

Melbourne's North Investment Attraction Strategy

Draft Report

NORTH Link acknowledges the Wurundjeri Woi Wurrung people as the Traditional Owners of the land on which we work. We pay our respects to their Elders past, present and emerging and we recognise their rich heritage and continuing connection to land, waters and culture.

Foreword

Pre COVID-19, Melbourne was among the fastest growing cities of its size in the developed world. One in five Melburnians live in Melbourne's north, or around one million people. From 2006 to 2016, the region added almost 200,000 people, which represented a faster growth rate than for the City as whole. Pre COVID-19 projections showed that, by 2036, the regional population was projected to rise to around 1.5 million (DELWP 2019), about 100,000 larger than Adelaide today and half a million more than in the region at present.

NORTH Link's 2022 *Future Workforce Report* shows that, while the Melbourne's north population will continue to increase rapidly, Melbourne's north will continue to have fewer jobs than workers living within the region. For the gap between local jobs and resident workers to be closed, a further 182,000 local jobs would be required by 2031. Given lengthy transport commutes can be a barrier to work, the need for local jobs is clear. Thus, a pro-active approach to investment is needed.

Investment attraction is adopted by governments around the world to generate economic growth and create jobs. However, a tighter fiscal environment at Commonwealth and State level means the attraction of both public and private sector investment is even more important.

The intention of the Melbourne's North Regional Investment Attraction Strategy is to develop a consolidated and agreed view on how to attract investment in Melbourne's north region over the next 10 years.

The project has developed a comprehensive investment attraction strategy for Melbourne's north for the key economic and employment precincts. This Strategy documents which industries, clusters, precincts and activity centres should be targeted for investment attraction, where potential investors can be found and how to best engage with them.

The development of the Strategy involved undertaking evidence-based research to provide an understanding of what needs to be done in each of the precincts to attract public and private investment. Consultations were held with a range of stakeholders across and beyond the region including all seven councils (Banyule, Hume, Darebin, Mitchell, Moreland, Nillumbik and Whittlesea), Victorian Government departments, Kangan Institute, Melbourne Polytechnic, Melbourne Airport, Melbourne Market Authority, property developers, business leaders and organisations involved in business investment in the region. A total of 19 workshops were held and over 200 stakeholders participated to provide their input and feedback.

The project will have significant benefits for the region and provide an evidence base for targeting public and private investment and guidelines for realistic actions that will assist the region to achieve its goals of new investments that create jobs for the rapidly growing population, which are close to home and reduce road and public transport congestion.

This Strategy can be seen as a vital reference document for the region in conjunction with previous reports such as *Future Workforce – Melbourne's North and Northern Horizons*. We are pleased to make this report available and look forward to urgent and immediate action on providing stimulatory funding for the key economic and employment precincts that are critical to driving productivity, growth and liveability for the Melbourne and Victorian economies.

Terry Larkins PSM

Chair Northern Metropolitan Partnerships

Acknowledgements

We would like to acknowledge the following key people and organisations that have been crucial to the development of this report:

- The Northern Metropolitan Partnership for providing Victorian Government funding for the project through the Department Jobs, Precincts and Regions' Office of Suburban Development.
- Mike Ruzzene, Tayler Neale, Danielle Phyland, and their colleagues from Urban Enterprise, who professionally undertook research, analysis, and consultations to develop the Melbourne's North Investment Attraction Strategy.
- Each Council, their CEOs and staff, Melissa Atallah from the Northern Councils Alliance, NORTH Link, the Northern Metropolitan Partnership, Melbourne Airport, La Trobe University, and key stakeholders across Melbourne's north for their contributions to the project.
- Local Government Economic Development Managers and their staff, and key Victorian Government departments and agencies for providing their time, knowledge, and expertise to help us understand the investment attraction processes and procedures.
- The members of the Project Control Group and Project Working Group. (See full list of participants in appendix).

The project involved 19 workshops, with over 200 stakeholders providing their feedback, knowledge, and information about the key economic and employment precincts in the Melbourne's north region. The information contained in the Regional Investment Attraction Strategy is an accurate and agreed representation of the investment attraction needs of each precinct within Melbourne's north.

In Melbourne's north, investment attraction is a major priority for all levels of government, for many industry groups/associations and for various organisations. Melbourne's north will need to attract targeted stimulatory investment from both State and Federal Governments to encourage private companies to provide most of the new funding to deliver major infrastructure within key precincts to achieve long-term economic prosperity for the Melbourne's north.

The ability to attract new investment to the region will be critical in helping Melbourne's north generate new jobs and create business opportunities to overcome current and future economic challenges.

Carl Cowie

Chief Executive Officer, Nillumbik Shire Council

Chair Regional Investment Attraction Strategy Project Working Group

Chris James

Executive Director, NORTH Link

NORTH Link

NORTH Link is an independent association that seeks to promote and improve the economy and liveability of Melbourne's north. Sustainable economic development of the north is our key focus. We communicate regularly with local businesses and organisations to support and help grow opportunities for our partners. Key partners include the municipalities of Banyule, Darebin, Hume, Mitchell, Merri-bek, Nillumbik and Whittlesea, universities and TAFEs, hospitals and health providers and large and small businesses in the region. We assist businesses by hosting a range of events, researching, creating partnerships and advocating to grow one of Australia's fastest expanding regions. We have a focus on supporting advanced manufacturing, food and beverage, textiles, health, community, employment, education and business development projects.

Northern Councils Alliance

Northern Councils Alliance (NCA) is a collective of Mayors and CEO's from Melbourne's north who gather to advocate, collaborate and deliver on projects that will improve the lives of residents and outcomes for businesses in Melbourne's north. NCA represent and advocate for approximately one million people who live across seven municipalities Banyule, Darebin, Hume, Mitchell, Merri-bek, Nillumbik and Whittlesea. NCA work as a region to advocate for and deliver ongoing improvements to the economic, social, health and wellbeing of our residents and businesses, both current and future.



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Glossary and Acronyms

ABR	Australian Business Register
BIFT	Beveridge Interstate Freight Terminal
LGA	Local Government Area
NRTS	Northern Regional Transport Strategy
OMR	Outer Metropolitan Ring Road
SME	Small to Medium Enterprise
TRA	Tourism Research Australia

Term	Definition
Economic Output	Represents the gross revenue generated by businesses in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.
Regional Exports	Represents the value of goods and services exported outside of the defined region that have been generated by businesses / organisations in each of the industry sectors within the region.
Employment	Employment data represents the number of people employed by businesses/organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside.
Daytrip Visitor	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.
Overnight Visitor	People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the National Visitor Survey.
International Visitor	A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.
Small to Medium Enterprise	The ABS defines a business entity employing less than 20 employees as a Small to Medium Enterprise.
Statistical Area Level 2 (SA2)	SA2s are medium-sized, general-purpose, geographical areas. Their purpose is to represent a community that interacts together socially and economically. Data from the ABS is available at an SA2 level, noting that the SA2 is the smallest area for the release of data.

1. Introduction

Project background & objectives

The purpose of investment attraction is to *'foster long term economic prosperity by enabling business opportunities and job creation'*¹, which involves ongoing investment in existing business as well as new investment. Urban Enterprise has been engaged to prepare an investment attraction strategy for Melbourne's north on behalf of NORTH Link.

The project seeks to:

- Identify public and private investment opportunities that leverage the region's competitive advantages; and
- Generate positive economic and social outcomes for the region.

The information and recommendations detailed in this Strategy are informed by independent research and analysis, as well as consultation with industry representatives, businesses, the northern Councils (the cities of Banyule, Darebin, Hume, Merri-bek and Whittlesea and the Shires of Mitchell and Nillumbik) and State and Federal Government stakeholders.

Methodology & approach



A precinct-based approach

NORTH link has deliberately set out to emphasise economic and employment precincts because opportunities are created by taking advantage of precinct strengths, existing industry clusters and transport links. Key issues such as housing affordability and social housing can be addressed by including them in the planning for each precinct, with proximity to jobs, amenities and transport. A tighter fiscal environment at the Commonwealth and State level means attracting private sector investment is even more important.



PART A

BACKGROUND & CONTEXT

2. Investment in Melbourne's North

The need for investment

Research has shown that historically Melbourne's north has experienced a substantial level of private and public underinvestment in comparison to other metropolitan regions. Attracting new investment and supporting existing businesses to expand and grow delivers substantial benefits to Melbourne's north, and the State more broadly, through a variety of channels:

- **Social & community:** Improving socio-economic conditions and community infrastructure to increase civic pride. Delivering effective community engagement and involvement to achieve positive outcomes for all.
- **Economic development & employment:** Supporting the growth and establishment of sectors for the future, generating local jobs for local people.
- **Clustering & new industry:** Infusion of new knowledge, technology and capital, with heightened engagement. Rapid deployment of new industries and innovation to address market gaps.
- **Innovation & productivity:** Access to a global research and development ecosystem. Introduction of new technologies to improve productivity and increase efficiencies along the supply chain.

- **Fiscal responsibility & efficiency:** A tighter fiscal environment at the Commonwealth and State level means that attracting private sector investment is even more important, and public sector funding should be sought with a priority vision.

'Melbourne's north has less jobs than workers living within the region. This outflow of workers is forecast to continue. For the gap between local jobs and resident workers to be closed, a further 182,000 local jobs would be required by 2031.'

Source: The Future Workforce: Melbourne's North 2022-2032

Why invest in Melbourne's north?

- Ideally located, on the doorstep of Melbourne's CBD and the gateway to regional Victoria.
- Close proximity to Essendon Fields Airport (domestic) and the Melbourne Airport (international).
- Key transport links including Hume Freeway, Metropolitan Ring Road, Calder Freeway, Eastern Freeway and in the future the North East Link and the Outer Metropolitan Ring Road.
- A spectrum of world class health services, multiple hospitals, aged care facilities and allied health services supported by a leading collection of medical research facilities.
- Significant rail connectivity to metropolitan and regional rail services
- Higher education choices, including RMIT, La Trobe University, Melbourne Polytechnic, Go TAFE and Kangan Institute.
- Greenfield sites or urban development opportunities available.
- The potential to share space and collaborate with similar businesses, access to an established network of business services, equipment, and expertise.
- Supportive Local Governments and industry organisations.
- A vibrant and culturally diverse community fostering a rich social fabric that celebrates inclusivity and creates memorable experiences.
- A blend of green spaces and urban hubs that provide recreational areas, promoting health and well-being, and reflecting the commitment to a sustainable and liveable region.

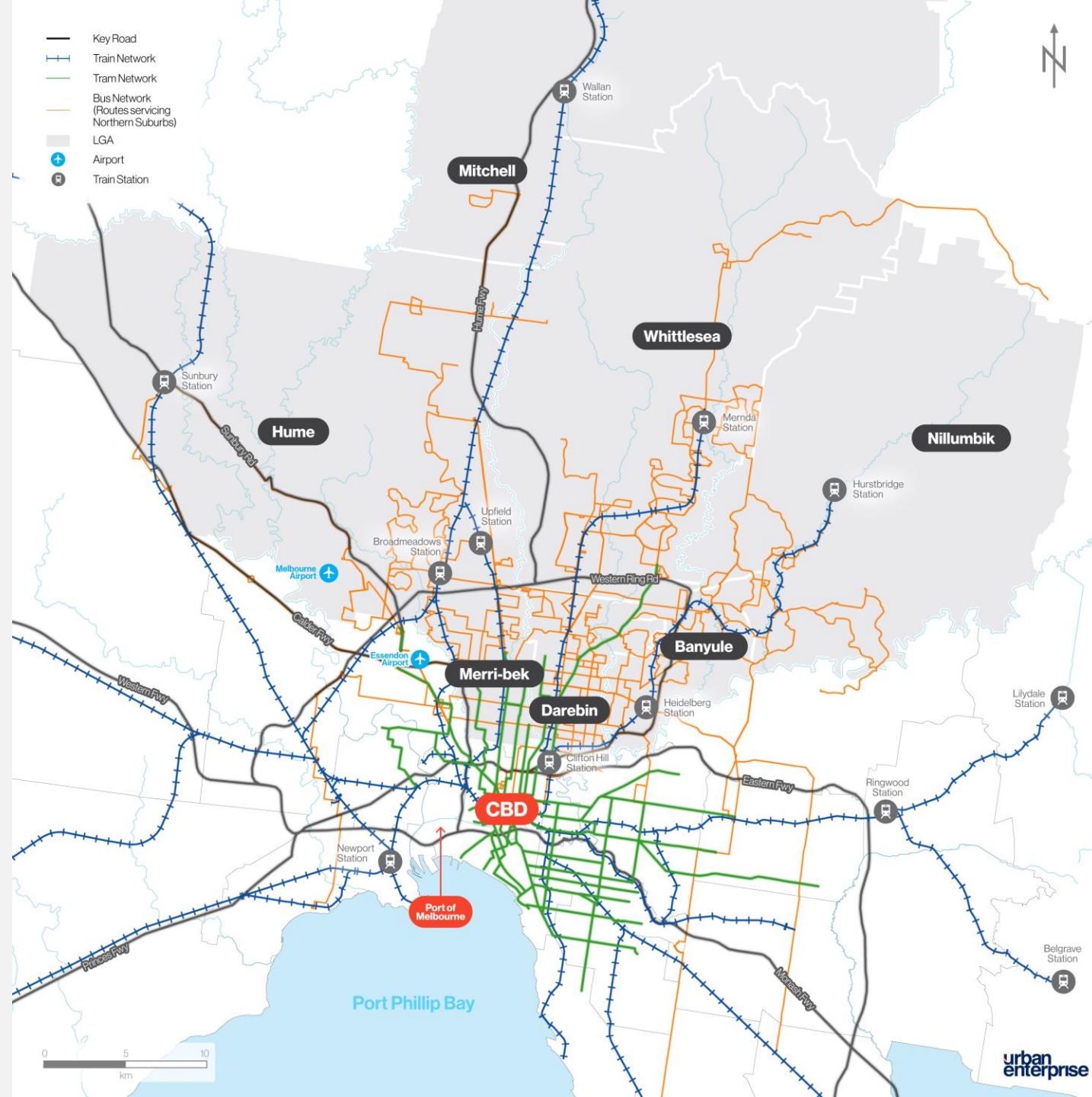
3. Situation Analysis

What does this chapter include?

- Regional context
 - Economic and demographic snapshot of the region
 - Governance
 - Investment context of the region
-

Regional Context

- The Northern region comprises the municipalities of Banyule, Darebin, Hume, Merri-bek, Nillumbik, Whittlesea and the area within the urban growth boundary (UGB) in the Shire of Mitchell.
- The region has a strong and vibrant network of activity centres closer to the city, as well as three existing and future metropolitan activity centres and the La Trobe National Employment and Innovation Cluster (La Trobe NEIC). These precincts are expected to drive regional economic outcomes and provide the foundations for future development in Melbourne's north.
- The region has strong transport connections to the freight network with proximity to key roads and railways, along with Melbourne's International Airport. While east-west linkages across the region are limited, there is significant appeal for businesses who require eastern seaboard access from Melbourne to Sydney and Brisbane by road, rail or sea.
- Competitive advantages are created by the region having direct access to Essendon and Melbourne Airports and there are substantial synergies that can be gained with the Melbourne Wholesale Markets and complementary industries.
- There is a large amount of industrial and commercial land across the northern metro region providing state, regionally and locally significant employment and economic functions. The region includes the North Growth Corridor which makes significant provision for future industry and housing.
- With new opportunities emerging, Melbourne's north has the potential to play a substantial role in growing and sustaining Victoria's future economy as part of a network of diverse and interconnected high value employment precincts.
- The thriving employment and infrastructure growth opportunities in Melbourne's north bring a multitude of benefits, creating a dynamic environment where people can live, work, and play harmoniously.



