

La Trobe

National Employment and Innovation Cluster

Draft Framework Plan

March 2017



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Executive Summary

The La Trobe National Employment and Innovation Cluster (La Trobe Cluster) is the key location for the growth of employment and business in the north eastern part of Melbourne. The La Trobe Cluster is perfectly placed to service the growth in Melbourne's northern subregion.

Planning for the long term will see an increase in the number of jobs in the cluster, leveraging the strong foundations of specialised activities associated with existing industries and the institutions of Austin Health and La Trobe University.

This framework plan sets out a shared vision for the next thirty years to build on the cluster's key public assets and boost local employment by defining actions to improve the amenity of the cluster, encouraging new services and businesses to establish and improving transport links and public transport.

The framework plan has been developed in conjunction with Austin Health, La Trobe University, Banyule and Darebin City Councils, state government agencies and stakeholders and implementation of actions will be a coordinated effort between all partners.

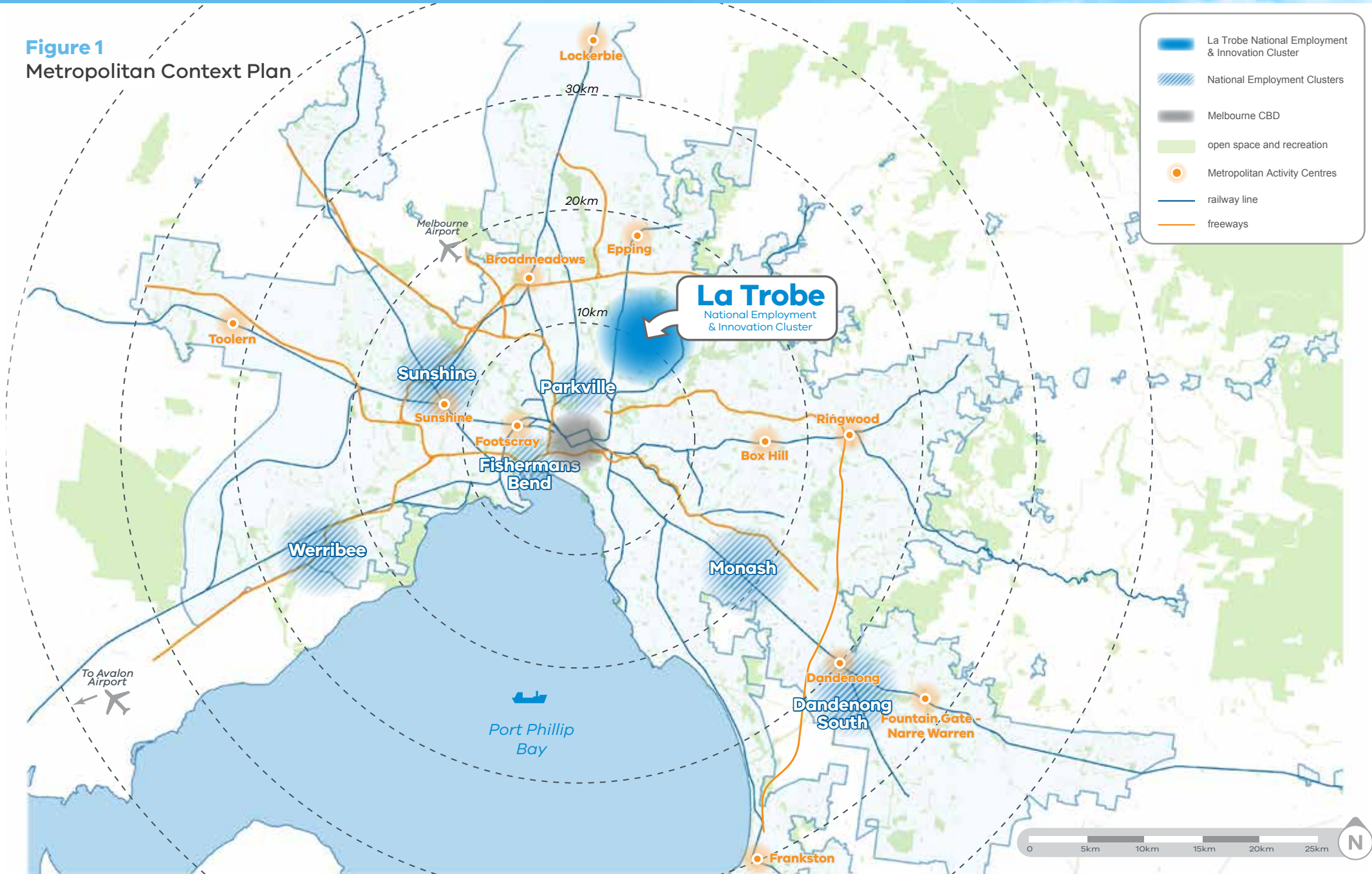
The plan gives the Victorian Government, councils, developers, business and residential communities' greater certainty and confidence about future development within the La Trobe Cluster.

The framework plan outlines a range of strategic priority outcomes to achieve this vision, including:

- Planning and delivering transport infrastructure projects e.g. road widenings on arterial roads to allow for bus priority
- Delivering a network of boulevard style arterial roads throughout the cluster
- Delivering a connected bicycle network
- Determining funding options for community infrastructure
- Upgrading and reconfiguring Darebin Creek pedestrian and bicycle links
- Preparing structure plans for Heidelberg West and Northland employment areas
- Supporting La Trobe University in its preparation of a structure/development plan to deliver the vision in its masterplan
- Renewing Heidelberg Railway Station

The framework plan is an important step forward in the implementation of *Plan Melbourne 2017-2050*. It is a strategic action plan aimed at increasing employment by driving economic growth in the suburbs through coordinated public and private investment. The plan incorporates a shared vision and actions for developing the four key precincts of La Trobe University, Heidelberg Major Activity Centre and Medical Precinct, Northland and Heidelberg West employment areas. The actions outline a clear investment pipeline and a plan for how city-shaping infrastructure projects will be developed.

Figure 1
Metropolitan Context Plan



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Context

The population of metropolitan Melbourne is forecast to grow to 7.9 million people by 2050. The state government's strategic planning policy, *Plan Melbourne 2017-2050*, provides directions to successfully navigate the challenges associated with this growth. It describes Melbourne as a city of centres linked to regional Victoria. The focus of which is to achieve a productive city that attracts investment, fosters innovation and creates jobs. Driving investment into areas with the potential to foster innovation and growth of the knowledge industries will help sustain an increase in jobs at pace with population growth.

The La Trobe National Employment and Innovation Cluster was identified as a critical area of employment in *Plan Melbourne 2014* and in the updated *Plan Melbourne 2017-2050*. There are currently 27,800 jobs within the cluster with a critical mass of leading education, health and research facilities including Rio Tinto and the agricultural and bio-science research centre at La Trobe University.

The cluster is located 14 kilometres north east of the Melbourne Central Business District (CBD). There are two key institutions, La Trobe University and Austin Health and two industrial employment areas, Northland and Heidelberg West that will transition over time, seeing growth in other innovative employment sectors such as advanced manufacturing, research and development and other new economy jobs. This

unique blend of knowledge and research-based activities will assist existing and new businesses to expand into more advanced manufacturing such as 3D printing and encourage agglomeration of businesses.

The specialised nature of the cluster includes research activities, particularly in agricultural bio-science, led by La Trobe University. Austin Health specialises in oncology, cardiology, maternity, gynaecology and neonatal services. With these competitive strengths, it has the capacity to deliver jobs close to where people live in Melbourne's northeast, in line with the *Plan Melbourne 2017-2050* policy basis to have increased population and jobs density in established areas.

The cluster includes a number of significant employment locations, including:

- Heidelberg Major Activity centre and Medical Precinct
- Northland Major Activity Centre and the industrial area to the south
- Heidelberg West industrial estate
- La Trobe University and the adjacent research and development area

The planning of the La Trobe National Employment and Innovation Cluster has been underway since 2014. The key outcomes and principles presented in this document have been developed in conjunction with the Banyule and Darebin City Councils, La Trobe University, Austin Health, state government agencies and stakeholders.

