



ESSENTIAL ECONOMICS

West Heidelberg Industrial Estate Business and Development Plan

For
Banyule City Council
and
**West Heidelberg Industrial Estate
Development Committee**

By
Essential Economics Pty Ltd
And
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March 1998



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Executive Summary

This report is a business and development plan for the West Heidelberg Industrial Estate. It has been prepared by Essential Economics Pty Ltd for the Banyule City Council and the West Heidelberg Industrial Estate Development Committee (WHIEDC). Graeme Bentley Landscape Architects have provided recommendations on urban design and landscape improvements.

Key findings about the Estate

- The Estate accommodates around 480 businesses employing an estimated 6,000 people (1996). It is the principal industrial business location in the City of Banyule.
- The Estate has been a successful location for many small and medium sized businesses since its initial development in the 1950s.
- The Estate was initially laid out as a residential subdivision. The resulting small allotments and narrow streets have caused difficulties with car parking and industrial traffic. These problems have worsened over time as the size of industrial operations has gradually increased.
- The problems have been recognised by Council which has developed a program of car parking and circulation improvements in conjunction with the business operators through the WHIEDC. A five-year improvement program has been funded by Council and is now partly complete.
- A series of new and related challenges now face the Estate.
 - The small allotments on much of the Estate are becoming less attractive to new firms. The low rents in these parts of the Estate make reinvestment by property owners less likely. The low rents also attract low-margin businesses that are often poor neighbours and which are unlikely to generate sustainable economic development in the longer term.
 - A number of large operators on the Estate are moving out or downsizing, with potentially adverse consequences for smaller local suppliers. However, the large vacant sites remaining have potential for new kinds of property development.
 - The Estate faces increasing competition from new industrial areas that are better located with respect to transport networks, have greenfield outlooks or which are better marketed because of single ownership.
- The WHIEDC and Council recognise these challenges and wish to develop a comprehensive response in the form of a business and development plan for the Estate as a whole.

Market position

The business and development plan proceeds from an analysis of the industrial market, to identify the types of businesses that the West Heidelberg Industrial Estate should be trying to cater for.

Using a sieving process, the consultants suggest that the Estate should be aiming to cater for dynamic firms in growth sectors that will be able to sustain employment and property development in the long term. These include firms in the following industries:

- sheet metal and structural metal products
- commercial printing
- manufacturing machinery
- electrical machinery
- construction machinery
- scientific instruments
- industrial design

The Estate is suited to firms with markets in the north east of Melbourne and to firms with markets in the north *and* east of Melbourne. The location of the Estate is also suited to firms with interstate markets.

The allotment pattern of the Estate suits small and medium sized firms. For small firms, the residential location of the proprietor is an important factor when deciding where to invest. The Estate is highly accessible to the residential concentrations of business owners in Doncaster, Ivanhoe and Eltham, and this will be a factor in any marketing campaign.

The Vision

To provide a place of excellence for industry

The focus of the stakeholders in the Estate will be to create a highly competitive and supportive location for small and medium sized industrial enterprises in dynamic industries.

This vision will be achieved through a series of action programs concerned with:

- urban design and development
- maintenance and security
- marketing and promotion
- business development

The action programs require a high degree of cooperation between the stakeholders. The programs are designed to address many of the impediments to business development on the Estate, and they are intended to make the Estate an exceptional business location with a high degree of inter-business support.

The action programs are described in more detail in the body of the report but the following table provides a summary.

Action and implementation program

	Action	Responsibility	Funding sources	Timing
	Urban design and development			
1	Continue planned car parking improvements	Council (in consultation with businesses)	Council	As per program (completed by 2001)
2	Investigate levy to develop communal car park in congested areas	Council, WHIEDC and affected businesses	Levy on firms in selected areas	Complete investigation by end 1998
3	Implement programmed traffic and circulation improvements	Council (in consultation with businesses)	Council	As per program (by 2001)
4	Prepare masterplan for street trees	Council	Council	May 1998
5	Encourage VicRoads to undertake Waterdale Road widening	Council, WHIEDC, VicRoads	VicRoads	Ongoing
6	Develop landscape plan for Waterdale Road with VicRoads	Council, VicRoads	VicRoads	May 1998
7	Encourage VicRoads to consolidate allotments on Waterdale Road to allow showroom uses	Council, VicRoads	VicRoads	Ongoing
8	Design and implement gateway treatments	Council, WHIEDC	Levy on property owners and Council contribution	In conjunction with road works
9	Negotiate improved design around takeaway food outlets	Council, relevant property owners	Property owners	Ongoing
10	Detailed design guidelines for new developments (especially large sites)	Council with relevant property owners	Council	May 1998
	Maintenance and security			
11	Cost effective design of street improvements	Council with businesses	Council	Ongoing
12	Develop street maintenance program and budget	Council, WHIEDC	Council	Annually
13	Selective policing of illegal car parking	Council	Council	Ongoing
14	Encourage better maintenance and use of private open spaces	WHIEDC	WHIEDC through marketing levy	Ongoing
15	Investigate the potential for commercial use of wastes	WHIEDC to survey businesses	WHIEDC through marketing levy	December 1998
16	Develop strategy to minimise discharge to stormwater system	Council, WHIEDC, EPA	Businesses, Council, State Government	December 1998
17	Ensure security is a feature of new streetscapes and developments	Council (through design guidelines)	Developers	May 1998
18	Liaise with police to ensure good policing standards	WHIEDC, police	No funding required	Ongoing

	Action	Responsibility	Funding sources	Timing
19	Remove graffiti within 24 hours	Council and businesses	Council and businesses	Ongoing
	Marketing and promotion			
20	Establish marketing fund	WHIEDC, businesses	Levy on businesses	Starting December 1998 and ongoing
21	Develop marketing campaign	WHIEDC, businesses	Levy on businesses	Starting December 1998
22	Update and publish the Estate Business Register	WHIEDC	Advertising, sponsors, businesses	Every two years
23	Promote the products and skills of the Estate	WHIEDC	Levy on businesses	Starting December 1998
	Business development			
24	Employ business development manager for the Estate	WHIEDC	Levy on businesses, Council	December 1998
25	Publish Estate newsletter	WHIEDC	Advertising, subscriptions	December 1998
26	Encourage the development of a meeting place on the Estate	Council	Developer	Ongoing
27	Encourage firms that are moving to stay on the Estate	WHIEDC, property owners	Businesses	Ongoing
28	Encourage the redevelopment of sub-standard buildings and consolidation of small allotments	Council, property owners	Businesses	Ongoing

Introduction

This report provides a plan for the future development of the West Heidelberg Industrial Estate in Melbourne's north eastern suburbs. The report has been prepared by Essential Economics Pty Ltd for the City of Banyule and the West Heidelberg Industrial Estate Development Committee (WHIEDC). Graeme Bentley Landscape Architects have provided a streetscape analysis and recommendations on urban design improvements.

The report is developed in a number of sections:

- The opening section describes the *West Heidelberg Industrial Estate* (WHIE, or the Estate), outlines the findings of previous studies on the Estate and describes the policies currently in place.
- A section on *Market positioning* identifies the types of industries which the Estate should target in future marketing in order to generate sustainable long-term development. This section also looks at the requirements of target industries and whether these are currently being met at the WHIE.
- The section entitled *Goals for the Estate* provides a vision for the future development of the Estate.
- A series of *Action strategies* on urban design and capital works, business development, maintenance and security, and marketing and promotion provide detailed action plans for the key areas of Estate development.
- The final section on *Implementation* looks at the funding and responsibilities for the timely implementation of the business and development plan.

The key points of the Business and Development Plan are in the *Executive Summary* at the beginning of the report.

1 The West Heidelberg Industrial Estate

1.1 History

The West Heidelberg Industrial Estate is a busy industrial area in the City of Banyule. It is home to a diverse range of businesses, mainly in manufacturing, transport, wholesaling and related industries. The consultants estimate the number of businesses at around 480, with employment at around 6,000. The area is one of the principal sources of employment in the City of Banyule.

The WHIE has traditionally been a sought-after location with low vacancy-rates. It has a range of property types, including speculatively built 1950s workshop units on small blocks to modern, purpose-built premises with attractive on-site landscaping. The largest building in the Estate is around 8,000 sq m. However, the average size of buildings is relatively small (around 700 sq m).

There have always been a number of large firms in the Estate (Renault once assembled cars here; Stanley Tools have their Australian headquarters here); but in general, the area has been known as a place for small firms.

The Estate does have a number of problems, stemming mainly from its layout and location. These problems have been identified in a number of previous reports.

The Estate was originally laid out in the 1920s as a residential sub-division but was largely undeveloped until the 1950s. Following the Melbourne Olympic games in 1956, the area was rezoned for light industrial purposes in order to provide employment for the new residents in the former Olympic Village in West Heidelberg.

Because of this history, large parts of the Estate are composed of small, residential-sized blocks which have been developed for small firms. However, the demand for car-parking on the Estate has increased dramatically since the 1950s, as has the size of the freight vehicles used by business operators. As well, many of the small industrial units were built when car-parking requirements were relatively low, so that there is little on-site parking in many cases. These factors have overloaded the capacity of the road network in many parts of the Estate (originally designed for residential traffic), and have reduced the efficiency of the Estate as a business location.

Property owners on the Estate recognised these problems in the 1980s and formed an Estate Development Committee (WHIEDC). Since that time, a series of reports have been prepared either for, or with assistance from the former City of Heidelberg or the City of Banyule, to address the perceived problems of this most important industrial area.

1.2 Existing surveys and policy

Existing reports on the Estate include:

- *Draft West Heidelberg Industrial Estate Footpath Policy* by City of Banyule, 1997
- *West Heidelberg Industrial Estate Development Plan* by the WHIEDC, 1997
- *West Heidelberg Industrial Estate Business Directory* by Banyule City Council 1997
- *West Heidelberg Industrial Estate Car Parking and Traffic Strategy* by Arup Transportation Planning for the City of Banyule, 1996
- *West Heidelberg Industrial Estate Economic Profile Survey* by the City of Banyule, 1995
- *West Heidelberg Industrial Estate Strategy* by the City of Heidelberg, 1986

Of particular importance to the present work are the Business Survey, the Draft Footpath Policy and the Car Parking and Traffic Strategy

1.2.1 Survey results

The principal findings of the Economic Profile Survey (1995) of 120 businesses on the Estate were:

- 1) The Estate is settled with many long-established businesses.
- 2) Most responding businesses had a turnover in the range \$1 million to \$5 million (89%).
- 3) In late 1995, a majority of businesses were growing and a third indicated that the size of their premises was inadequate to cope.
- 4) Most of the enterprises surveyed were single plant firms, although 11% of responding firms had their headquarters interstate.
- 5) Melbourne's northern suburbs were the location of 38% of the customers of responding firms. The rest of Melbourne accounted for 40% of customers, with 8% in country Victoria, 12% interstate and 2% overseas.
- 6) Exporting was undertaken by 28% of responding firms, and this was mostly to New Zealand and South East Asia. Importing supplies was necessary for 37% of businesses.
- 7) Over 70% of employees were from Banyule or other northern suburbs. The great majority of these (86%) travelled to work by car, with 7% using public transport and 7% walking, cycling or using other modes.

- 8) The key positive factors about West Heidelberg for the responding firms were:
- proximity to the City and to the airport
 - proximity to customers and suppliers
 - accessibility to all parts of Melbourne
 - proximity to the proprietors residence
 - availability of a multi-skilled work-force
- 9) Key business constraints at West Heidelberg were:
- inadequate parking
 - poor loading and unloading areas
 - poor internal access within the Estate (one-way streets etc)
 - crime (vandalism, break-ins, theft)
 - inadequate rubbish/waste collection

A survey of 45 firms by the consultants in October 1997 reinforced many of the responses achieved in the earlier survey. Additional points from the later survey were:

- 1) Business confidence was still high, with most firms predicting growth in revenues. However, this was likely to be growth without new jobs in most cases.
- 2) The proportion of firms involved in exporting appeared to have risen from the earlier survey, although the reliance on export markets was still low.
- 3) The Estate is currently undergoing rapid change, with a number of large vacant properties being sold to developers and two of the larger firms either relocating (Atlantic Bakery) or dramatically reducing their operation (with Stanley Tools making 200 staff redundant).
- 4) There is considerable trade between firms in the Estate. One of the strengths of the location for many firms is the presence of a wide variety of skilled engineering and specialist suppliers.
- 5) Firms are generally happy with West Heidelberg because of its high level of services and its accessibility to Melbourne and key locations such as the City and the Airport. However, the small size of properties, internal circulation and parking were still seen as impediments to efficient business development.
- 6) The key factors in choosing West Heidelberg as a location appear to have been the relative location of customers and suppliers, and, since the survey was weighted towards small firms, the residential location of the proprietor. Many of the business owners and managers at West Heidelberg have a home in the north-east quadrant from the Estate (ie, Eltham, Greensborough, Research etc) – and this may be important in marketing the Estate.

- 7) Nearly all firms were opposed to paying a special charge for capital improvements to the Estate (most responses were along the lines – *Why should we pay more money when we already pay rates?*) Other firms were simply concerned whether they would get value from their investment in a special charge.

1.2.2 Draft Footpath Policy

The narrow streets in the Estate, the small allotments and cramped building configurations have given rise to on-street parking and loading in many areas. Associated with this is illegal parking and loading on nature strips. This has caused widespread damage to the footpaths, nature strips and kerbs of the Estate. The Draft Footpath Policy suggests a series of measures which can be used to reduce damage to the fixed assets of the community and to improve the maintenance situation. Broadly, the measures suggested include:

- better design of streets and footpaths in keeping with the industrial uses of the Estate
- better construction standards for footpaths and pavements, given the need for on-street parking and loading by heavy vehicles
- more responsive maintenance and planning for asset management
- involvement of the business operators on the Estate in decision-making on maintenance and design
- replace nature strips with parking where appropriate, to reduce maintenance, improve safety and improve parking provision
- to introduce special charge schemes so that business operators contribute to repairing the damage that has been caused as a result of unnecessary or illegal parking and loading

These solutions are taken up in this Business and Development Plan.