Current major projects

- 1 North East Link

Planned transformative projects

- Beveridge Intermodal Freight Terminal
- Proposed Epping Market redevelopment
- La Trobe University City of the Future Redevelopment
- Proposed Melbourne Airport Rail
- Proposed Melbourne Metro 2
- New Outer North Hospital
- Outer Metropolitan Ring
- E6
- Proposed Suburban Rail Loop
- Proposed Rail Stations
- Australian Rail Track Corporation (ARTC) — Inland Rail
- Proposed Rail Line

Existing key infrastructure

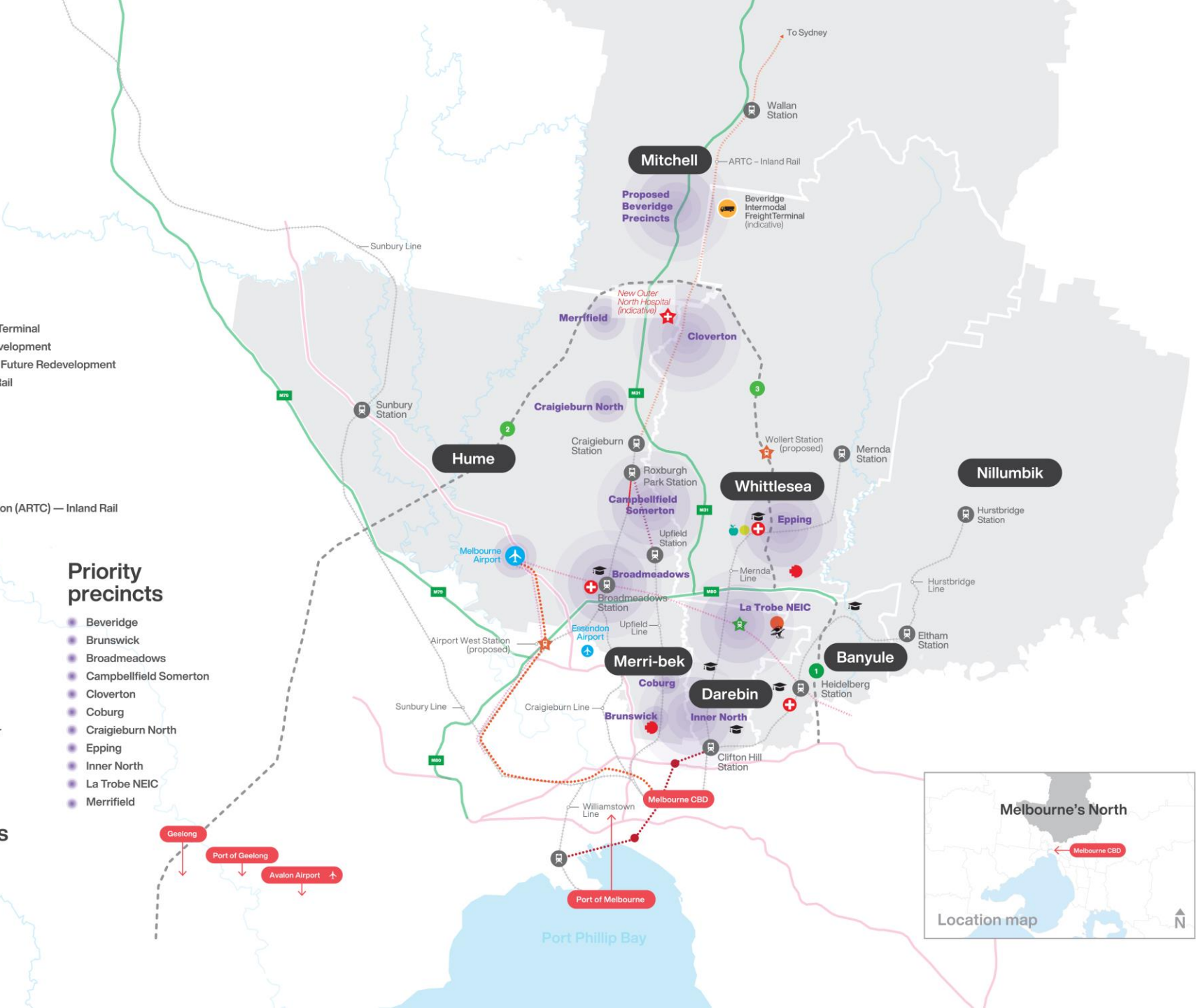
- La Trobe University
- RMIT University Campus
- Melbourne Airport
- Melbourne Market
- Rail network
- Train stations
- State Significant road corridor
- Hospital and allied health
- Higher education facilities

Local government areas

- Banyule
- Darebin
- Hume
- Merri-bek
- Mitchell
- Nillumbik
- Whittlesea

Priority precincts

- Beveridge
- Brunswick
- Broadmeadows
- Campbellfield Somerton
- Cloverton
- Coburg
- Craigieburn North
- Epping
- Inner North
- La Trobe NEIC
- Merrifield



Economic Snapshot

Manufacturing makes up one quarter of the region's output with a capacity for growth which warrants the focus of development and investment. From an export perspective manufacturing is also significant making up 44% of export activity in the region.

Health care and social assistance are the leading industry by employment at 16%. Growth in employment in this sector is certain with major projects currently underway supported by significant planned investment over the next 5 – 10 years.

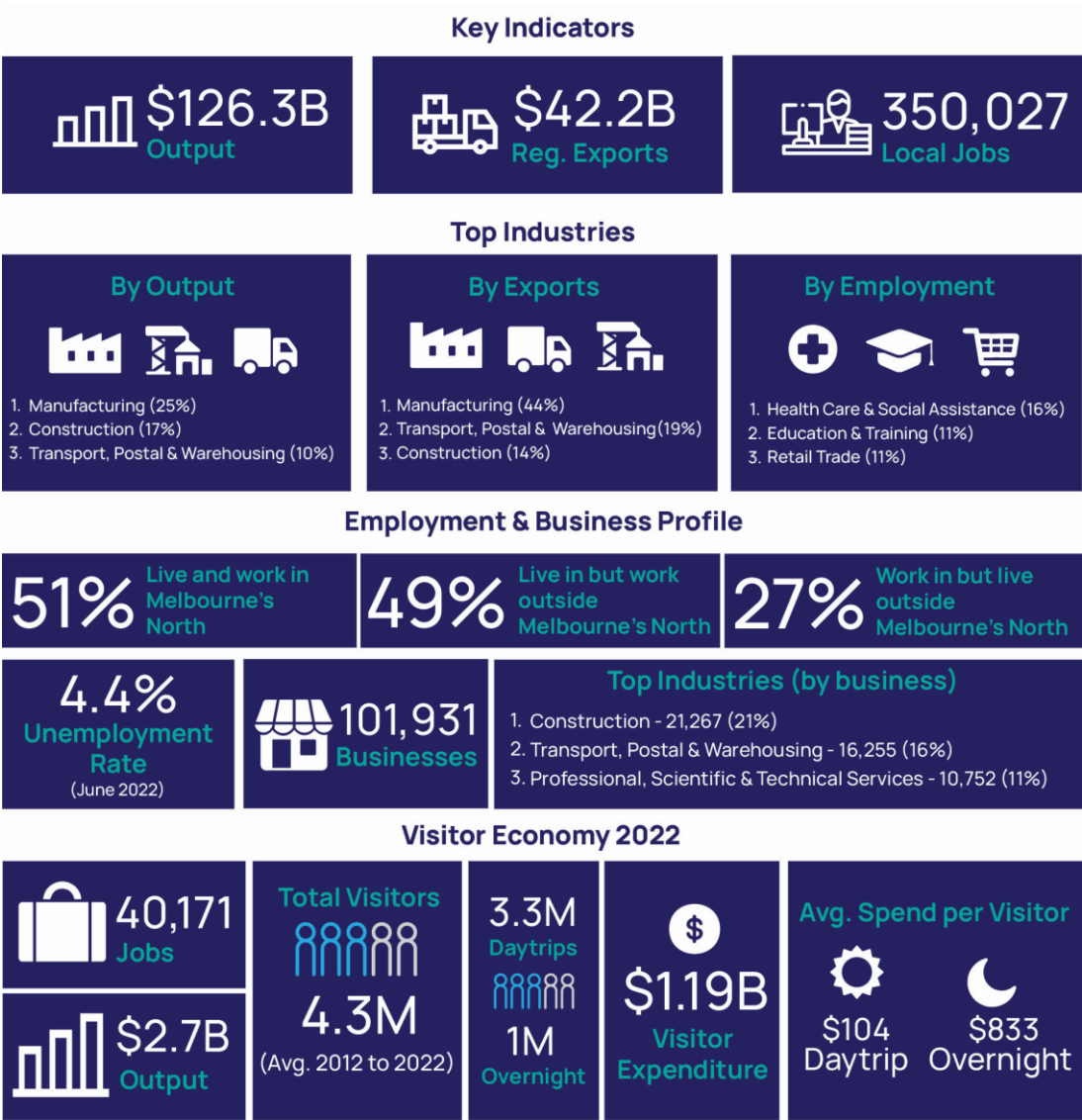
Of the 101,931 businesses in Melbourne's north the greatest sector is construction at 20% which includes major and minor construction works. This sector has the potential to generate an increase in number of businesses and employment through further public and private investment.

Slightly over half of the population live and work in Melbourne's north with the remaining cohort travelling outside the region for work. This demonstrates an opportunity to capture some of these workers by providing all levels of jobs closer to home. More than 93,000 workers come from outside the region to work.

Growth in local employment could be supported by a combination of improvements in transport infrastructure, amenity and support services. Major investment projects will provide growth in local job opportunities at all levels.

The visitor economy performs well and is quite strong despite the impacts of the pandemic. With 40,171 employees servicing an average of 4.3 million visitors, visitor expenditure contributes \$1.19 billion to the local economy. More than half of these visitor economy jobs are in the food service sector.

An opportunity lies in increasing overnight visitation yield as it generates 7 times more than day trip visitors. Investment opportunities exist to accommodate the business and leisure travel sector.



Source: Australian Bureau of Statistics, Census of Population and Housing & Place of Work Employment 2021
Tourism Research Australia, National Visitor Survey

Population & Housing

The population of Melbourne’s north is currently 1.04 million encompassing the LGAs of Banyule, Darebin, Hume, Merri-Bek, Mitchell, Nillumbik and Whittlesea. The estimated growth in the next 13 years will see the population rise to 1.48 million. The population of Melbourne’s north makes up one fifth of the total population of Greater Melbourne.

Population increase is projected to be spread reasonably evenly across age brackets allowing for employment opportunities at all levels. By 2036 there will be 908,202 individuals in the prime employment bracket of 15 – 60 years a 31.2% percentage increase in this cohort from 2021.

Median house prices in Melbourne north have grown significantly over the past 10 years. Affordability is becoming a major challenge for average income earners. Ownership is increasingly difficult as median house prices (\$935,000) rise above the metropolitan average (\$820,000).

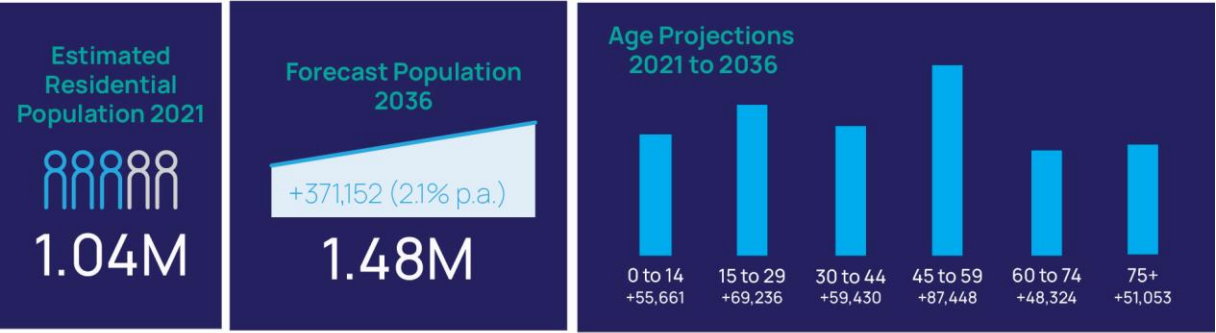
The provision of affordable and quality housing is an important factor to attract and retain residents and in turn workers to Melbourne’s north and support future economic growth across the region.

The risk posed by the continued increase in house prices is the exclusion of many low-income workers from living in the area. This may impact the levels of workforce availability in the long term.

Resident and worker growth could be supported by a combination of improvements to amenity such as childcare, affordable, medium density and social housing, infrastructure in particular transport links and services.

Housing shortages are affecting key workers wanting to live closer to their places of work. The residential rental vacancy rate in Melbourne is at record low 1.1%. Precinct planning and development offers an opportunity to accommodate affordable key worker and social housing solutions.

Population



Dwellings



Housing Market



Source: Australian Bureau of Statistics, Census of Population and Housing & Place of Work Employment 2021
Tourism Research Australia, National Visitor Survey

Major Investment Context

Melbourne Airport Third Runway (\$1.5 billion)

Planned

The new runway will be three kilometres long, in a north-south alignment, parallel to the existing north-south runway. The proposed runway will be capable of handling all aircraft types. Once approved, construction will take 4-5 years in a staged program of works designed to reduce impacts on airport operations and neighbouring communities. Construction includes large-scale earthworks for the runway and taxiway platforms, asphalt and concrete pavement works, drainage works and various services and supporting infrastructure.

It is estimated 600+ new construction and labour jobs will be created plus 50 project management and supervisor roles.



Source: Melbourne Airport
<https://www.melbourneairport.com.au/>

La Trobe City of the Future (\$5 billion)

Planned

La Trobe University, in partnership with the developer, Plenary, has plans to create a \$5 billion 'University City of the Future', which aims to accommodate 12,000 residents, create more than 20,000 new jobs and includes education facilities for 40,000-plus students, as well as generating 3,000 construction jobs per annum. A mix of on-site housing will be provided for 12,000 students, staff and private residents. The proposed partnership with CSIRO to create an Australian Food Innovation Centre (AFIC) will generate \$6.9 billion of economic activity over 15 years, creating up to 3,000 jobs in the first decade and increasing Australia's exports by up to \$100 million per year.



Source: University City of the Future <https://www.latrobe.edu.au/future-city/about>

Beveridge Intermodal Freight Terminal (BIFT) (\$1.2 billion)

Planned

The Australian Government owned National Intermodal Corporation has exercised an option to acquire 1,100 hectares of land at Beveridge, previously identified as suitable for the northern terminal connection to Inland Rail. Freight will transfer through the terminal using the local links and network upgrades provided by interstate rail, the Hume Freeway and the proposed Outer Metropolitan Ring Road. National Intermodal has also entered into an MOU with Aurizon to be the terminal's first customer. The first trains are scheduled to arrive in 2024-25 and the site is planned to be fully operational by the end of the decade. It is estimated this project will create almost 20,000 new jobs in Melbourne's north.



Source: Stock image Pixabay

Major Investment Context

Suburban Rail Loop (\$125 billion)

Planned

The Suburban Rail Loop is a new underground rail link that will deliver 90km's of new rail line. It will include new stations and connect major railway lines from the Frankston line to the Werribee line via Melbourne Airport. The Suburban Rail Loop will connect Melbourne's middle suburbs to priority growth precincts, and link all Victorians to major health, education and employment centres. The Suburban Rail Loop is expected to be completed by 2053 and when completed will improve the region's east - west connections.

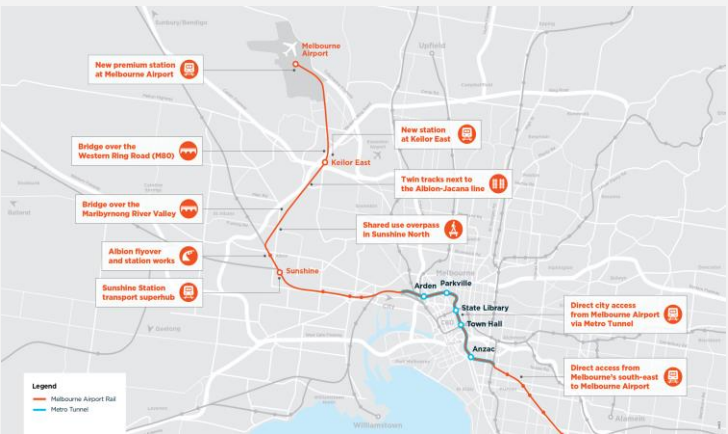


Source: Victoria's Big Build Website
<https://bigbuild.vic.gov.au/projects/suburban-rail-loop>

Melbourne Airport Rail (\$8-13 billion)

On hold

The State and Federal Governments have committed to deliver a key link in Victoria's rail network connecting the airport to metropolitan and regional rail services. Melbourne Airport Rail will connect the airport to the heart of the CBD via the Metro Tunnel in around 30 minutes, to other key metro destinations and into Victoria's regional cities. This project forms one component of the Suburban Rail Loop. Early works have commenced with an initial target delivery by 2029.



Source: Victoria's Big Build Website
<https://bigbuild.vic.gov.au/projects/melbourne-airport-rail/about/project-overview>

North East Link (\$18 billion)

Underway

The North East Link will complete the ring road between the Eastern Freeway and the M80 Ring Road, connecting the growing northern and south-eastern suburbs.

The construction of the North East Link will provide 10,000 jobs in Melbourne's north over the next 5+ years. The link will boost the capacity and efficiency of the city's freight network by creating a continuous freeway standard road for freight, drawing trucks away from the arterial road network and reducing pressure on the M1 corridor. In addition, it will enhance access to major suburban businesses and employment centres and improve orbital road connectivity across Melbourne.



Source: Victoria's Big Build Website <https://bigbuild.vic.gov.au/projects/north-east-link-program/design/ring-road-completion>

Strategic and Planning Context

Plan Melbourne identifies Melbourne as a productive city that attracts investment, supports innovation and creates jobs. Directions to achieve this vision are focused on improving access to jobs, creating development opportunities at urban renewal precincts and supporting productive land use in Melbourne's non-urban areas.

The **State Government's Melbourne Industrial & Commercial Land Use Plan (MICALUP)** provides future direction as to the role and expected growth of key industrial land precincts over the next 30 years. A key part of the State Government's strategy relates to the activation of **State Significant Industrial Precincts (SSIPs)**. Alongside Melbourne Airport, the Northern SSIP is strongly supported in strategic planning to play an important future role in Melbourne's economic development.

State Government precinct policies are also expected to drive demand for industrial land, as Melbourne's interconnected network of industrial precincts interact with established and developing precincts in the northern corridor.

The **Northern Metro Land Use Framework Plan** is an extension of Plan Melbourne and is a 30-year strategy that aims to guide land use change and investment to enhance local and regional economies and communities. Key actions from the plan relevant to this strategy include:

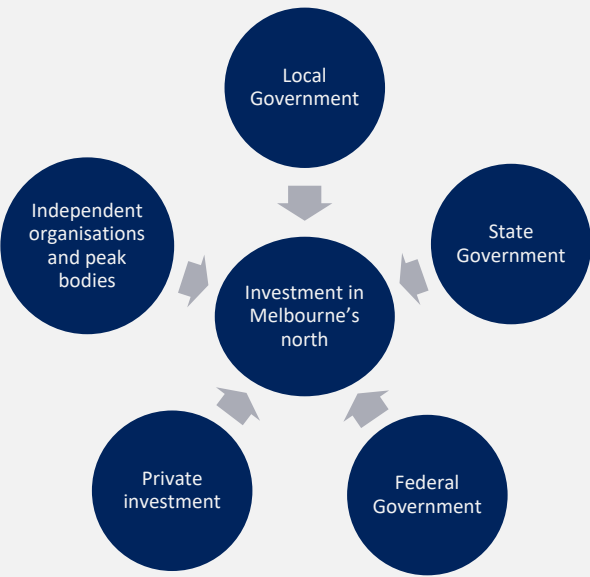
- Develop the La Trobe NEIC as a primary provider of tertiary education and health services supported by good transport connections.
- Protect the development of Melbourne Airport.
- Develop a strong network of activity centres to provide jobs closer to where people live.
- Manage the ongoing development of industrial precincts as generators of economic activity and employment.
- Ensure planning of the Northern Growth Corridor includes industrial and commercial development.
- Protect Melbourne's green wedges to ensure the sustainability of agriculture, extractive resources, tourism, biodiversity and state infrastructure.