The plan has evolved from earlier consultation on the key ideas in June 2016, which received strong support. Key findings of this engagement and subsequent stakeholder consultation have been incorporated in the framework plan.

There are a series of challenges which are addressed in the plan including better transport solutions, facilitative partnerships to take advantage of the benefits of agglomeration, improved amenity and identity of places. The framework plan aims to facilitate economic development and foster the intensification of key commercial, education, research and health precincts. Strategic sites, activity centres and neighbourhoods close to key public transport routes provide focal areas for addressing future housing shortages.

Vision

The La Trobe Cluster will **transform** from a place with a number of separate important institutions and places to an **integrated, hyper-productive city** focussing on boosting jobs in education and research, health and advanced manufacturing. Strategic investment in transport improvements, amenity and sustainable initiatives will accelerate growth and prosperity in the region.

The Heidelberg and Northland employment precincts will strengthen their current roles as high-value retail, commercial and social spaces providing facilities for people to enjoy leisure time and supply products and services needed for everyday living. Heidelberg's agglomeration of hospitals will enable high density, skilled jobs of ongoing national significance for medical services and research.

The La Trobe Cluster will harness the power of the university and local and international entrepreneurs to produce Melbourne-grown innovative products, ideas and processes. The university will turn its attention south to the Heidelberg West industrial area to seed start-ups and businesses to link in with the research power of the university.

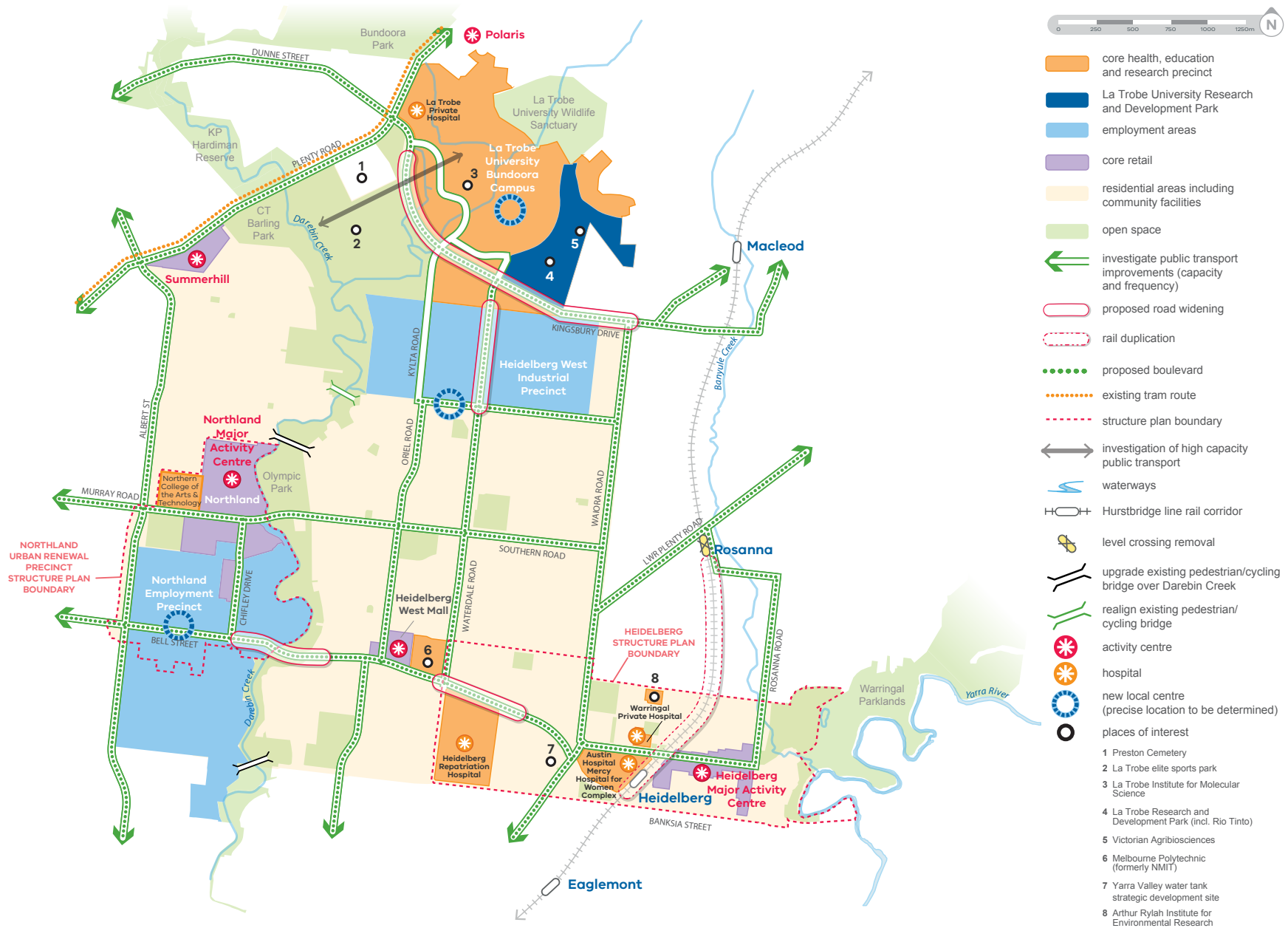
Well designed, affordable, higher density and diverse homes will be integrated with established homes to ensure everyone can find a place to live as the Cluster increasingly becomes a destination of choice with a range of attractive places to live and work. Living options will vary from older-style suburban garden homes to modern sustainable, energy-efficient, affordable and accessible homes. Being able to live and work in the same area will help reduce travel distances and open up choice in transport modes providing convenience for people going about their daily activities.

The road system will favour public transport, cycling and walking and adapt to the growing diversity of users including significant volumes of cycle and non-motorised transport as well as a sharing economy, providing on-demand access to driver and driverless vehicles. Main roads will be pleasant and safe for pedestrians and cyclists. Increasingly responsive and integrated rail, bus and tram systems will provide reliable and safe transport to citizens of all abilities.

The Darebin Creek corridor will stand out as the tranquil feature supporting the bustling new suburban city. High quality landscape features will extend beyond the corridor permeating the cluster's key precincts providing aesthetic and environmental benefits.



Figure 2 La Trobe National Employment and Innovation Cluster Framework Plan



Principles

The following principles provide a common understanding on the foundation for all future activities required to implement the vision. These principles will be used by government organisations, investors, stakeholders and communities as a reference tool supporting decision-making and management of change within the cluster.



P1 A highly productive business, learning and research hub with increased attractiveness as a place to work, live and visit.



P5 A mixed use cluster with better services and facilities and affordable, accessible and diverse housing close to jobs.



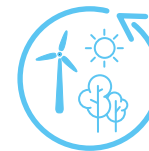
P2 Intensified and rejuvenated employment precincts that increase and diversify employment opportunities.



P6 Maximising the use of existing community infrastructure, and when needed, providing for new infrastructure including public and private schools, community centres and sporting facilities.



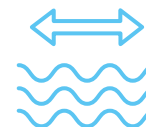
P3 A high profile cluster that flourishes and grows in its importance to the local, state and national economy.



P7 Sustainable precincts with integrated water cycle management, increased liveability, enhanced environmental benefits through environmentally sustainable development and climate change resilience.



P4 Integrated transport networks that support economic growth with a hierarchy of road users supporting sustainable and active modes of movement.



P8 Enhanced identity and connectivity of the Darebin Creek corridor embracing the aboriginal cultural heritage and promoting cohesion between the Cities of Darebin and Banyule.

Strategic Outcomes

The draft La Trobe National Employment and Innovation Framework Plan outlines six focused strategic outcomes. Each of the strategic priorities in the cluster is an incremental action. As a whole, this series of actions aim to facilitate achievement of the vision and embody the principles for the cluster. The following planning and investment activities will take shape over the coming decade. These are further detailed overleaf. As a whole, this series of actions aim to facilitate achievement of the vision and embody the principles for the cluster. The following planning and investment activities will take shape over the coming decade. These are further detailed overleaf.



