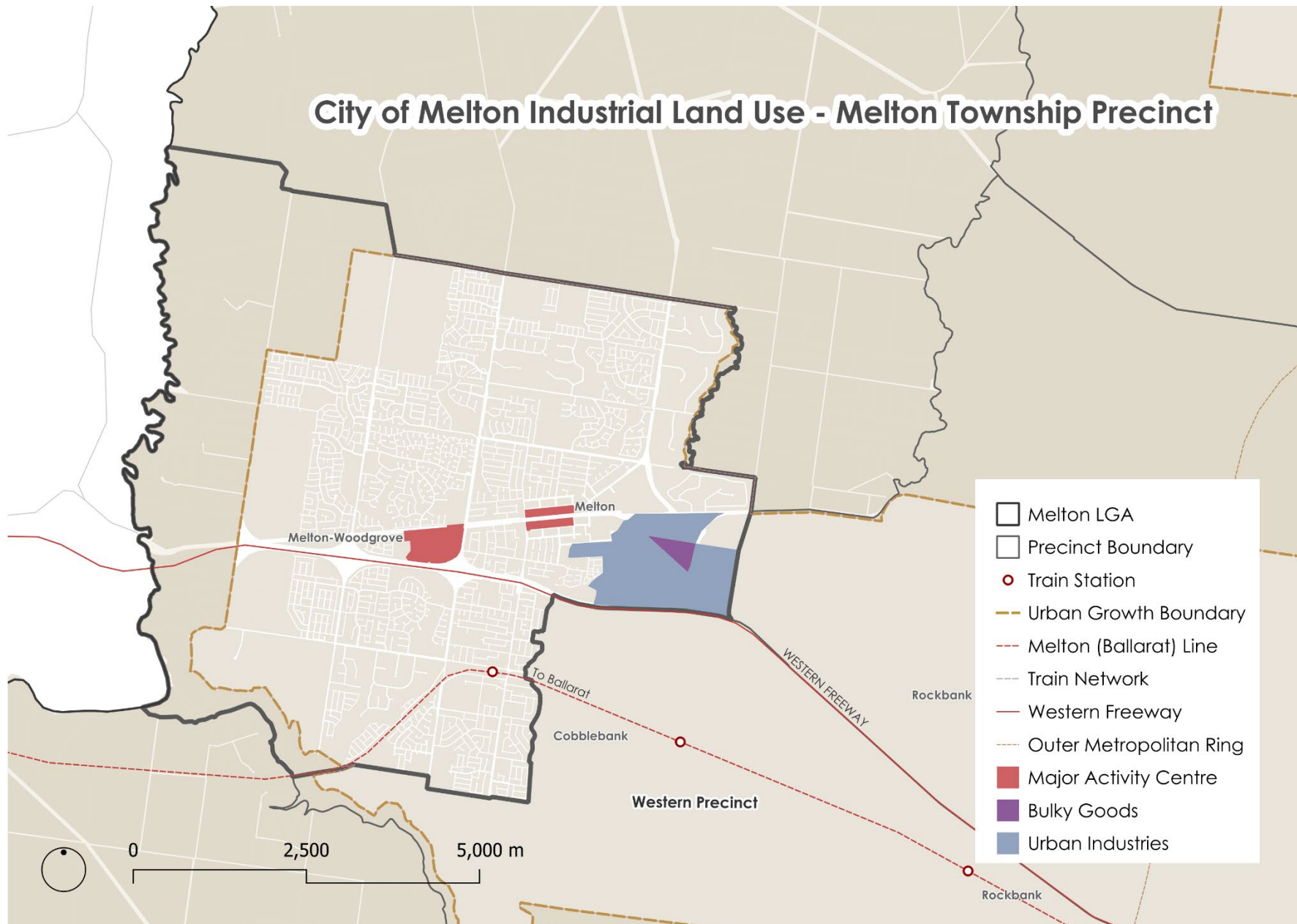


# Melton Township Precinct





## City of Melton Industrial Land Use - Melton Township Precinct



## Melton Township Precinct Evaluation

Economic Enabler	2023 Status	Outlook	Observations
<b>Employment Land</b>	Significant take up and occupancy	Renewal of commercial land and complete consumption of industrial land	<ul style="list-style-type: none"> <li>- At 2021, the township's industrial land was just over 60% occupied.</li> <li>- The township is a focus for ongoing development of zoned industrial land. Since 2011, the precinct has seen the development of 16 hectares of land at an average of over 1.5 hectares per annum which grew to 3.8 Ha per annum over the past 3 years owing to the development of industrial land at the Melton Gateway area.</li> <li>- Under current rates of consumption, the township is likely to consume available industrial land by the mid-2030s. The future delivery of the Melton East PSP may, however, add industrial land supply in direct proximity to the township.</li> <li>- The vast majority of the township's commercial land is built and occupied. Local town centres in Kurunjang and Brookfield include vacant commercial land which will undergo development as their local communities grow.</li> <li>- There is ongoing investment and renewal of the township's commercial areas including mixed housing and commercial development proposals. The township's neighbourhood centres are a focus of mixed use and medical development proposals.</li> <li>- Future commercial growth will entail the renewal and redevelopment of existing commercial and retail floor space and the ongoing expansion of the Melton Gateway area.</li> </ul>
<b>Population</b>	Infill and broadhectare development support population growth	Ongoing growth	<ul style="list-style-type: none"> <li>- The township continues to expand its population base, adding 1,270 new residents per annum in the recent past.</li> <li>- To 2051, the township is expected to support a population approaching 92,500 people which represents an addition of over 30,000 residents from 2021.</li> <li>- The township's population and its proximity to regional populations at Bachus Marsh, Ballan and Ballarat will underpin ongoing retail and commercial floor space demand.</li> </ul>
<b>Industry Commitment</b>	Investment in Melton Gateway	Shopping centre renewal	<ul style="list-style-type: none"> <li>- Industrial land at the eastern edge of the township is currently subject to significant commercial and retail investment and expansion plans, and currently represents the most active commercial expansion area in the municipality. The West Pines and Melton Homemaker centres have successfully attracted nationally significant large-format retail tenants owing to the area's unique transport accessibility. The future plans of gateway developers include proposals that will diversify this area to include office, hospitality and recreational functions.</li> <li>- The township's established health, civic and education infrastructure and uses continue to support employment expansion.</li> </ul>
<b>Economic Infrastructure</b>	Established infrastructure	Requires improved transport linkages	<ul style="list-style-type: none"> <li>- The township's established industrial and commercial areas benefit from established road and service infrastructure, which when compared to nearby greenfield industrial land, generally provides for more rapid development.</li> <li>- Much of the township's commercial and industrial development is dependent on private vehicle based mobility.</li> </ul>