An independent Industrial Land Supply study by Ernst & Young in 2020, suggests that without appropriate action, the supply of desirable industrial land in the north may fail to meet market demand, which could act as a major brake on economic development and employment growth.

Existing Governance Structure

Currently, investments are made in Melbourne's North in a variety of ways. This will always be the case due to the broad range of projects and industries investing in the region.

The challenge for the region is to ensure that projects are treated in a holistic manner with a vision that allows projects to leverage off one another. The reliance on State and Federal Government funding announcements and budget cycles, as well as land availability, underscores the need for a coordinated and united vision for investment in Melbourne's north.



Current key stakeholders

- Local Governments
- State Government
- Federal Government
- Invest Victoria
- Department of Education
- Northern Councils Alliance
- Private developers
- Tertiary education providers including La Trobe University, Melbourne Polytechnic, Kangan Institute, GO TAFE and RMIT
- Level Crossing Removal Authority
- AusTrade
- Health providers i.e. Austin Health, Mercy Health, Northern Health, DPV Health, Ramsay Health
- Melbourne Market Authority
- Melbourne Airport
- Victorian Health Building Authority
- CSIRO
- Yarra Valley Water
- Jemena
- Visit Victoria
- Telstra
- NBN Co
- Melbourne Water
- NORTH Link
- AusNet
- Victoria Planning Authority

Role of NORTH Link

As the lead Economic Development body for Melbourne's north, NORTH Link plays an important role in directing, encouraging, facilitating and advocating for investment opportunities in Melbourne's north region.

NORTH Link was established in 1995 with the key challenge of managing transition from a traditional manufacturing economy to one based on advanced manufacturing, knowledge industries and services.

NORTH Link is the conduit for numerous funding opportunities and works collaboratively to advocate for the region and influence relevant key stakeholders and State and Federal Government policy in the best interests of Melbourne's north. LGA partnerships form the foundation of investment information for NORTH Link and provide insight and access to much of the localised investment opportunities.

NORTH Link has a universal view of Melbourne's north and is working with Councils and other stakeholders to help advocate for the activation of key precincts.

Role of Northern Councils Alliance

The Northern Council Alliance (NCA) is a collective of Mayors and CEOs from Melbourne's north who gather to advocate, collaborate and deliver on projects that will improve the lives of residents and outcomes for businesses in Melbourne's north.

NCA represent and advocate for approximately one million people who live across seven municipalities Banyule, Darebin, Hume, Merri-bek, Mitchell, Nillumbik and Whittlesea.

NCA advocates for and delivers ongoing improvements to the economic, social, health and wellbeing of its residents and businesses, both current and future.

4. Economic Precincts

What does this chapter include?

- Overview of precincts
 - Planned investment
 - Investment opportunities and needs
 - Existing and emerging specialisations by precinct
-

La Trobe National Employment & Innovation Cluster

Precinct overview

The La Trobe National Employment and Innovation Cluster (NEIC) is one of only a handful of clusters in Melbourne that has been identified as nationally significant by the State Government due to the role it plays in attracting workers, students and visitors from across Australia and overseas. It is considered critical for driving regional productivity, innovation and employment growth in Melbourne's north into the future.

The precinct comprises four key sub-precincts of La Trobe University, Austin MAC and health precinct, Heidelberg West Business Park, Northland and Preston East Industrial Precinct and collectively employs around 36,000 workers. Key industry specialisations in the precinct are driven by the sub-precincts and include health care and social assistance, retail trade, education and training and manufacturing.



34,026 jobs (2021)



\$10.7 billion in economic output per annum

Industry specialisations

Existing

- Education and training
- Health care and social assistance
- Retail trade
- Manufacturing
- Agrifoods
- Clinical and allied health
- Sports science
- Digital and data research

Emerging

- Advanced technology manufacturing
- Digital technology
- International education
- Professional and digital services
- Research
- Sports medicine
- Food technology



La Trobe National Employment & Innovation Cluster

Opportunities

- The possible redevelopment of Northland by Vicinity Centres will create thousands of construction and ongoing jobs possible investment of \$1.3 billion over 30 years.
- Continued delivery of \$5 billion Latrobe University, City of the Future.
- Investment in Stage 3 of La Trobe University Sports Park of \$100 million, including Home of the Matilda's.
- Healthscope investment at Latrobe University, with expansion of private hospital.
- The proposed La Trobe University partnership with CSIRO to create an Australian Food Innovation Centre (AFIC) will generate \$6.9 billion of economic activity over 15 years, creating up to 3,000 jobs in the first decade and increasing Australia's exports by up to \$100 million per year. Opportunity to become Australia's premier agrifoods research location.
- \$300 million upgrade of Austin Hospital.
- Melbourne Polytechnic's Advanced Manufacturing Centre of Excellence (AMCOE). This will support advanced manufacturing in Heidelberg West and beyond.
- Opportunity for reinvestment in social and key worker housing precinct, including in West Heidelberg and East Preston.

Opportunities cont'd

- Opportunity to become the digital health care hub of Australia leveraging Victorian Virtual Emergency Department at Northern Health.
- Presence of nearby job clusters such as Bundoora Uni Hill and Bundoora RMIT campuses.

Needs

- A detailed economic study is required to understand the future needs of the precinct and plan for the significant opportunities that exist in the Latrobe NEIC. Limited understanding of the cluster's competitive advantages may be hindering investment.
- Lack of strong transport connections between the key nodes in the precinct. Latrobe NEIC is the most challenged of all Melbourne's NEICs in terms of transport links, especially for La Trobe University.
- East-West transport links are poor and require improvement.
- More engagement and coordination between the anchor institutions within the cluster needed.
- Envisaged that investment will put pressure on energy infrastructure.

Needs cont'd

- As identified in the Northern Trails Strategy, there is a lack of good walking or cycling routes to connect all geographic La Trobe NEIC attractions given they are quite close and within rideable/walking distance.
- West Heidelberg transition opportunities in advanced manufacturing, food manufacturing, research and health related sectors.
- A Business start-up support centre is needed in the precinct.
- Envisaged that investment will put pressure on energy infrastructure.
- More engagement and coordination between the anchor institutions within the cluster needed.
- Heidelberg West transition opportunities in advanced manufacturing, food manufacturing, research and health related sectors.
- A Business start-up support centre is needed in the precinct.

Go forward

- Support a transport planning study and delivery of on demand transport services which considers a range of concepts such as 20-minute city solutions Stantec Trackless Rapid Transport (TRT) Concept.
- State Government support to become a priority precinct.
- Detailed economic study identifying the future land use requirements of the NEIC.
- Precinct planning to reflect future opportunities and to set direction for future land use needs.
- Sustainable energy generation investment including battery systems to support future energy needs.
- Investment in social and key worker housing in the precinct including West Heidelberg and East Preston to support future workforce needs.

Broadmeadows Metropolitan Activity Centre

Precinct overview

The Broadmeadows Metropolitan Activity Centre (MAC) is important due to its location as a major hub for transport to both metropolitan and key regional centres. It comprises approximately 623,700 square metres of commercial floorspace and is an important regional mixed-use centre providing significant retailing, entertainment, civic, office, health and education facilities. There is opportunity for expansion and urban renewal to the east of the existing centre.

The precinct has an established hospital operated by Northern Health, a sizeable DPV Health primary care facility, and is the home of Kangan Institute Broadmeadows campus, Magistrates' Court, Hume City Council, and the Department of Justice as well as a regional office of the NDIA.

StartNorth business hub provides for the growing demand for co-working and compact, flexible rental office space. In the heart of the precinct Broadmeadows Central is the anchor shopping centre owned by Vicinity Centres with a 19km catchment radius.

Further investment and enhancement of Broadmeadows Hume Central will occur such as a new multistorey car parking facility, expanding the Global Learning Centre (GLC) and building a new bigger library and town square, hotel with accommodation and in the long-term new office accommodation.

Industry specialisations

Existing

- Education and training
- Health care and Social assistance
- Manufacturing
- Retail trade
- Visitor economy

Emerging

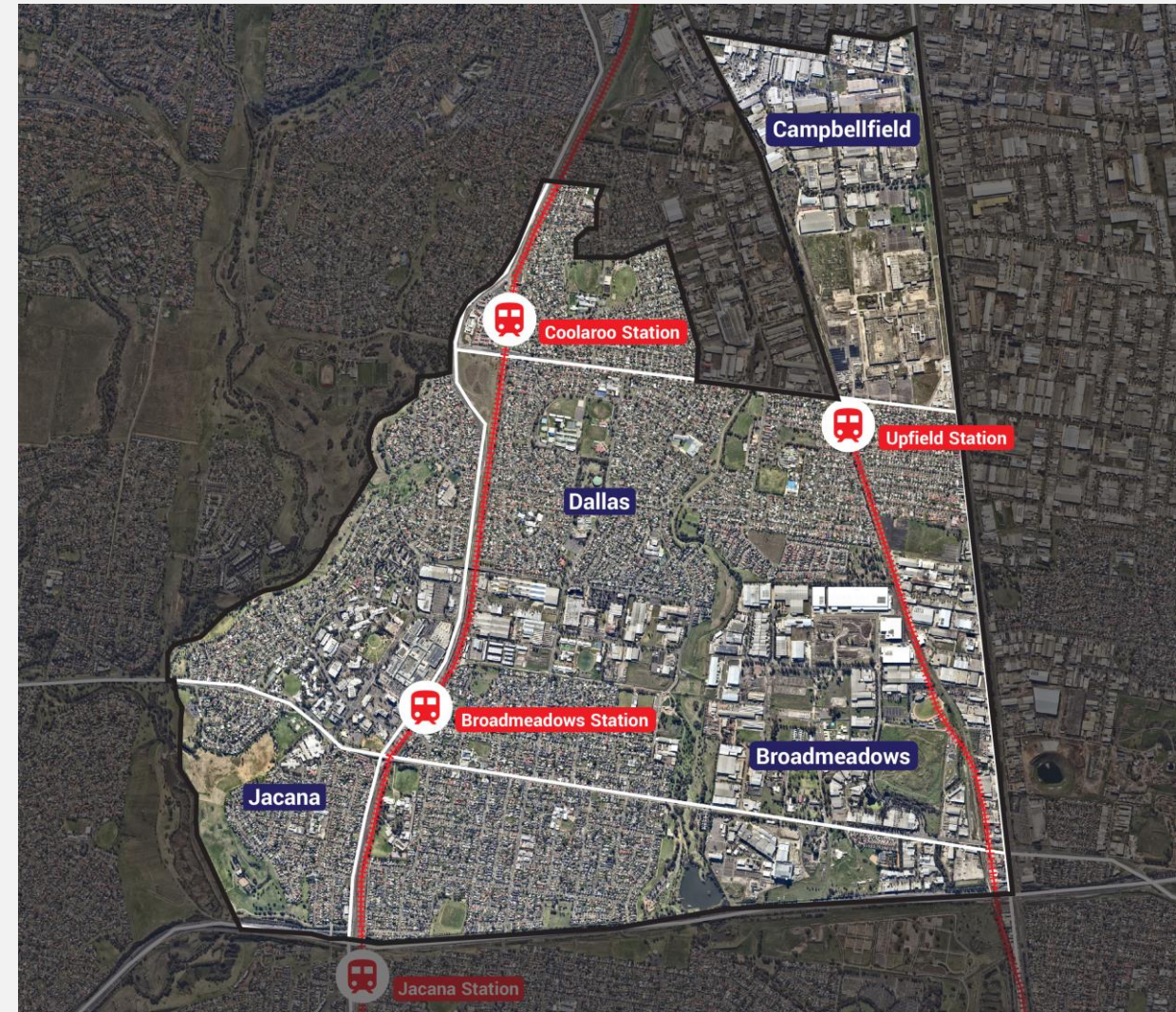
- Advanced technology manufacturing
- International education
- Professional and digital services
- Food and beverage manufacturing



18,505 jobs (2021)



\$11.6 billion in economic output per annum



Broadmeadows Metropolitan Activity Centre

Opportunities

- Council EOI process for investment in Broadmeadows Town Centre provides a major opportunity for private sector investment.
- Broadmeadows proximity to CBD.
- Connection to rail – CBD in one direction, country Victoria in the other direction.
- DPV Health is the largest community health organisation in Melbourne's north and is growing. Expansion of the super clinic will support an addition 80 jobs in the region.
- Further investment and enhancement of Broadmeadows Hume Central.
- Circular economy is a growth subsector of manufacturing.
- Social and key worker housing is an opportunity with the redevelopment and planning of the precinct.
- \$200m Kangan Broadmeadows redevelopment creates opportunities for training of key workers in health and community services, and advanced manufacturing.
- Potential opportunities with Technical School at Kangan Broadmeadows. Automotive pathway to electric vehicles, advanced technologies, renewable energy (solar/hydrogen), innovative agriculture.

Opportunities cont'd

- The opening of the \$900m plasma fractional facility in Broadmeadows plays an important role in the manufacture and supply of life-saving medicines into Australia and other key markets, as well as secures advanced manufacturing jobs in Australia. The Plasma manufacturing facility demonstrates strong support for Australia's biopharma manufacturing.
- Demand for business incubator facilities is growing as evidenced by the success of StartNorth.
- Opportunity to attract a hotel development.
- Altering the negative perception of Broadmeadows, it does not reflect the innovation and quality of businesses in the region.
- Old Ford site presents new investment opportunities and growth of commercial and industrial land.
- Northmeadows precinct linked to Northcorp industrial estate provides future opportunities in proximity to Broadmeadows MAC.

Needs

- Roads experiencing a heavy commuting load compounded by poor public transport links, improvements required.
- East-west transport links are an issue, especially for people travelling to work (particularly shift work). On-demand transport for industrial estates could be a possible solution.
- Short-term accommodation, social and affordable housing in town centre.
- Increase in higher density housing outside the town centre fuelling the need for local jobs.
- Current underinvestment in Broadmeadows Station.
- Several underutilised sites in the precinct (i.e. Defence Forces and BOM).

Go forward

- Upgrade to Broadmeadows Railway Station Precinct as a gateway to Broadmeadows MAC.
- Investment in social and worker housing in proximity to Broadmeadows MAC to support future jobs.
- Investment in east-west transport/ bus routes to better link employment precincts, airport and Broadmeadows MAC.
- Continued support for further DPV Health investment stages to support its community and health role.
- Support from State Government for Phase 2 of Kangan Broadmeadows redevelopment needed.

Epping Metropolitan Activity Centre

Precinct overview

The Epping Metropolitan Activity Centre (MAC) is located 19 km from the CBD, 16 km from Melbourne Airport and is an emerging commercial and industrial centre in the Whittlesea LGA. The precinct is an important centre with accessibility throughout the region via rail and road.

The MAC comprises approximately 230,300 square metres of commercial floorspace and provides a range of retailing and food and drink premises with a small but growing residential population. It also includes health and education facilities and there are large areas of land available for expansion.

It has a major hospital presence in Northern Health and its associated Northern Centre for Health and Education Research, two proposed private hospitals, allied health (DPV Health) and is the home of Melbourne Polytechnic Epping campus. Other key job generators are the Melbourne Fruit, Vegetable and Flower Market and Pacific Epping Shopping Centre, the largest shopping centre in Melbourne's north.



13,958 jobs (2021)



\$4.3 billion in economic output per annum

Industry specialisations

Existing

- Health care and social assistance
- Retail trade
- Manufacturing
- Transport and logistics

Emerging

- Advanced technology manufacturing
- Food and beverage manufacturing
- Mental Health services



Epping Metropolitan Activity Centre

Opportunities

- Less than 20km from the Melbourne CBD and has a significant amount of land available for residential and commercial development.
- Strong growth in health and food sector.
- New Epping \$2 billion mixed use precinct in close proximity to Epping MAC includes new residential development, 110,000 m² of commercial floorspace and 127 bed private hospital.
- New Epping is expected to provide \$3.4 billion in economic benefit to Victoria, generating approximately 9,330 jobs during construction and approximately 7,209 jobs at completion.
- Education and training through Melbourne Polytechnic.
- \$162.2m funded investment in Northern Hospital. The hospital already supports 5000 staff on site, which will grow with the planned investment. In 2022, it was announced that the Northern Hospital will get an investment of up to \$880m for a new emergency department with an extra 70 treatment spaces.
- Home of Victorian Virtual Emergency Department providing services to more than 100,000 patients in a virtual setting.

Opportunities cont'd

- Key worker and social housing opportunities in close proximity to Epping MAC.
- Wollert Rail an opportunity to connect residents to both the north and south.
- Riverlee developing 110,000sqm of commercial space across, commercial, education and health.
- At completion, New Epping will regenerate and transform 51 hectares of land into a \$2 billion mixed-use community spanning residential, commercial, healthcare and convenience retail.
- 7ha health wellness and knowledge precinct will connect with the 12ha established/existing Northern Health Hub, forming the largest health hub in the north.
- Located outside the precinct but in close proximity is the Cooper Street West precinct which is a State Significant Waste and Resource Recovery Hub.
- Future industrial land on the north side of O'Herns Road.
- 51-hectare investment opportunity identified for Melbourne Food Innovation and Export Hub next to Melbourne Market.
- Ongoing investment in Pacific Epping to meet growth area needs.

Needs

- Rail extension to Wollert project is critical to future development and access to a growing northern workforce and to connect residents to both the north and south of the precinct.
- Demand for food incubators with commercial kitchens for newly established food enterprises.
- Energy grid at capacity and need for intervention. Potential role for solar and battery installations.
- Workforce shortages continue post pandemic and pose short term operational challenges to all aspects of the precinct, particularly seeking health related personnel.
- Workforce amenity issues for example, childcare needs for health workers.
- Requirement for State Government recognition as a key economic precinct and assistance required with precinct planning.
- Active transport amenity improvements required throughout precinct, particularly along Cooper and High Streets.
- East-west public transport links are problematic for key workers, particularly for shift workers.