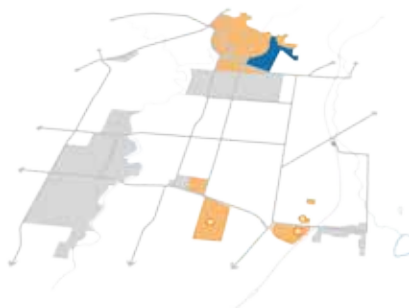
STRATEGIC OUTCOME 1

A transformed transport network that supports the economic growth of the cluster.



STRATEGIC OUTCOME 4

Improved public open space and community infrastructure to meet changing needs.



STRATEGIC OUTCOME 2

Employment growth with innovation in the health, education and research industries with higher jobs density.



STRATEGIC OUTCOME 5

Sustainable development in future transport, public realm and built form activities.



STRATEGIC OUTCOME 3

A boost in jobs growth and the development of attractive public domains in employment areas with new town centres.



STRATEGIC OUTCOME 6

Structure plans that support future growth of the key education, health, employment precincts and activity centres.

STRATEGIC OUTCOME 1:

A TRANSFORMED TRANSPORT NETWORK THAT SUPPORTS THE ECONOMIC GROWTH OF THE CLUSTER

Good transport connections to and within the La Trobe Cluster are critical to its success.

The precinct will require a substantial shift to increased walking, cycling and public transport modes to alleviate congestion, promote commercial activity and ensure the cluster is a destination for attracting new employment.

With a place-making role and a focus on the 10km radius of connectivity, the transport vision for the La Trobe cluster and other clusters in metropolitan Melbourne will form an overlapping network within the city.

The network of north-south and east-west arterial roads, the South Morang and Hurstbridge rail lines, the Reservoir to La Trobe University shuttle bus and the 903 smart bus route (Altona-Mordialloc) form an excellent foundation on which to overlay more convenient connections and new transport modes. A range of big infrastructure and small interventions will be required to support future economic growth.

Action	Time frame	Lead agency
<p>1.1 Prepare an integrated transport plan that:</p> <ul style="list-style-type: none"> • prioritises public transport, walking and cycling • provides for public transport links between employment precincts and to other activity nodes within a 10 km radius • provides for improvements to roads which allow for better public transport movements (such as bus lanes) and tree planting • provides for new and upgraded links across Darebin Creek. 	Short to Medium Term	VPA TfV BCC DCC
<p>1.2 Determine potential links into the cluster from the North-East Link following the Victorian Government’s decision on the final route.</p>	Short Term	NELA VPA TfV