1.2.3 Car Parking and Traffic Strategy

The Car Parking and Traffic Strategy, completed for Council in 1996, recommended expenditure on specific parking and traffic improvements by Council estimated to cost \$670,000 in the short term (1-3 years), \$465,000 in the medium term (3-5 years) and \$950,000 in the long term (5+ years).

The recommendations of the Car Parking and Traffic Strategy are illustrated in Figure 1.1.

Following this Strategy, the Banyule City Council committed itself to a five-year program of capital improvements to the Estate. These improvements are worth \$200,000 per year or \$1 million over five years. The capital improvement program is now in its second year of operation. The following tables illustrate the progress made to date in implementing the Strategy.

Figure 1.1: Recommendations of the Car Parking and Traffic Strategy, 1996

TRAFFIC

- 1 Flare eastern and western approaches on Northern Road/Waterdale Road to provide width for two cars. (Short Term)
- 2 Provide width on Lillimur Avenue, Orithia Avenue and Vernon Avenue for two cars at the intersections with Waterdale Road. (Short Term)
- 3 Upgrade line markings and traffic control and parking signs. (Short Term)
- 4 Signalise the intersection of Waterdale Road/Northern Road. (Medium Term)
- 5 Link Bamfield Road to Kingsbury Road (Medium Term)
- 6 Close Northern Road and Orr Street between Bamfield Road and Porter Road. Linked to action 5. (Medium Term)
- 7 Install treatment at the intersection of Bamfield Road/Dougharty Road to restrict use by through traffic south of Dougharty Road. Linked to action 5. (Medium Term)
- 8 Widen Waterdale Road on the east side to provide footpaths on both sides, nature strips of 1.5 metres, kerb lanes of 4.2 metres and centre lanes of 3.3 metres.

A widening of 5.5 metres will be required into properties. Properties will need to be purchased and remaining area consolidated and resubdivided/developed. (Long Term)

PUBLIC TRANSPORT

- 9 Promote knowledge of public transport services within the area. (Short Term)
- 10 Bus service run through the area east of Waterdale Road. Route options are via either Bamfield Road or McEwan Road. (Short - Medium Term)
- 11 Investigate providing services between railway stations/Plenty Road tram into estate. (Short Term)
- 12 Indented bus bays in Waterdale Road. Linked with action 3. (Medium Term)

PARKING (Continued)

- 20 Review compliance of site car parking provision and permits (Short Term)
- 21 Support non-standard car park layouts and standards to maximise on-site provision (On-going)
- 22 Prepare guidelines on car parking provisions for developments within the estate (Short Term)

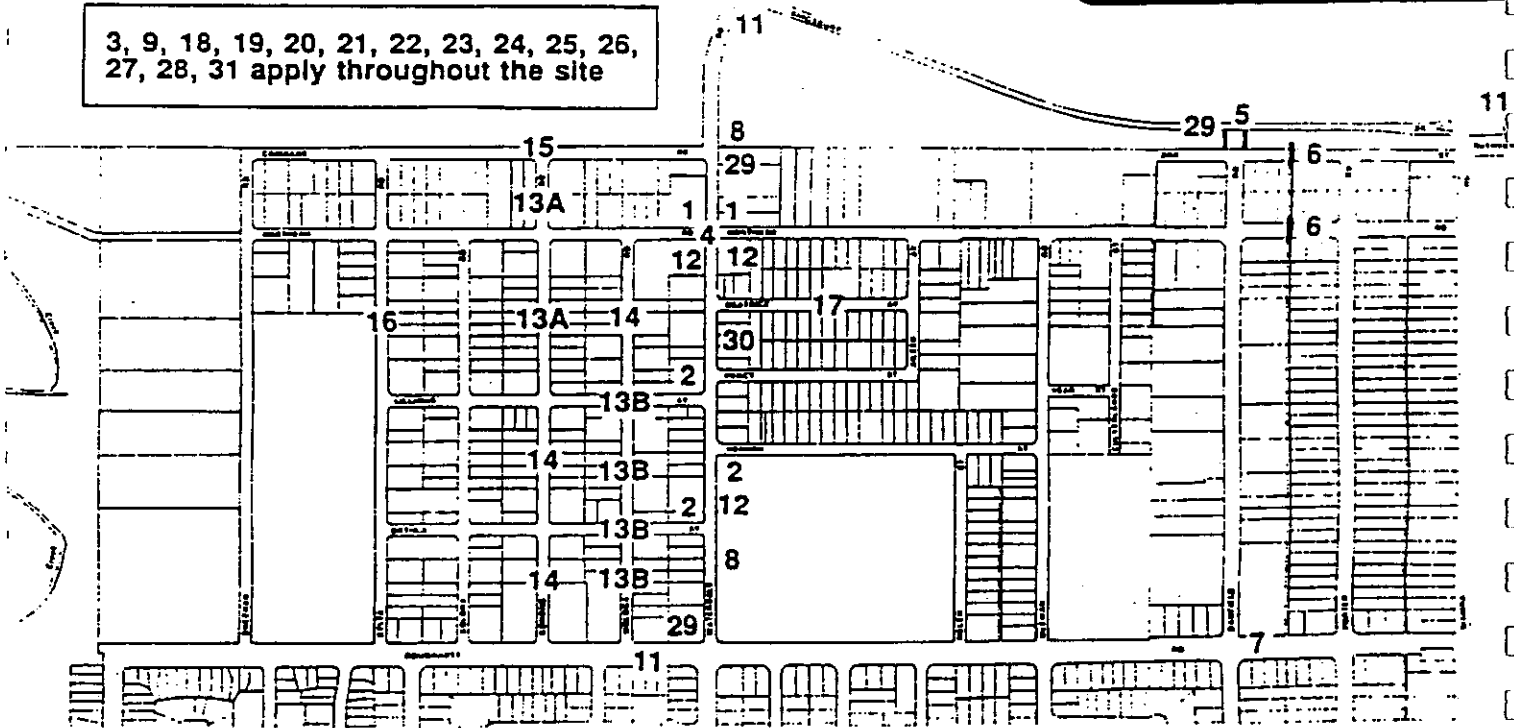
PARKING

- 13 Provide indented on-street parking treatments. Includes review and consolidation of property accesses. (Short Term)
- 14 Continue indented on-street treatments on remaining sections to provide consistent appearance. (Medium - Long Term)
- 15 Indented angle parking on north side of Crissane Road (Short Term)
- 16 Parking permitted both sides (Short Term)
- 17 Council purchase site within precincts 19/20 (Medium - Long Term)
- 18 Council monitor car parking demand and usage throughout the estate. (On-going)
- 19 Council purchase sites after on-street treatments installed if monitoring indicates deficiency within precinct. (Long Term)

URBAN DESIGN

- 23 Replace nature strips with pavement treatments. (Short - Medium Term)
- 24 Select street tree species for low maintenance and water requirements. (Short Term)
- 25 Street trees are planted to cater for sightlines at intersections and crossovers. (Short Term On-going)
- 26 Install pavement treatments to co-ordinate with recent treatments. (Short Term)
- 27 Guidelines should be developed so that all proposed developments have a positive influence on the visual image of the estate (Short Term)
- 28 Major developments should include a streetscape improvement component (On-going)
- 29 Erect signs at major entry points to the West Heidelberg Industrial Estate. (Short Term)
- 30 Improve the image of Waterdale Road. (Medium Term)
- 31 Set aside open space area for workers within new developments and encourage space in existing sites. (On-going)

3, 9, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 31 apply throughout the site



STRATEGY PLAN

WEST HEIDELBERG INDUSTRIAL ESTATE
Car Parking and Traffic Strategy

Year 1 (1996/97)			
Action (as per strategy plan)	Description	Cost	Achievement
Action 1	Flare eastern & western approaches to Northern/Waterdale Road intersection	\$25,000	Delayed pending widening of Waterdale Rd by VicRoads and difficulties with relocation of water main
Action 2	Flare intersections of Waterdale Road with Lillimur Ave, Orthla Ave, Vernon Ave	\$25,000	Done
Action 3	Upgrade linemarking and signage	\$10,000	Done
Action 13	Provide indented parking in Mologa Road	\$95,000	Done
Total Budget		\$200,000	

Year 2 (1997/98)			
Action (as per strategy plan)	Description	Cost	Achievement
Action 15	Angled parking on north side of Crissane Rd (Waterdale to Korong) plus land acquisition	\$50,000 (\$92,000)	Plans being prepared
Action 13	Continue Kerbside parking in Mologa Rd	\$50,000	Done
Action 4	Signalise intersection of Waterdale Rd/Northern Rd	\$100,000	Delayed pending widening of Waterdale Rd by VicRoads
Total Budget		\$200,000	

Year 3 (1998/99)			
Action (as per strategy plan)	Description	Cost	Achievement
Action 15	Angled parking on north side of Crissane Rd (Korong to Kylta)	\$50,000	Plans being prepared (see above)
Action 13	Complete kerbside parking in Mologa Rd	\$85,000	Done
Action 13	Provide indented parking in Korong Rd	\$65,000	Plans being prepared
Total Budget		\$200,000	

Year 4 (1999/2000)			
Action (as per strategy plan)	Description	Cost	Achievement
Action 13	Complete indented parking in Korong Road	\$195,000	Planned
Action 5	Begin link between Bamfield and Kingsbury Dve	\$5,000	Planned
Total Budget		\$200,000	

Year 5 (2000/01)			
Action (as per strategy plan)	Description	Cost	Achievement
Action 5	Link Bamfield to Kingsbury Dve	\$175,000	Planned
Action 6	Close northern Rd & Orr St b/n Bamfield and Porter Rds	\$20,000	Planned
Action 7	Treatment of Bamfield/Dougharty Rds	\$5,000	Planned
Total Budget		\$200,000	

The implementation of the Strategy has been flexible. For example, money earmarked for works on Waterdale Road has been reallocated to other projects. VicRoads have accepted in principle the need to widen Waterdale Road and will be responsible for the works. Final detailed plans for the road widening are currently being prepared.

A number of actions recommended in the Strategy have not been included in the five year program:

Action	Description	Cost
Action 7	Complete treatment of Bamfield Rd/Dougharty Rd	\$15,000
Action 12	Provide bus bays on Waterdale Rd	\$40,000
Action 14	Indented parking Orthla Ave b/n Korong & Kolora Orthla Ave b/n Korong & Mologa Lillimur Ave b/n Korong & Kolora	\$35,000 \$35,000 \$35,000
Action 22	Guidelines on car parking provision	\$5,000
Action 23	Replacement of nature strips with indented parking	\$400-\$500 per m
Action 27	Guidelines on visual image of developments	\$5,000
Action 29	Signage at major entry points	\$10,000
Total cost		\$180,000+

There may be scope to include some of these actions within the current program given that Council will no longer be required to finance the improvements to Waterdale Road.

1.3 Analysis of streetscape issues

An analysis of the existing streetscape and landscape is provided in Figure 1.2.

SHEEHAN ROAD
Popular short cut from Dougharty Road to Waterdale Road has created high traffic volumes/dangerous intersection at junction with Crissane Road.

OPEN SPACE NODE
Opportunity to create picnic/ BBQ area for use by local residents and workers.

SCREENING
Existing Latrobe University screen planting provides an excellent screen and setting for precinct along Kingsbury Drive and section of Waterdale Road. Opportunity to reinforce existing planting to the east of Bamfield Road to further screen industrial properties and provide noise attenuation for residential properties.

EXISTING PLANTING
Characterised by a diverse range of species, many of which require removal in the near future due to inappropriate siting, senescence or poor species selection.
Current species include:
Casuarina sp.
Hakea sp.
Melaleuca armillaris
Melaleuca styphelioides
Liquidamber styraciflua
Pyrus sp.
Prunus sp.
Quercus palustris
Sheoaks
Hakeas
Bracelet Honey Myrtle
Prickly Paperbark
Liquidamber
Ornamental Pears
Ornamental Plum
Pin Oak

LOCAL ACTIVITY NODES
Opportunity to create local activity points at existing milk-bars. Existing poor quality outdoor eating spaces detract from overall streetscape image and appear to under service existing demand.

DAREBIN CREEK TRAILS
Opportunity to improve links from industrial estate to existing bicycle/ pedestrian trails in Latrobe Uni and Darebin Creek.

LATROBE UNIVERSITY

CRISSANE ROAD
Illegal parking on verge creates conflict with road and footpath users and severely degrades verge area.

LATROBE UNIVERSITY RESIDENTIAL PRECINCT

Due to sparseness of existing street trees the opportunity exists to create a consistent and uniform street tree planting programme. The opportunity also exists to link the streetscape to the wider Heidelberg area by signing future street tree selections to existing species in adjacent streets. Conditions for street plantings are difficult with pollution, extent of hard pavements and susceptibility to damage by vehicles thus species selected need to be hardy and have minimum water and maintenance requirements.

KINGSBURY DRIVE GATEWAY
Opportunity to capitalise on Kingsbury Drive traffic with road link to Bamfield Road. Potential to incorporate signage/ entry statement to define/ promote precinct.

NORTHERN ROAD
Access onto Waterdale Road difficult and at times dangerous, particularly at peak times - barrier to customer access.

RESIDENTIAL PRECINCT
Conflict with vehicles utilising residential streets as access to industrial precinct. Opportunity to minimise conflict with road closure devices at selected locations.

WATERDALE ROAD
High traffic volume provides opportunity for commercial properties to capitalise on potential passing trade. Traffic volume acts as a barrier to flow of traffic from east to west and creates potentially dangerous situations for drivers when they attempt to do so. Large vehicle traffic (reticulated vehicles and Public Transport buses) severely restrict traffic flow and increase driver frustrations, particularly at peak times. Blocks highlighted as a whole have poor quality built form with little or no attention to landscape treatment or car space provision. As the main thoroughfare through the estate, these blocks provide an inconsistent and visually uninviting frontage to Waterdale Road for drivers and potential customers.