Go forward

- Victorian Government support for rail extension to Wollert.
- Exploration of rapid transit links such as Trackless Rapid Transit (TRT) and buses.
- State Government support, planning and establishment of Melbourne Food Hub at the 51-hectare vacant site adjoining the Melbourne Market.
- Bus transport links from Epping MAC to industrial and employment precincts.
- Energy grid assessment and solution – renewable energy opportunity with battery support.
- Electric Vehicle infrastructure.
- Government recognition as a key economic and employment precinct and assistance required in investing in projects identified as a part of precinct planning.

Melbourne Airport

Precinct Overview

Melbourne Airport is the region's largest employer with key industrial precincts located to its south and east. The Melbourne Airport will continue to play an important role in providing for a range of aviation and non-aviation uses. East and south of the airport are established precincts, that combined with the Tullamarine and Keilor Park Industrial Precinct, form a large cluster of industrial land located adjacent to the airport, that support a range of transport and logistics, wholesale trade and other sectors that require easy access to the airport.

This premier logistics and warehousing hub is home to tenants such as DHL, Toll IPEC and TNT Express. Melbourne Airport Business Park provides only leasehold property. The 410ha business park comprises a mix of large and small lots. Businesses positioned at Melbourne Airport benefit from:

- Largest airfreight terminal
- Operates 24/7 curfew free flight operations
- Fast track planning process
- Bespoke buildings
- Fast tracked planning due to being located on Federal Government land



23,990 jobs (2021)



\$13.5 billion in economic output per annum

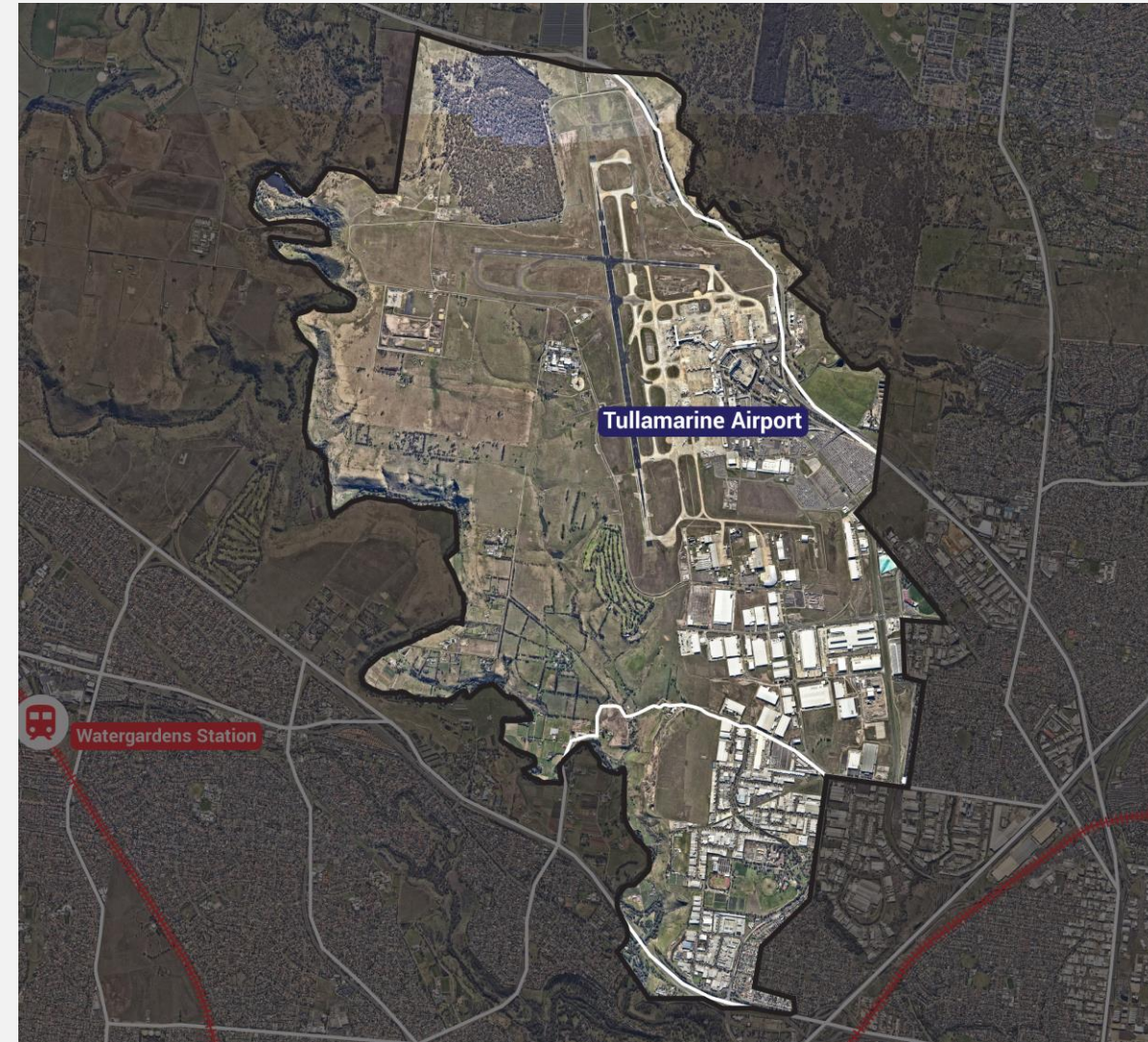
Industry specialisations

Existing

- Transport and logistics
- Construction
- Manufacturing
- Visitor economy

Emerging

- Advanced technology manufacturing
- Agri-tech
- Recreation and entertainment



Melbourne Airport

Opportunities

- Proposed 3rd runway will support flight expansion and increased travel.
- Melbourne Airport Rail and Suburban Rail loop developments will make this precinct more accessible for visitors and key workers.
- Opportunity to leverage medical and pharmaceutical industry through clustering with CSL.
- Fresh food export opportunities through links with Melbourne Market and Victoria's productive agricultural areas such as the Goulburn Valley.
- Hi-tech manufacturing is a growing opportunity, as evidenced by the recent opening of Directed Technologies opened a \$15m Connected Mobility Innovation Centre. The Centre will support the development of connected vehicle technology and IoT solutions that save lives, reduce emissions, and enhance productivity.
- Opportunity to cluster new visitor economy activities in the precinct. Success of UrbnSurf, Essendon Football Club, Mantra Hotel and Quest Serviced Apartments, demonstrates the opportunity here in proximity to the Melbourne Airport.

Needs

- Starting to run out of land due to strong demand from the industrial sector.
- Workforce shortages continue post pandemic and pose short term operational challenges to all aspects of the precinct.
- Poor public transport links for key workers to travel to employment precincts, particularly east - west connections.
- Western Sydney Airport, strategic long -term risk, however the proximity of Melbourne Airport to Melbourne CBD presents a strong competitive advantage.

Go forward

- Melbourne Airport Rail project.
- Rapid east west bus transport services linking employment nodes.
- Investment in 3rd runway at Melbourne Airport.
- While Airport Rail will link Melbourne Airport on its western side, further attention needs to be paid to rapid links from Melbourne's north.

Inner North

Precinct Overview

Brunswick, Alphington, Preston, Thornbury and Northcote are categorised by their eclectic mix of industrial and commercial land. These areas have been identified to be retained for industry and employment uses and are increasingly supporting a range of creative industries including makers spaces, film studios, recording studios and specialist 3D artwork production.

A designated 'Brunswick Design District' has been identified centred around RMIT University's Brunswick Campus and is a partnership between Merri-bek Council, RMIT University and Creative Victoria. This project is a cornerstone to positioning Brunswick and Melbourne's inner north as a nationally significant incubator for creative industries and design professions.

A major business hub, including incubation support, is located at BRUDI (abbreviation for Brunswick Design and Innovation). These type of centre's support the creative start ups of the region. Melbourne Polytechnic in Fairfield also supports the arts within the region. There are also dozens of co-working, creative and maker spaces in the precinct.

The region is host to the live music scene in Melbourne with a plethora of musicians, writers and live music venues.

Industry specialisations

Existing

- Manufacturing
- Entertainment and hospitality
- Creative industry:
 - Design
 - Software development
 - Music and film
- Food and Beverage manufacturing

Emerging

- Health and Wellbeing
- IT
- Biomedical



31,538 jobs



\$9.9 billion in economic output per annum



Inner North

Opportunities

- Use public assets anchoring the Brunswick Design District such as RMIT University Brunswick Campus and Dawson Street Police Complex site (future creative/manufacturing redevelopment potential).
- Presence of RMIT University Brunswick's School of Textiles and Fashion and the Australian-first Flash-Fire Laboratory for Advance Manikin & Material Evaluation (FLAMME).
- Numerous incubators, co-working and maker spaces supporting creative start-ups.
- BRUDI – innovative model providing space for creatives, Bio Tech start up Nutromics, people and innovative thinkers and organisations.
- The social enterprise sector is currently strong in the Inner North and has been elevated further by government social procurement policies.
- Strong commitment to environmental values by residents and businesses, including opportunities for initiatives relating to sustainable energy generation and storage, and the circular economy.
- Healthy culture of youth entrepreneurship fostered by organisations such as the Inner Northern LLEN and the Melbourne Innovation Centre.
- Grade separation of level crossings in Brunswick and Preston providing more frequent trains and open space.
- Nutromics is a potential unicorn with DNA Synthesis Lab, solving biggest healthcare challenges and creating new and growing number of Bio MedTech jobs.

Opportunities cont'd

- Visitor economy opportunities for the Inner North, particularly around food, beverage, live music, arts, culture and Aboriginal Heritage.
- Brunswick and Northcote are attracting young creatives and innovators due to great liveability, eclectic culture and lifestyle.
- The Inner North economy is driven by the following range of businesses: creative industries, incubation and co-working, design digital, health, Bio MedTech, boutique manufacturing, and servicing of Outer North manufacturing and logistics.
- Historically, strong presence and a high concentration of Aboriginal Community Controlled Organisations (ACCO's), as well as many Aboriginal owned and operated businesses.
- Strong design, creative and maker community including a particularly strong concentrations of authors, songwriters and musicians, underpinned by formal education pathways at the Northern College of the Arts and Technology and RMIT Brunswick.
- Proximity to CBD and Parkville Education and Biomedical Precinct
 - Innovation in biomedical sector spilling over from Parkville NEIC
 - North Parkville rehabilitation cluster, and possible spill overs.
 - IT crescent has moved towards Brunswick from Cremorne/Collingwood

Opportunities cont'd

• Social enterprises/purpose driven businesses in the Inner North have a growth potential particularly those businesses that are driven by environmentally sustainable purposes which in turn could see the potential growth in businesses adopting the circular economy model.

Needs

- Inadequate power infrastructure is seeing a need to adopt community batteries as an alternative power supply.
- There is a large number of residents leaving the precinct to work due to insufficient local employment opportunities.
- Need more commercial office space and affordable creative studio space.
- Affordable housing for precinct key workers.
- Balance between jobs and residential development; more green space; assistance to address graffiti problem.
- Overcoming challenges such as small size industrial land, traffic congestion; supply chain and transport connections; lack of parking; price of land and rent; land tax on creative spaces; and declining access to affordable spaces for creatives.
- Greater flexibility in planning and building regulations to allow old building to be used for different purposes.
- Support manufacturing to move to shared spaces and larger scale.

Go forward

- Extending the Upfield rail line via the Upfield Somerton link to Roxburgh Park and Craigieburn would double Brunswick's catchment of workers, students and consumers overnight.
- Support the development of commercial office and employment space including for Bio MedTech uses complementary to the Parkville Biomedical Precinct.
- Connect Preston to La Trobe NEIC with innovative transport solutions.
- Protect live music venues and affordable space for creatives.
- Collaborate with Reservoir Revitalisation Board and track and monitor outputs.
- Work to make the contribution of creative industries more visible and elevate the link with the digital and tech sectors.
- Collaborate on and integrate policy and regulatory priorities to protect and support the Inner North's established live music venues and promote the emergence of new opportunities within the precinct.
- Collaborate with and support the northern-based live music industry sector, with a focus on live music venues, musicians, music manufacturing companies and independent labels.
- Progress 'Vibrant Brunswick' Activity Centre Plan for Brunswick.
- Leverage Government-owned land for key worker and social housing.

Coburg Activity Precinct

Precinct Overview

Coburg activity precinct includes two distinct zones: Coburg Activity Centre and Coburg North Industrial Areas at both Newlands Road and northwest of Batman Train Station.

Coburg Activity Centre has recently grown as a result of the major investment in the redevelopment of the former Pentridge Prison site. The Bell and Moreland level crossing removal project has also delivered new stations and open space. However, the centre of Coburg remains underutilised and there are substantial Merri-bek City Council landholdings in the precinct that will support future redevelopment and investment.

The Coburg North Newlands Road Industrial Area is home to a growing food cluster including several medium size enterprises. These businesses are supported by purpose built industrial accommodation, which provides them with the space and facilities they need to operate efficiently.

There is also a strong and growing number of creative and cultural businesses, supporting over 1,000 creative and cultural sector jobs, in the Coburg Activity Precinct.

The soon to be developed Coburg Health Precinct will greatly strengthen the precincts' role in Melbourne's north. The new health hub will house an extensive ranges of health care and social assistance services, and support over 1,000 new construction and health care jobs and will be complemented by investments in retirement living .

Industry specialisations

Existing

- Manufacturing

Emerging

- Food and Beverage manufacturing
- Health and Wellbeing
- Visitor Economy
- Digital, bio and med tech
- Business and professional services



9,876 jobs



\$3.6 billion in economic output per annum



Coburg Activity Precinct

Opportunities

- There is significant and well-located land owned by State Government and Council to leverage to attract investment
- Strategically located large land holdings, centrally located and adjacent to rail station can influence private investment.
- Higher density development in Coburg Central and Pentridge.
- Key worker and social housing opportunities close to jobs.
- Coburg Activity Centre is outdated and in need of refurbishment but has significant potential to be a vibrant and attractive community hub.
- Proximity to CBD and access to airports.
- Sector opportunities – health and community services, business and professional services, creative industries
 - The Coburg Health Hub and forthcoming Council-led Coburg revitalisation will have a big impact.
 - Opportunities for clustering of medical services.
 - Nearby precincts Newlands Food Hub, Coburg North industrial estate, former Kangan Batman TAFE site
- Latent demand for cultural activities; development of night-time economy.

Needs

- Significant storm water and drainage upgrades in the Coburg Activity Centre.
- Overcoming legacy car parking obligations.
- Good quality, affordable housing for residents and workers.
- Additional energy and broadband needs as population and business activity increases.
- Increase marketing and awareness of the precinct.
- Wayfinding to and from Pentridge (and future Coburg Health Precinct).
- More creative co-working spaces required.
- Public transport and active transport improvements required.
- Energy and broadband needs will arise if population and business activity increases.
- Cultural attraction development needs support.
- North-south and east-west public transport links along Bell Street – exist but need service frequency enhancement.

Go forward

- Improve links to Central Coburg with nearby sub-precincts such as Coburg Health Precinct, Pentridge and Coburg Lake.
- Secure State Government support that is required to enable Coburg's potential to be realised as a priority precinct.
- Upfield Rail line duplication and the Upfield-Somerton Link to double Coburg's catchment area of consumers and workers overnight.
- Higher capacity, more frequent trains (north-south) and buses (east –west).
- Further develop Coburg as an arts precinct – with additional creative and co-working spaces.
- Work with Melbourne Water and utilities to look at solutions around drainage, energy, water, telecommunications.
- Stimulate private sector interest in investment in precinct.

Campbellfield/Somerton Industrial Precinct

Precinct Overview

The Campbellfield precinct extends north from the Metropolitan Ring Road to Cooper Street and Somerton Road. With the Hume Freeway running through the centre of the precinct, it is home to a range of manufacturing and storage facilities as well as the former Ford site. It is a finer grain, densely developed industrial area and a major employment area for the municipality of Hume. It has excellent freight connections to regional Victoria and interstate via both road and rail. This area also has easy access to Melbourne Airport and its surrounding businesses via the Metropolitan Ring Road.

Somerton is located north of the Campbellfield precinct with excellent access to major road and rail networks. The area is used predominantly for logistics, warehousing and distribution and includes an inter-modal freight terminal at the Austrak Business Park. There is also a bulk cement terminal in this location. The Austrak Business Park is approximately 320 acres of land strategically located on the Hume corridor. The business park is currently being developed as a multi-modal freight terminal (inland port), known as the Port of Somerton Australia and offers lots ranging from 1 to 8 hectares.

manufacturing/innovation and industrial precincts, retail, office, childcare, hotel, education and other ancillary uses, offering flexible tenancies from 2500sqm to 118,000sqm in the Assembly Plant with 24/7 activity with high access to on-site utilities

Assembly is a 60ha former Ford Campbellfield site which will be redeveloped to become an integrated world leading business precinct, as well as facilitate core industry and an anticipated 5,000 jobs in the future. The development will be delivered in stages and is planned to include a technology/advanced.