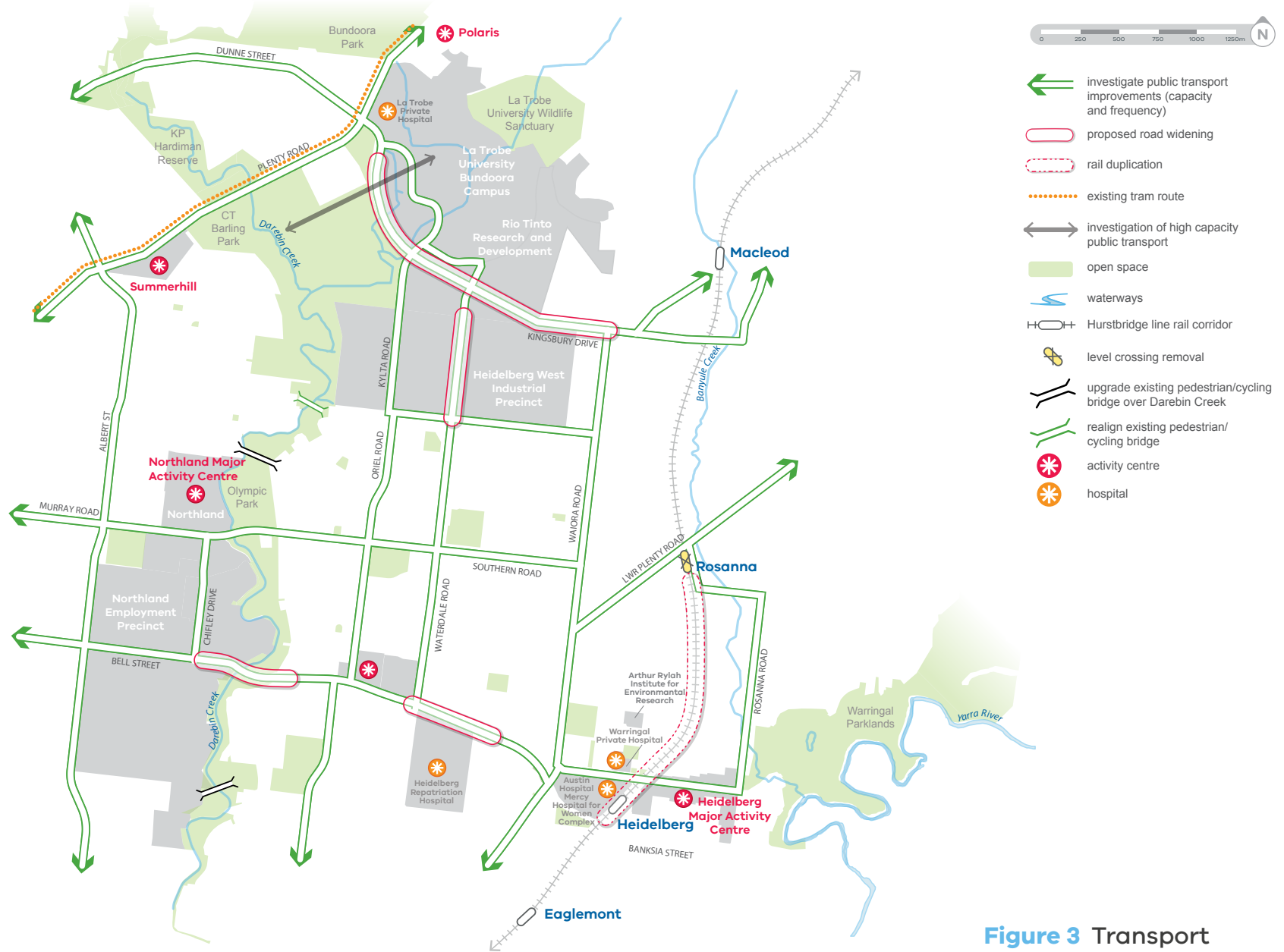


Figure 3 Transport



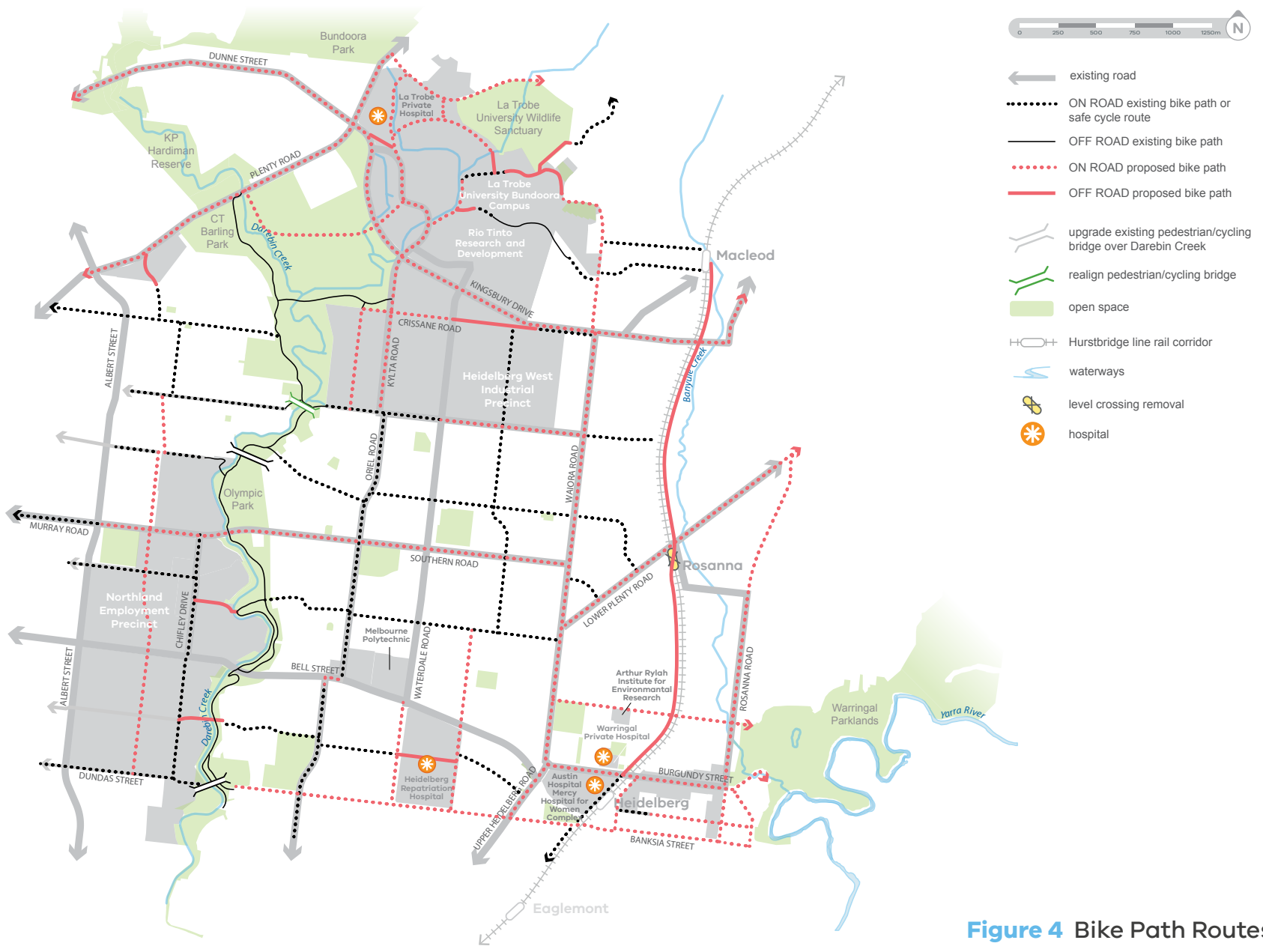


Figure 4 Bike Path Routes

STRATEGIC OUTCOME 2:

EMPLOYMENT GROWTH WITH INNOVATION IN THE HEALTH, EDUCATION AND RESEARCH INDUSTRIES WITH HIGHER JOBS DENSITY

The health, education and research precincts encompass the major institutions of La Trobe University, Austin Health and Mercy Hospital. These world class institutions are the major assets upon which the La Trobe Cluster is founded and the capacity for the cluster to increase employment and the resultant investment opportunities.

It will be important to support the implementation of the La Trobe University master plan for expanded research and development and to provide new accommodation that will enable students, visiting academics, researchers and health professionals to stay locally with reduced travel needs. It is also imperative to work with Austin Health for the redevelopment of the Heidelberg Repatriation Hospital to integrate better into the Austin Health Medical Precinct.

	Action	Timing	Lead Agency
2.1	Support Austin Health and La Trobe University by providing whole of government coordination to implement their Masterplans.	Medium Term	VPA
2.2	Advocate for non-government investment in health, research and education activities in the nearby employment precincts through investment attraction strategies for new business to locate in the cluster.	Medium Term	VPA DEDJTR BCC DCC
2.3	Promote the opportunity for establishment of allied health, research and development and diverse housing opportunities in close proximity to the main institutions by ensuring that structure plans allow for these land uses.	Short Term	VPA



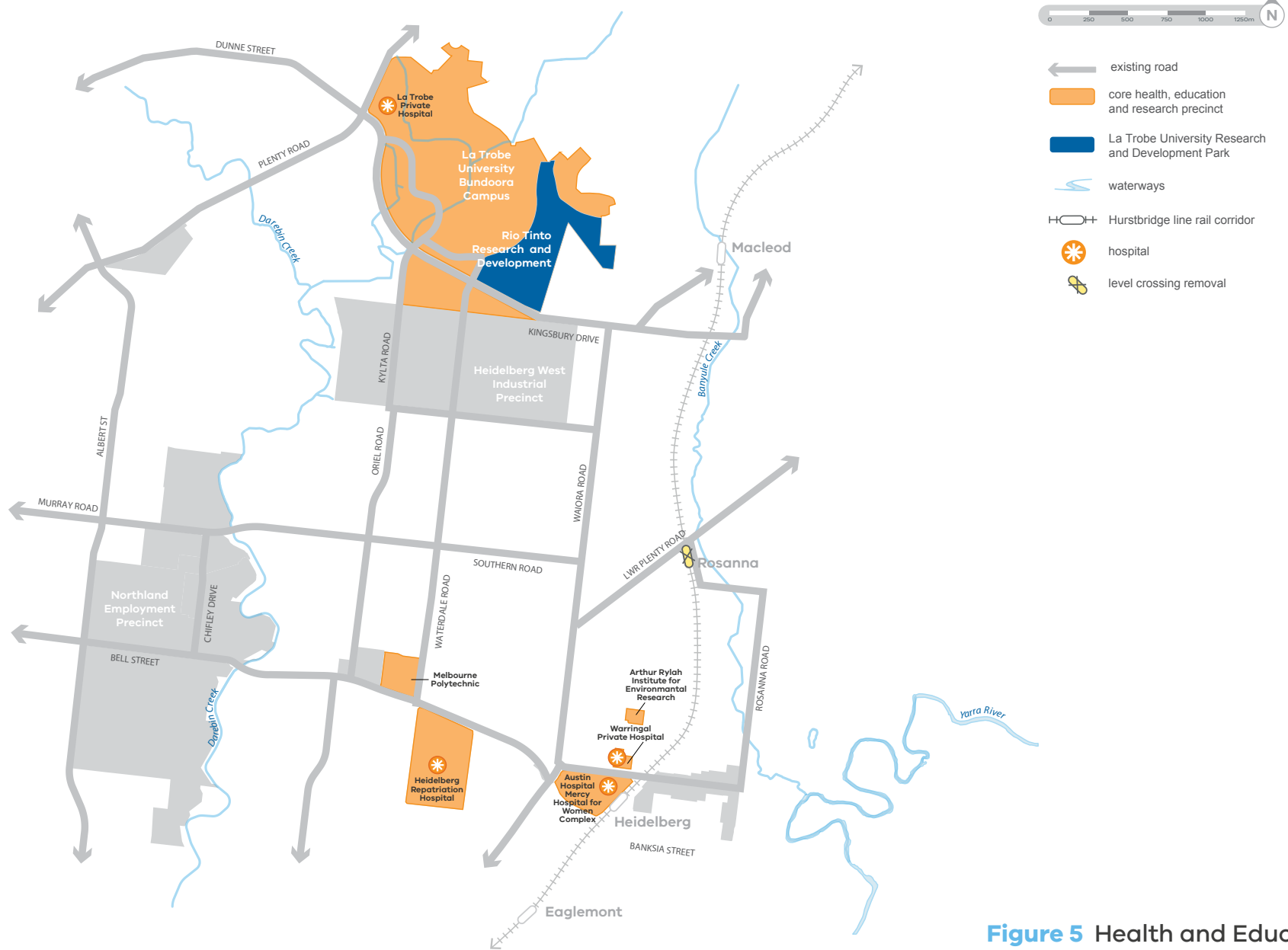


Figure 5 Health and Education

STRATEGIC OUTCOME 3:

A BOOST IN JOBS GROWTH AND DEVELOPMENT OF ATTRACTIVE PUBLIC DOMAINS IN EMPLOYMENT AREAS WITH NEW TOWN CENTRES

Maximising jobs growth will require a concerted effort to create more vibrant activity and business centres. The La Trobe Cluster has been successful as an important employment area in the north-east region. It needs to modernise, with particular focus on addressing the gaps in the range of land uses and infrastructure now sought by a new breed of businesses and workers. This includes access to broadband services and amenities e.g. cafes and retail, public open space and business services. Advocacy with the Federal Government for improved broadband access for this nationally significant cluster will be important in the short term. Streamlining planning scheme limitations and investing in public transport and the public realm will catalyse positive change.