ON STREET PARKING (WEST PRECINCT)
Generally characterised by informal, unstructured parking which severely restricts traffic flow, degrades the existing grass nature strips and significantly reduce the visual amenity of the streetscapes.

DOUGHARTY ROAD
Wide grassed verges provide opportunities to reinforce street tree planting and create indented visitor parking for adjacent residential properties.

ENTRY SIGNAGE
Lack of signage designating industrial precinct. Vacant land to N/E provides opportunity to purchase portion of land and create construct signage/ gateway statement to precinct.

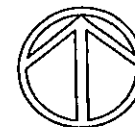
ON STREET PARKING (EAST PRECINCT)
Characterised by recently implemented remedial parking schemes with associated street tree planting which provide significantly improved streetscape amenity and appear to be functioning successfully.

PRINT ISSUE:

AMENDMENTS:

Figure 1.2: Site opportunities and constraints

west heidelberg industrial estate



GRAEME BENTLEY LANDSCAPE ARCHITECTS

LANDSCAPE ARCHITECTS
BYE PLANNERS
URBAN DESIGNERS
281 Glen Street, Pymby 2046
Telephone 02 9410 5252
Facsimile 02 9410 5264
ACT 060 002 120

SCALE: 1:2500
PROJECT: 97100
DATE: 04/10/97
DRAWN:

TITLE:
WEST HEIDELBERG INDUSTRIAL ESTATE
SITE OPPORTUNITIES AND CONSTRAINTS

DWGNO:



1.3.1 Street Pattern

Layout and Direction

The original residential sub-division layout of the West Heidelberg Industrial Estate has resulted in a tight rectilinear grid of streets orientated in a north/south and east/west direction. Traffic management techniques currently in place have predominantly addressed traffic movement patterns through the imposition of a one way street system (*particularly Kylta Road, Korong Road, Kolora Road and Mologa Road*). All of these streets run in a north/south orientation and are found in the western zone of the estate. The introduced traffic management techniques aim to assist occupants of the **W.H.I.E.** and maintain the necessary access and space to enable day to day operation of their businesses. The impact on streetscape amenity has been poor, mainly from the limited room available to provide visual relief that is robust and does not interfere with the operational needs of many of the activities occurring through the estate.

Waterdale Road is a significant vehicular thoroughfare passing through the centre of site on a north/south axis. This road carries considerable volumes of traffic, connecting to Kingsbury Drive, north of the estate. The road is narrow, with limited opportunity for parking and with difficult access to and from sites directly abutting the road. Proposals have recently been completed, which will see the improvement of Waterdale Road through widening and providing an improved road reserve configuration and increased opportunity for the introduction of urban landscape elements.

The street pattern in the eastern zone of the industrial estate is a less formal grid pattern resulting from the larger consolidated block of individual lots. Significant opportunity exists in this zone for the introduction of enhanced streetscapes with a minimal impact on existing industrial operational requirements.

Street Sizes

The predominant street size is 15m, resulting from the original residential sub-division layout. This is the only street size encountered in the western zone of the estate. Street sizes in the eastern zone of the estate provide a number of street size options including 15m, 18m and 20m widths. The differing street sizes in the eastern zone of the estate provide a greater opportunity for a range of varied traffic management and landscape/streetscape improvements and responses.

Carparking

Carparking was observed as the most significant issue to be addressed within the study area. The narrow streets, small lot frontages, high vehicle numbers associated with most commercial premises, operational requirements and current street layout all combine to significantly impact on the number of available carparking spaces on

private property and the adjacent streetscape. Parking problem spots (more significant) identified during site investigation included:

- *Crissane Road*
- *Orr Street/Kingsbury Drive*
- *Waterdale Road*
- *Kylta, Kolora, Korong and Mologa Roads (all one way streets)*

Parking problems appeared to be more predominant in the western zone of the study area.

1.3.2 Streetscapes

Street Trees

The existing planting of street trees is characterised by a diverse range of species (exotic, deciduous and native), many of which will require removal in the future due to inappropriate siting, senescence and aging or poor species selection.

Current species found within the West Heidelberg Industrial Estate include:

<i>Casuarina sp.</i>	Sheoaks
<i>Hakea sp.</i>	Hakeas
<i>Melaleuca armillaris</i>	Bracelet Honey Myrtle
<i>Melaleuca styphelioides</i>	Prickly Paperbark
<i>Liquidamber stryaciflua</i>	Liquidamber
<i>Pyrus sp.</i>	Ornamental Pears
<i>Prunus sp.</i>	Ornamental Plum
<i>Quercus palustris</i>	Pin Oak

Due to the sparseness of existing street trees, the opportunity exists to create a consistent and uniform street tree planting program. The opportunity also exists to link the streetscape to the wide Heidelberg area by aligning future street tree selections to existing species in adjacent streets. Conditions for street plantings are difficult with pollution, extent of hard pavements and susceptibility to damage by vehicles. Species selected need to be hardy and have minimum water and maintenance requirements.

Naturestrips

Numerous naturestrips were encountered within the study area; most were generally in very poor condition. The poor condition of nature strips can generally be ascribed to the parking problems found within the study area.

The pressure for additional carparking will often result in the use of nature strip areas for parking surfaces. Truck turning and other delivery movements often require more

space than that is available on the road pavement. The adjacent nature strip areas provide the added area to enable turning of larger vehicles.

With the extensive use of nature strips by vehicles, grass is unable to be maintained and rutting and nature strip deterioration occurs.

Private Property Landscape Elements

The commercial activities and nature of individual properties, existing lot sizes and required developable area, carparking and ancillary working area requirements limit the amount of space for onsite landscape works. The result therefore, is a very limited contribution of private landscape elements to the streetscape environment. This is further aggravated by minimal enforcement of planning permit requirements in relation to landscape issues (*WHIE Working Paper: Carparking and Landscaping Conditions on Planning Permits*).

Remaining vacant development sites, particularly the larger sites, offer opportunity for the use of landscape guidelines to contribute to streetscape amenity through the use of 'Borrowed Landscape' elements.

Significant improvements in streetscape and landscape amenity have already been made with the recently developed properties on Vernon Avenue and Helen Street. Such redevelopments offer a model for future development of larger lot areas.

Worker Amenity

Limited worker amenity currently exists within streetscape areas due to the lack of shade for carparking, cooling of street environment during summer and reducing of strong winds.

The estate lacks suitable gathering, lunching, socializing areas. Pavement areas and frontages to the numerous take away food stores offer opportunity for improvement in this aspect.

1.3.3 Proposed Future Development

Waterdale Road

The road widening for Waterdale Road is proposed to occur within the next five years. This widening will improve traffic flow through the centre of the estate, provide safer entry and exit conditions for adjacent properties and provide for improved car parking conditions and numbers.

The opportunity to provide street tree planting to each side of Waterdale Road will improve visual amenity considerably as well as offering an improved marketable image for those premises.

Vacant Development Sites

Existing vacant development sites provide significant opportunity to incorporate landscape and urban design guidelines to enable a positive contribution to the overall adjacent streetscapes and estate image.

1.4 Further issues to address

Whilst the Car Parking and Traffic Strategy addresses some of the principal problems of the Estate, there are a number of other issues that are also of concern to the WHIEDC and the Council in the long-term development of the Estate. The following list of issues has been compiled from previous strategies and surveys, and discussions by the consultants with Councillors, Council officers and over 45 firms on the Estate.

- ***Estate maintenance*** has been a concern to Council and many businesses for a number of years. There is criticism by some businesses that the infrastructure of the Estate is poorly maintained. On the other hand Council is concerned that the infrastructure is being misused in some cases (parking of large trucks on footpaths, crushing kerbs and pavements, for example). This is partly an urban design issue but also requires that businesses make appropriate use of the public infrastructure.
- ***Enforcement of car-parking restrictions*** has not taken place for many years as the Councils have not wished to place any impediment on the operation of businesses in the Estate. However, the high level of expenditure by Council on capital works to improve the car-parking situation will be ineffective if drivers continue to park inappropriately. This situation is exacerbated in parts of the estate because some car repair firms with small premises have many cars to work on and these are parked in the street. In one example, 14 cars were parked in the street by one small firm. In other cases, some firms which have ample on-site parking are using that parking for other purposes such as storage thereby forcing their workers to park on the street.
- ***The industry mix*** that has evolved on the Estate has been of concern to some property owners. In particular, growth in the number of car-repair firms is seen as a reflecting a decline in the quality of the property offering in the Estate. In turn, the car-repair firms are thought to further reduce the quality of the Estate (because of excess parking demands and perceived abuse of buildings) and this is said to deter other potential occupants. Car repair firms are not desired as tenants by many of the landlords on the Estate because the firms are often relatively short-lived and because some do mistreat buildings (spray painting, etc). The WHIEDC wishes to attract better occupiers of the Estate.
- ***The building fabric*** of many parts of the Estate is of poor quality, with small, older style factory units that are not able to satisfy the requirements of modern

industrial businesses using advanced technology. In particular, building heights are too low for warehousing and loading docks are often non-existent. Some firms which have grown on the Estate now occupy several premises with poor connections between them, causing higher operating costs for those firms and sometimes compromising the building fabric. There is a need to encourage investment in upgrading the building fabric of parts of the estate to attract new interest from potential occupiers. This may also require the consolidation of small lots to provide the opportunity for investment in modernisation.

- **Waste-disposal arrangements** are poor according to some. One respondent to the consultant survey outlined the need for a collective scrap steel and paper collection from the Estate. Other people are concerned that hazardous effluent (such as paint and solvents) is disposed of via stormwater drains which discharge into nearby Darebin Creek. An individual or collective system of safe waste disposal is required for the Estate.
- **Security** on the Estate has been a concern, with some firms reporting thefts, illegal entry and vandalism. (However, there is a feeling amongst most business operators that the security at West Heidelberg is no worse than at other industrial estates.)
- **Professional business and economic development** has become an expectation placed on local government. The Council is keen to ensure that its actions contribute to the sustainable development of jobs and economic activity on the Estate. The Council and the WHIEDC have identified appropriate marketing and promotion as being necessary to attract a new wave of investors and tenants that will help to modernise the Estate and secure sustainable development.

Notwithstanding these issues, the Estate remains a vibrant location of industrial activity. Several large industrial property groups have taken strategic holdings in the Estate and these are likely to be developed for larger industrial occupiers, with modernising effects for the whole Estate.

1.5 Purpose of the Business and Development Plan

The purpose of this Business and Development Plan is to address the issues outlined above and to ensure that the Estate can continue to improve as an industrial business location.

The Business and Development Plan examines how the Estate is positioned in order to compete as an industrial location that will provide sustainable economic benefits for owners, operators and the wider community. From this analysis, a preferred market position is developed. The preferred market position has implications for the development of the physical, institutional and other aspects of the Estate, and these are described in the Business Plan.

The consultants make a number of assumptions about the purpose of the Business and Development Plan which has guided the approach and the outcomes.

- It is desirable that the demand for property in the Estate should rise. This would have an upward effect on land prices and rents. It would generate better returns for property owners, making reinvestment and upgrading of properties in the Estate more likely. In addition, occupiers that can afford to pay higher rents are likely to be engaged in higher value activities and to employ a more highly skilled work-force, and this is of long-term economic benefit to the community as a whole.
- The Plan should aim to maximise employment on the Estate over the long term. This requires that the Estate should be the home of successful firms and of firms which are likely to reinvest for future employment.
- The Plan should promote sustainable development, that is, development that can continue over the long term without undermining the financial, social or environmental resources needed to sustain it.

The analysis in the Business and Development Plan flows from these assumptions.

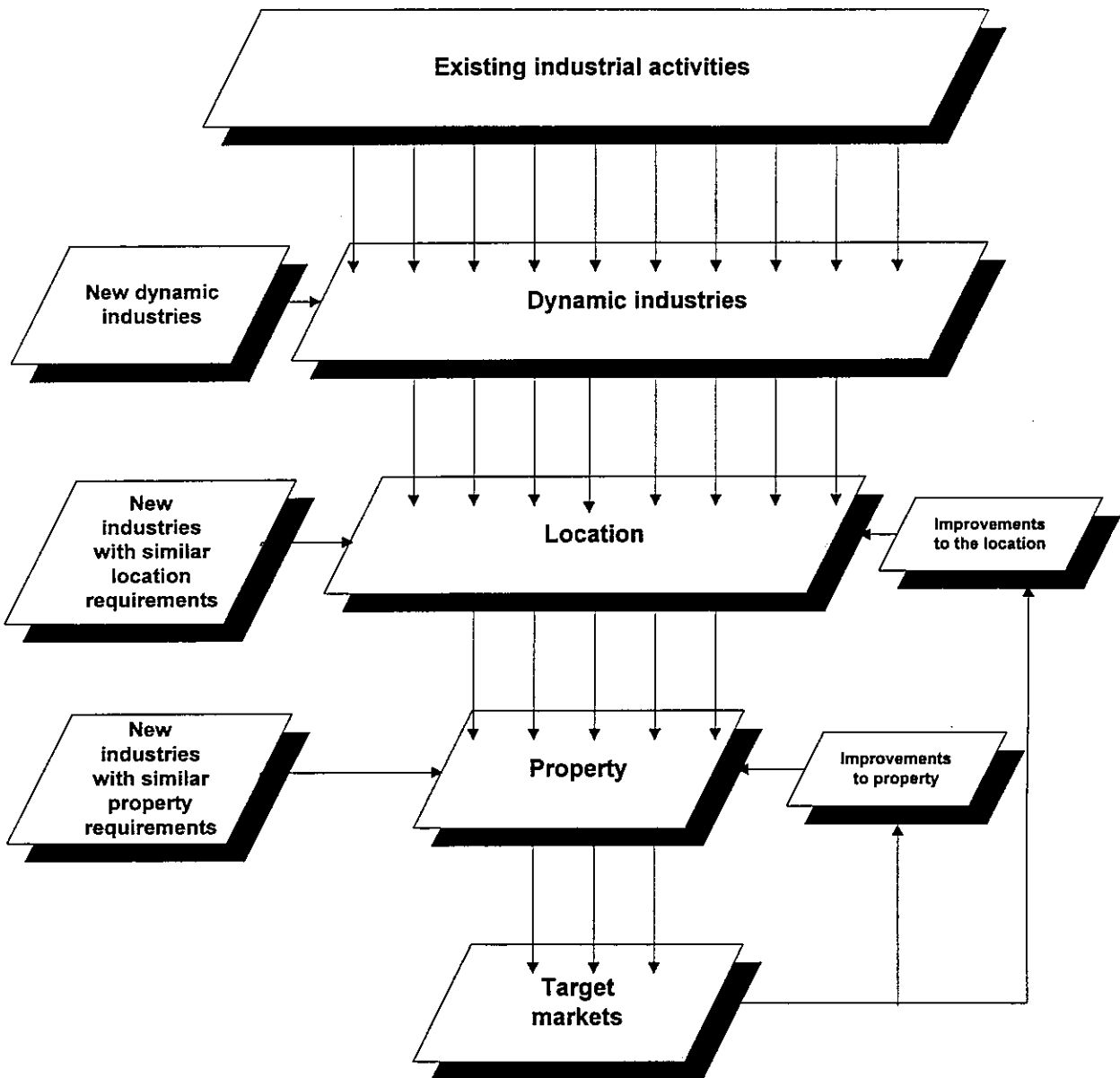
2 Market positioning

This section of the report looks at the market position of West Heidelberg Industrial Estate and provides an analysis of which kinds of industrial customers the estate should be trying to serve. This market strategy is used to generate information for an Estate development program.