## Melton Township Precinct Directions

	Direction		Actions
Employment Land			
MT.D1	Encourage the renewal of employment land	A1	Support the ongoing renewal of ageing and redundant commercial and industrial sites.
		A2	Encourage landholders and developers of large-format commercial sites to renew land in the format of contemporary commercial development by integrating a mixture of uses and destinations including residential, service, retail, hospitality and accommodation uses
		A3	Encourage the renewal of aged industrial sites in the Melton Township Precinct into contemporary attractive industrial facilities.
Economic Infrastructure			
MT.D2	Upgrade transport infrastructure	A1	Advocate for the renewal of the Melton train station  Advocate for the Western Freeway to be upgraded into an urban freeway with the removal of direct property access and additional lanes
People and Place			
MT.D3	Plan the growth of the Melton Gateway	A1	Ensure the ongoing development of Melton Gateway results in a legible, coherent and accessible environment by undertaking an urban design investigation of the gateway area to identify interventions that will support greater built form consistency, pedestrian amenity and accessibility.
		A2	Update the Retail and Activity Centres Strategy 2014 to identify the preferred role of the Melton Gateway in the provision of future retail demand.
		A3	Promote Cobblebank Metropolitan Activity Centre as the preferred medium-to long-term destination for new commercial and service office floor space investment and expansion.
MT.D4	Support the evolution of the Township's Activity Centres	A1	Support the ongoing evolution of the Melton High Street (Town Centre) Major Activity Centre as CoM's leading street shopping centre.
		A2	
		A3	Support the ongoing development of a day and night economy within the Melton High Street (Town Centre) Major Activity Centre.
		A4	Support the ongoing role of the Melton West Activity Centre in the delivery of regionally significant merchandise retail and health services.  Support the diversification of uses in the Melton West Activity Centre and its ongoing renewal into a contemporary shopping centre.

# Northern Precinct

The Northern Precinct is a primarily residential growth area to the north of the Western Freeway between Hillside and Melton township.

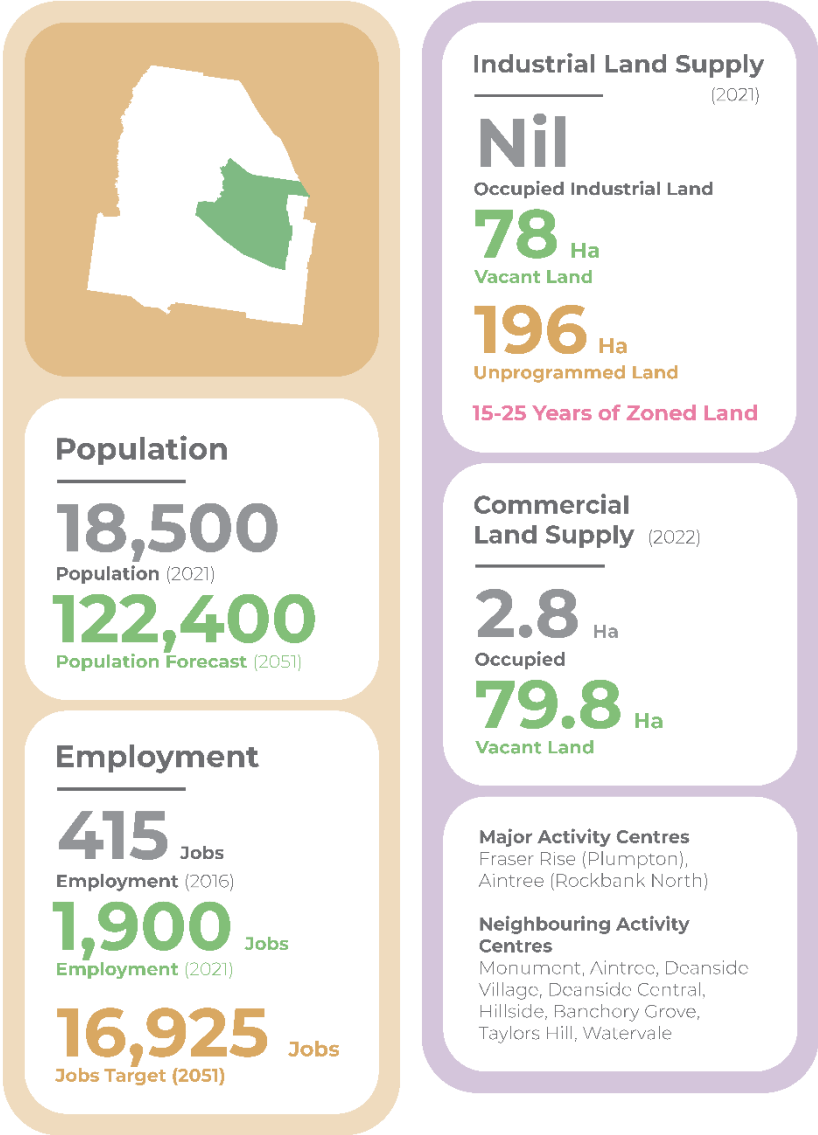
To date, the PSP process has identified two future Major Activity Centres, the Rockbank North and Plumpton Major Activity Centres, and a network of local centres.

The Rockbank North and Plumpton Major Activity Centres are future centres largely located within the precinct's internal road network that will form the precinct's primary population-serving economic nodes, supporting local service, civic and retail functions.