By concentrating a range of retail, business accommodation, community facilities and public open space within the heart of the supporting employment areas, there will be greater potential to deliver the amenity, vibrancy and interest that is needed to attract new businesses.

Another key issue is for workers to have local access to a range of housing options including higher quality dwellings. Housing areas surrounding the employment precincts are generally in need of renewal, particularly within the Preston East and Heidelberg West housing areas. Development of these areas should focus on sustainability and affordability with higher densities than typical detached housing areas.

Fostering public realm upgrades and public transport in the Heidelberg West Industrial and Northland Employment Precincts are key to allowing these areas to transform from older industrial areas to modern business centres.

	Action	Timing	Lead Agency
3.1	Advocate to the Federal Government and its agencies for improved high speed broadband access throughout the La Trobe Cluster, with a priority on the Heidelberg West Industrial and the Northland Employment Precincts.	Short Term	VPA BCC DCC DEDJTR
3.2	Plan for new activity centres within employment precincts.	Short Term	VPA BCC DCC
3.3	Plan for business investment and growth of high density employment by completing the Heidelberg West Industrial and Northland Urban Renewal Precinct Structure Plans and implementing them with amendments to the respective planning schemes.	Medium Term	BCC DCC
3.4	Prepare an investment attraction strategy for the Heidelberg West Industrial and Northland Urban Renewal Precincts following the completion of the Precinct Structure Plans.	Medium Term	DEDJTR

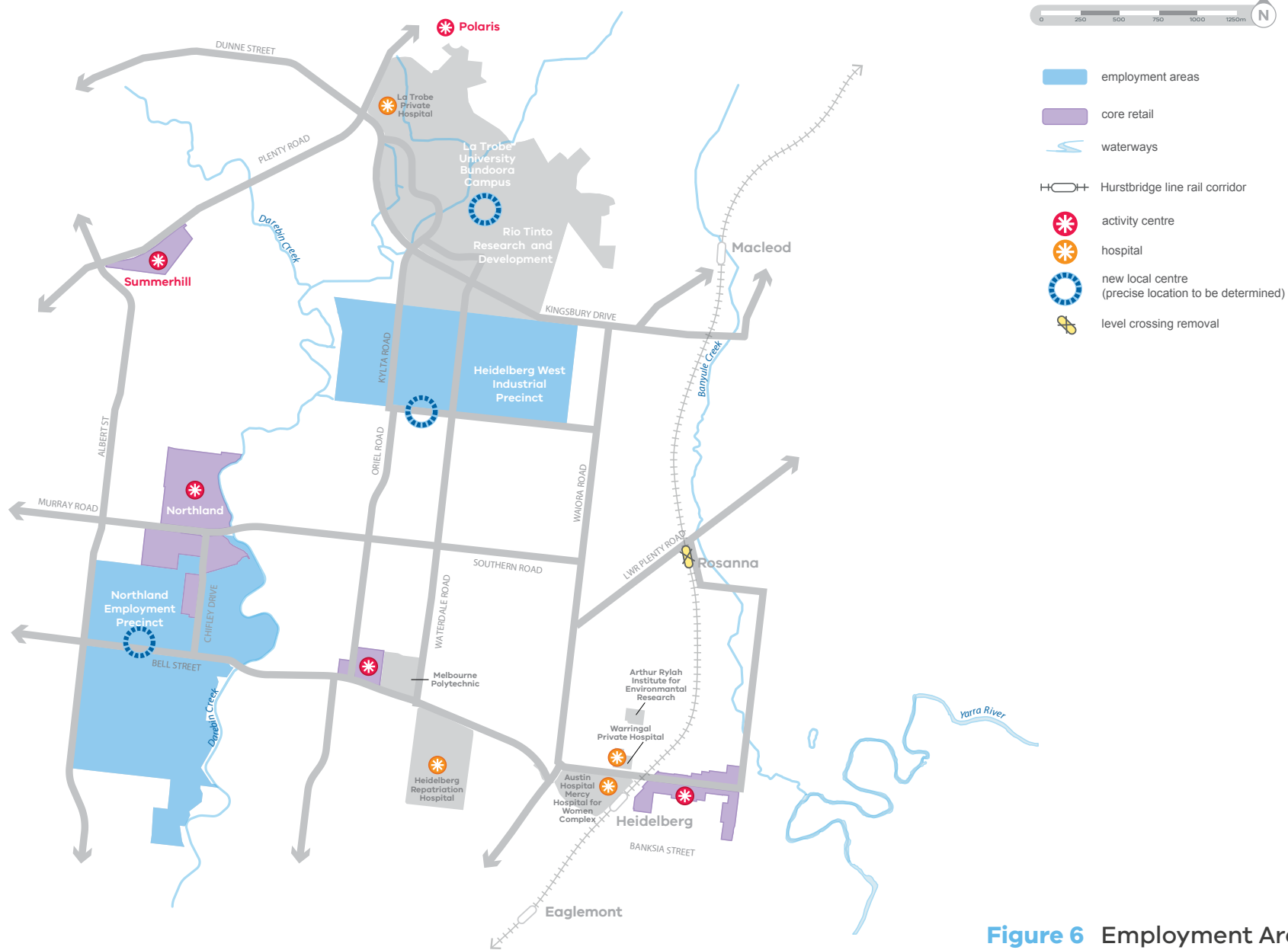


Figure 6 Employment Areas

STRATEGIC OUTCOME 4:

IMPROVED PUBLIC OPEN SPACE AND COMMUNITY INFRASTRUCTURE TO MEET CHANGING NEEDS

A large part of the amenity and social life of the cluster is derived from the public places, buildings and services that support the needs of the local community. They offer places of respite, cultural expression and every day needs such as childcare, health centres, libraries and education. Open spaces and landscaped streets also contribute to sustainability and resilience against the effects of climate change. It's important to recognise the importance of the Darebin Creek corridor and its contribution to the liveability of the cluster.

Community infrastructure is delivered by both the public and private sector to support the needs of the community, including workers, visitors, students and residents. Areas of higher change will require a concerted effort to plan for and deliver the types of places that provide a good quality of life. This is essential as an attractor for people to live, work or visit the cluster. Needed infrastructure has been identified in the *Joint Community Infrastructure Plan* by ASR Research. Infrastructure provision will focus on adaptable and flexible spaces that are co-located to maximise the opportunity for integration of multiple activities.

Action	Timing	Lead Agency
4.1 Plan and deliver priority infrastructure requirements and items based on the Joint Community Infrastructure Plan by ASR Research (October 2016).	Short to Medium Term	BCC DCC
4.2 Undertake infrastructure contribution planning for areas of high change within the cluster.	Medium Term	BCC DCC VPA support
4.3 Support the f Banyule and Darebin City Councils to establish public open space contribution rates that will ensure open space improvements support anticipated growth.	Short Term	BCC DCC
4.4 Develop a future education growth plan to support the local population changes with appropriate expansion or upgrades to primary and secondary schools and definition of school catchments.	Medium Term	VPA DET
4.5 Work with La Trobe University to achieve greater utilisation of existing cultural, community and open space infrastructure on the university grounds.	Short Term	VPA La Trobe University BCC DCC