Industry specialisations

Existing

- Manufacturing:
 - Food and beverage manufacturing
 - Caravan and trailer manufacturing
- Construction
- Transport and logistics

Emerging

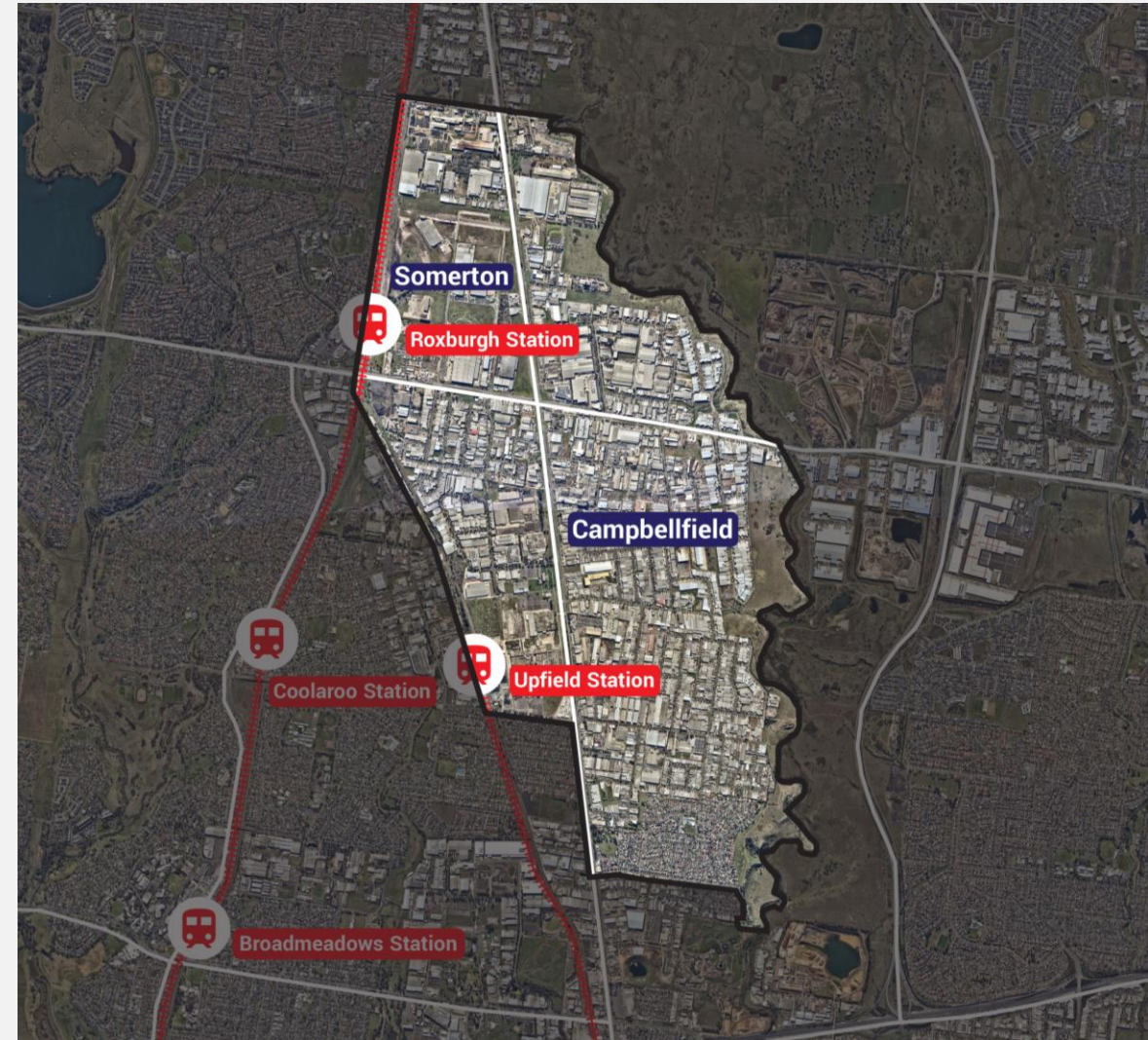
- Food and beverage manufacturing
- Advanced manufacturing



23,171 jobs (2021)



\$16.5 billion in economic output per annum



Campbellfield/Somerton Industrial Precincts

Opportunities

- Major infrastructure projects such as North East Link and upgrades to Hume Freeway will offer greater connectivity for the precinct.
- Proximity to the State Significant Waste and Resource Recovery Hub presents further opportunities.
- Digitisation is a future opportunity and has attracted government, military and pharmaceuticals to date.
- To attract and secure workforce skills suited to business needs.
- Investment in Somerton Intermodal Terminal will support improved access to the Port of Melbourne; Beveridge Intermodal Freight Terminal will be of longer-term benefit.
- The precinct is home to largest manufacturing hub of caravans and trailer businesses in Australia. The sector is worth \$3 billion in put output to Victoria's economy.
- Opportunity for food manufacturers to have a retail presence co-located with manufacturing site.
- The precinct is home to largest manufacturing hub of caravans and trailer businesses in Australia. The sector is worth \$3 billion to Victoria's economy.

Needs

- Public transport needs, especially east-west connections, need substantial improvements for workforce access.
- Workforce needs supports such as childcare and general amenity, footpaths and parking.
- Increased road congestion on the Hume Freeway causes issues at peak hour. Road traffic congestion is a significant issue immediate improvements required.
- Larger land holding opportunities, but land is often not 'investment ready', inappropriately zoned or underutilised.
- Limited industrial land development opportunities.

Go forward

- Expanded capacity of Hume Freeway to support future need.
- Public bus network expansion for workforce access.
- Exploration of on-demand transport for industrial estates, particularly for shift workers.
- Outer Metropolitan Ring Road investment is required to link this precinct to the North East Link in the future.

Craigieburn North/Merrifield Industrial Precincts

Precinct Overview

The 28ha estate is home to the construction of Amazon Australia's first standalone 15,600 sqm sort centre at Amaroo Business Park in Craigieburn,. The new purpose-built site is the company's first dedicated sort centre in Australia, enabling Amazon to further enhance delivery speed for customers in Victoria and around the country.

Craigieburn's Kinetic Business Park is an 80ha master planned business and industrial estate. Highly accessible to the arterial road network with pre-leases, turnkey or land sale available, with an expected delivery from 2025.

Strategically located alongside the Hume Freeway in Mickleham, Merrifield is a 900-hectare master planned mixed-use business and lifestyle community. Merrifield includes two distinct employment precincts: Merrifield Business Park and Merrifield City.

Victoria's largest masterplanned mixed use development Merrifield, is the new epicentre of Melbourne's north. The area includes Merrifield City which is a designated Major Activity Centre. The total area population is one of the fastest growing in Australia and is expected to reach 224,000 in 2041.

Industry specialisations

Existing

- Manufacturing
- Construction
- Transport, Postal and Warehousing
- Wholesale Trade
- Public Administration and safety

Emerging

- Retail Trade
- Information Media and Telecommunications
- Rental, Hiring and Real Estate Services
- Accommodation and Food Services
- Arts and Recreation Services



3,303 jobs (2021)



\$1.4 billion in economic output per annum



Craigieburn North/Merrifield Industrial Precincts

Opportunities

- Location is key just 1 minute drive to the Hume Freeway.
- Proximity to future intermodal terminals (Somerton approximately 7 km and BIFT approximately 16.3 km).
- Distance to Melbourne Airport just 28 km to the 24/7 curfew free, largest volume air freight international airport in Australia.
- Proximity to Melbourne CBD (25 km) and can be reached in less than 45 minutes via the Hume Freeway.
- Close to proposed future Outer Metropolitan Ring road.
- Close to proposed Australian Rail Track Corporation (ARTC) – Inland Rail between Craigieburn Station (2.6km) to Wallan Station (22.9km).

Needs

- Office space is required for businesses that support large industry and start ups.
- A large hotel is required in the precinct for business and leisure travellers.
- Workforce needs supports such as childcare and general amenity, footpaths and parking.
- Public transport needs improvements for workforce to access and east-west connections.

Go forward

- Capacity increase of Hume Freeway.
- Interchange investment to support access to future precincts.
- Investment in BIFT will support the transport needs of the region and secure its position as the central hub for Australia's logistics network.

Merrifield

Precinct Overview

Merrifield is a 900-hectare master planned mixed-use business and lifestyle community. Merrifield includes two distinct employment precincts: Merrifield Business Park and Merrifield City.

At 415 hectares, Merrifield Business Park is a state significant industrial precinct with tailor-made sites from 1–30ha and new south release offering sites from 1,250m² to 10,000m².

The \$1.2 billion development is already home to a number of iconic businesses, including Ford, Dulux, Aeroklas, D'Orsogna and DHL. There is a 575,000 strong labour force within a 30-minute drive (growing to 724,500 by 2033).

Merrifield City forms part of a designated Major Activity Centre, planned to comprise a vibrant mix of living, retail, office, civic, dining, health and well-being, leisure and entertainment options. Stage 1 (completed in 2020) comprises Coles supermarket and best-in-class independent retailers across health, fresh food/dining and specialty stores.

Stage 2 (under construction) comprises a swim school and 4-level mixed-use building, incorporating childcare, medical suites, gym and commercial offices. The total trade area population/catchment is one of the fastest growing in Australia and is expected to swell from around 67,000 in 2021 to more than 224,000 in 2041.

Industry specialisations

Existing

- Transport, freight and logistics
- Food, beverage and advanced manufacturing

Emerging

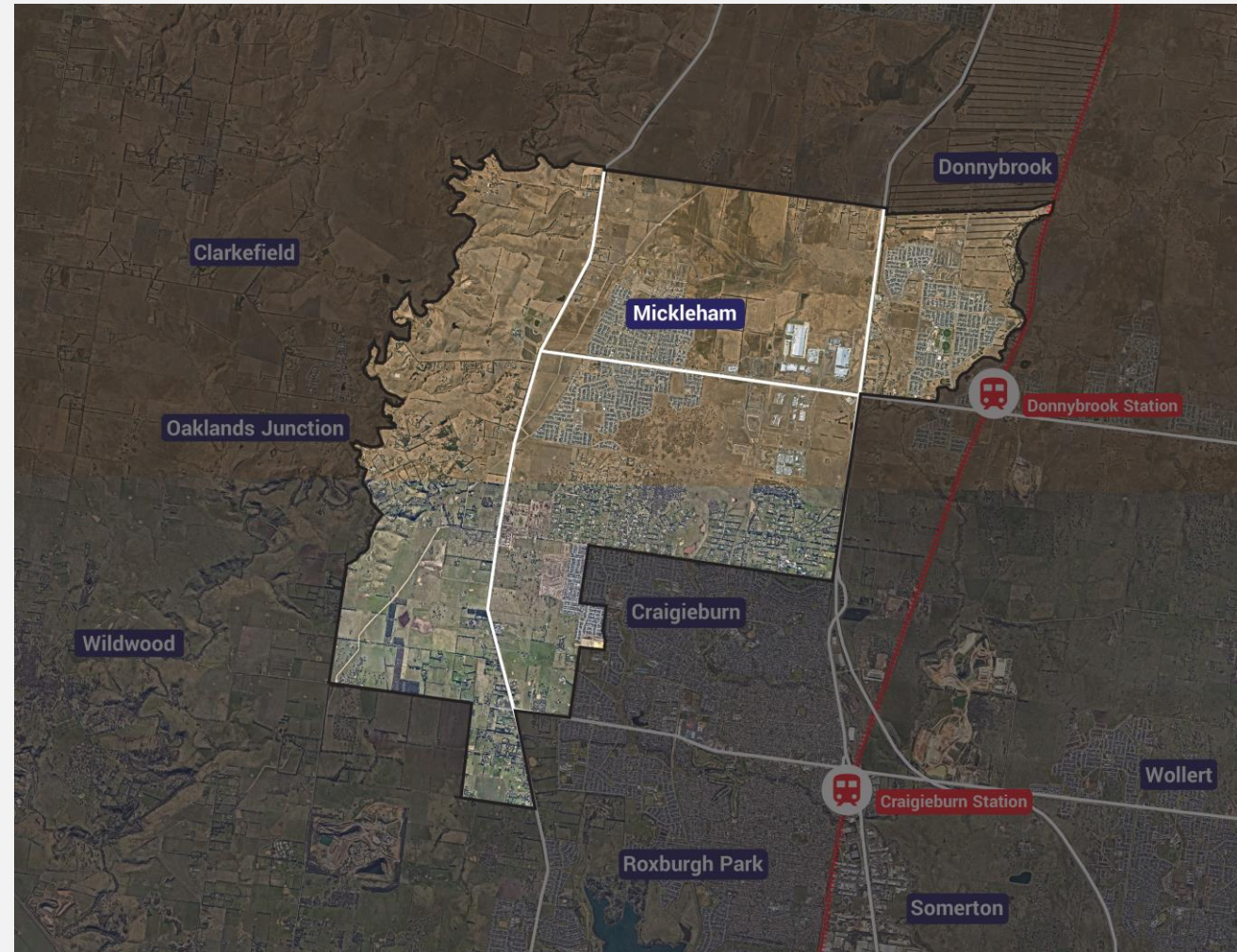
- Retail
- Health, education / training and civic services
- Professional and business services
- Visitor economy



2,529 jobs (2021)



\$976 million in economic output per annum



Merrifield

Opportunities

- Completed Donnybrook Road duplication provides direct access to Hume Freeway and planned Outer Metropolitan Ring road, avoiding congestion.
- Ideal location for interstate linehaul freight movements and sortation facilities as avoidance of congestion provides certainty on transport scheduling.
- Close proximity to existing Somerton Intermodal Terminal.
- Access to Melbourne west, east and southeast industrial and residential precincts via outer arterial road network, avoiding cross-CBD traffic and congestion which is a major challenge for east-west/southeast freight corridor.
- Aitken Boulevard extension (between Donnybrook Road and Mt. Ridley Road) is currently under construction, improving local connectivity and public transport opportunities in the corridor.
- Nearby future BIFT to provide direct access to Inland Rail Network making it attractive to occupiers servicing the major population centres on the East Coast and regional trades.
- Future North East Link will reduce travel time to the Southeast by ~ 35 minutes providing competitive advantage to the major population concentrations in Melbourne's east and south-east compared to the Western Industrial Precincts.

Opportunities

- Situated on 384 hectares of land in Mickleham, Merrifield Park is currently under the control of Melbourne Water, as the land plays an important role in managing the drainage requirements of Melbourne's north growth corridor.
- Merrifield Park provides a rare and enviable opportunity for Government to properly plan for and preserve areas of land for future potential higher-order uses and destinations at Metropolitan and Regional scale, such as a hospital, tertiary education (TAFE and/or university campus), sport, recreation and other community facilities/services.
- A job attractor, job enhancer and job creator for the region – the land has an unrivalled opportunity to deliver depth and breadth of place-based innovation outcomes for over 300,000 people that will live and work within Melbourne's outer north.

Needs

- Government commitment to vision and masterplan for Merrifield Park (Merrifield North PSP) – identified as Future Regional Active Open Space in Plan Melbourne.
- A clear commitment to delivery of the Outer Metropolitan Ring road.
- State & local government support / investment to decentralise community and civic services and locate within Merrifield City to encourage greater white-collar employment in growth areas.
- To ensure the local workforce / community has the training and skills required to take advantage of growing local job opportunities.
- Government intervention to meet higher education requirements within the corridor (both financial and in-kind support) from a range of key stakeholders to deliver much needed outcomes (i.e. on-site training programs with industry partners, establishment of new facilities).
- A commitment to Bus Rapid Transit, which has been planned along Aitken Boulevard (provision higher capacity, more frequent buses).

Go forward

- Ensure Merrifield Park is planned to further enhance Merrifield and Melbourne's north as a desirable destination of choice to live, work, play and invest – helping to create a thriving, local economy. A whole of government approach is needed to commit to the Merrifield Park vision and make it happen and facilitate sustainable urban investments in ways that also create new civic value and create equitable development opportunities.
- Outer Metropolitan Ring road investment required to better link this precinct to the other parts of metropolitan Melbourne.
- Planning for future employment needs – education operators must be aligned to the region's evolving industry specialisations.
- Plan and deliver Bus Rapid Transit and public bus network expansion for improved workforce access.

Future Precincts

Cloverton Metropolitan Activity Centre (MAC)

This will have an important regional role with approximately 80 hectares of land identified for future commercial purposes. This will be complemented by substantial residential growth (30,000 residents in Cloverton) coupled with employment areas between the regional railway line and Hume Freeway and in addition to the nearby Northern SSIP. This site will also play a key role as a future regional health and education precinct.

Fusion Business Park

This 67ha Business Park is currently being master planned with open spaces to suit the needs of commercial and industrial businesses. Flexible allotment sizes, access and exposure to the Hume Freeway.

Wollert Industrial Precinct

A future major activity centre on Boundary Road, the Wollert Industrial Precinct is identified in the Northern Metro Land Use Framework. With the vision to develop as a self-sustaining community defined by its urban villages, and provide retail, commercial, education and other community facilities.

Beveridge Intermodal Freight Terminal (BIFT)

The BIFT will be an important future asset for the Northern Region. Approximately 1,100 hectares of land has been set aside for a major freight hub supporting a range of other businesses which benefit from being co-located with major terminals including distribution centres and warehousing.

The terminal will play a vital role in enabling the transfer of interstate freight across Australia and is located adjacent to the Melbourne-Sydney-Brisbane rail line, Hume Freeway and proposed Outer Metropolitan Ring Road. Anticipated to generate over 20,000 jobs for the region.

Industry specialisations

Existing

- None to date

Emerging

- Advanced manufacturing
- Health, education and civic services
- Transport and logistics



Future Precincts

Opportunities

Cloverton MAC

- Transport linkages not keeping up with steady industry and population growth.
- New outer north hospital to service residential growth and existing Mitchell Shire population.
- TAFE campus proposed.
- Will have a population catchment of 400,000 people once complete.
- Connections to Donnybrook Woodstock PSP area including rail and Merri Creek crossings.
- Wallan Rail Electrification and new station at Cloverton MAC.

Opportunities

Beveridge Intermodal Freight Terminal (BIFT)

- This is one of the largest planned investments in Melbourne's north in recent years. The National Intermodal Corporation has purchased the land and is planning to have the first trains operating by 2025 and a build out of the site by 2029.
- BIFT is critical to cement Melbourne's place as Australia's freight and logistics capital.
- Plan and deliver employment land for Melbourne's north and beyond.
- The ARTC Inland Rail project is coming down and connecting to the BIFT, connecting Melbourne's north to Brisbane, Perth and Sydney – this is significant and changes freight and logistics in Melbourne's north.

Needs

- Planning certainty required to catalyse future investment in the precinct.
- Advocacy required to establish utilities such as NBN, storm water, power.
- Public Transport links for workers including bus connections and Wallan Rail Electrification and new station at Beveridge.
- Supporting transport infrastructure including interchange with Hume Freeway, Beveridge Road upgrade, Outer Metropolitan Ring Road and E6 Road.
- Advocacy required for infrastructure and utilities to expedite investment.
- Cameron's Lane Interchange investment to support access to future precincts.

