

Ahead North preparing our precinct for prosperity

Opportunity Statement 2024

Northern Innovation 
Sustainability Precinct

Also known as the La Trobe National Employment and Innovation Cluster



Acknowledgement of Country

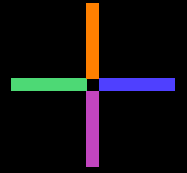
We proudly acknowledge the Wurundjeri Woi-wurrung people as the Traditional Custodians of the land which the Northern Innovation and Sustainability Precinct (NISP) is located on. This recognition extends to all Aboriginal and Torres Strait Islander Elders, past, present, and emerging, who have played a vital role in the region's history. For thousands of years, the Wurundjeri people lived on and cared for this land, relying on its resources for shelter, medicine, and food.

While the passage of time has seen the loss of many traditional and sacred sites, the spirit of the Wurundjeri endures through history and cultural artifacts along the Darebin Creek and nearby Merri Creek. They stand as testament to the resilience of a people deeply connected to their land.

We are also privileged to highlight the significance of Barrbunin Beek Aboriginal Gathering Place, a 'happy place' in the Woiwurrung language, situated within Olympic Park (The Fred Howe Annex), West Heidelberg. Barrbunin Beek serves as a home, a meeting point, and a space to build community, where knowledge is shared, and culture celebrated.

Image: Murrundaya Yepengna Dance Troupe, Malahang Lantern Festival 2023 (Fresh Photography)

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A connected and collaborative community.

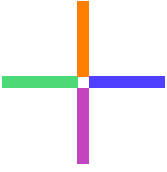


Through history's pages

The modern history of the region is deeply rooted in the evolution of Heidelberg, from its artistic beginnings in the late 1800s which saw the Heidelberg School flourish, to the establishment of the Austin Hospital providing care for those with incurable illnesses. The 1940s saw the emergence of the Heidelberg Repatriation Hospital as a military medical facility while post-war times witnessed the rise of traditional manufacturing in Heidelberg West.

Car manufacturers assembled a variety of vehicles, including Peugeot, Citroen, and later Renault. In 1956, Heidelberg West accommodated 5,000 athletes competing in the Melbourne Olympics. The subsequent decades witnessed the establishment of Northland and La Trobe University in the 1960s, fundamentally shaping the retail and education sectors in the region.

Foreword



Located 13 kilometres from the Melbourne CBD is an investment ready opportunity ripe with potential. The Northern Innovation and Sustainability Precinct (NISP) also known as the La Trobe National Employment and Innovation Cluster spans both Banyule and Darebin municipalities with the Darebin Creek serving as the metaphoric spine, supporting our innovation and employment hubs as well as providing a green link of parklands.

At the northern end stands La Trobe University, the intellectual powerhouse driving transformative change. The planned \$5 billion City of the Future is well underway to deliver the bold plan of creating a city as a place to work, live, learn, socialise and stay healthy. It will foster ground-breaking research driven by a thriving industry ecosystem and best in class facilities.

Traveling southward, the Heidelberg Health Precinct unfolds as the pulsating heart. A world class health hub and Victoria's second largest medical precinct, it inspires a rhythm of excellence that resonates throughout the entire precinct. Substantial upgrades planned at the Austin Hospital and Warringal Private Hospital ensure a commitment to well-being, forging ahead as an international centre of world-leading health and research. The adjacent retail precinct adds another layer to the heartbeat, with shops, cafes, and services complementing the core, forming a holistic centre for medical and lifestyle needs.

Flanking Darebin Creek are the vital lungs of our precinct. Key players like Northland, East Preston Industrial Precinct, Heidelberg West Business Park, and educational institutions, provide the oxygen needed for growth, commerce, and innovation, fostering a balanced and sustainable ecosystem that thrives on the intersection of ideas and industry.

Just as synapses transmit information, efficient transport connections are important for movement and connectivity within our precinct. Well-designed infrastructure, paired with thoughtfully planned housing, establishes a support system for communities to flourish.

We are on the cusp of major change for the NISP with significant private and public investment planned or underway. The decisions we make today will shape the north for decades to come. Such a major reshaping of this part of the city will call forth a range of views. As such, we have produced this Precinct Opportunity Statement as the first step in setting out our vision.

People are the heart of place, and this vision is dedicated to cultivating health, wealth and happiness for residents, property owners, workers, students, visitors and other stakeholders of Melbourne's north as we prepare our precinct for prosperity.

Shaping Melbourne's future, the Northern Innovation & Sustainability Precinct melds research, health, and community, creating a vibrant, sustainable hub for growth and excellence.



Northern Innovation 
Sustainability Precinct

Our vision

An economic powerhouse driving education, health and research innovation supported by a well-connected transport network, knowledge economy jobs and diverse housing for all. Underpinned by a net zero future for transformative impact.



Goals

The vision for the Northern Innovation and Sustainability Precinct encompasses five strategic goals:

1



A highly **connected** and **accessible** place

2



A leader providing diverse **housing** for all

3



A knowledge economy globally known for cutting-edge **research, innovation** and **entrepreneurship**

4



An exemplar in world-class **healthcare** and allied business

5



A healthy and resilient **environment**

Background

The Victorian Government identified the La Trobe National Employment and Innovation Cluster (NEIC) as a priority precinct in Plan Melbourne 2017-2050 alongside six other NEICs including Monash and Parkville.

These precincts were strategically identified for jobs growth and targeted infrastructure investments due to their growing population and new and diverse economic opportunities.

This Precinct Opportunity Statement sets out a vision for achieving positive outcomes for the precinct. It identifies the precinct's strengths and opportunities to inform how we'll live, work and play in Melbourne's North into the future. With significant investment planned in the NEIC, it is time that a whole of precinct approach brings it all together and looks at what can be achieved.