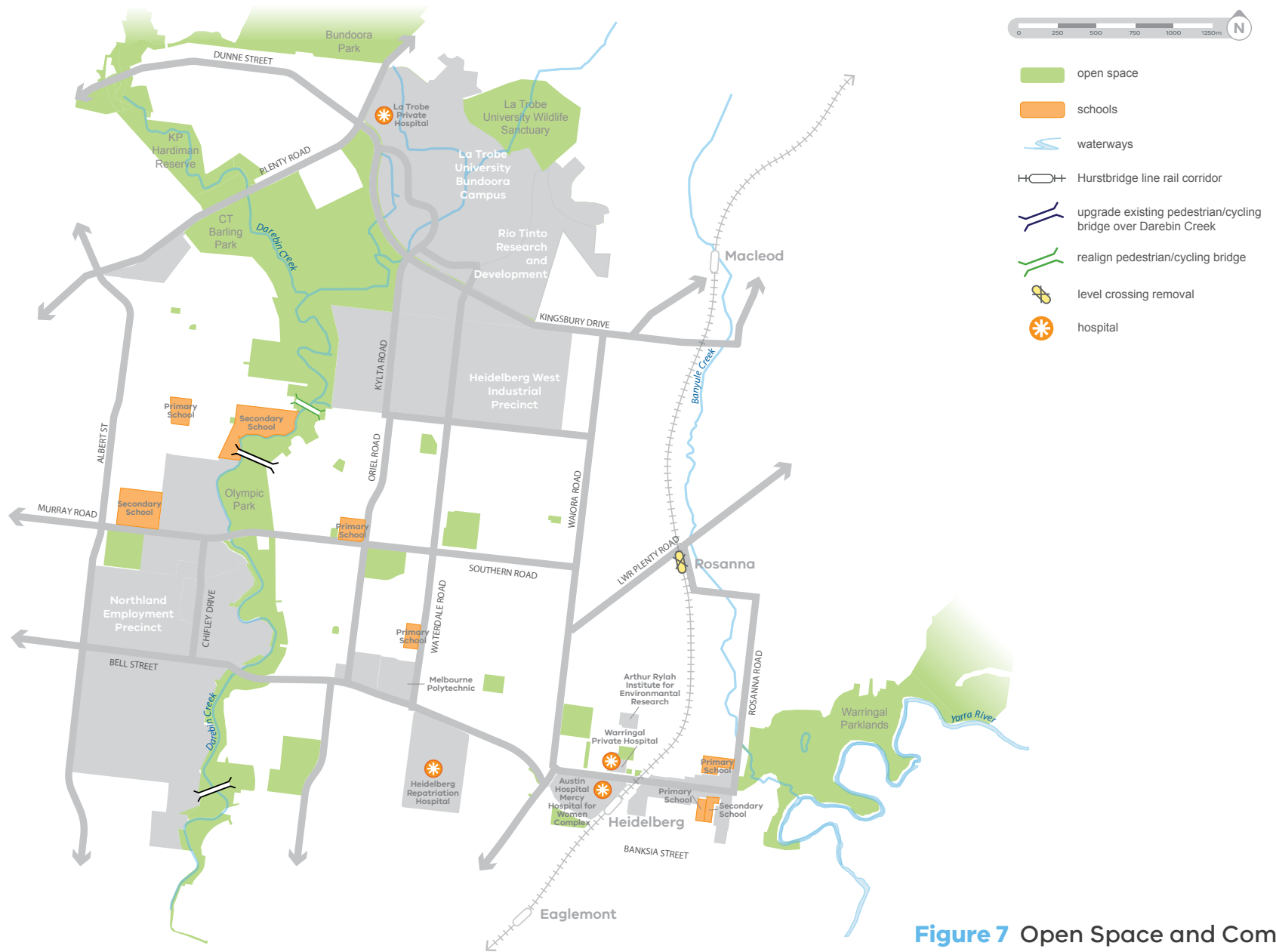


Figure 7 Open Space and Community

STRATEGIC OUTCOME 5:

SUSTAINABLE DEVELOPMENT WITHIN THE PUBLIC REALM AND BUILT FORM CONSTRUCTION

Any future works including transport, public realm and built form, should take into account the long term viability of infrastructure investment including water conservation and stormwater harvesting.

The detailed planning work should consider:

- Environmentally Sustainable Development (ESD) objectives in preparing design guidelines for the built form across the cluster.
- Sustainable transport and promotion of green travel
- Integrated Water Management within employment precincts.
- Water Sensitive Urban Design within employment precincts.
- Open Space design and landscaping within employment precincts that can mitigate urban heat island effect.

Action	Timing	Lead Agency
5.1 Prepare ESD guidelines as part of Precinct Structure Plan implementation.	Short to Medium Term	BCC DCC
5.2 Include the recommendations of the <i>Integrated Water Management Plan for the La Trobe National Employment Cluster</i> by MWH and Arup (August 2016) in capital works planning.	Short to Medium Term	BCC DCC
5.3 Undertake consistent tree planting along main arterial roads to reduce the heat island effect.	Medium to Long Term	BCC DCC VicRoads



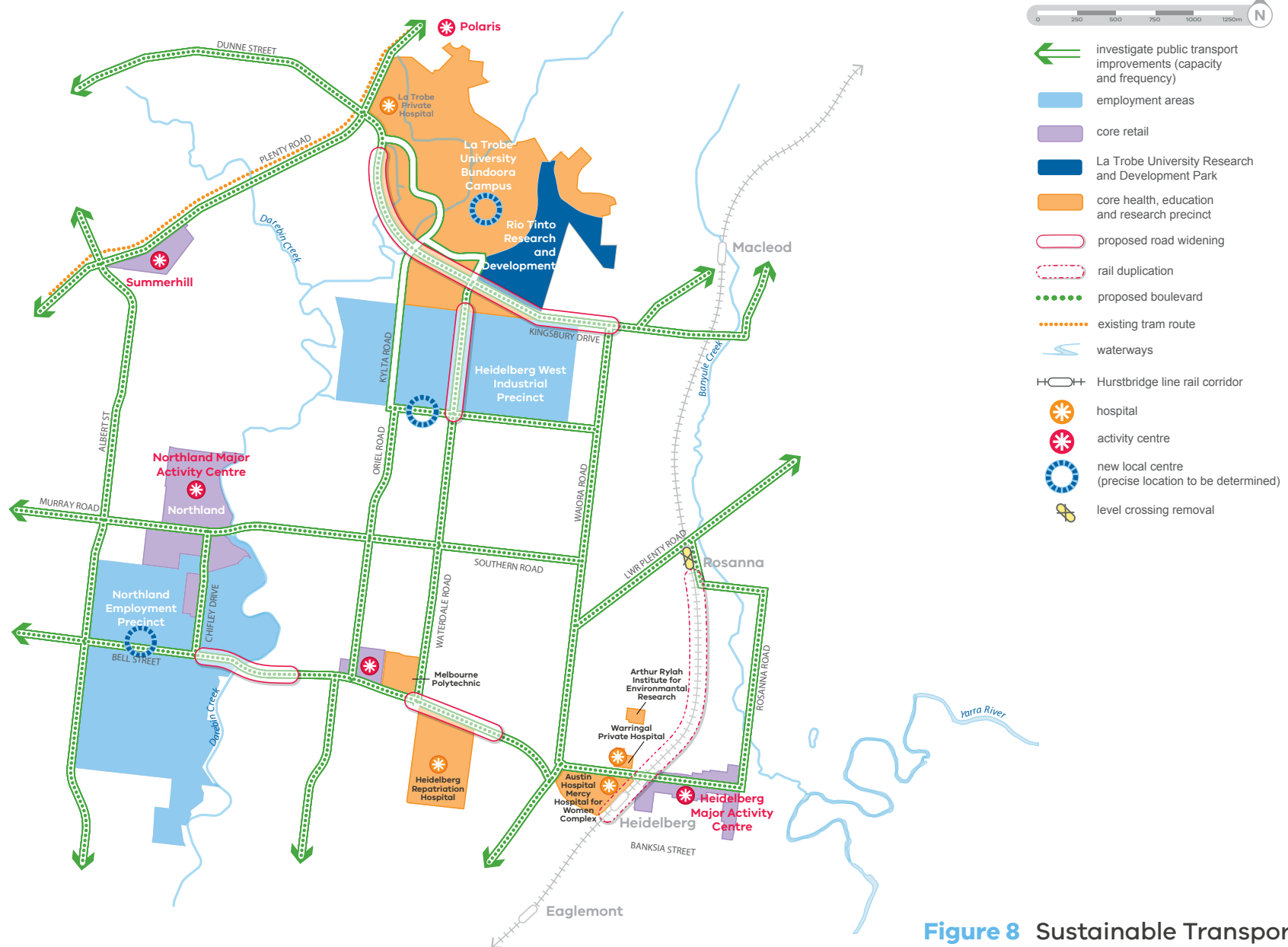


Figure 8 Sustainable Transport, Public Realm and Built Form



La Trobe Institute for
Molecular Science

STRATEGIC OUTCOME 6:

STRUCTURE PLANS THAT SUPPORT FUTURE GROWTH OF THE KEY EDUCATION, HEALTH, EMPLOYMENT PRECINCTS AND ACTIVITY CENTRES

Urban renewal projects offer significant opportunities for integrated planning at the local level to address the goals of this plan and resolve specific opportunities and challenges. These projects will be delivered in a coordinated manner in the short to medium term. Precincts such as activity centres and older industrial areas are urban renewal projects as they are all going through a phase of change.