Go forward

Key public projects are needed to support the growth and investment in the future precincts:

- Expanded capacity of Hume Freeway to support future need.
- Interchange investment to support access to future precincts.
- Investment in BIFT to support future transport needs and secure the region as central to Australia's freight and logistics needs.
- Planning for future employment needs.
- Investment in Wallan Rail Electrification including new stations at Cloverton MAC and Beveridge.
- Investment in transport upgrades including east-west road network such as Donnybrook Road, Gunns Gully Road and Beveridge Road.
- Planning for health, education and other social infrastructure to be located at Cloverton MAC.
- Planning for Outer Metropolitan Ring Road.

5. Investment Attraction Considerations

What does this chapter include?

- Investment considerations
 - Investment attraction hierarchy
 - Competitive advantages
 - Key industry specialisations
-

Investment Considerations

PRIVATE SECTOR INVESTMENT



Industry clustering

Are there similar/like-minded businesses in proximity?



Anchor institution

Is there a strong anchor institution supporting the precinct?



Strategic location

Is the precinct in a strategic location in relation to transport networks, supply chains and labour force?



Accessibility

Does the precinct have good accessibility e.g. roads, public transport, active transport?



Land

Is there land available? Is the zoning suitable? Is the land appropriately serviced and are parcels/properties appropriate for development? Competitive pricing of land across the region.



Supply chains

Are there strong supply chains that exist within the precinct?



Infrastructure

Does the precinct have suitable infrastructure e.g. transport, power, water, gas and telecommunications?



Workforce

Does the precinct have a local workforce to draw on? Are they appropriately skilled?



Brand & positioning

Does the precinct have a clear vision going forward? Is it clear what the competitive advantages are? Is there Government policy supporting the precinct?

PUBLIC SECTOR INVESTMENT



Supporting existing industry

Does investment support existing industries within the region?



Environmental impact

Does investment respond to climate change and support environmental sustainability in the region?



Social impact

Is investment expected to have a positive social impact? Does it improve community wellbeing?



Economic uplift

Will investment yield positive economic outcomes including fair and equitable distribution of economic benefits?



Brand & positioning

Will investment improve the brand and positioning of the region/precinct?



Political alignment

Does investment align to current political intention?

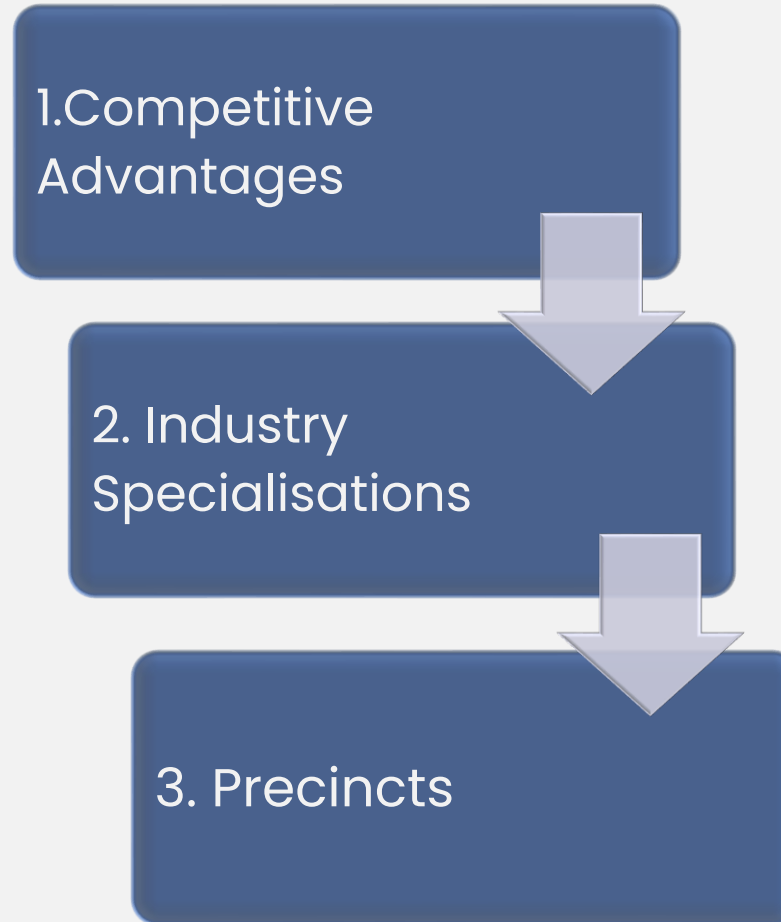
Investment Attraction Hierarchy

When considering investment attraction across Melbourne's north and to maximise efficiencies, collaboration and co-location, a 3-tier investment attraction hierarchy has been used to assist in directing and managing investment in the most suitable precincts.

1. What are Melbourne's north competitive advantages?

2. What are the industries that align to the competitive advantages?

3. Which economic precincts support the region's key industries?



Source: Urban Enterprise, 2023

Melbourne's north is perfectly positioned for investment based on its competitive advantages. In order to realise investment opportunities and be attractive to key industries there are some necessary advances required across the economic precincts:

- Land needs to be 'Investment ready' suitably zoned and appropriately serviced.
- Transport linkages in place for workforce accessibility and connections for business activity.
- Amenity and support services for workforce including childcare, parking, food and beverage outlets, footpaths and cycling trails and lanes.
- Collaboration between stakeholders including all levels of government.
- Potential funding streams identified and available both public and private.
- Cohesion across precincts with a clear shared vision for the future of Melbourne's north.
- Clear communications and understanding of the investment pipeline between Local Government, land holders and investors.

Competitive Advantages

With a population set to nearly double by 2051, the northern region of Melbourne is experiencing unprecedented growth. By 2036 the population of Melbourne's north will be just under 1.5 million people, similar to Adelaide, South Australia's capital city.

Securing investment will unlock the regions capability and fuel economic growth, providing local jobs for local people and fostering a vibrant and sustainable community.

Strategically, competitive advantages must be leveraged to position Melbourne's north as a destination for public and private investment.

Competitive Advantages

- Growing population
- Freight and logistics network
- Proximity to the CBD
- Land availability and affordability
- Economic clusters such as La Trobe NEIC
- Growing food and beverage industry
- Melbourne Airport
- Collaborative stakeholders
- Workforce skills and education
- Advanced manufacturing
- Healthcare facilities
- Cultural diversity
- River and creek corridors
- Tourism attractions and experiences
- World class sporting facilities
- Home to major transport links including air, rail, sea and road
- Health Research facilities
- Significant number of tertiary education institutions
- State-defining strengths and opportunities taking leadership in Food and Beverage Manufacturing (including research) and also Freight and Logistics (BIFT)
- Relatively cheaper commercial and industrial land cost

Competitive Advantages cont'd

- Rapidly increasing population could provide a local white-collar workforce for interested companies
- NORTH Link manages successful student placement and work integrated learning programs with approximately 2,000 participants

Challenges

- Shortage of major activity clusters
- Inefficient and ineffective public transport links in particular poor east-west public transport connections and services to outer north industrial precincts
- Perception of low socio-economic status and unsafe neighbourhoods
- Limited number of prestigious private schools
- Lack of hero tourism assets and experiences
- Limited range and shortage of accommodation
- High proportion of unskilled and de-skilled workers
- Poor linkages between businesses and target audiences – workers, buyers, students, shoppers, visitors.
- Shortage of open space in inner areas

Industry specialisations

Leveraging off the competitive advantages and acknowledging weaknesses, 6 industry specialisations have been identified based on current performance and future demand. These specialisations will be stronger in some precincts than others.






































	Health & wellbeing
	Food, beverage and manufacturing
	Professional, business data and digital services
	Transport, freight and logistics
	Education and training
	Visitor economy

Melbourne's North Industry Specialisations

Based on the region's competitive advantages, tangible and emerging strengths and current data suggests there are 6 areas of specialisation that have been identified.

These areas feed into existing and proposed projects and offer opportunities for leveraging and collaboration creating strong industry clusters.

Most of the precincts align with at least one specialisation and investment should be secured accordingly, to provide the best opportunity for the immediate investment and the future.

Precinct	Health & wellbeing 	Food, beverage & advanced manufacturing 	Professional, Business, Data & Digital services 	Transport, freight & logistics 	Education & training 	Visitor economy 
Regional employment %	16%	14%	5%	8%	10%	11%
Melbourne Airport						
La Trobe NEIC						
Broadmeadows MAC						
Epping MAC						
Cloverton/BIFT						
Inner North						
Campbellfield/Somerton						
Coburg						
Craigieburn North/Merrifield						



Current Specialisation



Future Specialisation



PART B

INDUSTRY SPECIALISATIONS

6. Industry Specialisations

What does this chapter include?

- Health and Wellbeing
 - Food, Beverage and Advanced Manufacturing
 - Professional, Business, Data & Digital Services
 - Transport, Freight & Logistics
 - Education & Training
 - Visitor Economy
-

Health & Wellbeing

Industry profile

Melbourne’s north health and wellbeing sector services a catchment of more than 1 million residents providing the full spectrum of health and allied health services. Key precincts include Epping MAC, La Trobe NEIC, Moreland Road and Broadmeadows MAC.

Health and social assistance is the largest employer in Melbourne’s north accounting for 16% of the entire region.

There is significant planned investment in this sector. Job creation will not only be generated in the health care sector but in construction sectors as the projects commence.

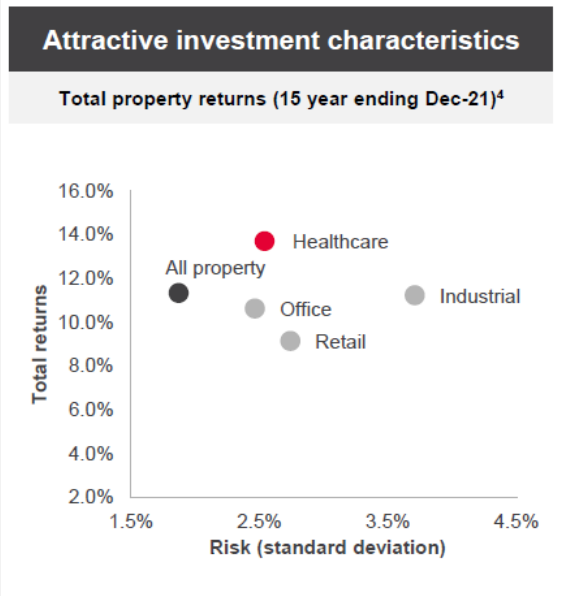
Regional employment

Industry Sectors	Jobs No.	%
Hospitals	15,899	29%
Medical Services	15,209	28%
Social Assistance Services	13,988	26%
Residential Care Services	8,345	15%
Other Health Care Services	682	1%
Total	54,123	100%

Source: ABS 2021 Census Place of Work Employment

Population

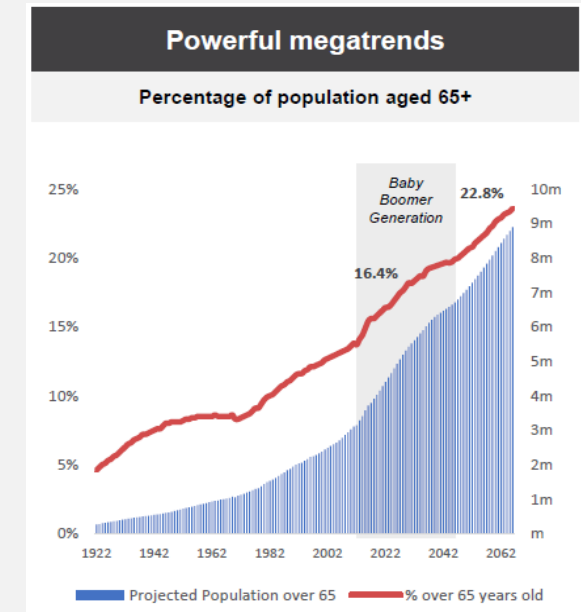
Medical advancements are driving greater life expectancy and health spending per capita. Australia’s population is ageing rapidly, with the number of people aged over 65 doubling and over 85 tripling over the next 40 years. People aged 65+ spend 3 to 5 times more on healthcare compared to the under 65-year-old cohort.



Source: HealthCo Healthcare and Wellness REIT (ASX: HCW)

Healthcare Performance

Over the last five years the ASX 200 healthcare index (XHJ) has outperformed the ASX 200, increasing 64% compared to 15%.



Source: HealthCo Healthcare and Wellness REIT (ASX: HCW)

Planned investment

- \$300m for 20 emergency treatment spaces for the Austin Hospital and Northern Hospital will get an investment of \$880 million for a new emergency department with an extra 70 treatment spaces.
- Ramsay Health \$180m expansion of Warringal Hospital Heidelberg to double the size of the existing hospital.
- At Bendigo Kangan Institute Broadmeadows DPV Health has contributed \$60m to deliver new courses in nursing, dental assisting, pathology collection, disability and early childhood.
- Community hospitals have been announced in Diamond Creek, Craigieburn, Sunbury and Mernda.
- The Cloverton MAC masterplan has set aside land for future major hospital and health facilities.
- \$350m Ryman Healthcare aged care development planned in Coburg North.
- Coburg Health Precinct will invest \$160m and 600+ jobs including GPs, aged care, childcare, dental, and allied health services.
- Proposed Healthscope Hospital at La Trobe University 34-bed facility with four operating theatres and a four-bed High Dependency Unit.
- \$133m new Northern Private Hospital in Epping MAC to be operated by Ramsay Health.

Health & Wellbeing

Investment challenges & opportunities

- The health sector will need to cater to the substantial forecast population growth and ageing population in the region. This will require increased investment in aged care facilities, mental health and disability services.
- Potential for growth in satellite allied health services to support the significant role the Northern Hospital Epping plays in the broader region.
- Enabling infrastructure and services for health sector workforce will be an important consideration (transport, housing and childcare).
- The Suburban Rail Link will be an important project that links all the major clusters in the region and into neighbouring regional areas particularly to the north.
- Potential for growth in digital health services including provision and training services.
- Opportunities to further leverage connections between education institutions in the region and health sector for example Kangan Institute and La Trobe University.

Investment challenges & opportunities cont'd

- Investment in health research presents as a strong opportunity, leveraging the existing Olivia Newton John Wellness and Cancer Research Centre, Heidelberg and the Northern Centre for Health and Education Research, Epping.
- Commonwealth Serum Laboratories (CSL) has recently made a substantial reinvestment in its Broadmeadows site leading to increased employment and demand for transport connections.
- Victorian Virtual Emergency Department (VVED) began as a pilot project at Northern Hospital Epping in October 2020 to help patients in the north with COVID-19 symptoms, relieve pressure on emergency waiting rooms, and treat more people from the comfort of their home. The program is now open to all patients across Victoria and has opportunity for growth.
- Proposed Epping-Wollert rail link will serve hospitals and allied health services.

Health and Wellbeing Business Case Studies

NEW EPPING

New Epping is a \$2 billion mixed-use precinct being developed by Riverlee. The precinct will include a new Northern Private Hospital, operated by Ramsay Healthcare, that will deliver comprehensive medical, surgical, and mental health services. A health, wellness and knowledge precinct will be co-located with this new hospital development, establishing New Epping as the region's leader in these sectors.

New Epping will offer over 2,000 townhouses and apartments connected by green spaces and supported with community amenities including restaurants, cafes, and retail spaces. The precinct's commercial offering will feature a business park and a collection of multi-level office complexes suitable for a diverse range of businesses.

VICTORIAN VIRTUAL EMERGENCY DEPARTMENT (VVED) NORTHERN HEALTH

Based out of Northern Health, the VVED was born in response to the COVID-19 pandemic and funded by Victorian Government. The initiative allowed people to attend virtual medical consultations to triage whether their symptoms required physical Emergency Department assistance or could be referred to other support services. This important and innovative service helped to reduce the burden on the burgeoning Emergency Department at Northern Health, which is the busiest in Victoria and the 3rd busiest in Australia.

Since its rollout, the VVED program has consulted over 100,000 patients and achieved an Emergency Department diversion rate of 70%. By reducing pressure on the hospital's staff and resources, the service works to prioritise patient care and ensure those needing critical emergency treatment can access it swiftly. It provides one of the many healthcare services that support the region.

CSL BROADMEADOWS AND MELBOURNE AIRPORT

In late 2022, Biotechnology company, CSL, opened their \$900m Plasma Fractionation Facility in Broadmeadows. The facility will play a critical role in the manufacture and supply of life-saving medicines into Australia and other key markets, will also secure advanced manufacturing jobs in Australia. It is the largest facility of its kind in the southern hemisphere. The plasma manufacturing facility demonstrates strong support for Australia's biopharma manufacturing capabilities and reinforcing the company's confidence in the skills and expertise of the Australian workforce.

CSL Seqirus is constructing an \$800m world-class, manufacturing facility at Melbourne Airport. It is scheduled to open in 2026 and will support Australia's preparedness for a future pandemic crisis. The facility will extend across three buildings, producing seasonal and pandemic influenza vaccines, along with the world's only approved human vaccine for Q fever and antivenoms for venomous Australian wildlife. The new facility bolsters CSL Seqirus' and Australia's sovereign manufacturing capability and underpins a long-term partnership with the Federal Government for the supply of key vaccines and antivenoms.



Food, Beverage & Advanced Manufacturing

Industry profile

Melbourne's north is fast becoming a world-class food manufacturing hub. With more than 400 large food and beverage manufacturers based in the region, the sector employs almost 8,000 workers and generates \$3.7 billion each year.

Food research and innovation is developing into an industry cluster too. Tertiary education institutions are at the forefront of this development including, RMIT's Food Research & Innovation Centre, La Trobe University's Centre for Agri-Biosciences (in partnership with State Government), Melbourne Innovation Centre's FOODInc. situated at Melbourne Polytechnic. The Melbourne Market is Victoria's wholesale fruit, vegetable and cut flower trading centre, and is also a key link in the supply chain for food manufacturers and retailers.

Melbourne's north is strong in general and advanced manufacturing. The transport equipment subsector is dominant, largely due to the region being the centre of caravan manufacturing in Australia, and fabrication, machinery and equipment and furniture are also a strength. The legacy of automotive manufacturing suppliers lives on, with remaining manufacturers diversifying client markets.

Collectively, there is consistency in fabrication, machinery and equipment, furniture and general manufacturing making up 19% of the employment.