This statement is a starting point that will guide future engagement in the development of a detailed Precinct Structure Plan.

This is the vehicle to articulate the vision and direction of the NISP. Within the Structure Plan the five strategic goals highlight the areas of focus and the principal opportunities. The catalytic projects are immediate actions that embody the essence of what the NISP can deliver, these projects require short term resourcing, but will have a significant impact towards realising the prosperity of the NISP.

Much has changed since the Draft Framework was first developed by the Victorian Government in 2017 and this Statement aims to capture the transformation and investment taking place around us.

Darebin and Banyule Councils in partnership with NORTHLink and La Trobe University are committed to taking a coordinated approach to maximise the full potential of the precinct.



At a glance: Northern Innovation + Sustainability Precinct (NISP)

Setting the scene

39,783 Jobs

\$4,148M Value Add


3,922 Businesses


Above sources: ABS Census of Population and Housing, 2016 and 2021, NIEIR, ABR


Specialisations 2023

Planned investment in the Heidelberg Health Precinct will boost the healthcare sector, while La Trobe's \$5 Billion City of the Future will expand MedTech opportunities.


Jobs

13,765 Healthcare 

4,807 Retail 

3,910 Education 

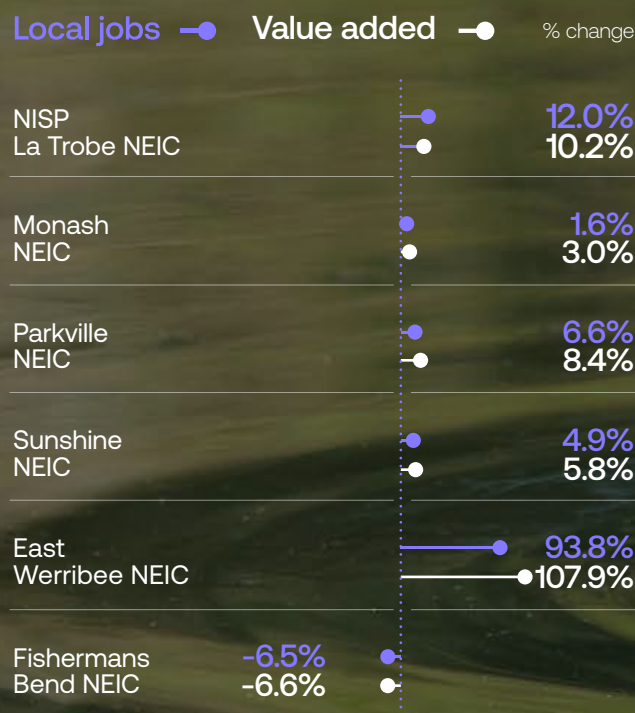
3,868 Manufacturing 

4,282 Construction 

Above sources: ABS Census of Population and Housing, 2016 and 2021, NIEIR

Recent growth 2018-2023

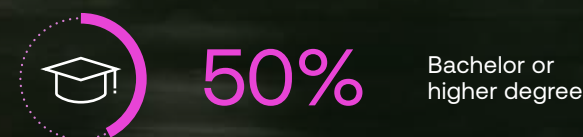
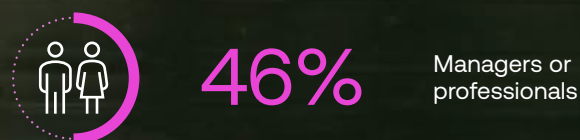
Over the past five years, the NISP has seen strong growth in jobs and value add, outperforming most comparable NEICs. This success has been primarily driven by a strong healthcare and construction sector.



Above sources: ABS Census of Population and Housing, 2016 and 2021, NIEIR

A smart population

supports our strong knowledge based industries



Above sources: ABS Census of Population and Housing, 2021

By 2041 the population will increase by **22%** to **773,000**. Population within 20 minute catchment of the NISP



Above Sources: ABS Census of Population and Housing, 2021, ABS Regional Population Estimate

Housing potential

Significant housing capacity exists with only 9% of dwellings rated as high density* in the NISP and its 20 minute catchment area.

*high density includes flat or apartment in a three or more storey block.



Heidelberg, Bellfield, Reservoir, Preston (East) have been identified as areas with capacity for high density development.

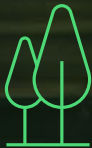
Source ABS Census of Population and Housing 2021

Environment

Canopy Cover Targets



Banyule
30% canopy cover across all suburbs by **2050**.



Darebin
An increase of at least **25%** canopy cover within public land by **2028**.



HWBP + East Preston Industrial Precinct - Less than 10% tree cover, typical for industrial estates.

Improving these vulnerable precincts and surrounding areas enhances neighborhood livability, amenity and character.

Source: Vic Map, 2020

Travel challenges On road

A significant proportion of public transport in the north east is provided by bus services which are slow and unreliable. The **Suburban Rail Loop**, a future solution, is still years away.

High car use leads to congestion on roads

73%



NISP workers commute using private vehicles

64%

Commuting to Monash

35%

Commuting to Parkville



Just 5% of the city's workforce is accessible to the **NISP** within **60 minutes** by public transport compared with 38% and 25% respectively for the central city and Parkville.

5%

General workforce

38%

From city central

25%

From Parkville

Above sources: ABS Census of Population and Housing, 2016 and 2021
NEL Project Executive Summary Business Case, 2018

The regional context

The NISP drives economic productivity outside of the CBD and is strategically located to support growth in Melbourne's North.