Plumpton Major Activity Centre directly abuts substantial zoned and future industrial land that provides the land conditions for the development of a substantial economic node in CoM's north.

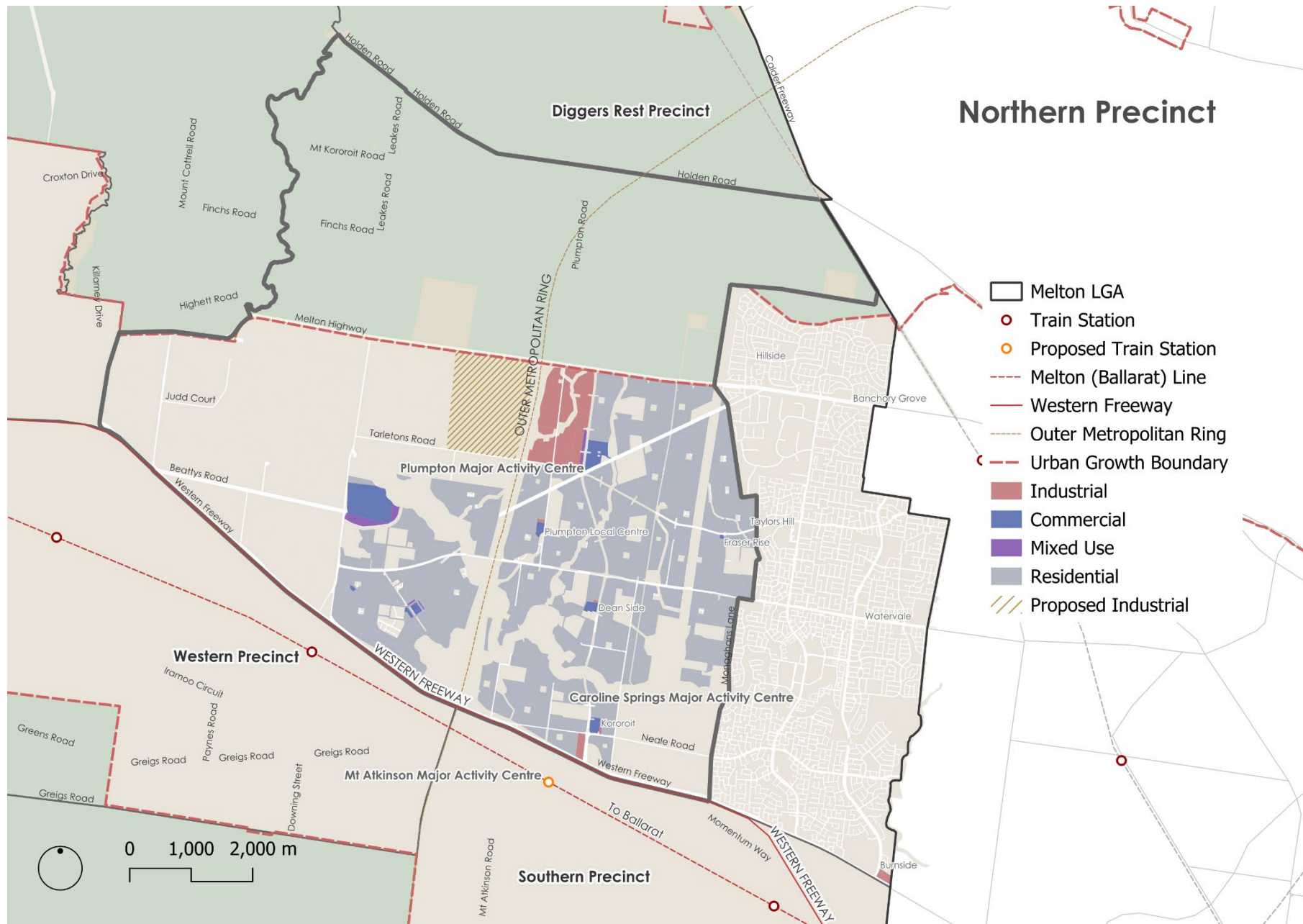
The precinct's population is growing rapidly. Over the 2016 to 2021 period, the precinct added an average of 2,900 new residents per annum. To date, population growth has been focused in Aintree and in Hillside. Ongoing residential development will see a population of 122,000 residents by 2051.

The delivery of the OMR provides the precinct and CoM's north with a unique opportunity to attract regionally significant investment and employment uses. As such, the delivery of the OMR is considered essential to the future prosperity of the precinct and its capacity to attract employment and economic uses in addition to local population-serving employment.