The target markets for the Estate have been arrived at through a process of filtering existing economic activities and adding new ones, as illustrated in Figure 2.1. The process also allows a clear view of what improvements need to be made to attract the target economic activities.

The analysis aims to assist the collective marketing efforts for the estate. It is not designed to restrict the use of the Estate by any particular company but suggests where any collective marketing efforts should be concentrated. *Any tenant is to be welcomed provided that they are good neighbours and do not restrict the potential of adjacent properties.*

Figure 2.1: Targetting new industrial activities



2.1 Existing Industrial Structure

In preparing a marketing strategy for the estate, the greatest asset is the existing set of firms. Future employment and enterprise growth is more likely to come from existing firms than from any other source. In addition, where there are a number of firms in the same industry, the area becomes known for that kind of work and this reputation attracts new or expanding businesses to locate near their customers and competitors. This "industry clustering" can be a major source of industry development, innovation and future jobs.

2.1.1 Existing firms

Table 2.1 illustrates the types of firms in the West Heidelberg area along with an estimate of employment in each sector.

The table shows that there are around 480 firms in the estate employing around 6,000 people. The broad industry categories with the largest number of firms are:

- Metal products manufacture (73 firms)
- Motor vehicle servicing (71 firms)
- Machinery and equipment manufacture (60 firms)
- Construction services (36 firms)
- Motor vehicle wholesaling (incl. parts) (40 firms)

These five industry groups account for 280 firms in the estate – 59% of the total. They are also estimated to support 3,840 jobs or 65% of the total.

Table 2.1: Types of industry in West Heidelberg

Industry (with ANZSIC code number)	No. of firms	% of firms	Estimate of jobs	% of jobs
15 Other Mining Services	1	0.2%	10	0.2%
21 Food Products	5	1.0%	140	2.3%
22 Clothing, Leather and Textiles	10	2.1%	250	4.1%
23 Wood and Paper Products	20	4.2%	310	5.1%
24 Printing	23	4.8%	240	4.0%
25 Chemical Manufacture	27	5.7%	240	4.0%
26 Non-Metallic Minerals	5	1.0%	20	0.3%
27 Metal Products	73	15.3%	830	13.8%
28 Machinery and Equipment	60	12.6%	1,210	20.1%
29 Other Manufacturing	26	5.5%	290	4.8%
41 Building Construction	6	1.3%	50	0.8%
42 Construction Services	36	7.5%	820	13.6%
45 Basic Material Wholesaling	13	2.7%	210	3.5%
46 Machinery and Motor Vehicle Wholesaling	40	8.4%	520	8.6%
47 Personal and Household Goods Wholesaling	23	4.8%	240	4.0%
51 Food Retailing	9	1.9%	60	1.0%
52 Personal and Household Goods Retailing	7	1.5%	30	0.5%
53 Motor Vehicle (Retailing) and Servicing	71	14.9%	460	7.6%
61 Road Transport	6	1.3%	40	0.7%
77 Property Services	2	0.4%	0	0.0%
78 Business Services	9	1.9%	30	0.5%
92 Arts	1	0.2%	0	0.0%
93 Sports and Recreation	1	0.2%	10	0.2%
96 Other Services	3	0.6%	20	0.3%
Grand Total	477	100.0%	6030	100.0%

Source: Essential Economics; *West Heidelberg Industrial Estate Business Directory, 1997*, Banyule City Council; *Business Register Data, 1996*, ABS

Note: The estimate of jobs has been made from the Business Register for the 3081 postcode, adjusted by the consultants where relevant information is available and rounded to the nearest 10 jobs.

2.1.2 Specialties of West Heidelberg

Whilst there is a spread of firms across the industry spectrum, closer examination reveals that the area has certain specialties. These involve a number of firms each engaged in different parts of the production process or creating a broad range of products of a similar type. These include:

- commercial printing
- cardboard box and tube manufacture and distribution
- sheet metal work
- manufacture of stone and concrete cutting equipment
- cabinet making and commercial fit-out and furniture production
- automotive servicing, restoration, parts and repairs
- manufacture and service of air conditioning units
- jobbing engineering (ie production of short run products)

In addition to the large groups of firms, there are a number of individual firms which could also generate future growth because of their size or presence in the market. These include:

- Stanley Tools (hand-tool manufacture – although the manufacturing operation will dramatically reduce in size this year because of a global restructuring of the firm's operations)
- Scallywags Industries (sock manufacture)
- VDO (automotive components)
- Atlantic Bakeries (although the consultants understand that this plant is to relocate to Mulgrave)

These main industry clusters (and several smaller ones) are those likely to generate growth from within the estate. Some of these industries are growing rapidly, creating demand for industrial space and services. These (and other dynamic industries) are examined in following sections.

2.2 Industrial Activity Trends

Forecasts of trends in industrial activity are prepared by a range of private and public sector agencies. The latest comprehensive public sector forecast is one produced by the fore-runner of the Department of Employment Education, Training and Youth Affairs in 1995 (*Australia's Workforce 2005: jobs in the future* DEET, 1995). The DEET report generates scenarios of change in output and employment in 113 industry sectors between 1994 and 2005.

This work is used here as the basis for understanding which are likely to be the most dynamic sectors over the coming ten years. Dynamic industries are those which generate relatively high rates of employment and output growth. In marketing the estate, these will be target industries because they are likely to create long-term demand for labour and property.

However, the figures from the scenarios should be treated with caution. Forecasting employment growth over the medium to long term is a notoriously unreliable business. In this case, the scenario is already more than three years old and assumptions about these years may or may not have eventuated.

Nevertheless, so long as these caveats are understood, the model can be used to compare potential industry performance.

In general, the activities that require industrial land include:

- mining services
- manufacturing
- construction activities
- transport and storage
- wholesaling

These activities comprise 73 of the 116 industry groups examined in the DEET report.

(Other activities such as depots for local government, and other infrastructure providers are also potential activities on industrial land. However, it is not possible to distinguish between the industrial and office-based components of these activities, and for this reason, they have been ignored.)

2.2.1 High job-growth industries

The following tables illustrate which activities on industrial land are likely to generate the highest employment and output growth in Australia over the period to 2005.

Table 2.2: Activities on industrial land likely to generate above average employment growth, Australia, 1993-2005

Industry	Labour input (% growth per year)	Output (% growth per year)
Non-residential construction	4.19	5.46
Wholesale trade	3.88	5.31
Aircraft	3.32	5.34
Commercial printing	3.17	6.35
Sheet metal products	3.13	5.42
Agricultural Machinery	3.00	5.97
Petrol & coal products	2.85	- 4.66
Structural metal products	2.74	5.12
Mechanical repairs	2.73	4.46
Business & household appliance repairs	2.63	4.21
Chemical fertilizers	2.33	3.84
Total employment	2.20	3.50

Source: Scenario reproduced from DEET, 1995

Notes: Total employment includes all industries, not just those likely to locate on industrial land. Classifications used in the DEET report do not correspond precisely to the ANZSIC categories.

This table shows that only 11 of the 73 employment activities on industrial land are likely to generate higher than average job growth compared with all industry groups. The industry groups generating the highest employment growth in this scenario will also have higher than average growth in output.

Some of these high employment growth industries already have significant representation in West Heidelberg, including firms involved in:

- non-residential construction
- wholesale trades
- commercial printing
- sheet metal products
- structural metal products
- mechanical (principally automotive) repairs

The consultants estimate that there are around 240 firms in these sectors on the estate (around half the total).

A closer look at these dynamic industries suggests that the fortunes of many of them are closely related to population growth and urban development. West Heidelberg plays some role in servicing the growth of Melbourne's northern fringe (especially the Plenty Growth Corridor). There are industrial areas closer to the fringe that may be better placed to accommodate industrial expansion to service the population growth – Thomastown, Epping and South Morang, for example. Nevertheless, activities servicing urban development – construction, structural steel (ie, building materials), sheet metal products (air-conditioning ducts etc) and appliance repairs - are likely to continue to be important sources of demand for space in West Heidelberg.

2.2.2 High output growth industries

Some dynamic industrial activities may have less than average job growth over the coming period but may need more space because their output is growing rapidly.

Table 2.3: Activities on industrial land likely to generate above average output growth, Australia, 1993 to 2005

Industry	Output (% annual growth)	labour input (% annual growth)
Household appliances	7.49	- 1.39
Electronic equipment	7.01	1.43
Commercial printing	6.35	3.17
Scientific & photographic equipment	6.33	0.59
Agricultural Machinery	5.97	3.00
Non-residential construction	5.46	4.19
Sheet metal products	5.42	3.13
Aircraft	5.34	3.32
Wholesale trade	5.31	3.88
Meat products	5.26	0.76
Books, newspapers & magazines	5.18	1.58
Structural metal products	5.12	2.74
Fruit & vegetable products	5.01	-0.43
Manufacturing machinery	5.01	1.15
Construction machinery	4.94	1.75
Sporting equipment & other man.	4.74	1.32
Petrol & coal products	4.66	2.85
Basic chemicals	4.63	1.25
Paints	4.61	1.69
Electrical machinery	4.57	0.26
Mechanical repairs	4.46	2.73
Pharmaceutical products	4.39	1.71
Canvas, ropes & other textiles	4.31	-1.04
Services to transport	4.31	0.85
Business & household appliance repairs	4.21	2.63
Mining services	4.18	1.23
Veneers & wood boards	4.08	0.84
Explosives & other chemicals	3.99	1.29
Sawmill products	3.86	-0.19
Chemical fertilizers	3.84	2.33
Textile floor coverings	3.68	-1.83
Joinery & other wood products	3.56	0.22
Wire products & other metals	3.56	0.82
Leather products	3.51	0.24
Total employment	3.50	2.20

Source: Scenario reproduced from DEET, 1995

Note: Total employment includes all industries, not just those likely to locate on industrial land.

Table 2.3 shows that 34 of the 73 potential activities on industrial land are likely to have greater than average growth in output over the period to 2005. Many of these industries are also likely to create above average demand for industrial land.

There is representation of many of these high growth industries in West Heidelberg. Those with a strong presence include:

- commercial printing
- non-residential construction
- sheet metal products
- wholesale trades
- manufacturing machinery
- electrical machinery
- machine/appliance repairs
- joinery and other wood products
- wire products and other metal products (incl. hand-tools)

The consultants estimate that around 340 of the firms on the estate (71% of the total) are in these industries forecast to have high output growth.

Again, many of these industries are closely connected with urban development and construction. Most of the industries produce inputs for other firms rather than consumer goods (automotive repairs being the principal exception to this).

2.2.3 Desirable dynamic industries

Comparison of the existing industrial activity with plausible scenarios of future industrial growth shows that West Heidelberg appears to be in a relatively good position. About half its firms are in sectors forecast to have employment growth which is higher than the average for all industries; and over 70% of its firms are in sectors forecast to have higher than average growth in output.

However, although existing firms are likely to generate demand for industrial space in West Heidelberg in the future, they should not be relied on to generate *sufficient* demand to ensure sustainable development of the Estate. Marketing will be required to generate enough demand to ensure rents are high enough to encourage incremental redevelopment. Desirable target industries include those in which margins are high enough to support higher rents that can be used for reinvestment in the property on the estate. Desirable industries also include those which:

- pay higher wages (that is, have a more highly skilled workforce)
- create improved working conditions
- do not create adverse off-site environmental effects (such as toxic discharges to Darebin Creek via stormwater drains)

Industrial activities with higher margins and better working and environmental conditions tend to be those which produce technology-intensive products for specialist markets. From the list of relatively dynamic industries, these include:

- electronic equipment (computers, printers, telecommunications equipment, radios and televisions)
- scientific and photographic equipment (measuring devices, control gear, medical equipment and prostheses, lens making, cameras, clocks etc)
- aircraft and aircraft parts manufacture
- pharmaceutical products
- construction equipment and food processing machinery

There is also a range of service activities that could locate in industrial areas. Provision of office space for these activities would further improve average rents and incomes. Such activities could include:

- industrial design services
- business management consultancy services (including import-export, human resources etc)
- training institutions
- consultant engineering

Of these industries, a number have great potential for growth in West Heidelberg, including:

- scientific instruments
- construction equipment
- food processing machinery
- industrial design

These dynamic industries have potential because:

- they can comprise smaller firms, suited to the property in West Heidelberg,
- there are already a small number of firms in these industries on the estate,
- they could make use of the extensive engineering skills in the area, and
- an extensive range of inputs for these industries are produced by existing firms.