Key

The Northern Innovation + Sustainability Precinct (NISP) **1**

National Employment + Innovation clusters (NEIC)

Dandenong South NEIC **2**

Sunshine NEIC **3**

Parkville NEIC **4**

Fishermans Bend NEIC **5**

Monash NEIC **6**

Werribee NEIC **7**

La Trobe University
Bundoora campus **8**

Beveridge Intermodal
Freight Terminal (Planned) **9**

Existing
Rail Network **10**

Suburban
Rail Loop **11**

North East
Link **12**

Sunbury Station

Sunbury Line



Not to scale

9 Beveridge Intermodal Freight Terminal (Planned)



Port Phillip Bay

The local context

The NISP hosts a network of interconnected businesses and institutions that significantly strengthens the state's economic landscape.

Key

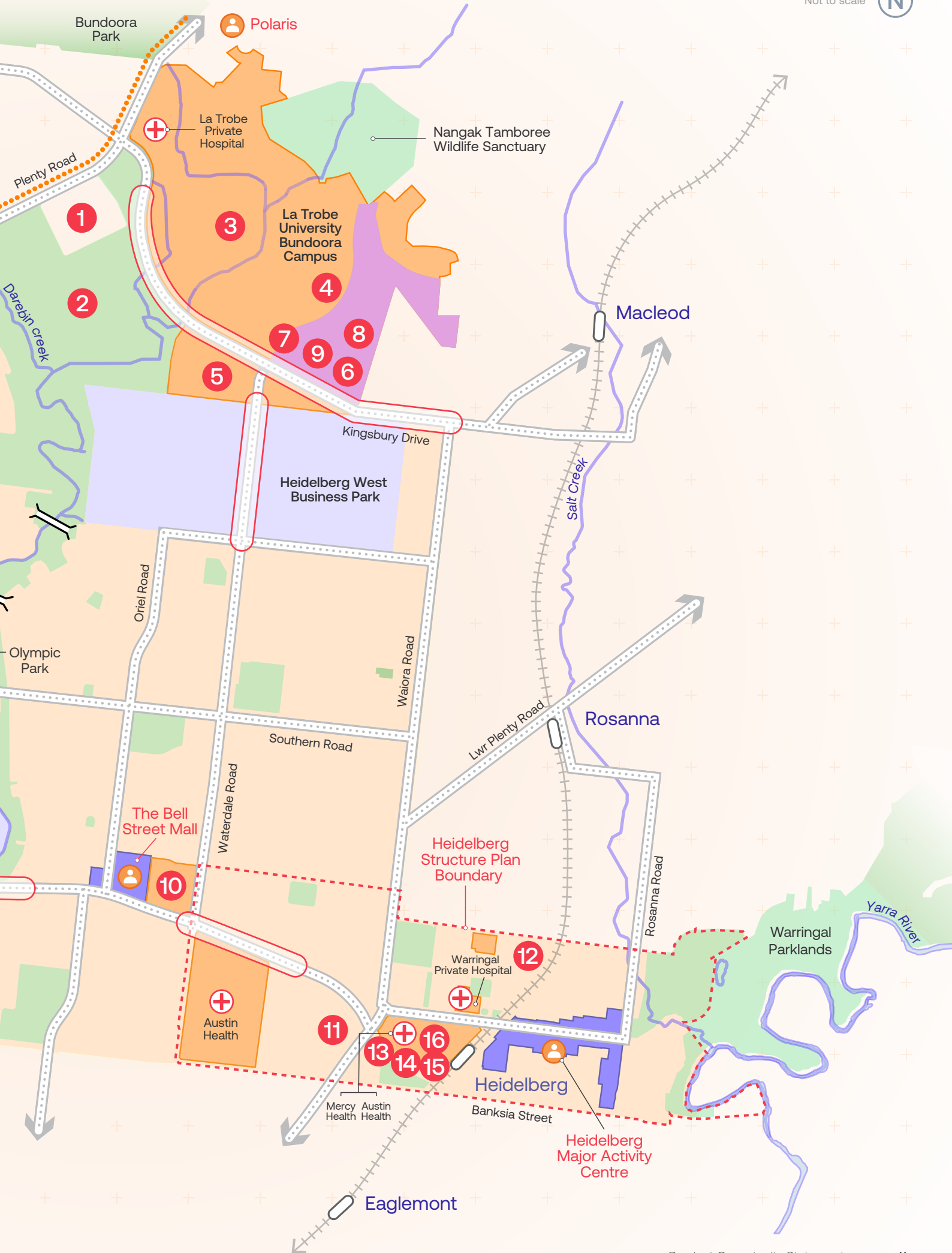
- Core health, education + research precinct
- La Trobe University Research + Development Park
- Employment areas
- Core retail
- Residential areas including community facilities
- Open space
- Investigate public transport improvements (capacity + frequency)
- Proposed road widening*
- Proposed boulevard*
- Existing tram route
- Waterways
- Hurstbridge line rail corridor
- Pedestrian/cycling bridge
- Activity centre
- Hospital

Places of interest

- 1 Preston cemetery
- 2 La Trobe Sports Park. Home of Football Victoria, Matilda's and Rugby Victoria
- 3 La Trobe Institute for Molecular Science
- 4 AgriBio Centre
- 5 BioNTech and CAMI
- 6 Victoria Police Forensics Centre
- 7 Rio Tinto Technical Development Centre
- 8 Digital Innovation + Bio Innovation Hub
- 9 Walter + Eliza Hall Institute of Medical Research
- 10 Melbourne Polytechnic
- 11 Yarra Valley water tank strategic development site
- 12 Arthur Rylah Institute for Environmental Research
- 13 Melbourne Brain Centre
- 14 Olivia Newton John Wellness + Research Centre
- 15 Olivia Newton John Cancer Research Institute
- 16 Australian Centre for Transplantation Excellence & Research (ACTER)
- 17 Barrbunin Beek Aboriginal Gathering Place
- 18 Northland

* Proposed in the Draft Framework in 2017 and supported





The NISP is on a major transformational journey.