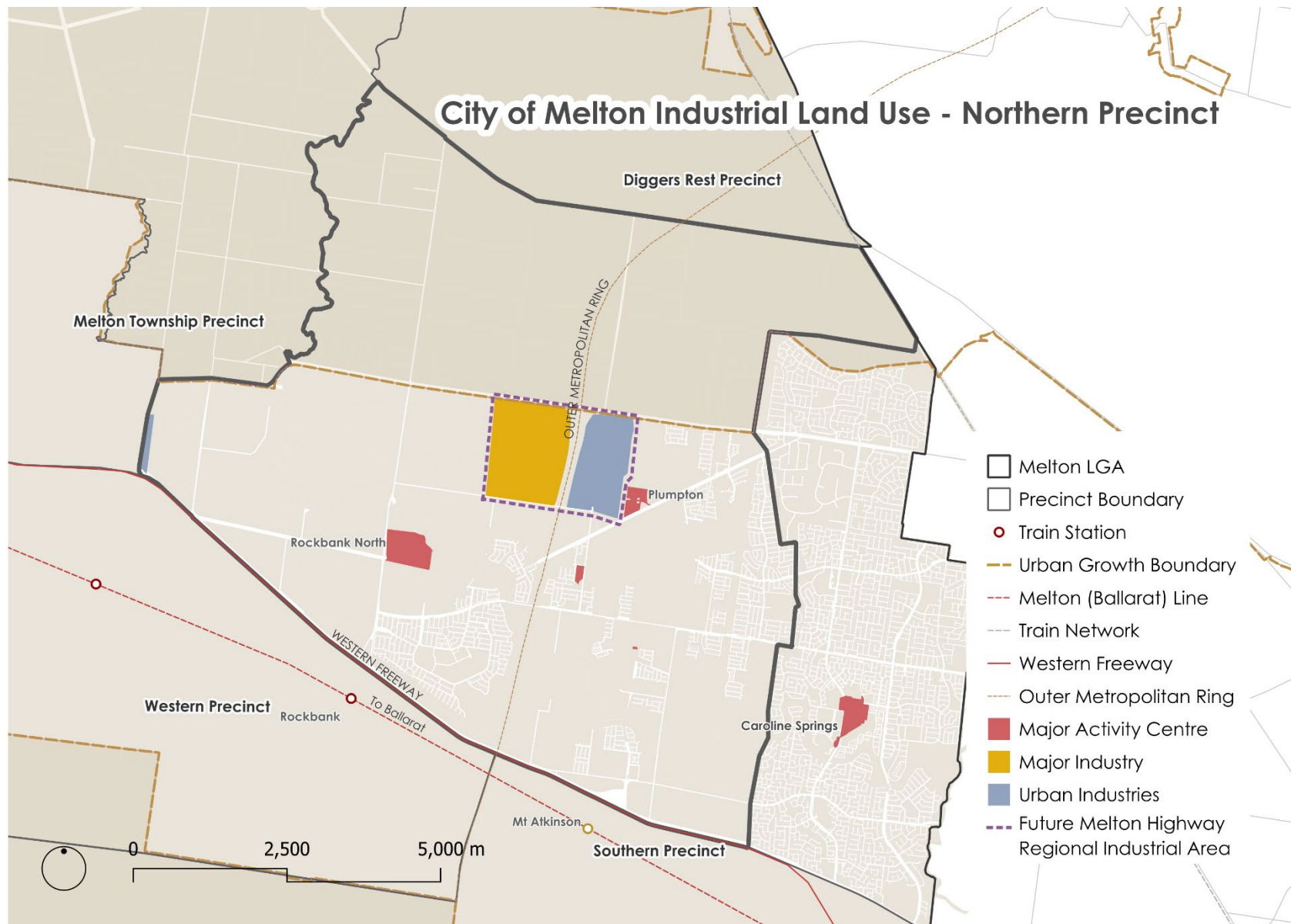


Source: CKC, ABS, City of Melton Investment Attraction Strategy, Ernst & Young

## Northern Precinct







## Northern Precinct Evaluation

Economic Enabler	2023 Status	Outlook	Observations
<b>Employment Land</b>	Limited take-up	Population growth and infrastructure will support land take-up	<ul style="list-style-type: none"> <li>- The precinct's industrial and commercial land is largely undeveloped but will eventually form Melton Highway Regional Industrial Area comprising 274 hectares of zoned and future industrial land, all of which is currently vacant. Into the future, the completion of the Melton East and Warrensbrook PSPs are likely to add to the precinct's industrial land supply.</li> <li>- The precinct's 83 hectares of commercial land is beginning to attract foundational retail investment in response to population growth as exemplified by the development of the Woodlea Town centre at Aintree and a number of proposals for neighbourhood centres.</li> <li>- Land within the Airport Environs Overlay is in close proximity to the Northern Precinct. Subject to the requirements of the Overlay, this land may be explored for future employment and economic uses. .</li> </ul>
<b>Population</b>	Expanding rapidly	Ongoing growth	<ul style="list-style-type: none"> <li>- As is the case across the City's growth areas, the underlying outlook for commercial and retail floor space development and demand remains favourable in light of the precinct's: <ul style="list-style-type: none"> <li>o population growth and household growth</li> <li>o young, growing households with above-median incomes and relatively high educational attainment.</li> <li>o availability of commercial and industrial land.</li> </ul> </li> </ul>
<b>Industry Commitment</b>	Minimal commitment	Population growth will support industry attraction	<ul style="list-style-type: none"> <li>- To date, the Woodlea Town centre in Aintree and a neighbourhood centre in Taylors Hill West represent the only urban-focused commercial development in the precinct. A new neighbourhood centre is proposed at Deanside.</li> <li>- Ongoing service and retail demand are expected to support future investment in economic floor space and the take up of the precinct's substantial employment land.</li> </ul>
<b>Economic Infrastructure</b>	Uncertainty	Requires funding commitment	<ul style="list-style-type: none"> <li>- The delivery of the OMR is essential to the economic development of the northern precinct. The OMR will attract major industrial investment as has historically occurred in areas in direct proximity to the Western Ring Road throughout Melbourne's west.</li> <li>- New civic, education, community and recreational investment in the northern precinct will help underpin population-focused jobs growth.</li> <li>- Vacant greenfield commercial and industrial land requires investment in foundational infrastructure including investment in water, power, sewerage and drainage infrastructure.</li> </ul>

## Northern Precinct Directions

	Direction		Actions
Employment Land			
NP.D1	Leverage the economic and employment benefits of population growth	A1 A2	Work with developers and landholders to facilitate the take-up of the precinct's economic and employment land. Work with developers, landholders and state agencies to identify and address barriers to the timely take-up and development of employment land.
NP.D2	Support Industrial Land Supply	A1	Encourage new Northern Precinct PSPs to identify new industrial areas
NP.D3	Investigate Airport Environs	A1	Investigate the future use and development of land within the Airport Environs Overlay and its potential to support future employment and economic uses.
NP.D4	Avoid Land Use Conflict	A1 A2	Ensure sensitive land use areas including areas in which industrial and residential uses area will interact are subject to appropriate land use buffers and treatments to minimise land use conflict. Investigate potential uses that might be supported in buffer areas.
Economic Infrastructure			
NP.D5	Facilitate foundational economic infrastructure	A1	Work with state agencies and developers to design and deliver foundational economic infrastructure including the efficient provision of water, sewerage and drainage infrastructure.
NP.D6	Advocate for the delivery of road infrastructure	A1 A2 A3	Work with state and federal government to secure the delivery of the OMR as fundamental economic infrastructure for CoM and the City's Northern Precinct. This includes both the road and rail component of the OMR. Investigate industrial land demand implications resulting from the delivery of the OMR. Work with the state government to facilitate the upgrade of the Melton Highway
NP.D7	Solar farming	A1	Support the development of solar power farming as a means of localising power generation and supplying energy to the Northern Precinct's commercial, industrial and residential areas.
Industry			
NP.D8	Ensure the delivery of the OMR catalyses economic activity	A1	Ensure the design of the OMR directly catalyses economic land uses along the OMR corridor and at critical transport intersections.