2.3 Industrial Location Trends

Analysis of trends in industrial location can be used to further define target markets for the West Heidelberg Industrial Estate.

2.3.1 Location trends

Relevant trends in industrial location are described briefly below.

- 1 Low margin, mass production activities are moving to locations with lower labour costs (formerly to Country Victoria, now increasingly overseas). Industrial activities remaining in the metropolitan area are progressively more highly skilled and more capital intensive or are transport dependent or have a very local market. The production of standard, mass produced consumer goods for wide distribution is therefore not a likely source of demand in West Heidelberg (especially as there are few existing firms of this type in the area).
- 2 There is a tendency for firms in the same product chain or producing similar products to group together to take advantage of key suppliers or clients. This phenomenon of "industry clustering" often generates competitive advantages for the individual firms – it enhances product awareness and drives the development of specialist skills and more specialised products. This trend is reinforced by the just-in-time production process by which firms aim to reduce their component stockpiles and thereby their storage and holding costs.
- 3 The just-in-time production process requires fast distribution. This reinforces the popularity of locations which are at strategic points on the road/distribution network. Currently, strategic locations for industrial activities in Melbourne include:
 - Altona North, around the junction of the Western Ring Road and the Princes Freeway and close to major industrial enterprises such as Toyota and the Altona Petrochemical precinct
 - Tullamarine, close to Melbourne Airport and the freeway network
 - Campbellfield, in the Hume corridor, with access to the Western Ring Road and close to major industrial enterprises such as Ford, Pacific Dunlop etc
 - Port Melbourne, around the junction of the Westgate Freeway and Citylink, and close to the Port and CBD and major enterprises such as GM-Holden and Boeing

The popularity of Altona North is such that the Western region of Melbourne is now the most popular region for industrial development, taking over from traditional market leader, the South East (Richard Ellis Pty Ltd, unpublished data).

- 4 Warehousing has become progressively larger, and is serviced by larger trucks. New warehouses require more land, better access and larger loading facilities than their predecessors. This also applies to factory space. These requirements make greenfield sites on the urban fringe more attractive for development than more constrained "brown-field" sites in the middle suburbs.

2.3.2 Location decision-making

The decision about where to locate a business is based on a range of objective and subjective criteria. The principal objective criteria are:

- 1 *Cost of land and building* – The costs of construction are similar throughout Melbourne. However, the cost of industrial land varies considerably, being highest in the central area and lowest at the metropolitan fringe (Melton, Pakenham etc). Prices in West Heidelberg are in the mid-range. Similarly, the cost of established space varies by location and again, West Heidelberg is in the mid-range.

Industrial land and building cost comparison

Cost	Area	Indicative range of land costs	Indicative lease costs
High	Port Melbourne Collingwood Richmond	\$230 - \$300/sq m	\$70 - \$100/sq m
Medium	Preston West Heidelberg Moorabbin	\$60 - \$160/sq m	\$35-\$70/sq m
Low	Laverton Thomastown/Somerton Dandenong South	\$35 - 80/sq m	\$25 - \$65 sq m

For those who are seeking to purchase rather than lease premises, another component of cost is the rate of capital appreciation. On this score, West Heidelberg is said to have performed relatively well, having experienced no dramatic decline in price during the recession of the early 1990s.

- 2 *Costs of distribution to markets* – The cost of distribution varies from firm to firm, depending on the kind of product and the location of markets. Nevertheless, other things being equal, optimum locations will be at strategic points on the road network.

In this context, West Heidelberg is well positioned for firms that service the north-eastern suburbs (Banyule and Nillumbik) and firms that service northern, central and eastern suburbs.

3 *Costs of obtaining components and services* – The costs of obtaining components and services will vary from firm to firm depending on their activity. Firms supplying goods to, or buying components from other firms in West Heidelberg will reduce their transport costs by being in the same area. The larger buyers of industrial components and services are spread throughout Melbourne but none are relatively close to West Heidelberg compared with other industrial areas:

- the automotive industry – including Ford (Broadmeadows), GM-Holden (Port Melbourne), Toyota (Altona) and International Trucks (Dandenong) as well as their larger component makers
- the food processing industry – mainly in Dandenong and Country Victoria
- petrochemicals – mainly in Altona/Laverton/Sunshine and Moorabbin
- telecommunications – Mulgrave and Broadmeadows

The main large industries near West Heidelberg are industrial gas manufacture (Preston) and footwear manufacture (Preston and Northcote).

4 *Availability of suitable labour* – Each firm and industry has a particular labour-force profile. West Heidelberg is highly accessible to areas with a wide range of socio-economic and skill backgrounds. These include areas with a relatively high proportion of production skills such as West Heidelberg, Preston and Whittlesea, and areas with a relatively high proportion of professional and managerial skills such as Ivanhoe, Eltham and Doncaster. This accessible skill mix is a competitive advantage of the estate, especially compared with other industrial areas to the west and north-west.

The size of the accessible labour-force is not a constraining factor. Figure 2.2 illustrates the population level within 5 km and 10 km of the estate. However, improvements to public transport to the Estate are required to enable good access for all potential workers.

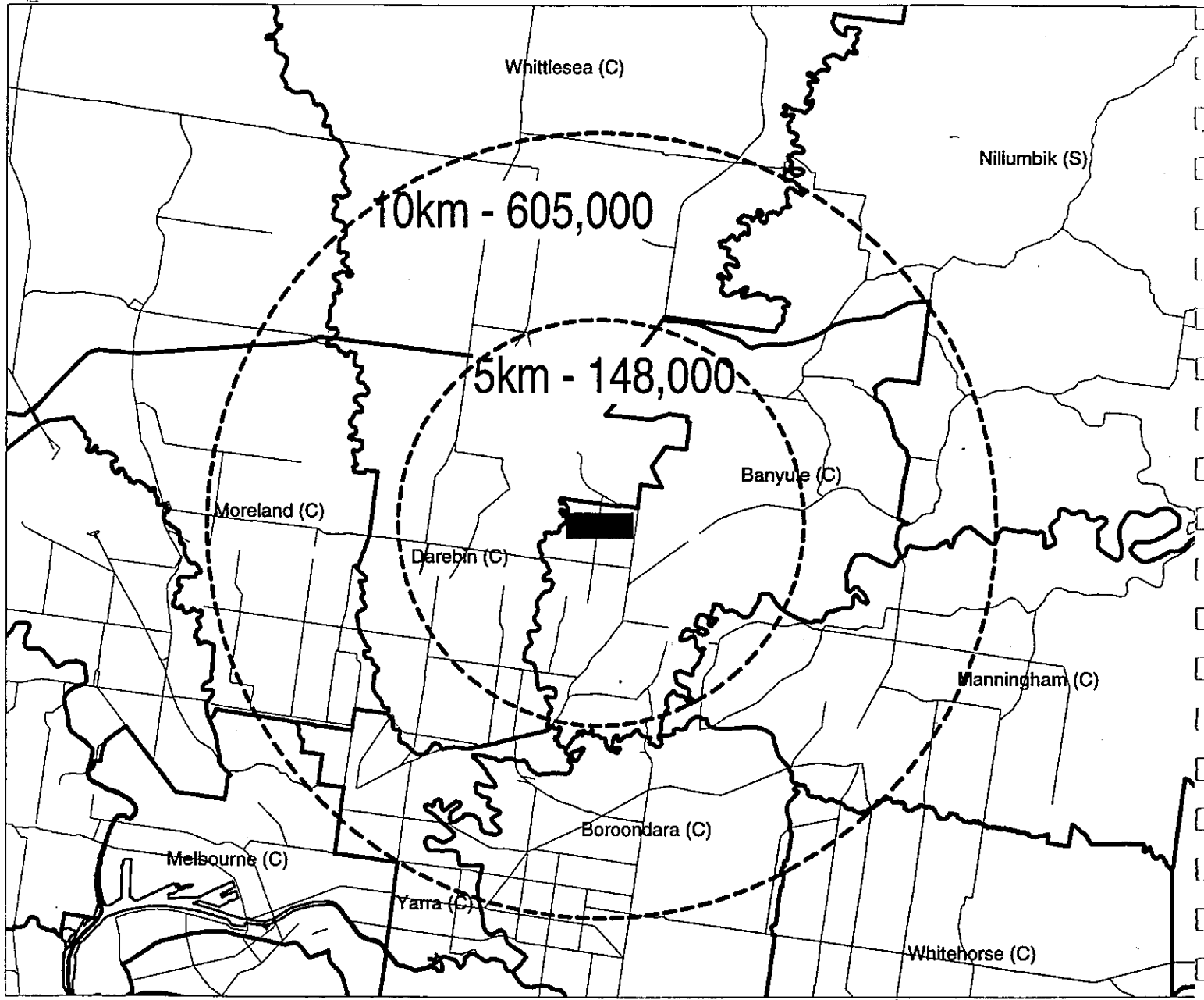
5 For smaller firms, *the residential location of the owner/manager* also becomes a significant factor in the location decision-making process. The proximity of residential areas favoured by managers (Ivanhoe, Eltham and Doncaster) is an advantage for West Heidelberg.

Our survey of firms showed that a very high proportion of owners and managers on the estate came from the Eltham/Greensborough/Research area: *“We often see each other in the car on the way home”*. This common home address for owners and managers could be used to advantage in any marketing campaign for the estate.

Other location factors include:

- proximity to services such as lunchtime shopping
- physical outlook and ambience
- general security
- availability of government assistance

Figure 2.2: Population catchment of West Heidelberg Industrial Estate



West Heidelberg does not score highly on the availability of lunchtime services or Government assistance. The physical outlook from some parts of the estate is relatively good, especially areas on the periphery of the estate which look out to the Darebin Creek or to parkland to the north. However, there are parts of the estate which have a very poor outlook, largely because the narrow streets do not allow landscaping, and because much of the building stock is old and dilapidated. General security is an issue for some firms, with rubbish dumping, robbery and intimidation perceived to be problems, although security is said to be improving by firms consulted.

2.3.3 Education and research facilities

In some cases, Universities and research facilities create demand for industrial activities in close proximity. In particular, the commercialisation of research often requires industrial premises or laboratories. This commercialisation process has been seen as having the potential to generate very significant economic development benefits to regions which are rich in education and research activities.

The main campus of La Trobe University lies immediately to the north of the West Heidelberg Industrial Estate. The University is developing a Research and Development Park on the north side of Kingsbury Drive. The 3.6 hectare R&D Park accommodates a business incubator and three other tenants, including a major research facility operated by mining giant CRA. The existing Victorian Forensic Science Centre is also to become part of the Park.

The business incubator has around 22 small business tenants engaged in software development, electronics and biotechnology.

Take-up of the land in the Park has been relatively slow. This is not necessarily of concern to the owners. The slow take-up rate can be attributed to a number of factors:

- The management of the Park has a policy that tenants must have a substantial research component as part of their operation.
- The costs of purchasing or leasing land are relatively expensive – and this can be attributed to the high level of amenity of the Park, including extensive landscaping etc.

The managers of the Park suggest that there is currently little interaction between the R&D Park and the industrial area just to the south. This situation may change. If the R&D firms are able to further commercialise their work to the creation of products, industrial space may be required. West Heidelberg area is the most convenient industrial area. However, the kind of high quality, high amenity industrial space likely to be sought by high technology companies is not readily available in the area. As well, there are few existing firms (or skills) in advanced electronics or biotechnology industries in West Heidelberg. This may drive production activities which spin out of

La Trobe to other areas with higher amenity and better industry linkages. Such areas could include Clayton, Mulgrave or Port Melbourne.

Industrial links may be more likely with the more technically oriented RMIT University, especially given the development of RMIT's Bundoora campus, 8km to the north of the Estate. However, RMIT are also considering the development of an advanced technology business park adjacent to its Bundoora campus and this may be a competitor to West Heidelberg.

In support of local industrial development, the Northern Metropolitan College of TAFE operates a campus on the corner of Bell Street and Waterdale Road, 2km to the south of the industrial estate. The TAFE provides tailored skills training for many of the larger firms in the estate. Staff of many smaller firms take advantage of the standard evening courses in relevant areas of expertise. The presence of a local TAFE is an advantage for West Heidelberg, but this advantage is shared by all of the principal industrial areas in Melbourne.

2.4 Industrial Property Trends

2.4.1 Property trends

Modern industrial property:

- is becoming larger to cope with bigger machinery and higher space standards for employees
- is getting larger on-site loading facilities to cope with larger trucks (B-doubles, 40 ft containers etc)
- is getting more parking for employees and customers as the use of public transport continues to decline
- has higher roofs to accommodate container delivery and larger volumes of stock
- is becoming more energy efficient to reduce costs for occupiers
- is being designed with particular end-users in mind
- is being designed with the comfort of staff as a consideration

These trends are expressed in some of the new buildings at West Heidelberg, particularly those on the former Heidelberg Heights school site. However, there is a preponderance of old industrial space dating from the 1950s, 60s and 70s, some of which is now of very poor quality. In addition, the space has been developed in small units, reflecting the original residential sub-division of the land. As firms have grown, those electing to stay on the estate have had to lease adjacent properties to cater for their space needs. This has often resulted in inefficiencies in the use of space and a building fabric which is compromised (and potentially unsafe).