2018

\$5 billion

La Trobe City of the Future transformation. The Bundoora Campus will see steady investment over ten years to create a city as a place to work, live, learn, socialise and stay healthy. Creating 20,000 ongoing jobs, 40,000 students and 12,000 new residents.

Underway



2018

\$150 million

La Trobe University Sports Park which includes the Home of the Matildas and the Victorian State Rugby Centre of Excellence. The largest investment ever made by any level of government for a football-specific project in Australia.

Underway



2022

\$11.75 million

The Bellfield Community Hub and Community Gardens bring community services together in Banyule Council.

Delivered



2022

\$180 million

Warringal Private Hospital expansion by Ramsay Health transforming it into a state of the art, multi-tower with 290 beds, almost twice the size of the existing hospital. The hospital will feature 14 operating theatres, a new, larger Intensive Care Unit, a new Emergency Department and new 21 bed Day Surgery. It will also host a range of new facilities for essential support services including a new diagnostic imaging department.

Underway



2018

\$200 million

La Trobe Private Hospital expansion by Healthscope. The hospital will become a leading private hospital in the northern corridor.

Delivered



2021

\$7.5 million

Olympic Park Redevelopment Project (Stage 3 and 4) includes upgrade to cricket and soccer pitches and a new pavilion and car park to meet increased demand. The park is also home to Barrbunin Beek, a gathering place for Aboriginal and Torres Strait Islander people living in and around Banyule.

Delivered



2022

Australian Food Innovation Centre (AFIC) at La Trobe University will involve partnerships that will position the NISP as Australia's premier agrifood research location.

Proposed and awaiting further funding



2023

Banyule Council delivers the *Heidelberg Structure Plan, 2023* that sets out a strategic place-based vision to guide the growth of the Heidelberg Major Activity Centre.

Delivered



2023

\$25.2 million

Bellfield housing development delivers 58 new affordable homes for families and households in a partnership between Launch Housing, Homes Victoria and the City of Banyule.

Delivered



2024

\$1.3 billion

Northland redevelopment by Vicinity Centres has the potential to create up to 2,300 apartments and 64,000m² of commercial space.

Plans submitted to the Victorian Department of Transport and Planning



2024

Banyule Council commences the *Heidelberg West Business Park Masterplan* - a first for the industrial precinct. The park supports 650 businesses that employ over 4,700 people. The Masterplan aims to drive the economy, reduce carbon emissions, enhance canopy cover and create an attractive and accessible place to work and play.

Completion date target: June 2024



2022

\$275 million

Austin Hospital upgrade to support an extra 30,000 emergency patients every year. Currently ranked as the fourth busiest Emergency Department in Victoria, the investment will ensure it remains at the forefront of healthcare delivery in Victoria.

Investment Committed



2023

\$3.2 million

Advance Manufacturing Centre of Excellence (AMCOE) launched at Melbourne Polytechnic, Heidelberg Campus. It will supply the future workforce and upskill existing workers to support the manufacturing sector in Melbourne's north.

Delivered



2023

Significant investment

BioNTech Facility at La Trobe University will deliver ground-breaking research and development in mRNA vaccines and therapies and a Victorian Centre for AI in Medical Innovation (CAMI) to develop and apply AI solutions accelerating the development of cancer vaccines and treatment. Creating around 1,200 more local jobs over 10 years.

Investment Committed



2024

Darebin Council commences City wide *Economic Development Strategy* prioritising circular economy, precinct and place-based initiatives, jobs and employment generation and social enterprise supporting its 14000+ strong business community and showcasing investment attraction opportunities.


Completion date target: Jan 2025



Goals + objectives

The vision for the NISP is supported by five goals:

Goals	Objectives
1 A highly connected and accessible place	 <ul style="list-style-type: none">• Deliver sustainable, regular and efficient network of rapid transit buses to major nodes and centralised parking facilities.• Enhance conditions for walking, cycling and micro mobility including on and off-road trail connections, particularly along the Darebin Creek corridor.
2 A leader providing diverse housing for all	 <ul style="list-style-type: none">• Help individuals, workers and families of all income levels access high quality, affordable housing options.• Increase quality housing and density near services and transport.• Expand the range of housing types and tenures in our community.
3 A knowledge economy globally known for cutting-edge research, innovation and entrepreneurship	 <ul style="list-style-type: none">• Leverage Melbourne North's extensive food and beverage manufacturing capabilities and agrifoods research to position it as a leader in Australia's food industry.• Support business investment, growth and entrepreneurship for a thriving local economy.• Promote industry and business engagement, co-location and partnerships to drive innovation, build pathways to commercialisation and attract investment.
4 An exemplar in world-class healthcare and allied business	 <ul style="list-style-type: none">• Improved infrastructure that supports a health workforce and its ecosystem.• Raise the profile of the Heidelberg Health Precinct and help define the brand of Melbourne's North and the health precinct to focus on key assets, significant health care services and infrastructure.• Bring together health service providers, researchers, investors and government stakeholders into one ecosystem which can maximise and amplify investment required.
5 A healthy and resilient environment	 <ul style="list-style-type: none">• Celebrate the NISPs natural features, support biodiversity and rehabilitate the Darebin Creek.• Adapt to a changing climate and support the efficient use of natural resources and movement towards net zero greenhouse gas emissions.• Ensure our community has access to high quality public open spaces and sustainable neighbourhood options to support better economic, social and environmental outcomes.



Reaching new heights, the Northern Innovation & Sustainability Precinct champions forward thinking innovation and actively explores untapped possibilities, paving the way for a brighter and more sustainable future.