People and Place			
NP.D9	<b>Support the inception and evolution of the Northern Precinct's activity centre network</b>	A1	Work with landholders and developers to facilitate street networks and subdivision patterns that will ensure the long-term activation and evolution of the Rockbank North and Plumpton Major Activity Centres in accordance with their respective UDFs.
		A2	Ensure the precinct's new economic nodes encompass a variety of economic spaces that will facilitate a diversity of retail, service and civic uses.
		A3	Work with landholders and developers to ensure the timely development of neighbourhood activity centres that support the everyday shopping and service needs of the precinct's population.
NP.D10	<b>Review the role and function of centres and associated employment land</b>	A1	<p>Review the municipal and local role of the precinct's economic nodes in light of:</p> <ul style="list-style-type: none"> <li>o the findings of CoM's Activity Centre and Retail review</li> <li>o further information in relation to the delivery of the OMR</li> <li>o the impact and economic results of on-the-ground investment in economic floor space across CoM.</li> </ul>

# Diggers Rest Precinct

The Diggers Rest Precinct includes a small cluster of vacant commercial and industrial land to the south of the Calder Freeway and south of more substantive residential and commercial uses at Sunbury.

The precinct comprises the Diggers Rest PSP area which was approved in 2012. The anticipated uses are primarily residentially focused.

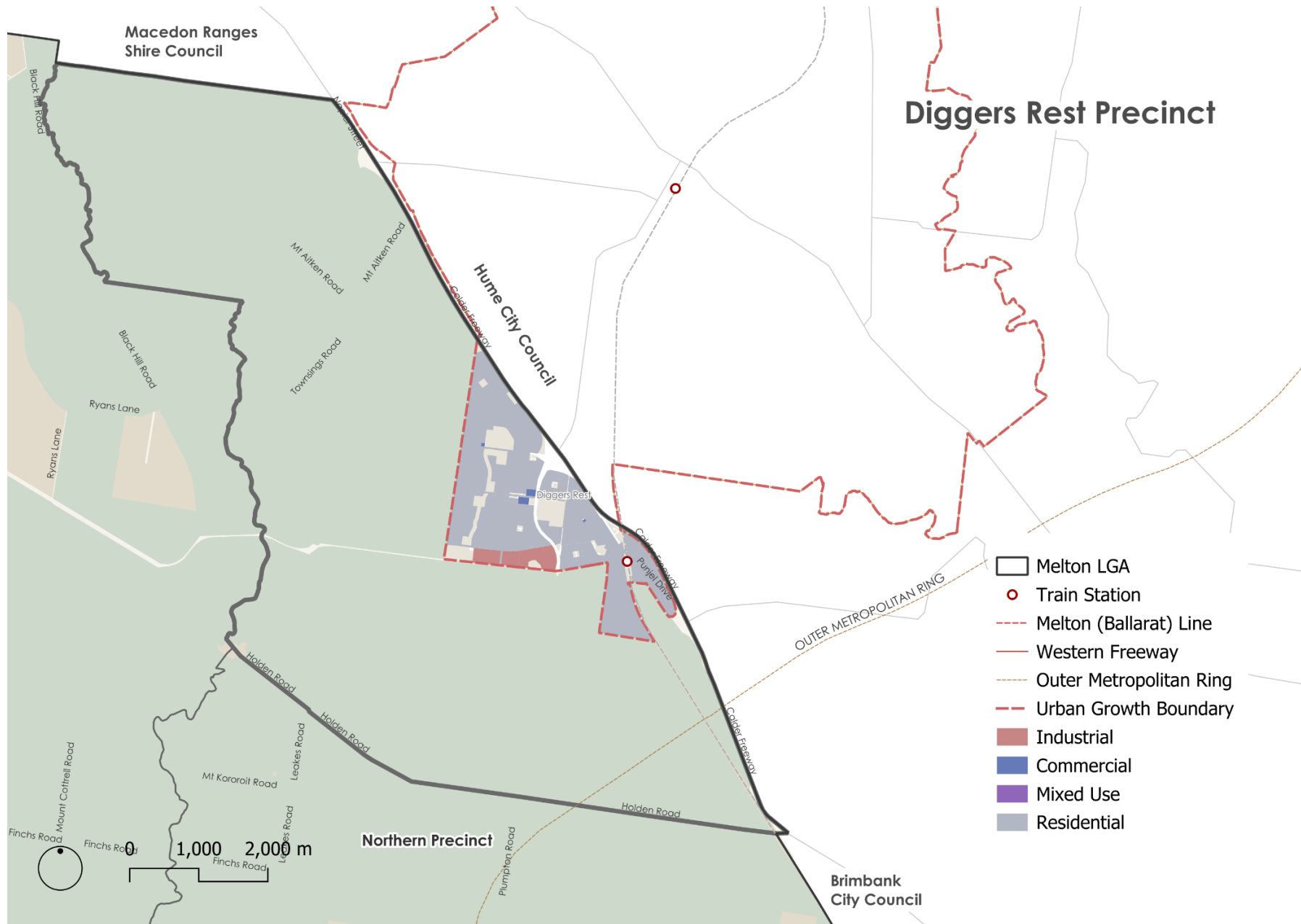
In the recent past, population growth has been accompanied by a small uplift in local employment primarily in population-serving industries.