For those dynamic industries which may be the target of marketing efforts by the estate, the amenity and visual appeal, the marketability of the site and the location, will also be a concern. The appeal of buildings at West Heidelberg is limited by

- small size
- difficult access within the estate
- difficult parking arrangements
- development to lot boundaries (because of the small lots) and therefore the lack of landscaping or the provision of land for anything other than strictly utilitarian purposes.

These factors will deter many firms in target industries.

2.5 Summary of target markets

The preceding analysis has provided an extensive list of potential target industries in any marketing strategy for West Heidelberg. The following table lists those industries and provides an indication of their location requirements. This will enable the stakeholders to assess the overall capital expenditure required to attract particular industries, and therefore, which are realistic targets.

Target industry	Location requirements				Other requirements
	Easy connections to	Building stock required	Access needed for	Outlook priorities	
Existing industries in high job growth sectors					
Non-residential construction	Growth corridors Major activity centres, industrial areas	Workshops, warehousing	Large trucks, loading for bulky goods	Low	
Wholesale trades	Major activity centres and industrial areas; metropolitan freeway network; airport	Modern warehousing	Semi-trailers, containers, b-doubles	Low	High security for merchandise
Commercial printing	Clients in CBD and major activity centres	Modern office/factory/warehousing	Semi-trailers and containers	Medium	
Sheet metal products	Growth corridors and other industrial customers (air-conditioning etc)	Modern factory space	Large trucks, loading for bulky goods	Low	
Structural metal products	Growth corridors, activity centres and construction clients	Factory/workshop space	Large trucks, loading for bulky goods	Low	
Mechanical repairs	Urban area	Workshop space	Vehicle movers	Medium (because of retail custom)	Auto repairs shops need additional parking for work in progress
Existing industries in high output growth sectors (not described above)					
Manufacturing machinery	Industrial areas	Office and factory space	Semi-trailers	Low-medium	
Electrical machinery (incl. electric motors, signals, batteries and light-bulb)	Industrial areas, wholesalers	Modern office, factory, warehouse	Containers, semi-trailers	Low-medium	

Target industry	Location requirements				
	Easy connections to	Building stock required	Access needed for	Outlook priorities	Other requirements
Joinery and other wood products	Growth areas, construction clients, activity centres	Office and factory space	Large trucks and semi-trailers	Low-medium	
Wire and other metal products	Industrial areas, wholesalers	Office and factory space	Semi-trailers and containers	Low-medium	
Other dynamic industries					
Scientific instruments	Major industrial clients, airport	Modern office/factory/warehouse space	Occasional large loads, semi-trailers, containers	Medium-high	A large office component may be required for this activity
Construction equipment	Industrial areas, construction and mining clients, airport	Factory/warehouse	Large trucks and semi-trailers	Low-medium	
Food processing machinery	Food processing clients	Factory/warehouse	Large trucks and semi-trailers	Low-medium	
Industrial design	Industrial clients and suppliers, CBD, airport	Office, workshop	Delivery vans	High	

2.6 Key Issues for the Estate

- (1) The Estate has a high proportion of relatively dynamic industrial activities with good prospects for employment growth in the medium term. However, many of these are in low margin activities. The rent paid by these activities appears to be insufficient in many instances to generate property redevelopment. And, the presence of low margin activities such as car-repairs may deter the inlocation of more rewarding industries that will sustain growth in the long term.
- (2) The constrained physical layout of the estate also deters firms that require access for large trucks or which desire low plot ratios and on-site greenery.
- (3) A range of improvements to traffic and parking has been suggested through previous strategies. Many of these improvements have already been implemented, including changes to car-parking, nature strips and kerbing in some streets. Some of the larger actions have yet to be implemented, including the widening of Waterdale Road (to be funded by VicRoads) and the provision of traffic signals at the intersection of Waterdale and Northern Road.
- (4) Implementation of the remaining capital improvements in the traffic and parking strategy will benefit the land-holders who will be able to charge higher rents and will realise higher capital gains on their investments. However, this will only be the case if the outmoded building stock in parts of the estate is also improved (ie redeveloped). Industrial occupiers should also benefit through efficiencies in loading and parking and in achieving a better physical outlook.
- (5) Development of industry clusters will occur around groups of successful dynamic firms. This development can be encouraged through marketing by the stakeholders in the Estate and by networking between firms. This market positioning has identified broad industry sectors which are likely to be good prospects for future development. The key sectors are likely to be:
 - sheet metal and structural metal products
 - commercial printing
 - manufacturing machinery
 - electrical machinery
 - construction machinery
 - scientific instruments
 - industrial design

(6) There are a number of sites which could accommodate new dynamic activities identified by the research on market positioning:

- the remaining portion of the Heidelberg Heights school site
- the former Nilsen site
- the former ICI site on Northern Road
- the Atlantic Bakery site, soon to be vacated on Sheehan Road
- part of the Stanley Tools site (around 2.4 hectares), soon to be surplus to requirements

Excellence in design of these sites will be required to lift the marketability of the estate as a whole.

3 Goals for the Estate

Vision

To provide a place of excellence for industry

The focus of the stakeholders in the Estate will be to create a highly competitive and supportive location for small and medium sized industrial enterprises in dynamic industries.

This vision will be achieved through a series of action programs concerned with:

- urban design and development
- maintenance and security
- marketing and promotion
- business development

The action programs require a high degree of cooperation between the stakeholders. The programs are designed to address many of the impediments to business development on the Estate, and they are intended to make the Estate an exceptional business location with a high degree of inter-business support.

4 Action programs

4.1 Urban design and development

The proposed streetscape development (Masterplan) is illustrated in Figure 4.1. It provides a series of achievable streetscape and imaging solutions to assist in estate marketing and improvement of streetscape amenity.

Proposed street improvements aim primarily to increase carparking in a considered manner, provide improved visual amenity through the introduction of appropriate and robust landscape elements, improve worker amenity, reduce recurrent streetscape maintenance costs and improve marketing images.

The masterplan incorporates the existing capital works program.

4.1.1 Car Parking

Two typical car parking layouts are indicated on the masterplan drawing, each offering increased parking through improved parking layout. Provision for delivery movements of large trucks is included in each option. Designs are also provided for the planned development of car parking at Crissane Road and Orr Street.

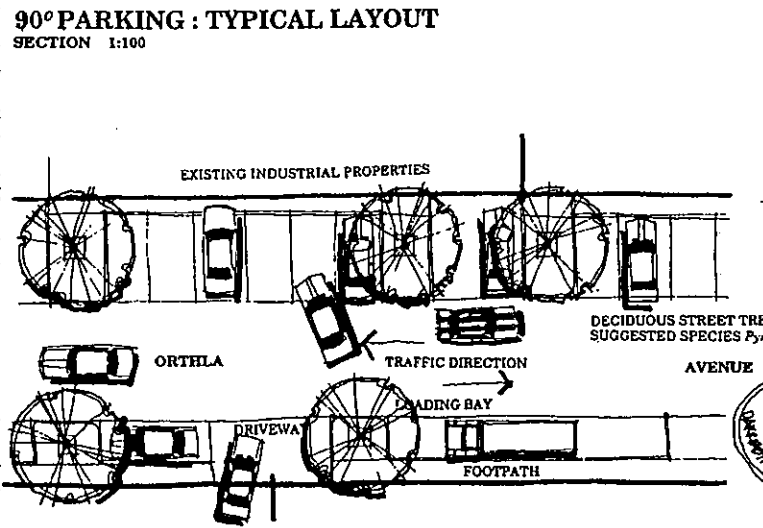
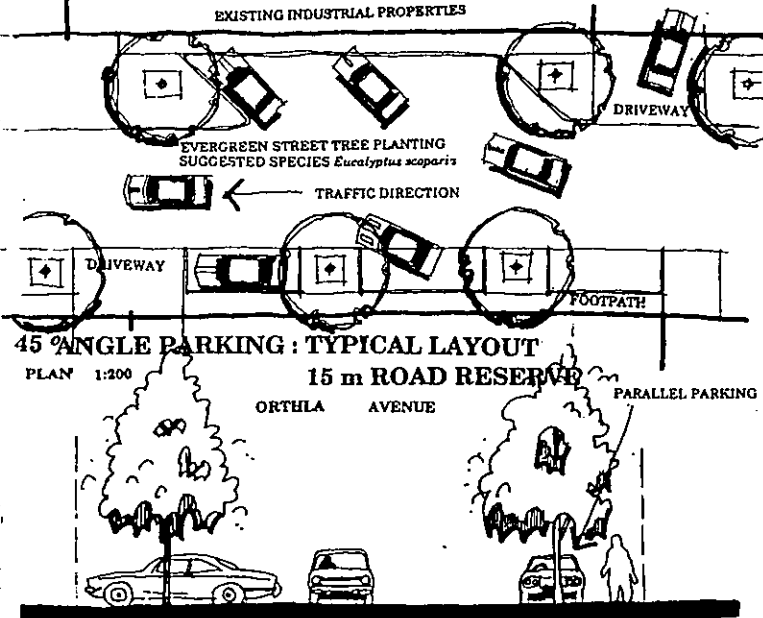
Action 1 Council will continue the planned program of car parking improvements to the Estate. Council will use the broad designs illustrated in the masterplan for the development of new car parking in order to provide consistent urban design throughout the Estate. Detailed designs will need to be done in conjunction with surrounding business operators.

Some parts of the Estate have particular car-parking problems because of the high number of small firms and the narrow streets. These areas are identified in the masterplan. In the long term, it may be possible to purchase land to develop communal car parking for these areas. These sites could be developed to provide a landscape zone to improve worker amenity.

Action 2 Council and WHIEDC will investigate the introduction of a car parking levy for the congested areas indicated on the plan. The levy would be used to purchase a suitable site and develop it for communal carparking. The design should incorporate landscape elements and seating to create lunchtime meeting areas.

4.1.2 Traffic and circulation

Action 3 Council will implement the traffic and circulation improvements already programmed.



STREET TREE PLANTING

Tree Selection Criteria
 A consistent and co-ordinated street tree planting programme will contribute to improved streetscape conditions, appearance and external working conditions. It is recommended that future street trees be selected from a palette of approved species.

Species selection should be based on the following criteria. The individual tree species must:

- maintain clear sight-lines for drivers.
- allow clearance for high vehicles i.e. semi-trailers.
- have low maintenance requirements i.e. watering, formative pruning.
- have high tolerance levels to adverse physical conditions i.e. pollution.
- be of appropriate size for the existing road reserve width i.e. smaller tree species for smaller streets in the eastern precinct, larger trees for wider streets.
- provide summer shade/shelter and winter solar access for adjoining properties.

A list of typical road reserve widths with suggested street tree species is detailed below. To achieve maximum solar access it is recommended that deciduous trees be planted in streets with a north-south orientation and evergreen trees be planted in streets with an east-west orientation.

ROAD RESERVE WIDTH	STREET NAME	SUGGESTED SPECIES	MATURE HEIGHT & WIDTH
15m	Orthla Avenue (East - West)	<i>Pyrus calleryana</i> "Bradford" Ornamental Pear	10m x 6m
15m	Kolaga Road (North - South)	<i>Eucalyptus scoparia</i> Wallangarra White Gum	10m x 8m
20m	Waterdale Road (North - South)	<i>Eucalyptus maculata</i> Spotted Gum	15m x 10m

* A more comprehensive species list is provided in the accompanying report.