Goal 1



A highly connected and accessible place.

The NISP is the most **underrepresented** of all Melbourne employment clusters for integrated transport links. The lack of connectivity is the **number one barrier** to realising the benefits of the precinct.

Public transport is unreliable or unavailable across the region. Consequently, many residents drive, leading to ongoing congestion on roads. Poor connectivity is fuelling labour hire challenges, particularly for businesses struggling to attract staff for evening or weekend shifts. For La Trobe University, the absence of meaningful public transport is the number one reason cited by students who discontinue at the university. For Northland, its revitalisation will rely upon a robust transport system to attract visitation and spend.

Significant population growth forecasted for Melbourne's North, coupled with increased development and investment in both residential and employment precincts highlights the increasing importance of connectivity as pivotal in supporting future job creation.

In addition, better conditions for walking and cycling via on and off-road trails will improve sustainable transport options. Where these intersect with bus connectivity, a significant opportunity exists to reduce carbon emissions across the region and improve liveability.

The Suburban Rail Loop is a promising long-term solution for some of these local challenges, however the NISP requires immediate action to tackle these issues.

Opportunities

Advocate for sustainable, regular and efficient network of rapid transit buses to major nodes and centralised parking facilities.

- Advocate for improved connectivity and regularity of services to Macleod Station, Heidelberg Station and Ivanhoe Station from major employment, retail, health and education hubs.
- Advocate for sustainable rapid transit bus connections replicating the route of the Suburban Rail Loop, aiding connection from the eastern suburbs and northern growth areas.
- Investigate the development of mobility hubs to support innovative, sustainable transport and parking solutions in our industrial precincts.

Enhance conditions for walking, cycling and micro mobility including on and off-road trail connections, particularly along the Darebin Creek corridor.

- Advocate for a 10-year pipeline of funding (estimated \$110 million) to complete all stages of our Northern Trails project, including delivery.
- Develop and promote safe and cool transit routes, public transport stops and open spaces to provide refuge from heat in the NISP.
- Improvements to the public realm along the Darebin Creek Trail in the NISP, to enhance safety and accessibility for students, workers and recreational users.

Ventura pioneers the state's first all-electric converted bus depot.



Ventura Electric Bus Depot, HWBP

Ventura, a bus operator with nearly a century of history, has taken a pioneering role in Victoria, converting its Ivanhoe Depot in the Heidelberg West Business Park into the state's first all-electric bus facility, removing about 2,329t of CO₂ tailpipe emissions¹ to date.

The 27 electric buses operating from the upgraded depot transport up to 10,000 people each week covering more than 1.2 million kilometres a year across the northern suburbs, including routes travelling to La Trobe University, Preston Market and Northland Shopping Centre.

Ventura's transformation of its former diesel depot included the installation of a new transformer on site and upgraded grid connection to support the 14 dual-gun Tritium fast chargers.

Beyond contributing to zero-emission goals, buses provide data on factors affecting battery electric range, such as passenger loading and topography, which aims to enhance Ventura's understanding of electric bus performance informing future sustainable opportunities.

TRANSPORT



CATALYTIC PROJECT

- 1) A business case that identifies transport limitations servicing the NISP and the existing and emerging technologies that can provide a solution. The business case will include community consultation and advocacy for future transport investment.
- 2) Develop and promote the Safe & Cool Transit Routes Program and Canopy Cover Program, which will establish a network of outdoor safe and cool transit routes, public transport stops, and open spaces. Implementations plans will prioritise locations where Urban Heat Vulnerability Index in highest that are priority walking or cycling routes and where canopy is low, providing refuge from heat.

¹ Data based on statistics to 1 February 2024.

Goal 2



A leader providing diverse housing opportunities for all.

Affordable, diverse and secure housing opportunities for all residents and workers **close to jobs** and opportunity is critical for **economic prosperity, liveability and wellbeing of a community**.

The precinct's employment needs are diverse, with both skilled and unskilled workers needed to drive the local economy. As such, a diverse range of housing supply in the NISP is required to suit all ages, incomes and skill levels.

The NISP has a significant workforce potential among residents aged 18-49. Despite this, a decrease in housing supply and affordability in Banyule and Darebin over the last 10 years is impacting the ability of these individuals to live and work locally, and access the wide benefits of the region.

The shortage of affordable housing not only limits job opportunities but also affects the availability of workers. Particularly concerning are pockets of disadvantage in the NISP that are of state and nationally significant levels. Addressing this issue necessitates targeted interventions to uplift these communities and ensure equitable access to housing and employment opportunities.

A strategic approach is needed, emphasising well-designed, high-density housing situated near daily shopping needs, essential services and transportation hubs. These housing solutions must be tailored to be affordable for the average worker, supporting both existing and future industries within the NISP.

Opportunities

Help individuals, workers and families of all income levels access high quality, affordable housing options.

- Investigate opportunities to develop social and affordable housing on council land, State and Federal Government land.
- Partner with Aboriginal Housing Victoria to support First Nations people residing in the NISP to determine their own housing future and secure appropriate, affordable housing that will strengthen community and cultural ties.

Increase quality housing and density near services and transport.

- Encourage high density growth around the Heidelberg Activity Centre as per the Heidelberg Structure Plan.
- Encourage medium density housing growth where there is access to either services, employment, or high frequency public transport.
- Establish a high standard of urban design that can contribute positively to the public realm, image, and identity of the NISP.

Expand the range of housing types and tenures in our community.

- Increase the supply of social and affordable housing especially in the renewal of major redevelopment sites.
- Investigate ways to encourage major institutions and their industry superannuation funds to develop key worker housing near our activity centres.
- Develop key worker and student housing near educational institutions, health precincts and train stations for purchase or rental schemes.