Regional employment

Industry Sectors	Jobs No.	%
Manufacturing, nfd		8%
Food Product Manufacturing	2,891	20%
Beverage and Tobacco Product Manufacturing	7,469	1%
Textile, Leather, Clothing and Footwear Manufacturing	478	4%
Wood Product Manufacturing	1,427	3%
Pulp, Paper and Converted Paper Product Manufacturing	1,030	4%
Printing (including the Reproduction of Recorded Media)	1,493	4%
Petroleum and Coal Product Manufacturing	1,590	0%
Basic Chemical and Chemical Product Manufacturing	32	5%
Polymer Product and Rubber Product Manufacturing	1,990	5%
Non-Metallic Mineral Product Manufacturing	1,708	3%
Primary Metal and Metal Product Manufacturing	1,198	4%
Fabricated Metal Product Manufacturing	1,343	6%
Transport Equipment Manufacturing	2,207	13%
Machinery and Equipment Manufacturing	4,608	6%
Furniture and Other Manufacturing	2,260	6%
Grocery, Liquor and Tobacco Product Wholesaling	2,221	7%
Total	26,445	100%

Source: ABS 2021 Census Place of Work Employment

Planned investment

- A total of 400,000 square metres of prime industrial facilities will be delivered in Epping over the next five years, within close proximity to the Melbourne Wholesale Market

Planned investment cont'd

- The intended relocation of CSIRO to Bundoora to form the Australian Food & Innovation Centre in partnership with La Trobe University, will add to the existing capability of the AgriBio Centre a joint initiative between Agriculture Victoria and La Trobe University.
- A 51-hectare parcel of land adjacent to the Melbourne Market has been identified as a possible location for the Melbourne Food Innovation and Export Hub (MFIH). MFIH's role is to secure new food-related jobs for Victoria, with Melbourne's north expected to increase its output to \$5 billion.
- Assembly (former Ford site) has provision for food and other light manufacturing and anticipates 5,000 jobs across the precinct.
- Melbourne Airport precinct secured a \$130m automated warehouse from Hong Kong's Techtronic Industries, which manufactures and distributes chainsaws, lawnmowers and other power tools across brands such as Milwaukee, AEG and Ryobi.
- Developers in Epping are keen to attract a full-line supermarket warehousing and logistic operations into the precinct to complement other food manufacturers and encourage further clustering for this sector.

Investment challenges & opportunities

- State Government needs to work with Local Government to develop a clear land release framework and priorities for remaining industrial Precinct Structure Plans in the northern corridor, including coordination of infrastructure project delivery.
- Advanced manufacturing is a key opportunity leveraging education institutions in the region. Courses and programs in advanced manufacturing, renewable energy, innovative agriculture being explored by Kangan Institute and La Trobe University.
- Future manufacturing opportunities associated with the health industry combining another of the regions strong specialist industries.
- Melbourne Airport presents as an opportunity in export and supply for the food/manufacturing industry due to immediate transport connections.
- Competing with Western Sydney to become the leading food manufacturing hub in Australia.
- Continued growth of Melbourne's North Food Group (MNFG) and Advanced Manufacturing Group (MNAMG).
- Component manufacturing opportunities related to specific defence projects.

Food, Beverage and Advanced Manufacturing Case Studies

FOOD INC (KITCHEN INCUBATOR)

FoodINC is an initiative led by Melbourne Innovation Centre in partnership with Melbourne Polytechnic and Melbourne's North Food Group. The initiative offers training programs for those looking to enter the food industry and features a commercial kitchen space and food incubator.

With programs that range from food safety to marketing and business management, FoodINC looks to inspire food business startups and entrepreneurs to help Melbourne's hospitality industry recover from the impacts of the pandemic.

CARAVAN INDUSTRY

Caravan Industry Victoria has most of its members located in Melbourne's north and works closely with NORTH Link on a range of employment, skills and industry development initiatives.

With 93 caravan manufacturers, 30 dealerships and 85 component manufacturers, the region is well-positioned to further develop its competencies as an advanced manufacturing hub.

Travel trends since COVID have seen a shift towards Australian's travelling domestically, which has led to a 35% growth in Victoria's caravan industry. To meet this demand, local caravan manufacturers in Melbourne's north have had to significantly increase production of caravans and other towable camping products.



Professional, Business, Data & Digital Services

Industry profile

The roll-out of next generation digital infrastructure to parts of Melbourne’s north provides a unique opportunity to further develop the digital sector. The changing ways of working post pandemic are seeing an increased demand for decentralised office space and reliable communications technology. This is providing more opportunity for incubators such as Melbourne Innovation Centre and BRUDI Innovation hub in Brunswick.

A key precinct for this sector is primarily the La Trobe NEIC, with touch points in almost all other precincts due to the demand, nature and mobility of professional services. The Inner North is also positioned as a key precinct due to the linkages with the creative and Bio MedTech industries.

An additional opportunity is private/public partnerships to develop specialist hubs. Examples are Cisco with La Trobe with IOT, Cisco with Victoria University with Cyber Security and the North and West Melbourne Data Analytics Hub managed by NORTH Link. There would be significant benefits in establishing these partnerships and hubs and considering further sub segment hubs such as Digital, Financial Services, BPO/Call Centre, Engineering/Construction. Relevant Industry Associations could include ACS, AIIA, FINSIA, Auscontact, Consult Australia, Engineers Australia.

Industry profile cont’d

An example of this is StartNorth, which provides small, flexible office spaces that are accessible 24/7. There has been 360% growth since the pandemic and the facility has extended to accommodate this.

An opportunity exists to leverage the creative sector utilising technology for film and production, fabric and fibre innovation and desirable co-location workspaces.

Regional employment

Industry Sectors	Jobs No.	%
Professional Services	12,810	68%
Computer System Design	3,026	16%
Telecommunications Services	995	5%
Motion Picture and Recording Activities	784	4%
Publishing	346	2%
Internet Service Providers	317	2%
Library and Information Services	247	1%
Broadcasting	141	1%
Other Professional Services	94	0%
Other Telecommunications Services	68	0%
Internet Publishing and Broadcasting	39	0%
Total	18,867	100%

Source: ABS 2021 Census Place of Work Employment

Planned investment

- Research and Innovation Precinct at La Trobe University. Co-location opportunity to rent existing space or build new spaces integrated across the 235-hectare Bundoora campus.

Investment challenges & opportunities

- Workforce seen as a key issue to future growth and investment, despite a substantial proportion of professionals living in the region these workers typically are employed by businesses in the CBD.
- The inner north currently has clustering of creative digital businesses, this could be further nurtured and grown.
- There is an opportunity to leverage the existing investment, skills, innovation and expertise of the education institutions in the region e.g. La Trobe has a data analytics/cyber research centre.
- There is an opportunity to connect this sector with the region’s health sector given the importance of digital innovation in improving the health sector’s productivity. Bio and med tech businesses are emerging in the inner north such as the Parkville precinct.
- Business Fibre Zones in Eltham & Research provide opportunity to leverage connectivity for other precincts.

Investment challenges & opportunities cont’d

- Telecommunications infrastructure needs improvement to ensure growth of this industry e.g. completion of NBN rollout, 5G and improving capacity of current network in higher density areas.
- There is an opportunity to expand co-working floorspace to accommodate the needs of work from home, start up and digital businesses. This would also foster collaboration and innovation.
- The Northern Councils Alliance’s Northern Region Transport Strategy (NRTS) has identified issues relating to unreliable public transport, poor east to west connections, poor connections in growth areas and inadequate bicycle infrastructure. NRTS proposes the following solutions:
 - Improvements to existing Smart Bus Routes,
 - A high-quality bus route that could mimic the Suburban Rail Link (and that could be implemented now with funding)
 - Improvements to key destinations – Melbourne Airport and La Trobe University, and
 - Services required in growth areas.

Professional, Business, Data & Digital Services

Case Studies

STARTNORTH BROADMEADOWS

Founded and managed by Hume City Council, StartNorth Broadmeadows is a business hub for startups, entrepreneurs, and small businesses. The hub provides spaces for co-working, networking, and business events. Through connecting like-minded people, the space strives to foster innovation and business growth. Since the pandemic, the demand for the facility's co-working spaces have skyrocketed, with an additional 8 small office spaces added, equipped with 24 hour access every day of the week.

DIRECTED TECHNOLOGIES

Directed Technologies, a Victorian-owned and operated company, officially opened its \$15m Connected Mobility Innovation Centre in 2023. The Centre is expected to help accelerate the development and adoption of connected vehicle technology and IoT solutions that have potential to save lives, reduce emissions, and enhance productivity. The Centre will advance Australia's capabilities in next-generation fleet vehicle digitisation and electrification, while providing a foundation for Directed Technologies to scale its APAC class-leading solutions to global markets.



Transport, Freight & Logistics

Industry profile

Melbourne’s north is a strong performer in this sector with close proximity to major transport links such as Hume Freeway, Calder Freeway, Western Ring Road and Melbourne And Essendon Airport. The introduction of North East Link anticipated in 2028 will add an east-west connection to the region.

Key precincts for this sector are Latrobe NEIC, Broadmeadows MAC, Melbourne Airport, Merrifield, Campbellfield and Somerton industrial precincts.

Significant investment in major infrastructure is pending that will enhance the viability of further public and private investment in Melbourne’s north.

Regional employment

Industry Sector	Jobs No.	%
Road Transport	9,566	35%
Transport Support Services	5,247	19%
Air and Space Transport	4,425	16%
Postal and Delivery Services	3,958	15%
Warehousing and Storage Services	1,923	7%
Other Postal and Warehousing Services	965	4%
Rail Transport	788	3%
Other Transport	151	1%
Water Transport	105	0%
Total	27,128	100%

Source: ABS 2021 Census Place of Work Employment

Planned investment

- The proposed Beveridge Intermodal Freight Terminal (BIFT) will be an important future asset for the Northern Region. Approximately 1,100 hectares of land has been set aside for a major \$1.5 million freight hub investment.
- Melbourne Airport Rail \$8-\$13 billion (investment on hold).
- 2022 Melbourne Airport Master Plan which envisages four runways in a hashtag configuration has been approved, with the aim for a third runway to be approved and operational by 2027 or thereabouts.
- \$400m Somerton Intermodal Terminal planned for completion 2025.
- The North East Link will complete the ring road between the Eastern Freeway and the M80 Ring Road, connecting the growing northern and south-eastern suburbs. Estimated completion 2028.

Investment challenges & opportunities

- State Government and Local Government must work collaboratively to develop a clear land release framework and priorities for Industrial Precinct Structure Plans. This should include coordination of infrastructure project delivery.
- Accelerating the short term build out of the transport network through key east west connections and interchanges with the Hume Freeway to unlock existing industrial areas.
- Need a commitment to delivering major infrastructure projects, particularly the Outer Metropolitan Ring Road/E6 and BIFT to provide certainty to the market.
- Power, water and telecommunications issues need to be addressed to facilitate private investment into the precincts.
- Melbourne Airport major developments are important to support freight facilities and non-aviation development.
- Former Ford site is expected to include some warehousing and logistics operators with capacity for 5,000 jobs.
- Opportunity for transport and logistics to leverage the food and beverage manufacturing specialisation in the region.
- Innovation opportunities exist for high-tech manufacturing, such as an aerospace or defence cluster at the airport.

Investment challenges & opportunities cont’d

- The Northern Councils Alliance’s Northern Region Transport Strategy (NRTS) has identified issues relating to unreliable public transport, poor east to west connections, poor connections in growth areas and inadequate bicycle infrastructure etc. NRTS proposes the following solutions:
 - Improvements to existing Smart Bus Routes
 - A high-quality bus route that could mimic the Suburban Rail Link (and that could be implemented now with funding)
 - Improvements to key destinations – Melbourne Airport and La Trobe University
 - Services required in growth areas

Transport, Freight & Logistics

Case Studies

TRACKLESS RAPID TRANSPORT (TRT) CONCEPT

The TRT concept looks to offer the ride and experience of a tram without the expensive infrastructure such as tracks and overhead wires. The proposal responds to many of the state planning initiatives within Plan Melbourne, including a shift towards 20-minute neighbourhoods and delivering an integrated transport system.

Unlike conventional trains or trams, the vehicles require no physical tracks, are powered by solar, charged at either end of the line, and super charged at each stop along its journey. Therefore, the proposal is touted as being better for the environment, while also requiring less costly physical infrastructure.

AMAZON

Amaroo Business Park, Craigieburn, is emerging as the region's hub for business activity. The industrial precinct has already attracted investment from world-leading multinational companies, such as Amazon. The business park will be home to Amazon's first standalone sort centre in Australia, which will greatly improve its ability to service its Australian customers.

Since construction commenced on Amazon's facility in March 2022, the project has already generated 700 jobs. Once fully operational, the centre is expected to create 200 local jobs.

In August 2023, Amazon Australia announced plans to open its second Amazon Robotics fulfilment centre (FC) at the nearby Craigieburn North PSP, creating 2,000 operational and 2,000 construction jobs.

The \$1 billion fulfilment centre will span around 209,000 square metres across four levels – that's equivalent to 11 Melbourne Cricket Grounds, or five times the size of Federation Square, making it the largest warehouse ever built in Australia (beating Amazon's Western Sydney robotics site by 9,000 sqm). The construction of this second robotics site follows the successful launch of Amazon Australia's first robotics site in Western Sydney in 2022, which doubled the company's operational footprint.



Education & Training

Industry profile

With 2 major universities, La Trobe University and RMIT, and 3 TAFE facilities, Bendigo Kangan and Melbourne Polytechnic and the outer north GO TAFE, Melbourne's north is well positioned for advancement in education and training. Key precincts for this specialisation include La Trobe NEIC and Broadmeadows MAC.

Education facilities are adjusting to the shift that the pandemic forced; increase in online learning, reduction of international students, a desire and need for transferrable soft skills and a job ready workforce.

Regional employment

Industry Sector	Jobs No.	%
Preschool and School Education	26,079	72%
Tertiary Education	5,750	16%
Adult, Community and Other Education	3,489	10%
Other Education and Training Services	739	2%
Total	36,057	100%

Source: ABS 2021 Census Place of Work Employment

Planned investment

- La Trobe University City of the Future \$5 billion investment represents a significant opportunity for the region to integrate industry and education and includes the proposed Australian Food Innovation Centre (AFIC).
- Kangan Institute's campus at Broadmeadows will undergo a \$200m redevelopment, which will include centres of excellence around Health and Community Services and Advanced Manufacturing, as well as a new Technical School.
- Melbourne Polytechnic's Advanced Manufacturing Centre of Excellence (AMCOE) at West Heidelberg will underpin innovative advanced manufacturing training for the region and beyond.

Investment challenges & opportunities

- Aligning education operators with the region's specialisations in health, manufacturing, food/fibre and professional services requires collaboration between education operators and industry.
- Potential growth opportunity for incubators targeting regional specialisations for example food incubator in Epping, advanced manufacturing in Broadmeadows, creative industries and design in Brunswick.
- International education is identified as a growth sector by the Victorian Government and is seen as vital to the future economic and social prosperity for the State. La Trobe's \$5 billion University City of the Future seeks to position the university as a world-leading campus that attracts international students to live, study and work. The La Trobe NEIC has the potential to leverage the government's focus on international education and become a more significant hub for international students in Melbourne's north.
- Telecommunications infrastructure of a high standard is required for existing and future investments

Investment challenges & opportunities cont'd

- Brunswick Design District has been created to attract startups and design entrepreneurs to Melbourne's north, grow opportunities for local businesses and entrepreneurs and develop educational programs and industry partnership that strengthen Brunswick's innovation ecosystem in design-related fields.
- Accessible Community education is an investment opportunity to build the skills of the local workforce in particular service industry jobs ideal for the visitor economy.
- Significant growth in training and education industry is online and focused on high tech industry training. This may be an opportunity to partner two specialisations across the region education and training and professional and digital services.
- Opportunities to develop industry led training programs to deliver a job ready workforce to growing industries.

Education & Training

Case Studies

AUSTRALIAN FOOD INNOVATION CENTRE

The 2022–2023 state budget announced \$1.5m in funding for La Trobe University to continue its work with the CSIRO to establish the Australian Food Innovation Centre (AFIC).

The proposed centre will help to position Melbourne's North as the agrifoods research capital of Australia. Using breakthrough science and innovative technologies, the centre's work will focus on translating ideas into commercialised outcomes which will help to attract investors and partners.

AFIC will generate \$6.9 billion of economic activity over 15 years, creating up to 3,000 jobs in the first decade and increasing Australia's exports by up to \$100m per year.

KANGAN INSTITUTE BROADMEADOWS

The Kangan Institute Broadmeadows redevelopment will be transformational for the region, providing the future workforce in key sectors for many years to come.

Kangan Institute's \$60m Health & Community Centre of Excellence in Broadmeadows will deliver courses in high priority areas such as aged care, mental health, disability, pathology, allied health, and early childhood education and care. The Centre of Excellence will be a state-of-the-art training facility providing training in essential health services whilst embedding the skills for now and into the future with a focus on virtual healthcare, eHealth and assistive technologies.

Kangan also has plans for a \$140m Stage 2 of the Broadmeadows campus redevelopment, with a focus on advanced manufacturing. A Technical School will also be located on the Broadmeadows site.

MELBOURNE POLYTECHNIC ADVANCED MANUFACTURING CENTRE OF EXCELLENCE (AMCOE)

The \$3.2m Advanced Manufacturing Centre of Excellence (AMCOE) will supply the future workforce and upskill existing workers to support innovation and the increasingly technology-driven, value-added manufacturing sector in Melbourne's north.

Supported by \$1.42m in grant funding from the Victorian Government, AMCOE will reposition and elevate vocational engineering (TAFE) training to meet the needs of the rapidly-changing and expanding \$30 billion Victorian manufacturing industry, which currently employs more than 260,000 people.

With applications ranging from aviation and biotechnology to construction, advanced manufacturing is critical to securing a sustainable future for this sector and to compete in global markets.



Visitor Economy

Industry profile

The foundation of the visitor economy is Melbourne Airport, Australia’s second largest passenger airport with a long-term development plan that includes four runways and the full build out of the airport site, to support more than 80 million passengers annually.