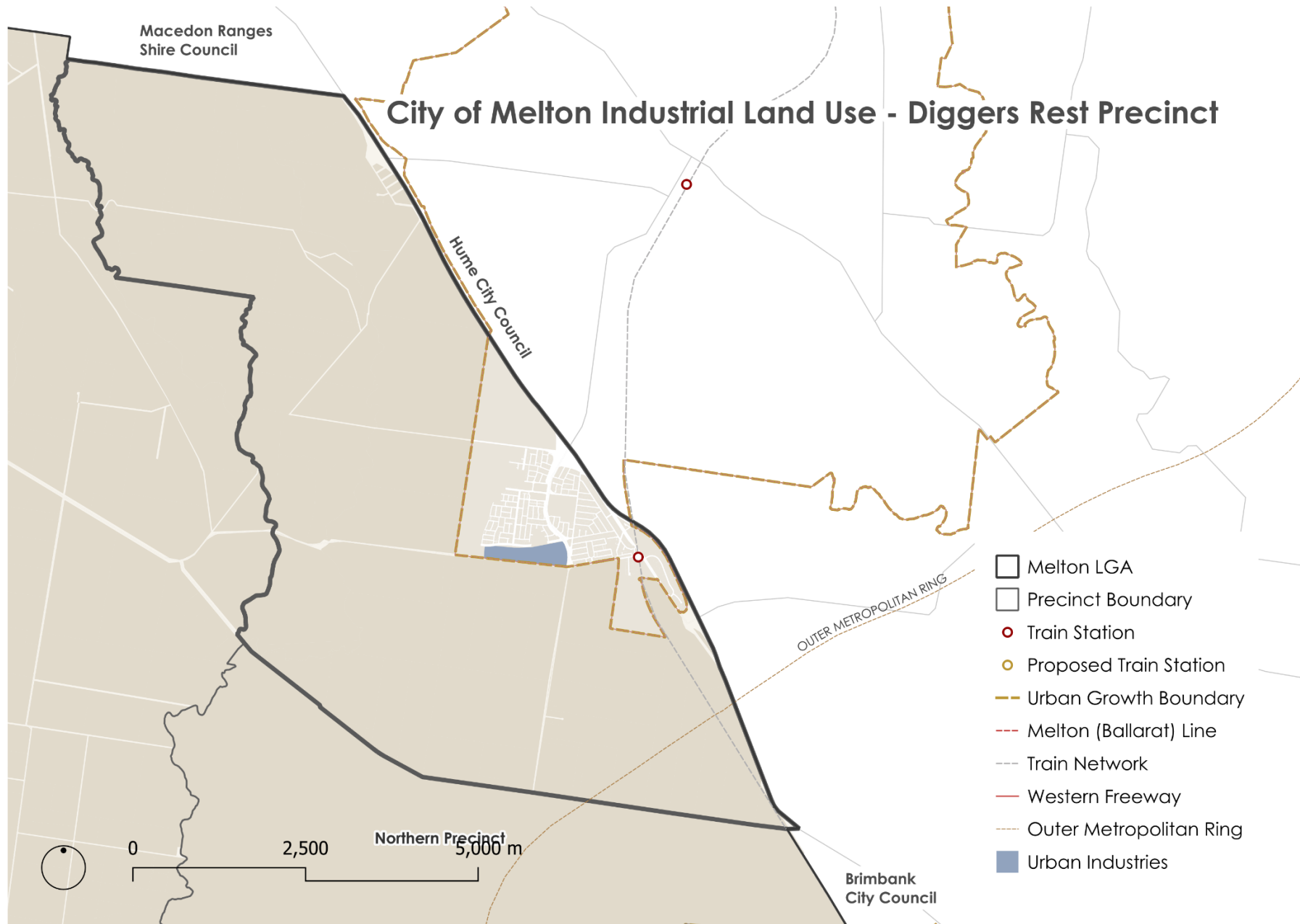
Ongoing residential development will continue to expand the precinct's population. The population's local convenience needs are supported via Diggers Rest neighbourhood activity centre.