Advancing community living: Models of affordable housing

Heidelberg Heights and Bellfield are the locations for two innovative approaches to community living and affordable housing. In 2011, the Murundaka Co-Housing community developed a co-housing facility accommodating 20 households and embodying a low-cost living model. Murundaka Co-Housing not only fosters a sense of community through shared facilities and meals but also prioritizes environmental sustainability by cultivating produce and generating much of its energy on-site.

More recently, a collaboration between Banyule Council, Homes Victoria and Launch Housing resulted in a \$25 million social housing project in Bellfield resulting in the construction of 58 affordable new homes. Launch Housing developed the site on vacant council land through a 50-year peppercorn lease, while Homes Victoria contributed over \$18 million from the Social Housing Growth Fund. The homes are designated for households on the Victorian Housing Register with a priority need for housing.

HOUSING



CATALYTIC PROJECT

- 1) A housing needs analysis for all social and affordable housing types. This will involve building on existing strategic plans, undertaking a land use capacity assessment and highlighting development opportunities.
- 2) A targeted analysis of land within the NISP that could be unlocked for additional housing development and provide recommendations to expediate delivery on identified sites.

Bellfield Social Housing Development



Goal 3



A knowledge economy globally known for cutting-edge research, innovation and entrepreneurship.

At the forefront of **research** and **innovation**, the NISP is driven by a relentless commitment to **collaboration**, leveraging **cutting edge technologies** and embracing a culture of **entrepreneurism**.

The precinct's significance as a research and innovation powerhouse cannot be understated. With a world class health precinct, including Austin Health's centre of excellence, which unites over 1,300 world leading researchers and research institutes, and a university ranked in the top 1% globally, it is primed to attract talent that will inspire new ways of thinking.

Leveraging Melbourne North's extensive food and beverage manufacturing capabilities and agrifoods research, the NISP will position itself as a leader in Australia's food industry. It will champion investments in state-of-the-art facilities and infrastructure, particularly those supporting our agribio, health, food and advanced manufacturing sector.

The development of a strong visitor economy will unlock significant potential for business growth. Highlighting destination businesses along with the revitalisation of Northland will stimulate both retail and visitor spending.

Meaningful collaboration among businesses, organisations and industry will create opportunities for resource sharing, idea commercialisation and creation of pathways for future generations. Supporting a social enterprise at Barrbunin Beek Gathering Place will be a significant step forward for the economic sustainability and self-determination of our First Nations people.

Opportunities

Leverage Melbourne North's extensive food and beverage manufacturing capabilities and agrifoods research to position the NISP as a leader in Australia's food industry.

- Invest in a detailed economic analysis of the NISP's competitive advantage to optimise its potential.
- Support La Trobe University's masterplan and its agrifood research and development capability.
- Encourage a vibrant, skilled and sustainable food sector.

Support private investment, business growth and entrepreneurship to grow local job opportunities.

- Promote opportunities that attract startups and entrepreneurs establish and grow.
- Enhance the visitor economy through marketing and promotional campaigns highlighting the success of the region.
- Support employment and investment in the Net Zero economy and the social enterprise sector.

Promote industry and engagement, co-location and partnerships to drive innovation, build pathways to commercialization and attract investment.

- Become a leader in student placements, cadetships and internships with organisations linking with universities and TAFEs, so every student receives work-integrated learning opportunities.
- Leverage business success stories to inspire sustainable work practices and innovation that benefits the environment and business profitability.
- Promote commercial pathways that guide researchers and entrepreneurs who want to bring ideas to market.

3 Ravens Brewery raises the bar on sustainable brewing.



Owner Nathan Liasco, 3 Ravens Brewery Thornbury.

3 Ravens Brewery may be the oldest independent brewery in Melbourne, but its innovations are industry leading.

A recent award-winning energy upgrade to its Thornbury facility in the NISP has boosted production by up to four times without increasing energy consumption.

In addition to upgrading the building fabric and installing 74 kW of solar panels and a 'cool roof', the brewery has installed a highly efficient CO₂ chiller heat pump which captures and uses waste heat and cooling from the brewing process to supply other heating and cooling needs in the brewing process and wider facility. The system is seamlessly managed by Fermecraft Industry 4.0 technology, automating processes for optimal energy efficiency.

Planning for production expansion and integrating best practice technologies was facilitated by a pre-feasibility and feasibility studies managed by the Australian Alliance for Energy Productivity (A2EP) and funded by the Australian Renewable Energy Agency (ARENA) through its Advancing Renewables Program. The Brewery has also received State Government Grants including the Small Scale and Craft Grant program.

RESEARCH



CATALYTIC PROJECT

- 1) Establish the Australian Food Innovation Centre (AFIC) at La Trobe University to support Australia's growing agriculture and food sector.
- 2) A feasibility study into application of social enterprise at Barrbunin Beek Aboriginal Gathering Place which supports the economic sustainability and self-determination of First Nations people.
- 3) Develop and pilot a student placement program in partnership with NORTHLink, to link organisations with universities and TAFEs, so every student in the NISP receives work-integrated learning opportunities.

Goal 4



An exemplar in world-class healthcare and allied business.

Healthy people tend to lead lives that are **healthy, productive, and fulfilling**. The NISP is a **vital health precinct** in Melbourne's North and delivers health outcomes that lead to **fulfilling lives**.

At the heart of the NISP lies the Heidelberg Health Precinct (HHP), a medical cluster of state significance and Victoria's second-largest health precinct beyond Parkville. The HHP is a major driver of employment growth and is complemented by supporting industries including partnerships with La Trobe University. To accommodate growth in visitation and safe movement around the precinct, hospital campuses will be linked through a series of enclosed pedestrian bridges. A network of accessible and safe footpaths and footbridges will allow staff, visitors and ambulant patients easy access between hospitals, the Heidelberg Train Station, open spaces and high street services.