Melbourne’s north is the welcoming region to visitors arriving both domestically and internationally. It is also the vehicular and rail gateway to Melbourne from the north of the State.

Over the last 10 years the region has welcomed an average of 4.3 million visitors per year. Prior to the pandemic this peaked at 4.8 million in 2019.

Key strengths of the region include a strong food and drink offering, diverse arts and culture experiences, some nature-based activities and retail experiences.

Regional employment

Industry Sector	Jobs No.	%
Food and Beverage Services	20,745	52%
Food Retailing	13,297	33%
Sports and Recreation Activities	2,864	7%
Performing Arts Activities	1,489	4%
Accommodation	1,202	3%
Heritage Activities	223	1%
Gambling Activities	165	0%
Other Arts and Recreation Services	125	0%
Other Accommodation Services	49	0%
Other Rental and Real Estate Services	12	0%
Total	40,171	100%

Source: ABS 2021 Census Place of Work Employment

Planned investment

- The Hive accommodation development at Melbourne Airport includes a 10 storey, 464 room hotel (\$163m). This project will generate 450 jobs for the build and 120 ongoing jobs once construction is complete.
- The proposed Melbourne Airport Rail will take passengers from the CBD to the airport in approximately 30 minutes, it will also run through Sunshine Station and the Metro Tunnel, maximising connections to Melbourne’s booming west and south-east, and Victoria’s major regional centres of Ballarat, Bendigo, Geelong and Gippsland.
- 2022 Melbourne Airport Master Plan which envisages four runways in a hashtag configuration has been approved, with the aim for a third runway to be approved and operational by 2027.

Investment issues & opportunities

- First nations tourism experiences across the region are limited.
- Melbourne Airport growth plans will have a substantial impact on the north’s visitor economy.
- Opportunities to leverage new products and developments.
- Workforce shortages are systemic in this industry and will be critical to future investment opportunities.

Investment challenges & opportunities cont’d

- There is a need for more visitor accommodation primarily in the mid-range and boutique type. There is a noticeable gap particularly in Broadmeadows, Craigieburn, Heidelberg, Eltham, Hurstbridge and Sunbury.
- The Planning Scheme is a barrier to tourism development in green wedge zones especially for accommodation and events.
- Large scale conferencing facilities that can accommodate 250 pax or more are lacking.
- Need for more significant gallery space in the region to showcase and attract high profile exhibitions.
- Walking/cycling trails network across the region should connect.
- A representative tourism body for the region is required to advocate and facilitate investment and provide industry leadership. State Government support required.
- Transport infrastructure and connectivity needs to be improved to elevate the region’s visitor economy. The Melbourne Airport Rail is a much-needed asset.

Visitor Economy

Case studies

URBNSURF TULLAMARINE

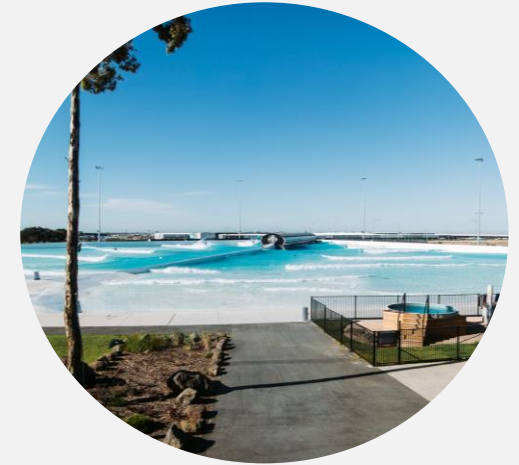
UrbnSurf inland wave pool is the first full-sized surfing lagoon to use Wavegarden technology. The pool uses technology to create long, man-made waves in a closed environment. It is able to generate up to 1,000 perfect, two-metre-high ocean-like surfing waves every hour.

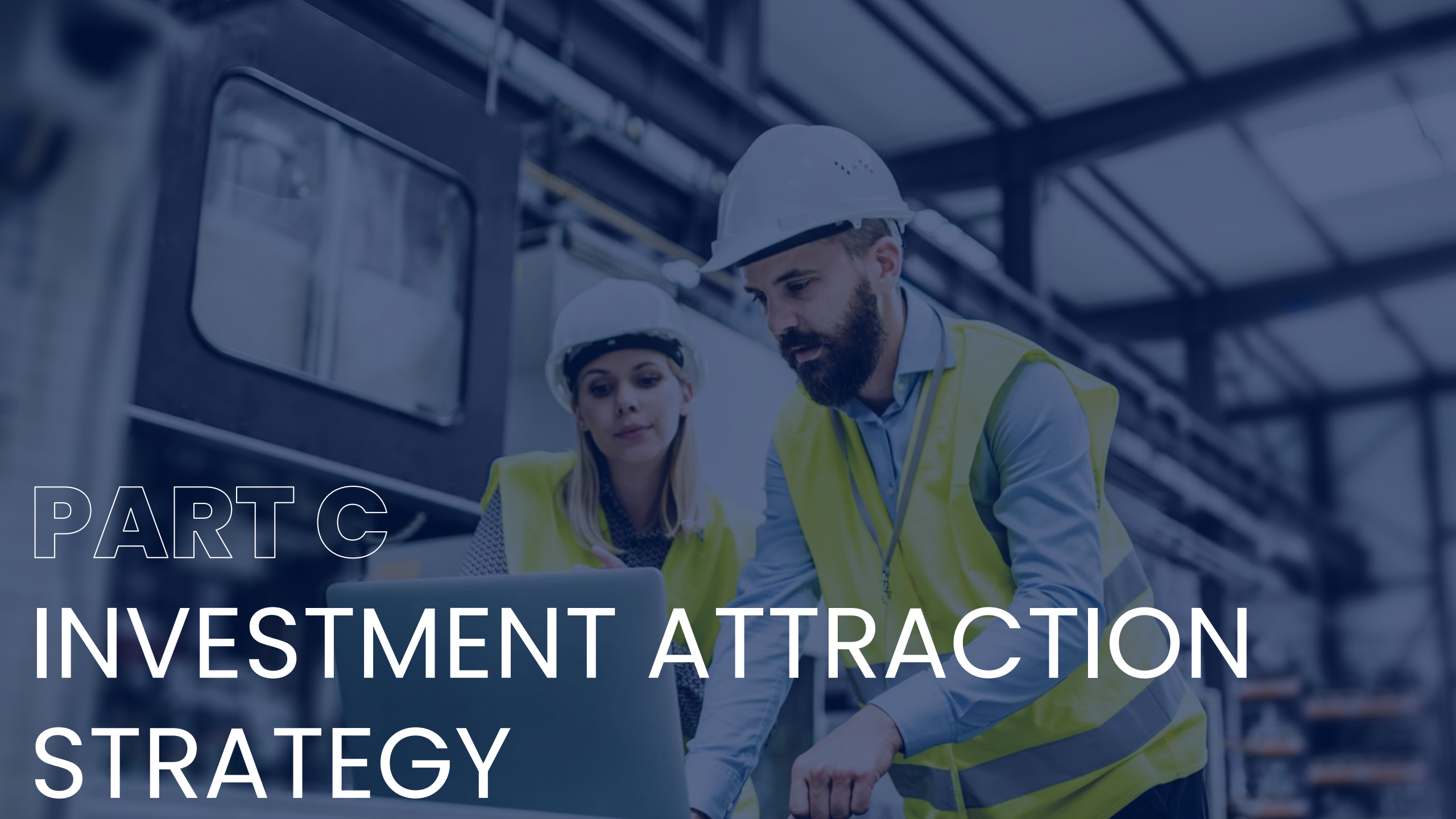
The precinct features a surfing academy, fitness classes and multiple food and bar outlets. The URBNSURF Melbourne development cost \$20m and created 300 jobs for Victorians when it opened 2019.

ADINA APARTMENT HOTEL PENTRIDGE

Reimagined from its 1851 origins to be a place of growth, discovery, and relaxation, Adina Apartment Hotel Pentridge Melbourne includes 106 spacious guest rooms including studios as well as 1 and 2-bedroom apartments opening March 2023.

Just 20 minutes from Melbourne's CBD and airport, this is a hotel destination unlike any other. Located in the north of Melbourne, ideally situated to soak up the local culture, eateries and parks. The \$1 billion development also hosts convention and indoor event spaces that range in size from intimate to gala accommodating 250 guests.





PART C

INVESTMENT ATTRACTION

STRATEGY

7. Framework Overview

What does this chapter include?

- Investment priorities & principles
 - Strategic framework
 - Governance
 - Public investment & strategic planning
 - Targeted industry investment attraction
 - Destination profiling
-

Investment Priorities and Principles

Priorities

The investment priorities have been developed based on input from stakeholders, existing plans and strategies, and an understanding of committed and future investment.

- The priorities for transport include public transport for workers and community, traffic congestion on roads, improving rail infrastructure, and developing new links and connections with a particular focus on east – west connections.
- Workforce housing with appropriate surrounding support services to ensure that workers have good access to amenities such as, shops, medical, education, childcare.
- Accommodation for both leisure and business visitors.
- Compliance/regulatory barriers – zoning, strategic planning, length of time for permits to be approved.
- Utility service provision to keep up in line with growth.
- Committed public and private investment.
- Having high quality amenities and attractive anchors in the region will improve people's desire to live and work in the north.

Principles of investment in Melbourne's North

The principles of investment in Melbourne's north ensure a holistic and sustainable approach by adopting a triple bottom line method which takes into account social prosperity, economic development, and environmental responsibility in investment decisions.

• Social prosperity

This principle focuses on the social impacts and benefits of investment. It considers the well-being and quality of life of the local community, including factors such as education, healthcare, employment, social equity, and cultural diversity. A socially responsible investment would prioritise initiatives that contribute positively to the local community, promote social inclusion, and address any social challenges or disparities.

• Economic Development

This principle assesses the financial viability and economic benefits of the investment. It involves evaluating the potential for job creation and economic growth. An economically sustainable investment would aim to collaborate and integrate with existing local businesses, enhance infrastructure, and improve the overall economic prosperity of the region.

• Environmental responsibility

This principle focuses on the ecological effect of an investment. It aims to minimise negative environmental impacts and promote sustainable practices. An environmentally responsible investment would consider factors such as resource conservation, waste reduction, carbon emissions, renewable energy, biodiversity preservation and the use of environmentally friendly technologies. The goal is to support investments that minimise harm to the environment and contribute to long-term sustainability.

As investors recognise the potential of Melbourne's north as a vibrant and connected region, they are considering investments that not only generate financial returns but also create positive social and environmental impacts.

By embracing the approach, investment in Melbourne's north aims to create a thriving and sustainable region that benefits both current and future generations. The triple bottom line approach encourages businesses, government and investors to consider the long-term implications of their decisions.

Strategic Framework

The table provides the overarching strategic approach to investment attraction for Melbourne’s north.

This draws on the key competitive advantages and economic specialisations as well as issues and opportunities for public and private investment in the region.

Using this strategic framework positive economic outcomes can be achieved for the region.

This framework informs the actions that will be led and initiated by NORTH Link, LGAs, industry organisations, and State Government departments. Some projects will require significant funding to be realised through both public and private sources.

Themes	1. Governance	2. Public investment and strategic planning	3. Targeted industry investment	4. Destination profiling
Strategic directions	<ul style="list-style-type: none"> Create a roadmap for directing investment efficiently and avoid missed opportunities. 	<ul style="list-style-type: none"> Advocate to all levels of Government to raise awareness of the opportunities available in Melbourne’s north and the priorities for each of the precincts. 	<ul style="list-style-type: none"> Generate the right tools that ignite interest in Melbourne’s north for example, Melbourne’s North Investment Prospectus (print and digital). 	<ul style="list-style-type: none"> Focus on developing the visitor economy to increase visitation and participation in experiences and consumption of products with the aim to increase visitor spend and enhance the liveability of the region.
	<ul style="list-style-type: none"> Identify key stakeholders for engagement and build robust relationships that lead to investment opportunities for Melbourne’s north. 	<ul style="list-style-type: none"> Aim for a sustainable approach to development taking into consideration social prosperity, economic development, and environmental responsibility. 	<ul style="list-style-type: none"> Facilitate opportunities for unlocking public and private investment in the region, including leading business case development, participation in trade events and facilitating investment discussions with partners. 	<ul style="list-style-type: none"> Attract business, investment and talent using innovative and activation-led techniques that raise the profile of the region.
	<ul style="list-style-type: none"> Prioritise precinct investment and development. 	<ul style="list-style-type: none"> Be prepared for investment opportunities working with LGAs and other relevant stakeholders to forward plan investment. 	<ul style="list-style-type: none"> Work with partners to develop visual representations of possible key investment locations. 	<ul style="list-style-type: none"> Develop initiatives to attract and retain those who desire to live, work, learn and play across Melbourne’s north.
	<ul style="list-style-type: none"> Embed a holistic approach to investment across the entire region. 	<ul style="list-style-type: none"> Support a collaborative approach beyond regional borders that benefits the broader region. 	<ul style="list-style-type: none"> Establish an industry focused approach to investment attraction with a hierarchy of investment priorities to target. 	<ul style="list-style-type: none"> Build awareness of the region through major events and activities.

Action Plan and Next Steps

The actions and next steps are outlined below and will be led and initiated by NORTH Link, LGAs, industry organisations, and State Government departments.

Actions

Form a Project Working Group of Council Economic Development Managers and NORTH Link to discuss higher-level investment opportunities, chaired by a Council CEO, to ensure higher-level opportunities are not lost to the region.

Where appropriate, co-ordinate high-level investment-focused advocacy discussions at a precinct level with Council, education, health and private sector stakeholders and NORTH Link, with a focus on addressing the gaps preventing the development of key precincts.

Model the Investment Prospectus onto a landing page on the NORTH Link website, with individual Council investment contacts listed.

The investment activities derived from the Strategy will be delivered by working together in a way that enhances current offerings and services of NORTH Link and respective Councils and other partners, to drive investment in Melbourne's north.

Collectively look at ways of enhancing the region's visitor economy, including seeking further Government co-operation and support.



APPENDIX

Members of the Project Control Group and Project Working Group

Members

- Carl Cowie (PCG Chair/CEO Nillumbik Shire Council)
- Chris James (Executive Director, NORTH Link)
- Eddy Boscarior (Project Manager/General Manager Industry Groups & Projects)
- Felicity Hamerston (Manager Metropolitan Partnerships, Office for Suburban Development)
- Brendan Phillips (Coordinator Northern Metropolitan Partnership, Office for Suburban Development)
- Terry Larkins (Chair Northern Metropolitan Partnership)
- Melissa Atallah (Executive Office Northern Council Alliance)
- Ashley McInnes (Director Stakeholder Engagement Government Relations)
- Office of the Vice Chancellor La Trobe University)
- Michael Edmonds Regional Manager, North and West Melbourne, DJPR DJSIR
- Nick Verginis (CEO Social Enterprise Network Victoria)
- Chris Cheal (Unit Manager Economic Development Moreland City Council)
- Danielle Phyland (Coordinator Economic Development and Tourism Nillumbik Shire Council)
- George Osborne (Manager Economic Development Hume city Council)
- Justin Hanrahan (Manager Economic Recovery and Resilience Darebin City Council)
- Brodie Butler-Robey (Acting Manager Economic Recovery and Resilience Darebin City Council)
- Matthew Gould (Manager Economic Recovery and Resilience Darebin City Council)
- Philip O'Brien (Jobs for the Future Team Leader Economic Recovery and Resilience Darebin City Council)
- Erica Hardie (Economic Development Coordinator Banyule City Council)
- Derek Ephrem (Economic Development Coordinator Banyule City Council)
- Karen Leeder (Manager City Futures Banyule City Council)
- Michelle Isherwood (Acting Manager Economic Development Whittlesea City Council)
- Sarah Rowe (Interim Executive Manager, Office of Council & CEO Whittlesea City Council)
- Travis Conway (Manager Strategic Planning & Economy Mitchell Shire Council)
- Amy Reynolds (Economic Development Coordinator Mitchell Shire Council)

List of contributing organisations

- Advanced Business Manager
- APD Projects
- Austin Health
- Austin Pearl Rise Bed & Breakfast
- Australian Retail Association
- Banyule City Council
- Base Group Property
- Breathe
- Brunswick Ballroom
- Cadence Property Group
- Caravan Industry Association Victoria
- Catalyst Development Services
- Coburg Central Business Association
- Creative Victoria
- Darebin City Council
- Department of Health Department Industry, Science and Resources
- Department of Jobs, Skills, Industry and Regions
- Department of Premier and Cabinet
- Department of Transport & Planning
- Development Victoria
- Downer Group
- DPV Health
- Ethical Properties Australia
- Funfields Theme Park
- Floridia Cheese
- Food Process Engineering
- GPT Group
- Heidelberg United Football Club
- Hume City Council
- Infrastructure Victoria
- Inner Northern Local Learning Employment Network (INLLEN)
- Innovative Manufacturing CRC (IMCRC)
- Integra Systems
- Invest Victoria
- Jemena
- Kangan Institute
- La Trobe University
- Living Legends
- MAB
- Mantra
- Melbourne Airport
- Melbourne Market Authority
- Melbourne Innovation Centre
- Melbourne Polytechnic
- Mercy Health
- Merri-bek City Council
- Mitchell Shire Council
- Mirvac
- NBN Co
- Northern Councils Alliance
- Northern Health
- Nillumbik Shire Council
- Northern Health Foundation
- NORTH Link
- Northern Metropolitan Partnerships
- NSL Property Group
- Pacific Epping
- Polaris Property Group
- Queensland Investment Corporation
- Quest Apartments
- Ramsay Health Care
- Regional Development Victoria
- Ridge Developments
- Riverlee
- Rizo Deserts
- RMIT
- Social Enterprise Network Victoria
- Stockland
- TFE Hotels
- TON Projects
- Tract
- Transport Victoria
- URBNSRF
- Vicinity Centres
- Victorian Planning Authority
- Whittlesea City Council
- Yarra Valley Water

urban planning
economics+tourism
enterprise