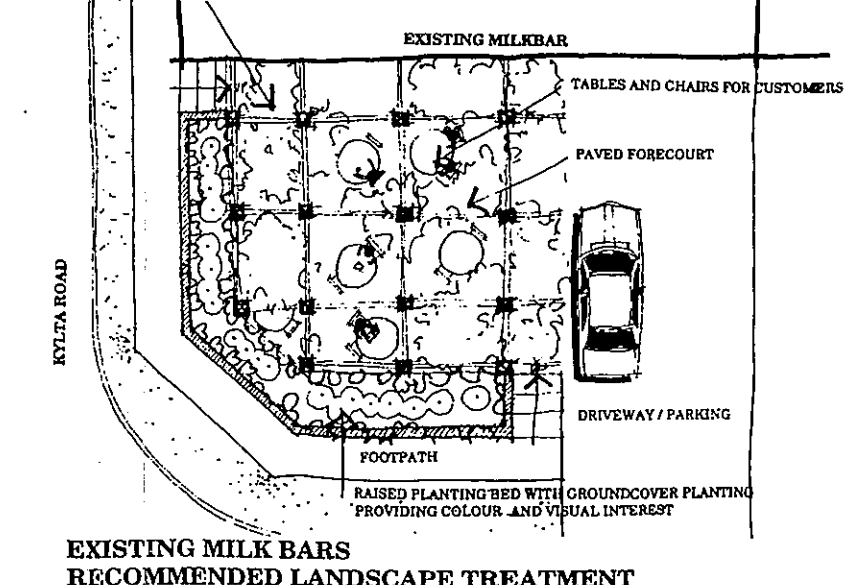
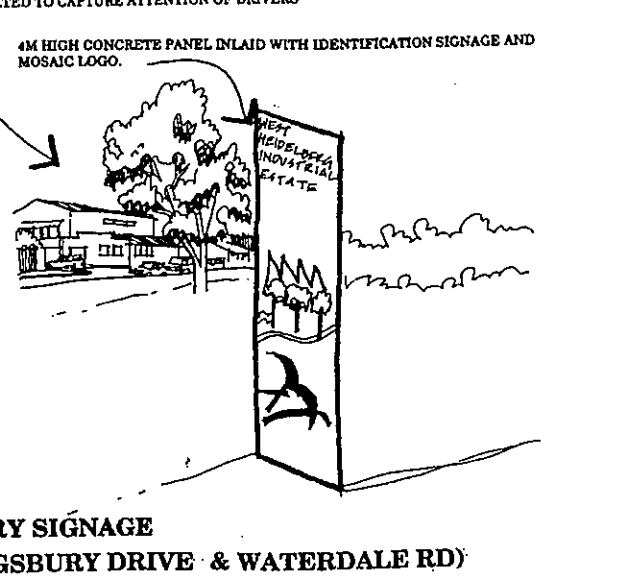
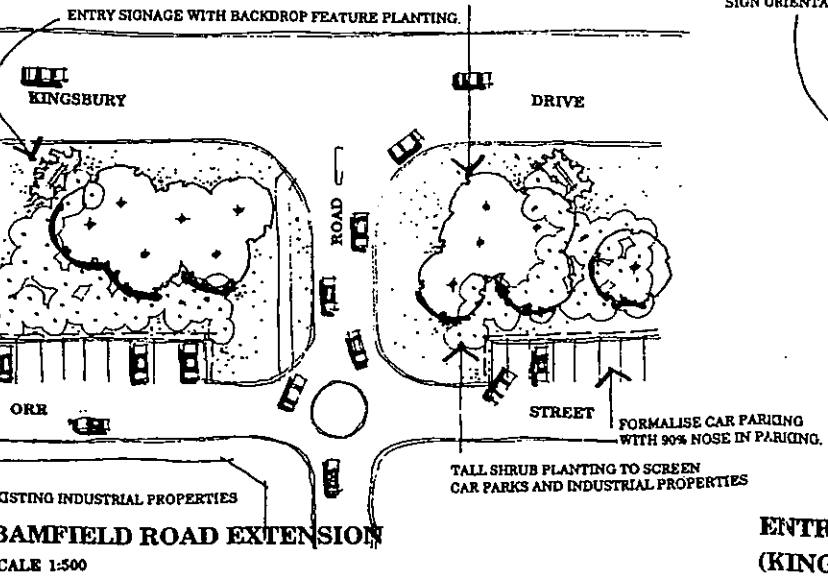
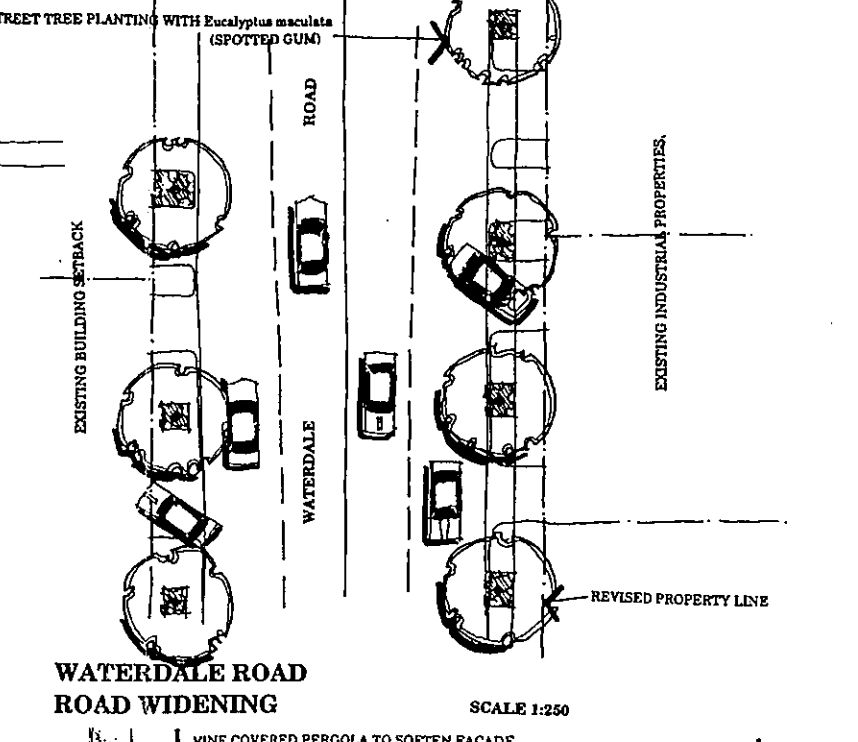
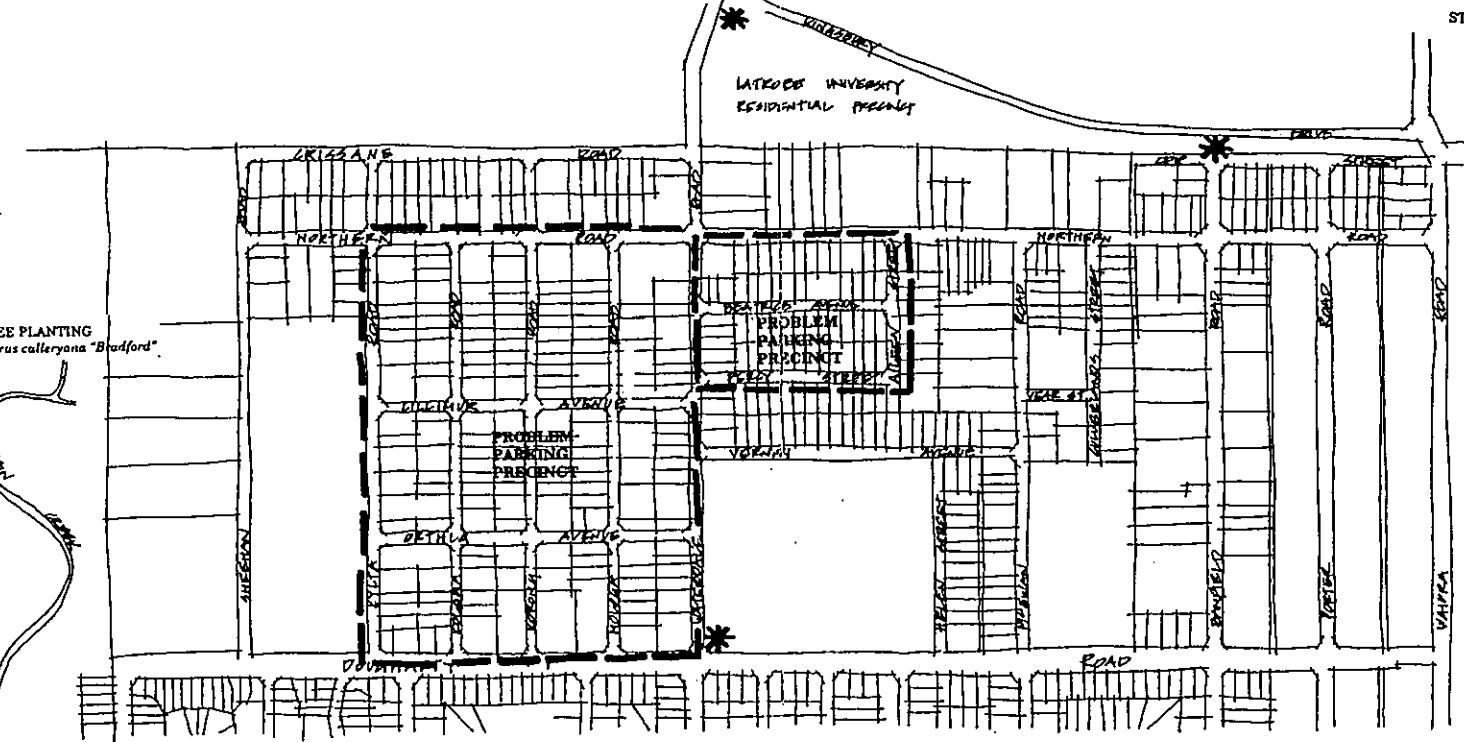
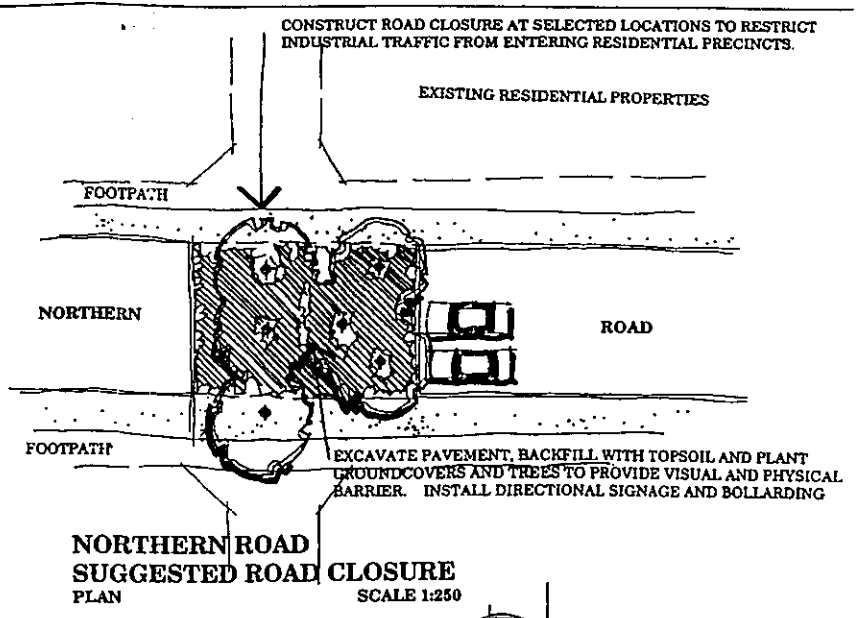
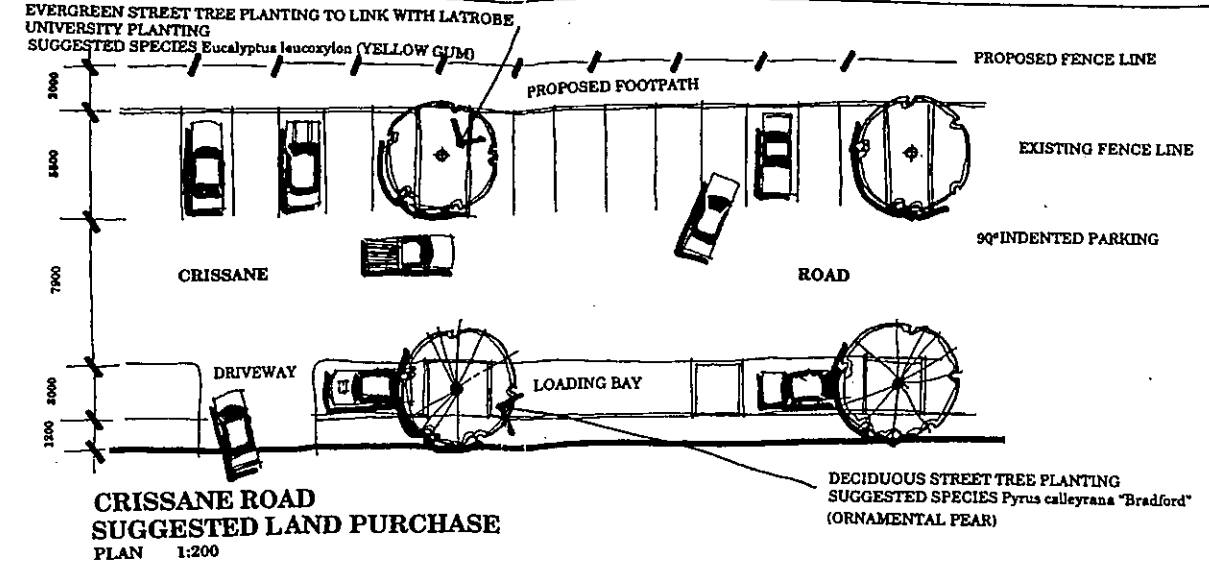


Figure 4.1: Indicative landscape masterplan

4.1.3 Street trees

The placement of street trees will provide added shading for carparking as well as assisting in the cooling of streets and the improvement of visual amenity. Recommended tree species and appropriate use include:

Botanical name	Common name	Location	Orientation
<i>Celtis australis</i>	Asian Hackberry	20m wide reserve	East west
<i>Eucalyptus leucoxylon</i>	Yellow Gum	15m wide reserve	North south
<i>Eucalyptus maculata</i>	Spotted Gum	20m wide reserve	North south
<i>Eucalyptus scoparia</i>	Wallangarra White Gum	15m wide reserve	North south
<i>Koelreuteria paniculata</i>	Golden Rain Tree	15m wide reserve	East west
<i>Prunus x blireana</i>	Flowering Plum	15m wide reserve	East west
<i>Pyrus calleyrana</i> 'Bradford'	Bradford's Ornamental Pear	15m wide reserve	East west
<i>Pyrus ussurinensis</i>	Manchurian Pear	15m wide reserve	East west

Action 4 Council will prepare a street tree masterplan.

4.1.4 Waterdale Road Widening

Waterdale Road is the principal traffic artery for the Estate. The proposed widening to be undertaken by VicRoads provides the opportunity to significantly enhance this main entry to the Estate in terms of landscape and built form. This will have a major positive effect on the feel and attractiveness of the Estate for new and existing businesses.

Action 5 Council will encourage VicRoads to implement the Waterdale Road widening at the earliest opportunity.

Street Layout

Modification of the road reserve as a result of the proposed road widening along the entire length of Waterdale Road will provide significant opportunity for street tree planting and improved amenity/marketing images. The proposed widening provides a 1.5m wide nature strip between the pedestrian footpath and road. Within this zone a lawn naturestrip with tree planting should be established. Evergreen trees will continue the theme of Waterdale Road from adjacent residential areas and provide links to existing evergreen vegetation that currently exists at the north and south entry points to the estate. It is recommended that *Eucalyptus maculata* Spotted Gum is a suitable species to provide an appropriate avenue effect.

Action 6 Council should liaise with VicRoads in preparing a detailed design for the landscape works to be implemented at the same time as the road widening.

Carparking

Provision of continuous parallel parking along Waterdale Road due to improved layout of road reserve elements will result from the new works. The design of Waterdale Road allows for a continuous lane of moving traffic, while one lane will allow for parking, bus movements and cyclists.