The health sector will expand to deliver high-end health outcomes and boost innovation and employment diversity in the NISP. Co-location and clustering of allied health, research and education activities will continue to be encouraged to foster high-end health outcomes, promoting innovation, and enhancing employment diversity.

Recognising the transformative potential of technology, the NISP is poised to embrace advancements in telehealth, virtual care, and home-based care models over the next five years. This forward-looking approach ensures that the community stays connected with cutting-edge healthcare solutions, aligning with the evolving needs of the population. Raising the profile of the health sector to focus on key assets and partnerships will further strengthen the NISP's commitment to delivering advanced medical services, improving patient outcomes and advancing medical research.

Opportunities

Improved infrastructure and connectivity that supports a health workforce and its ecosystem.

- Conduct a feasibility study into pedestrian access between hospital campuses, Heidelberg Station, open spaces and high street services.
- Provide suitable local housing and transport connections to support a quality health workforce of the future.
- Support local procurement by linking businesses with procurement opportunities.

Bring together health service providers, researchers, investors, tertiary institutions and government stakeholders into one ecosystem which can maximise and amplify investment required.

- Establish collaborations with renowned researchers, institutions, and industry experts to elevate the quality and impact of research conducted at the NISP.
- Explore co-locating and partnership opportunities to drive collaboration and foster successful outcomes.
- Advocate for investment in health, research, and education activities for new businesses to locate in the cluster.

Raise the profile of the HHP and help define the brand of Melbourne's North and the HHP to focus on key assets, significant health care services and infrastructure.

- Through investment attraction strategies help define the brand of Melbourne's North and the HHP to focus on key assets, significant health care services and infrastructure.
- Attract public and private investment to deliver the technology and infrastructure to support advancements in health.
- Support the redevelopment and expansions of the Austin Hospital, Warringal Private and La Trobe Private Hospital.

Transformative precision medicine

A visionary state-of-the-art Australian Cancer Research Foundation (ACRF) Centre for Precision Medicine has now been established at the Olivia Newton-John Cancer Research Institute (ONJCRI), La Trobe University (LTU) School of Cancer Medicine.

Precision oncology has been described as the future of cancer treatment by offering significant benefits over more traditional one-size-fits-all approaches. By understanding the molecular nature of a patient's cancer, appropriate treatments are tailored to enhance efficacy with improved outcomes. The Centre combines powerful imaging technologies with new drug modalities to improve cancer therapies.

The unique national capability at the ONJCRI brings together experts in cancer biology, drug development, radiochemistry, and molecular imaging, to ensure the

precinct's leadership in translating discoveries into the clinic and the provision of key technologies for multi-centre cancer trials across Australia.

HEALTH



CATALYTIC PROJECT

- 1) A feasibility study into a new pedestrian footbridge that links the HHP to the Heidelberg Train Station and Heidelberg Activity Centre enabling better integration between these key assets.
- 2) Planning and development of La Trobe's Innovation Way to engage and support local business and industry and attract new industries. It will focus on digital health, biotech, care economy and other disciplines.

The team at Olivia Newton-John Cancer Research Institute, Heidelberg





A healthy and resilient environment.

Real and impactful opportunities exist within the NISP to make **rapid transformation to decarbonisation** however **significant investment** is needed to make meaningful ground. Both Banyule and Darebin have committed to responding to climate change, a circular economy, reducing waste, implementing integrated water management and being stewards of the natural environment.

The NISP's natural features and biodiversity are a defining asset of the region, valued by the community for health and wellbeing. Protection, management and maintenance of Darebin Creek as the green spine connecting the precinct is a shared responsibility both for Council and the community.

La Trobe University's commitment to being an industry leader in sustainability is being realised with a \$75 million investment to achieve net zero by 2029. It marks an important step in the NISP's transformation to decarbonisation.

In the commercial and industrial precincts energy consumption and transportation are leading sources of emissions. Recent studies have shown that each year, HWBP emits 70,000 tonnes of carbon dioxide, mostly through electricity consumption followed by liquid transport fuel (petroleum).

Urban forestation, increased canopy cover and access to open space is integral to climate mitigation and reduction of the urban heat island effect. In the HWBP and EPIP there is less than 10% tree cover, typical of industrial estates. Focusing on these vulnerable precincts as well as the inter-connecting residential areas improves liveability, amenity and neighbourhood character.

Opportunities

Celebrate the NISP's natural features, support biodiversity and rehabilitate the Darebin Creek.

- Leverage partnerships with stakeholders to build networks for greater impact and effectiveness.
- Embed indigenous practices in waterway management, bushland revegetation and conservation activities in partnership with the Narrap Unit of the Wurrundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.
- Reducing storm water flow through use of water sensitive urban design can create a healthier creek environment for plants and animals.

Adapt to a changing climate and support the efficient use of natural resources and movement towards net zero greenhouse gas emissions.

- Engage with energy distributors for future infrastructure provision to accommodate renewable energy generation.
- Explore opportunities to promote increased EV take up through partnerships with the HWBP Association.
- Support businesses in the NISP transition to a net zero economy.

Ensure our community has access to high quality public open spaces and sustainable neighbourhood options to support better economic, social and environmental outcomes.

- Consider an audit of green open space and prioritise areas with low access or quality.
- Encourage open space that links with existing walking and cycling trails and the natural environment.
- Explore opportunities for sustainable neighbourhoods by creating a scalable and replicable model that promotes low-emissions, climate resilience, and food security.