The detailed planning work should be undertaken on the basis of the following:

- Optimise economic and social participation of local communities through development of ongoing local employment opportunities and new housing choices.
 - Prioritise contemporary approaches to integrated mixed use development founded on walking and cycling access, and maximising public transport integration.
 - Establish a high standard of urban design that can contribute positively to the image and identity of the cluster.
 - Plan for open spaces and landscaping that can transform the image of the precinct, mitigate the urban heat island effect, provide water retention and address recreational needs.
 - Future proofing development through early planning for utilities and service provision that optimise long term efficiency and affordability.
 - Social, cultural and entertainment needs of the growing and changing population are met.
- New and diverse housing around existing activity centres, education and research precincts, Heidelberg West and Northland employment precincts.
 - A range of housing options within the Northland Urban Renewal Precinct and the Heidelberg West residential area that provide accommodation locally for workers, students, visitors to key institutions and those choosing to age in place.
 - Address the potential risk of community displacement through the provision of social and affordable housing within the cluster.
 - Research precincts, as a priority.
 - Develop a range of housing options that provide accommodation locally for workers, students and visitors to key institutions and those choosing to age in place.
 - Address the potential risk of community displacement through provision of social, accessible and affordable housing within the cluster.





Figure 9 Heidelberg West Employment Precinct



aerial photograph October 2015

6.1 Heidelberg West Industrial Precinct

Key Information

Size: 97 Hectares

Key Elements

- Darebin Creek
- Established industrial built form
- Proximity to La Trobe University

Long Term Vision

A modern business environment with new offices and research and development premises including advanced manufacturing that relates to La Trobe University and supports a growing residential community with new tree lined street networks for public transport, pedestrians and cyclists. It will be a precinct that offers small local supermarket shopping with cafes and restaurants that serve the needs of local workers and residents within and outside the precinct.

Priority Action

Prepare a precinct structure plan for the Heidelberg West Industrial Precinct to support the area transitioning to a modern business environment.

Action	Timing	Lead Agency
6.1.1 Prepare a structure plan for the Heidelberg West Industrial Precinct to provide for a modern business environment to attract new business, particularly in research and development industries connecting to La Trobe University, providing for innovation in science and technology.	Short Term	VPA
6.1.2 Plan and deliver works over the medium to long term for improved connections to the Darebin Creek and an improved public realm environment with an attractive interface to the Darebin Creek.	Short Term for Plan and Medium to Long Term for Delivery	VPA BCC
6.1.3 Implementation of the structure plan for delivery of new and upgraded infrastructure identified in the structure plan by exploring funding avenues (including an Infrastructure Contributions Plan) to support future infrastructure works by authorities.	Short Term	VPA BCC

Current Status

The Victorian Planning Authority and Council have formed a partnership and commenced work on research and analysis about opportunities for future land use and development.



Figure 10 Heidelberg Activity Centre and Medical Precinct

6.2 Heidelberg Activity Centre

Key Information

Size: 223 Hectares

Key Elements

- Heidelberg Train Station
- Medical Services Precinct
- Burgundy Street Shopping Strip

Long Term Vision

Situated in a valley with green, leafy surrounds, nearby parklands and a riverine environment, Heidelberg's growing economy is centred on Burgundy Street and a revitalised train station with links to the surrounding hospitals. Nationally significant medical services and allied industries continue to cluster at and near the hospitals.

The centre's rich arts history, culture and entertainment is supporting a vibrant public realm where footpath trading, public art, landscaping and well-designed streets are transforming the urban setting. Comfortable meeting spaces are woven into the public realm and integrated with new buildings. A sustainable urban environment with high-quality urban, architectural and landscape design. Mixed use developments contribute new housing close to jobs and amenities.

Priority Action

Prepare and implement a master plan to inform future development at Heidelberg Train Station that benefits the La Trobe National Employment and Innovation Cluster.

Action	Timing	Lead Agency
6.2.1 Prepare a master plan for redevelopment at Heidelberg Railway Station that captures social and economic uplift opportunities with links to hospitals.	Short Term	VPA VicTrack PTV
6.2.2 Implementation of priority public realm improvements within the Heidelberg Structure Plan, e.g. pedestrian and cycling routes.	Short Term	BCC
6.2.3 Prepare an economic information base for floor space growth projections to implement the Heidelberg Major Activity Centre and Medical Precinct Structure Plan.	Short Term	BCC
6.2.4 Prepare and implement master plan for the Heidelberg Repatriation Hospital.	Short Term	Austin Health

Current status

The Heidelberg Structure Plan was adopted by Council in 2010.

More information about the structure plan can be found on the Council's website:

<http://www.banyule.vic.gov.au/Services/Planning/Activity-Areas/Heidelberg-Structure-Plan>

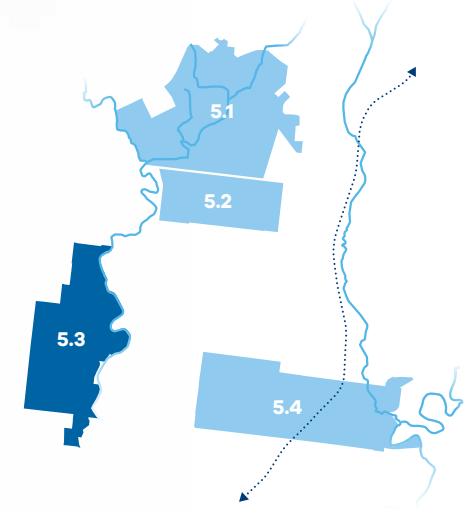


Figure 11 Northland Employment Precinct

6.3 Northland Employment Precinct

Key Information

Size: 229 Hectares

Key Elements

- TW Blake Reserve
- Darebin Creek
- Established industrial built form
- Adjoins Northland Shopping Centre

Long Term Vision

The Northland area will be an important higher density mixed use precinct offering modern offices, hotel and conference facilities, public open spaces, dining and café destinations and business services providing diverse employment. Harnessing technology, repurposing industrial buildings to foster jobs growth in creating industries and nurturing research and development industries within the cluster will contribute to diverse employment opportunities. Regeneration of parts of the industrial area would also deliver a mix of affordable, diverse, well designed, higher density housing. Improved street networks will cater for better movement of public transport, pedestrians and cyclists. A public realm led strategy will see the transformation of the precinct into an important 21st Century business and residential destination in Melbourne's north.

Priority Action

Finalise the Northland Urban Renewal Precinct Structure Plan to transform the precinct to a modern, vibrant mixed use precinct.

Action	Timing	Lead Agency
6.3.1 Support Darebin City Council to finalise the Northland Urban Renewal Precinct Structure Plan to transform the precinct to a modern, vibrant mixed use precinct with an active night time economy and improve public open space, particularly the TW Blake Reserve.	Short Term	DCC
6.3.2 Investigate a high capacity public transport link through the precinct and providing for cycling and pedestrian movements.	Short Term	DCC VPA TfV
6.3.3 Prepare a structure plan for the remainder of the Northland Employment Precinct to the south of Bell Street to Dundas Street.	Long Term	DCC VPA
6.3.4 Prepare an infrastructure plan for delivery of works over the medium to long term.	Short Term for Plan and Medium to Long Term for Delivery	DCC VPA
6.3.5 Provide advocacy and assist in exploring funding avenues (including an Infrastructure Contributions Plan) to support future infrastructure works by authorities.	Short Term	VPA DCC

Current status

The City of Darebin is currently preparing a structure plan for the Northland Urban Renewal Precinct. Engagement with the community is the next step in the process.