Source: CKC, ABS







## Diggers Rest Precinct Evaluation

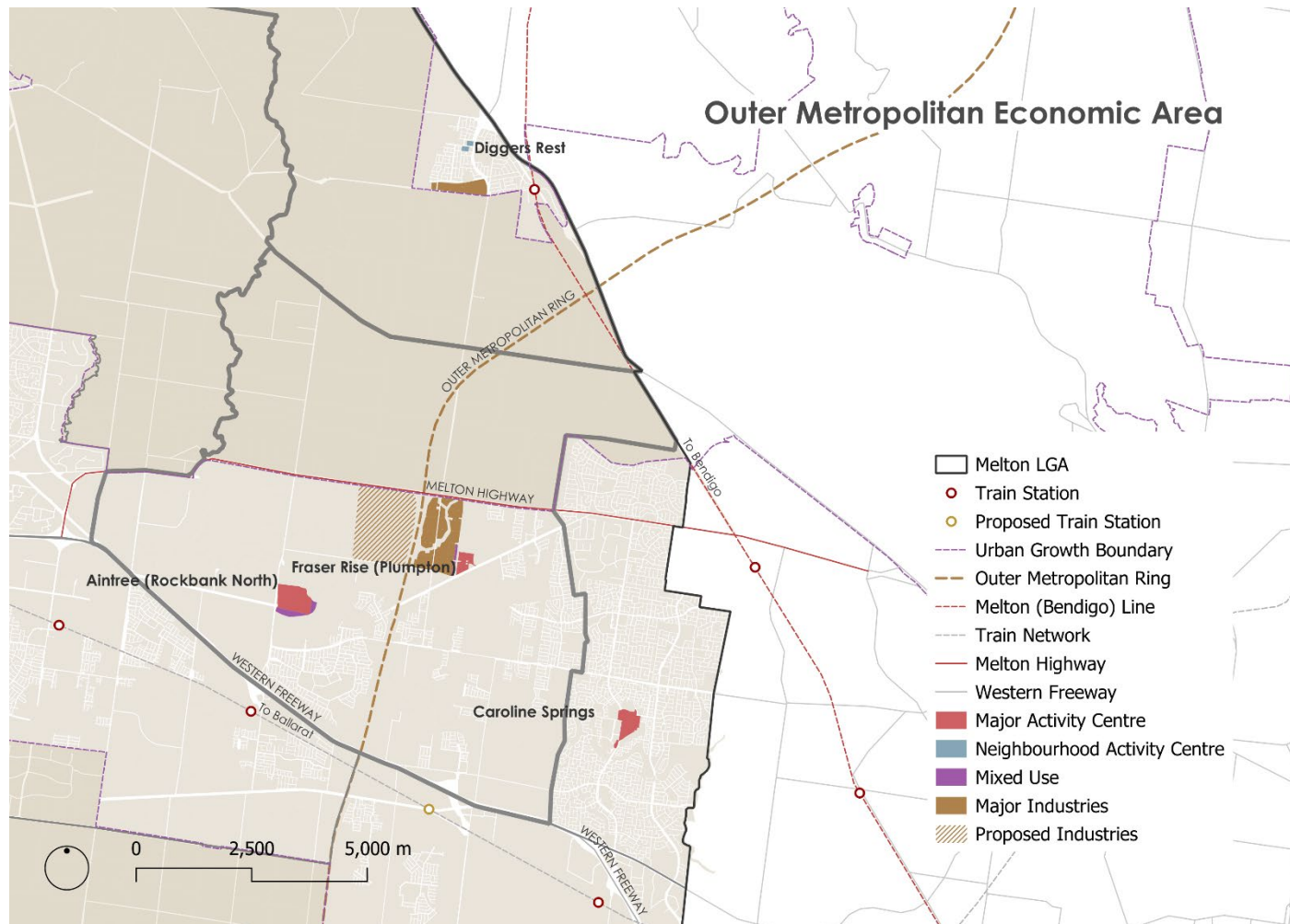
Economic Enabler	2023 Status	Outlook	Observations
<b>Employment Land</b>	Rapid take-up of industrial land	No zoned land to support further industrial expansion	<ul style="list-style-type: none"> <li>- New industrial land supply in Diggers Rest Precinct is in direct proximity to the Calder Freeway which has proven highly attractive for industrial development. All of the precinct's 28 hectares of industrial land is currently subject to subdivision proposals that will result in over 110 new industrial sites. Proposals for development include retail, logistics and office uses.</li> <li>- Development proposals are expected to result in the full development of the precinct's industrial land within the next five years. At this point, the precinct will include no further industrial supply.</li> <li>- In the medium to long-term, the area's accessibility will be boosted by the delivery of the OMR. Given the current and potential future accessibility advantages of the precinct, there may be a need to explore long-term future employment land supply that leverages from the intersection of the OMR with the Calder Freeway.</li> <li>- Land within the Airport Environs Overlay is in close proximity to the Northern Precinct. Subject to the requirements of the Overlay, this land may be explored for future employment and economic uses. .</li> </ul>
<b>Population</b>	Rapid population growth	Growth will slow as residential land supply declines	<ul style="list-style-type: none"> <li>- The population's local convenience needs are supported via a local level centre in Diggers Rest Precinct while nearby Sunbury and Caroline Springs Activity Centres will support more substantive consumption and service demand.</li> </ul>
<b>Industry Commitment</b>	High commitment to industrial land	Limited land supply will constrain industry growth	<ul style="list-style-type: none"> <li>- The strength of current development underlines high levels of industry commitment to the precinct.</li> </ul>
<b>Economic Infrastructure</b>	Uncertainty	OMR requires funding commitment	<ul style="list-style-type: none"> <li>- The delivery of the OMR is essential to the economic development of CoM's north. The status of the OMR is uncertain.</li> </ul>

## Diggers Rest Precinct Directions

	Direction		Actions
<b>Employment land</b>			
<b>DR.D1</b>	<b>Support the expansion of Diggers Rest Precinct employment area</b>	A1	Ensure any future review of the Urban Growth Boundary explores opportunity to expand Diggers Rest Precinct employment land, particularly if the OMR is delivered.
<b>DR.D2</b>	<b>Investigate Airport Environs</b>	A1	Investigate the future use and development of land within the Airport Environs Overlay and its potential to support future employment and economic uses.
<b>Economic Infrastructure</b>			
<b>DR.D3</b>	<b>Advocate for the delivery of the OMR</b>	A1	Work with state and federal government to secure the delivery of the OMR as fundamental economic infrastructure for CoM and the City's north.
		A2	Investigate industrial land demand implications resulting from the delivery of the OMR.