Partnering to preserve the Darebin Creek



Darebin Creek preservation

In a pioneering partnership with the Environment Protection Authority (EPA), Banyule Council launched Melbourne's first long-term initiative to safeguard the Darebin Creek from pollutants. Sensors placed strategically in stormwater drains at Heidelberg West Business Park allow rapid detection of contaminants, facilitating swift EPA responses and educational support to businesses. This cost-efficient model prevents pollution effectively through education and enables sensor relocation for broader impact.

Simultaneously, Banyule and Darebin Councils and La Trobe University collaborates with Wurundjeri Woi-wurrung Narrap Indigenous Rangers to share ecological and cultural knowledge. Together, they manage significant wetland and bushland sites, fostering environmental and cultural stewardship and a sustainable commitment to Darebin Creek's preservation.

ENVIRONMENT



CATALYTIC PROJECT

- 1) An investigation into opportunities for adopting renewable energy and climate adaptation activities across the NISP. This includes exploring full electrification so that electricity replaces gas in all residential, commercial, and industrial areas. The project involves partnerships with Jemena, the HWBPA and businesses transitioning to a net-zero economy.
- 2) A study, in partnership with First Nations people at Barrbunin Beek Aboriginal Gathering Place that identifies ways to recognise and celebrate cultural heritage along the Darebin Creek.
- 3) Develop a Neighbourhood Sustainability Pilot Program in collaboration with external partners for a place-based, replicable model to create a low-emissions, climate resilient and food secure neighbourhood that creates economic, social and cultural opportunities. Project to target East Preston neighbourhoods of low socio-economic status in phase 1 implementation.

Summary

The structure plan is the principal funding ask...

It will cover
5 main themes

All of these
opportunities
will form the
basis of the
structure plans

Funding of
these immediate
projects will kick
start change in
the NISP



1

A highly connected and accessible place.

Objectives

Deliver sustainable, regular and efficient network of rapid transit buses to major nodes and centralised parking facilities.

Enhance conditions for walking, cycling and micro mobility including on and off-road trail connections, particularly along the Darebin Creek corridor.



CATALYTIC PROJECT

- 1) A business case that identifies transport limitations servicing the NISP and the existing and emerging technologies that can provide a solution. The business case will include community consultation and advocacy for future transport investment.
- 2) Develop and promote the Safe & Cool Transit Routes Program and Canopy Cover Program, which will establish a network of outdoor safe and cool transit routes, public transport stops, and open spaces. Implementations plans will prioritise locations where Urban Heat Vulnerability Index in highest that are priority walking or cycling routes and where canopy is low, providing refuge from heat.



2

A leader providing diverse housing opportunities for all.

Objectives

Help individuals, workers and families of all income levels access high quality, affordable housing options.

Increase quality housing and density near services and transport.

Expand the range of housing types and tenures in our community.



CATALYTIC PROJECT

- 1) A housing needs analysis for all social and affordable housing types This will involve building on existing strategic plans, undertaking a land use capacity assessment and highlighting development opportunities.
- 2) A targeted analysis of land within the NISP that could be unlocked for additional housing development and provide recommendations to expediate delivery on identified sites..



3

A knowledge economy globally known for cutting-edge research, innovation and entrepreneurship.

Objectives

Leverage Melbourne North's extensive food and beverage manufacturing capabilities and agrifoods research to position the NISP as a leader in Australia's food industry.

Support private investment, business growth and entrepreneurship to grow local job opportunities.

Promote industry and engagement, co-location and partnerships to drive innovation, build pathways to commercialization and attract investment.



CATALYTIC PROJECT

- 1) Establish the Australian Food Innovation Centre (AFIC) at La Trobe university to support Australia's growing agriculture and food sector.
- 2) A feasibility study into application of social enterprise at Barrbunin Beek Aboriginal Gathering Place which supports the economic sustainability and self-determination of First Nations people.
- 3) Develop and pilot a student placement, cadetship and internship program in partnership with NORTHLink, to link organisations with universities and TAFEs, so every student in the NISP receives work-integrated learning opportunities.



4

An exemplar in world-class healthcare and allied business.

Objectives

Improved infrastructure and connectivity that supports a health workforce and its ecosystem.

Bring together health service providers, researchers, investors, tertiary institutions and government stakeholders into one ecosystem which can maximise and amplify investment required.

Raise the profile of the HHP and help define the brand of Melbourne's North and the HHP to focus on key assets, significant health care services and infrastructure.



CATALYTIC PROJECT

- 1) A feasibility study into a new pedestrian footbridge that links the HHP to the Heidelberg Train Station and Heidelberg Activity Centre enabling better integration between these key assets.
- 2) Planning and development of La Trobe's Innovation Way to engage and support local business and industry and attract new industries. It will focus on digital health, biotech, care economy and other disciplines.



5

A healthy and resilient environment.

Objectives

Celebrate the NISPs natural features, support biodiversity and rehabilitate the Darebin Creek.

Adapt to a changing climate and support the efficient use of natural resources and movement towards net zero greenhouse gas emissions.

Ensure our community has access to high quality public open spaces and sustainable neighbourhood options to support better economic, social and environmental outcomes.



CATALYTIC PROJECT

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Partnering for success

The success of the NISP rests upon the foundations of robust partnerships and meaningful connections as well as a shared vision for positive change.

Our interconnectedness is our strategic advantage. Leveraging these well-established connections, we will navigate challenges more effectively and implement initiatives with greater ease.

United in purpose and connectivity, we are ready to achieve transformative outcomes that will contribute to the prosperity of our precinct.

Billy Furniture, HWBP





NISP

Glossary

EPIP East Preston Industrial Precinct

HHP Heidelberg Health Precinct

HWBP Heidelberg West Business Park

NEIC National Employment and Innovation Cluster

NISP Northern Innovation and Sustainability Precinct

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