Landscape setback

The road widening plans, prepared for the City of Banyule, indicate a minimum land purchase option. The newly created building frontage setbacks should be viewed by landowners as a positive element. It is recommended that Council encourage landowners to undertake landscape works in the setback, where appropriate. Such an approach would aid in improving the image of Waterdale Road and adjacent businesses significantly.

Consolidation of allotments

The widening of Waterdale Road will require the acquisition of a strip of land along the east side of the road. This will significantly affect some businesses; some will be unable to trade. The purchase of these properties allows the new owner (VicRoads) to consolidate allotments and replan the frontage to Waterdale Road. The new road will have excellent exposure to passing trade, making the frontage attractive for showroom and industrial sales activities, which could add to the attractiveness of the Estate as a whole. In order to encourage these activities, the replanned allotments along the frontage will need to be large enough to provide for showroom buildings and on-site car parking.

Action 7 Council will encourage VicRoads to consolidate the allotments it purchases on the east side of Waterdale Road to allow for showroom and other appropriate uses.

4.1.5 Estate Gateways

Icon Signs

The Estate should advertise itself to traffic on the main roads. This can be achieved through new estate gateway elements combining built structures/signage with significant landscape statements. The signage should exhibit elements/ icons that

are recognisable and identifiable with the **West Heidelberg Industrial Estate**. The masterplan provides an example of such signage.

Key locations would include:

- at the intersection of Waterdale Road and Kingsbury Drive
- at the intersection with Dougharty Road
- Bamfield Road/Kingsbury Drive intersection

Vegetation

The use of significant vegetation elements associated with estate gateways will assist in imaging. Vegetation should draw upon the native character that is currently found at the Kingsbury Drive entry to the estate, providing a distinct character, image and entry statement.

Action 8 Council and WHIEDC will agree on a design for the gateway treatments for the locations noted above. The funding of these gateway treatments could be through a levy on property owners in the Estate, or could be found from the existing capital works budget allocated to the Estate.

4.1.6 Workers' amenities

The amenities for workers on the Estate could be improved significantly. In particular, better urban design around takeaway food outlets could be provided. Improvements could include increased tree planting, pavements, seating and benches and rubbish bins as indicated on the masterplan drawing.

Action 9 Council will seek to negotiate better urban design around takeaway food outlets on the Estate.

4.1.7 Development ~ Urban Design Guidelines

A key element to any streetscape improvement program is the need to maintain a co-ordinated approach to the development of all streetscapes as well as any new proposed developments within the estate. The preparation of an Urban Design Guideline series would provide the necessary framework to guide further development and should be incorporated into the existing planning framework. Items to be addressed by the Urban Design Guidelines include:

- **Building form and materials** – with high quality finishes on main street frontages
- **Building siting and setbacks** – with 20m setbacks from Waterdale Road and Dougharty Road where possible, and lesser setbacks from other main roads such as Sheehans Road and Northern Road

- **Carparking provision** – all new development to have on-site parking or to demonstrate adequate on-street parking
- **Landscape requirements** – new developments should contribute to the overall landscape of the Estate, using the same kind of planting in private spaces as the public spaces
- **Interaction with streetscape** – new buildings should be designed to improve safety and security within the Estate

The forthcoming development of a number of large sites on the Estate provides an opportunity to significantly improve the landscape quality of large parts of the Estate. These sites include:

- the remaining portion of the former Heidelberg Heights school site
- the former Nilsen site with a frontage to Dougharty Road
- the former ICI site on Northern Road
- the surplus portion of the Stanley Tools site with frontage to Dougharty Road
- the soon to be vacant Atlantic Bakery site

Each of these sites provides particular opportunities for improving the overall landscape quality of the Estate. The sensitive siting of new buildings on these sites should be encouraged in order to reinforce the view corridors through the Estate to “open up” the interior of the Estate. In addition, the large sites provide an opportunity to create large landscape elements, introducing more greenery and better worker amenity.

Action 10 Council will prepare detailed design guidelines for new developments on the Estate, with special attention to large sites.

4.2 Maintenance and security

4.2.1 Street maintenance

The maintenance of physical infrastructure including roads, kerbs, pavements and landscaping is the responsibility of all the stakeholders on the Estate.

Action 11 Council will design street modifications, in conjunction with business operators and landholders, to meet the operational needs of the Estate and to minimise maintenance costs.

Action 12 Council will use the tools at its disposal (including the Pavement Management System) to plan a maintenance program for the physical infrastructure of the Estate. This will be done in consultation with the WHIEDC. The maintenance program will be costed and form a recurring item in the Council’s budget.

Action 13 In areas where additional car-parking has been provided through the capital improvement program, Council will police illegal parking. Council will publicise its intentions in relevant parts of the Estate before intensive policing of illegal carparking begins.

Action 14 The WHIEDC will urge businesses, through its newsletter and other means, to maintain private spaces to a high standard and to make use of on-site car-parking where this has been provided.

4.2.2 Minimising environmental damage

Some businesses on the Estate have a relatively high impact on the local environment, through production of waste and illegal discharge to stormwater drains.

Action 15 The WHIEDC will survey its members to ascertain the demand for specialist waste collection. The WHIEDC will investigate the potential for commercial reuse of wastes produced by the Estate (and these could include cardboard, paper, scrap steel etc).

Action 16 The Council and the WHIEDC will liaise with the Environment Protection Authority and the Darebin Creek Coordinating Committee to measure the level of toxic discharges to the stormwater system. An action strategy for minimising these discharges should be developed by all stakeholders. Actions could range from publicity (notices on drains in the Estate) to the development of a treatment system.

4.2.3 Improving security

Security for businesses and workers on the Estate is an important factor in attracting and maintaining new firms. Security will be improved through better building and site design and a more visible police presence.

Action 17 The Council's urban design guidelines will aim to create a more open feel to the Estate, ensuring that public spaces, streets and car-parks are visible. Security should be a feature of the design of new buildings on the Estate.

Action 18 The WHIEDC will liaise with the police to ensure adequate patrols of the Estate and good response times to calls.

Action 19 Council will clean graffiti from public spaces within 24 hours. The WHIEDC will encourage businesses to do the same.

4.3 Marketing and promotion

4.3.1 Marketing West Heidelberg

Marketing the Estate as a single entity is important if West Heidelberg is to compete effectively as a location for dynamic industrial enterprises. By marketing the Estate as a whole, individual landowners will benefit in a number of ways.

- The Estate is able to offer a very wide range of properties for small-to-medium sized businesses, from relatively cheap, small factory units to large, custom-built warehousing. Prospective tenants will welcome the choice of properties available from all landowners on the Estate.
- West Heidelberg will be able to compete more effectively with other Estates which are in single ownership.
- Marketing resources can be pooled to gain economies of scale in advertising and promotion.
- Collective marketing resources can be used to establish a more professional approach.

Action 20 The WHIEDC will establish a collective marketing fund through a levy on its property-owning members.

Action 21 The property marketing committee of the WHIEDC will develop a marketing campaign for the Estate, targeting firms in industries which have been identified in the market positioning work in this report.

4.3.2 Marketing the firms in the Estate

Marketing the firms on the Estate will have benefits for both the individual firms and property owners.

- The skills and products of individual firms are promoted to potential customers.
- The skills and products of the area will be attractive to some firms that may be seeking a new location for investment. The promotion of existing skills will assist in the development of dynamic industry clusters on the Estate, with potential for improvements to innovation and product development.
- Marketing existing firms is likely to generate demand from other firms for land and buildings on the Estate.
- Marketing will provide a corporate identity to the Estate.

Action 22 WHIEDC will update and publish the Estate Business Register every two years. The project will be financed by contributions from individual businesses and sponsors.

Action 23 WHIEDC will work through formal and informal networks of businesses to promote the expertise and products of the Estate. As an example, the WHIEDC could work with firms that make air-conditioning units to break into new markets interstate.

4.4 Business development

A supportive business environment is important in retaining existing firms and attracting new ones. Business support services are especially important in West Heidelberg where there is a preponderance of small firms, and where physical and ownership changes are likely to change the form and function of the Estate.

The type of services required for a supportive business environment include:

- business management advice, especially for small firms
- business networks to exchange information on best practice (quality circles etc), new business conditions and new markets
- meeting infrastructure, that is, places for business managers to entertain clients, to talk informally with potential employees and to organise training sessions where there are no suitable facilities on site

As part of the business and Estate development process, there is a need to assist firms to move within the Estate into premises that are more suitable to their operations. The larger vacant sites on the Estate provide an opportunity for the development of purpose built premises to suit firms which may be in sub-standard accommodation. Moving firms out of the sub-standard buildings allows these to be upgraded, with the potential for consolidation of small allotments into units that can provide on-site car parking, for example.

Action 24 The WHIEDC will employ a business development manager for the Estate. The manager will be responsible for:

- marketing tasks outlined in 4.3 above
- the Estate newsletter (see below)
- provision of business development advice
- networking between firms on the Estate through the organisation of business breakfasts and other meetings
- liaison with external organisations such as Banyule City Council, Business Victoria and Industry Associations
- promotion of best practice by firms in the Estate

The position will be funded by a levy on the firms in the Estate, with assistance from Council. An indicative cost for the position and support facilities is \$100,000 per year.

Action 25 The WHIEDC will publish a regular newsletter for distribution to firms on the Estate. The newsletter can be used for:

- advertising new properties
- providing information about the capital works program
- promoting good neighbour practices
- giving information about new traffic and parking rules and enforcement procedures
- providing general business development information and contact details
- highlighting successful firms, particularly those which are exporting from the Estate
- eliciting information about dynamic firms which could be good prospects for inlocation to the Estate

The newsletter could be funded through subscriptions, advertising and sponsorship.

Action 26 Council will encourage the development of a place for formal and informal meetings between business operators and clients. This could be a hotel or restaurant or convention centre. The facility should be in, or close to the Estate. The corner of Waterdale Road and Vernon Avenue could be a suitable high profile location for such a facility.

Action 27 The business development manager, in conjunction with relevant property owners, will encourage firms seeking new premises to stay on the Estate.

Action 28 Council will encourage property owners to rebuild vacant premises where these are substandard and to consolidate small allotments where practicable.

5 Implementation

The implementation of the action program in pursuit of the overall vision for the Estate will require a high degree of cooperation and commitment between the stakeholders.

The following table sets out:

- action
- responsible parties
- funding sources
- timing

The main principle used to allocate funding responsibility is that the parties to benefit directly from the action should bear the costs. However, the consultants recognise that the long term success of the West Heidelberg Industrial Estate will benefit the wider community through:

- provision of employment
- maintenance and growth of tax revenues (including Council rates)
- better utilisation and maintenance of urban infrastructure

The use of resources from the wider community for the action program is therefore justified. The level of resources from the community will depend on the judgement of the strategic importance of the Estate by local and other politicians. This, in turn, will be influenced by the capacity of the Estate community to organise and to help itself. The continued strength of the WHIEDC is of vital importance in this regard.

Implementation program

	Action	Responsibility	Funding sources	Timing
	Urban design and development			
1	Continue planned car parking improvements	Council (in consultation with businesses)	Council	As per program (completed by 2001)
2	Investigate levy to develop communal car park in congested areas	Council, WHIEDC and affected businesses	Levy on firms in selected areas	Complete investigation by end 1998
3	Implement programmed traffic and circulation improvements	Council (in consultation with businesses)	Council	As per program (by 2001)
4	Prepare masterplan for street trees	Council	Council	May 1998
5	Encourage VicRoads to undertake Waterdale Road widening	Council, WHIEDC, VicRoads	VicRoads	Ongoing
6	Develop landscape plan for Waterdale Road with VicRoads	Council, VicRoads	VicRoads	May 1998
7	Encourage VicRoads to consolidate allotments on Waterdale Road to allow showroom uses	Council, VicRoads	VicRoads	Ongoing
8	Design and implement gateway treatments	Council, WHIEDC	Levy on property owners and Council contribution	In conjunction with road works
9	Negotiate improved design around takeaway food outlets	Council, relevant property owners	Property owners	Ongoing
10	Detailed design guidelines for new developments (especially large sites)	Council with relevant property owners	Council	May 1998
	Maintenance and security			
11	Cost effective design of street improvements	Council with businesses	Council	Ongoing
12	Develop street maintenance program and budget	Council, WHIEDC	Council	Annually
13	Selective policing of illegal car parking	Council	Council	Ongoing
14	Encourage better maintenance and use of private open spaces	WHIEDC	WHIEDC through marketing levy	Ongoing
15	Investigate the potential for commercial use of wastes	WHIEDC to survey businesses	WHIEDC through marketing levy	December 1998
16	Develop strategy to minimise discharge to stormwater system	Council, WHIEDC, EPA	Businesses, Council, State Government	December 1998
17	Ensure security is a feature of new streetscapes and developments	Council (through design guidelines)	Developers	May 1998
18	Liaise with police to ensure good policing standards	WHIEDC, police	No funding required	Ongoing

	Action	Responsibility	Funding sources	Timing
19	Remove graffiti within 24 hours	Council and businesses	Council and businesses	Ongoing
	Marketing and promotion			
20	Establish marketing fund	WHIEDC, businesses	Levy on businesses	Starting December 1998 and ongoing
21	Develop marketing campaign	WHIEDC, businesses	Levy on businesses	Starting December 1998
22	Update and publish the Estate Business Register	WHIEDC	Advertising, sponsors, businesses	Every two years
23	Promote the products and skills of the Estate	WHIEDC	Levy on businesses	Starting December 1998
	Business development			
24	Employ business development manager for the Estate	WHIEDC	Levy on businesses, Council	December 1998
25	Publish Estate newsletter	WHIEDC	Advertising, subscriptions	December 1998
26	Encourage the development of a meeting place on the Estate	Council	Developer	Ongoing
27	Encourage firms that are moving to stay on the Estate	WHIEDC, property owners	Businesses	Ongoing
28	Encourage the redevelopment of sub-standard buildings and consolidation of small allotments	Council, property owners	Businesses	Ongoing

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