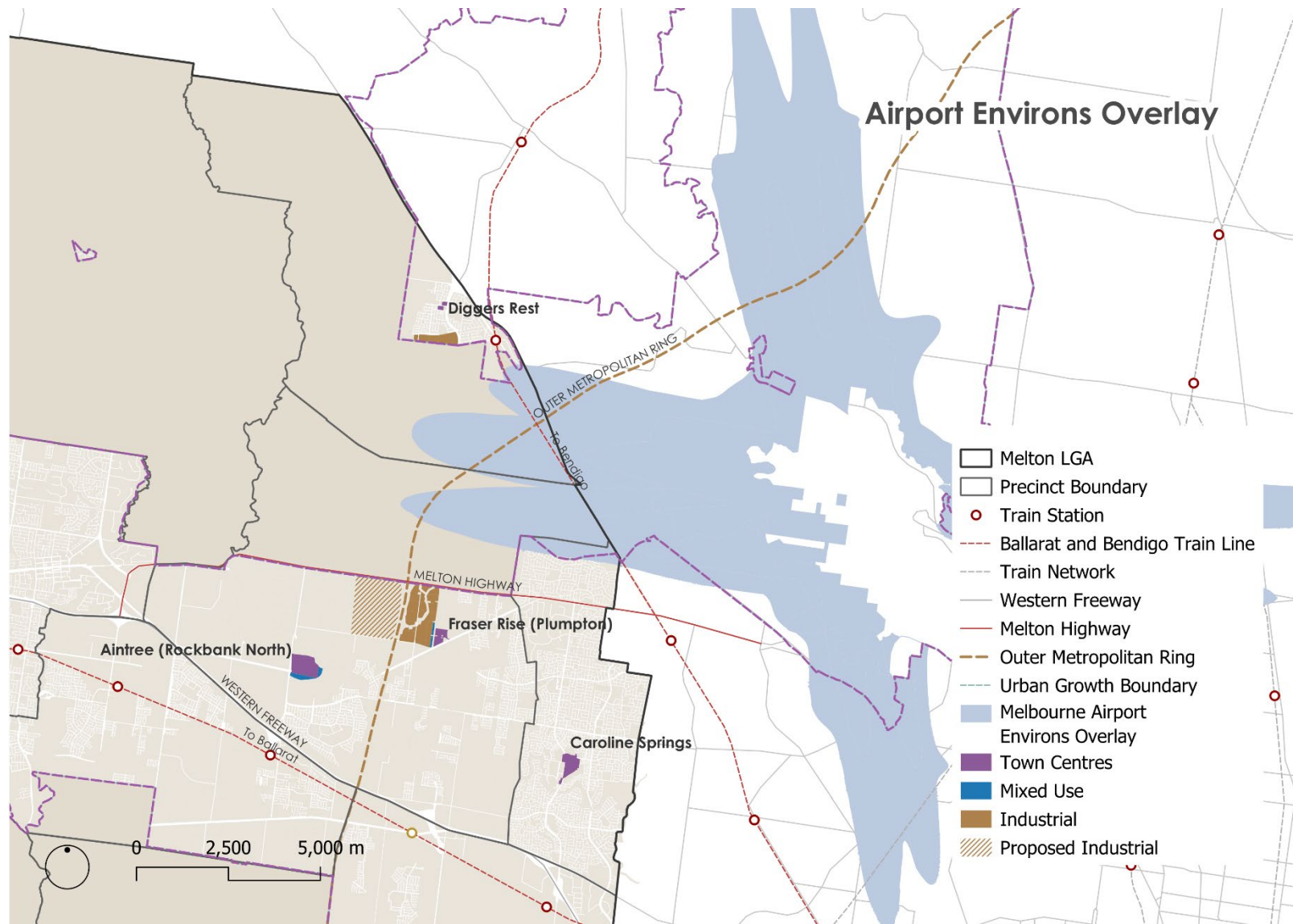
## Appendices

### Appendix 1: Out Metropolitan Economic Area





## Appendix 2: Melbourne Airport Environs Overlay (MAEO)



## Appendix 3: Definitions and Assumptions

The project uses a range of terminology to describe the status of commercial and industrial land. Key terms are described below.

*Table 9: Project Definitions*

Term	Definition
Industrial land	This encompasses land: <ul style="list-style-type: none"> <li>- Zoned Industrial 1 and Industrial 3</li> <li>- Zoned Commercial 2</li> <li>- Identified for industrial uses within an approved Precinct Structure Plan</li> </ul>
Industrial land - vacant and occupied	The study identifies 3 categories of industrial land based on Urban Development Program data provided by the Department of Environment, Land, Water and Planning in 2022. These categories comprise: <ul style="list-style-type: none"> <li>- Occupied: which is land that in 2021 included buildings and other related infrastructure such as roads.</li> <li>- Vacant: which is land without an evident land use as of 2021.</li> <li>- Underutilised: which is industrial zoned land that is not currently used for an industrial purpose (typically an agricultural or a residential purpose).</li> </ul>
Industrial land - unprogrammed industrial land	Land that in the future will be subject to a future precinct structure plan which has been identified for future industrial purposes in MICLUP.
Commercial land	Within the study commercial land is land within the following zones: <ul style="list-style-type: none"> <li>- Comprehensive Development Zone</li> <li>- Mixed Use Zone</li> <li>- Commercial 1 Zone</li> </ul> <p>Commercial land is identified as either:</p> <ul style="list-style-type: none"> <li>- Developed: which is land that includes buildings and road infrastructure as of November 2022</li> <li>- Vacant: which is land that is without an evident land use as of November 2022</li> </ul> <p>The project has not evaluated whether commercial buildings include tenancies.</p>
Future commercial land	Land that has been identified for either a mixed use or commercial purpose in a PSP or within MICLUP.

Term	Definition
Short term, medium and long term	When modelling land consumption, the study refers to the following time periods: <ul style="list-style-type: none"> <li>- Short term: considers activity over the next five years until 2026.</li> <li>- Medium term: considers activity over a five to ten year period until 2031.</li> <li>- Long term: considers activity over a 10 to 15 year period until 2036 and beyond.</li> </ul>

Land analysis is subject to a number of guiding assumptions.

*Table 10: Land Analysis Assumptions*

Topic	Assumption
Unprogrammed industrial land and future consumption	Unprogrammed industrial land is land that has been identified as potential future supply in MICLUP. Charter has confirmed that this land excludes known environmental and cultural constraints. To determine the scale of future supply Charter has adjusted the quantity of unprogrammed land by deducting 15% of potential future industrial space to account for road space, drainage reserves, infrastructure, additional environmental constraints and open space.
Projecting vacant industrial land consumption	The project has distinguished between broad hectare and infill industrial land. In modelling future supply Charter has deducted 15% from all vacant land in the Western and Northern Precincts. This is because vacant land in these locations will require new road space and drainage reserves that will ultimately reduce total available industrial land supply. A 15% deduction has also applied to select vacant land in the Southern Precinct that is considered broad hectare in character (see Appendix 2 for further information)
Status of Planning Policy	For the purposes of this project the project assumes planning designations for industrial and commercial land as of November 2022.
Precinct Structure Plan Status	The delivery of additional PSPs will inevitably add further commercial land supply. The project is based on land allocations for approved PSPs as of November 2022. The project does not consider future commercial land supply that is yet to be identified.



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