6.4 La Trobe University Precinct

Key Information

Size: 267 Hectares

Key Elements

- La Trobe University
- La Trobe Sports Precinct
- Rio Tinto and other research institutions
- Victorian Agriobiosciences

Long Term Vision

A world class university with a great on campus student housing and town centre environment, making it a destination for all. It will build on its research functions by linking in with businesses in the Heidelberg West Industrial Precinct. The university will be host to a regional level sports park including elite training facilities that are a magnet for all types of sports for participants and spectators alike.

Priority Action

Support La Trobe University in preparing a structure/development plan for its Bundoora Campus.

Action	Timing	Lead Agency
6.4.1 Support La Trobe University in preparing a structure/development plan for its Bundoora Campus to provide for more student housing, a university town and integration with its surroundings to link the residential and business communities.	Short Term	La Trobe University VPA TfV
6.4.2 Ensure planning for surrounding areas, particularly in the Heidelberg West Industrial Precinct has regard for the objectives of the La Trobe University Master Plan.	Ongoing	VPA BCC DCC
6.4.3 Investigate high-capacity public transport options serving La Trobe University's residential, health, research, education and sports precincts.	Medium Term	VPA PTV TfV

Current status

The master plan is currently being developed into detailed structure plans and development plans based on La Trobe University's priorities.

Implementation

Action	Timing	Lead Agencies
Strategic Outcome 1: A transformed transport network that supports the economic growth of the cluster		
1.1 Prepare an integrated transport plan that: <ul style="list-style-type: none"> • prioritises public transport, walking and cycling; • provides for public transport links between employment precincts and to other activity nodes within a 10 km radius; • provides for improvements to roads which allow for better public transport movements (such as bus lanes) and tree planting; and • provides for new and upgraded links across Darebin Creek. 	Short to Medium Term	VPA TfV BCC DCC
1.2 Determine potential links into the cluster from the North-East Link following the Victorian Government's decision on the final route.	Short Term	NELA VPA TfV
Strategic Outcome 2: Employment growth with innovation in the health, education and research industries with higher jobs density		
2.1 Support Austin Health and La Trobe University by providing whole of government coordination to implement their Masterplans.	Medium Term	VPA
2.2 Advocate for non-government investment in health, research and education activities in the nearby employment precincts through investment attraction strategies for new business to locate in the cluster.	Medium Term	VPA DEDJTR BCC DCC
2.3 Promote the opportunity for the establishment of allied health, research and development and diverse housing opportunities in close proximity to the main institutions by ensuring that structure plans allow for these land uses.	Short Term	VPA
Strategic Outcome 3: A boost in jobs growth and the development of attractive public domains in employment areas with new town centres		
3.1 Advocate to the Federal Government and its agencies for improved high speed broadband access throughout the La Trobe Cluster, with a priority on the Heidelberg West Industrial and the Northland Employment Precincts.	Short Term	VPA BCC DCC DEDJTR
3.2 Plan for new activity centres within employment precincts.	Short Term	VPA BCC DCC
3.3 Plan for business investment and growth of high density employment by completing the Heidelberg West Industrial and Northland Urban Renewal Precinct Structure Plans and implementing them with amendments to the respective planning schemes.	Medium Term	BCC DCC
3.4 Prepare an investment attraction strategy for the Heidelberg West Industrial and Northland Urban Renewal Precincts following the completion of the precinct structure plans.	Medium Term	DEDJTR

Action		Timing	Lead Agencies
Strategic Outcome 4: Improved public open space and community infrastructure to meet changing needs			
4.1	Plan and deliver priority infrastructure requirements and items based on the Joint Community Infrastructure Plan by ASR Research (October 2016).	Short to Medium Term	BCC DCC
4.2	Undertake infrastructure contribution planning for areas of high change within the cluster.	Medium Term	BCC DCC VPA support
4.3	Support the Banyule and Darebin City Councils to establish Public Open Space contribution rates that will ensure open space improvements support anticipated growth.	Short Term	BCC DCC
4.4	Develop a future education growth plan to support the local population changes with appropriate expansion or upgrades to primary and secondary schools and definition of school catchments.	Medium Term	VPA DET
4.5	Work with La Trobe University to achieve greater utilisation of existing cultural, community and open space infrastructure on the university grounds.	Short Term	VPA La Trobe University BCC DCC
Strategic Outcome 5: Sustainable development in future transport, public realm and built form activities			
5.1	Prepare ESD guidelines as part of Precinct Structure Plan implementation.	Short to Medium Term	BCC DCC
5.2	Include the recommendations of the Integrated Water Management Plan for the La Trobe National Employment Cluster by MWH and Arup (August 2016) in capital works planning.	Short to Medium Term	BCC DCC
5.3	Undertake consistent tree planting along main arterial roads to reduce the urban heat island effect.	Medium to Long Term	BCC DCC

Action	Timing	Lead Agencies
Strategic Outcome 6: Structure plans that support future growth of the key education, health, employment precincts and activity centres		
6.1 Heidelberg West Industrial Precinct		
6.1.1 Prepare a structure plan for the Heidelberg West Industrial Precinct to provide for a modern business environment to attract new business, particularly in research and development industries connecting to La Trobe University, providing for innovation in science and technology.	Short Term	VPA
6.1.2 Plan and deliver works over the medium to long term for improved connections to the Darebin Creek and an improved public realm environment with an attractive interface to the Darebin Creek.	Short Term for Plan and Medium to Long Term for Delivery	VPA BCC
6.1.3 Implementation of the structure plan for delivery of new and upgraded infrastructure identified in the structure plan by exploring funding avenues (including an Infrastructure Contributions Plan) to support future infrastructure works by authorities.	Short Term	VPA BCC
6.2 Heidelberg Major Activity Centre and Medical Precinct		
6.2.1 Prepare a master plan for redevelopment at Heidelberg Railway Station that captures social and economic uplift opportunities with links to hospitals.	Short Term	VPA/ VicTrack/ PTV
6.2.2 Implementation of priority public realm improvements within the Heidelberg Structure Plan, e.g. pedestrian and cycling routes.	Short Term	BCC
6.2.3 Prepare an economic information base for floor space growth projections to implement the Heidelberg Major Activity Centre and Medical Precinct Structure Plan.	Short Term	BCC
Prepare and implement a master plan for the Heidelberg Repatriation Hospital.	Short Term	Austin Health
6.3 Northland Urban Renewal Precinct		
6.3.1 Support Darebin City Council to finalise the Northland Urban Renewal Precinct Structure Plan to transform the precinct to a modern, vibrant mixed use precinct with an active night time economy and improve public open space, particularly the TW Blake Reserve.	Short Term	DCC
6.3.2 Investigate a high capacity public transport link through the precinct and provide for cycling and pedestrian movements.	Short Term	DCC VPA TfV
6.3.3 Prepare a structure plan for the remainder of the Northland employment precinct to the south of Bell Street to Dundas Street.	Long Term	DCC VPA
6.3.4 Prepare an infrastructure plan for delivery of works over the medium to long term.	Short Term for Plan and Medium to Long Term for Delivery	DCC VPA
6.3.5 Provide advocacy and assist in exploring funding avenues (including an Infrastructure Contributions Plan) to support future infrastructure works by authorities.	Short Term	VPA DCC

Action		Timing	Lead Agencies
6.4	La Trobe University Precinct		
6.4.1	Support La Trobe University in preparing a structure/development plan for its Bundoora Campus to provide for more student housing, a university town and integration with its surroundings to link the residential and business communities.	Short Term	La Trobe University VPA TfV
6.4.2	Ensure planning for surrounding areas, particularly in the Heidelberg West Industrial Precinct, has regard for the objectives of the La Trobe University Master Plan.	Ongoing	VPA BCC DCC
6.4.3	Investigate high-capacity public transport options serving La Trobe University's residential, health, research, education and sports precincts.	Medium Term	VPA PTV TfV

Short Term: 1-5 years, Medium term: 6-10 years; Long term: 10+ years

Abbreviations

BCC	Banyule City Council
CBD	Central Business District
DCC	Darebin City Council
DEDJTR	Department of, Economic Development, Jobs, Transport and Resources
DET	Department of Education and Training
R & D	Research and Development
TfV	Transport for Victoria
VPA	Victorian Planning Authority



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