The City's location - The strategic location on the Hume corridor between Melbourne and other major regional centres presents significant competitive advantages for Wodonga.

Wodonga's key competitive advantages include:

- **Access to Markets**: The location allows easy access to major markets in Melbourne and surrounds.
- **Access to Labour**: The availability of a skilled workforce due to the local population and nearby regions.
- **Access to Land**: A range of land sizes and configurations available for industrial development.

These advantages enable firms to take advantage of natural resources, amenity, transport and infrastructure, broad range of manufacturing firms, including advanced manufacturing, and food manufacturing.

These competitive advantages will enable Wodonga to position itself as a key location for a distinct competitive advantage.

These issues, and potential opportunities, can be managed to continue to provide Wodonga with a broad base of advantages.

**Federal and State government.**

This diversity of land requirements of industrial occupiers, and the need to accommodate employment, tourism, residential, heavy manufacturing industries, and may be compatible with a range of land uses and therefore be accommodated in zones with more flexible provisions, encouraging a diversity of land uses. Wodonga urban growth boundary.

**Advanced manufacturing industries** have different location requirements than traditional industries. The need for reliable ICT infrastructure to attract modern High tech industries.

**Ongoing potential growth in the logistics sector** will require upgrades to infrastructure, specifically road transport access, and to the Information and Communication Technology (ICT) infrastructure network to ensure reliable access to the broadband network.

**The availability of sufficient vacant industrial land** to meet the expected demand of industry over the next decade is crucial. An ongoing assessment of land requirements is necessary to ensure that the needs of industry are met.

The *Industrial Lands Strategy* is based on the above understanding, analysis of the local, regional, national, and global context, and the potential for rezoning land to the most appropriate uses based on the location and nature of the industrial uses.

The Strategy identifies the demand for and supply of industrial land in Wodonga. The attributes identified across the Local Government Area (LGA) include:

- Understanding the infrastructure and workforce needs of industry now and going forward.
- Identifying constraints and potential conflicts and their impact on the suitability of industrial lands.
- Consideration of future industrial land use needs in response to changing industry trends.
- Ensuring the proposed industrial land uses are consistent with the Council’s strategic direction and objectives.
- Support future planning and investigation of the potential for rezoning industrial land to non-industrial uses.
- Ensuring the Council has the necessary information to make informed decisions about industrial land use.

The Industrial Lands Strategy has been developed to establish the overall vision and objectives for industrial lands to meet the needs of industry; support future planning and investigation of the potential for rezoning industrial land to non-industrial uses; and the potential for rezoning land to the most appropriate uses based on the location and nature of the industrial uses.

The Strategy provides strategic direction on a precinct by precinct basis to ensure that the Council has a clear understanding of the demand for and supply of industrial land in Wodonga. It provides a framework for the Council to make informed decisions about industrial land use and supports future planning and investigation of the potential for rezoning industrial land to non-industrial uses.
EXECUTIVE SUMMARY

Purpose

The Industrial Lands Strategy has been developed to establish the overall vision and objectives for industrial land in Wodonga. It provides strategic direction on a precinct by precinct basis to support future planning and investigation of the potential for rezoning industrial land to non-industrial uses.

The Strategy identifies the demand for and supply of industrial land in Wodonga. The attributes and characteristics of land required to service the needs of industry is identified through:

- Consideration of future industrial land use needs in response to changing industry trends and the potential for rezoning land to the most appropriate uses based on the location and demand from industry;
- Identifying constraints and potential conflicts and their impact on the suitability of industrial lands to meet the needs of industry;
- Understanding the infrastructure and workforce needs of industry now and going forward to meet the needs of industries locating in Wodonga;
- The City’s location - The strategic location on the Hume corridor between Melbourne and Sydney enables more than 75 per cent of Australia’s population to be reached by road/rail overnight;
- Access to reliable water resources;
- Its historic strength and breadth of manufacturing industry;
- The availability of industrial land;
- The residential growth potential and clear planning framework to enable this growth to be carefully managed;
- The availability of a significant skilled workforce – a high proportion of technically skilled workers together with a young demographic, a low dependency ratio and high labour force participation rates;
- The amenity of the city, including attractions such as the sense of community, relatively low cost of housing and the natural surrounds; and
- Importantly, the strength of the logistics sector, enabling companies based in Wodonga to meet the needs of markets all over Australia.

The Industrial Lands Strategy is based on the above understanding, analysis of the local, regional and state policy context, together with local strategies, including consideration of the transport and digital economy strategies. It contains a summary of key issues AND considerations identified across the Local Government Area (LGA). These include:

- Ongoing potential growth in the logistics sector will require upgrades to infrastructure, namely road transport access, and to the Information and Communication Technology (ICT) infrastructure network to ensure reliable access to the broadband network;
- The suitability of Wodonga as a key logistics hub;
- The availability of sufficient vacant industrial land to meet the expected demand of around 5.3 hectares annually over the next decade;
- The need for reliable ICT infrastructure to attract modern High tech industries;
- Advanced manufacturing industries have different location requirements than traditional heavy manufacturing industries, and may be compatible with a range of land uses and therefore could be accommodated in zones with more flexible provisions, encouraging a diversity of occupiers;
- The need to manage potential land use conflict by working with zoning provisions, neighbouring Council areas, and existing land users to minimise conflict; and
- The diversity of land requirements of industrial occupiers, and the need to accommodate this diversity, which may require intervention by Council, either directly or in an advocacy role to Federal and State government.

These issues, and potential opportunities, can be managed to continue to provide Wodonga with a distinct competitive advantage.

Wodonga’s Competitive Advantages

Wodonga’s key competitive advantages include:

- The City’s location - The strategic location on the Hume corridor between Melbourne and Sydney enables more than 75 per cent of Australia’s population to be reached by road/rail overnight;
- Access to reliable water resources;
- Its historic strength and breadth of manufacturing industry;
- The availability of industrial land;
- The residential growth potential and clear planning framework to enable this growth to be carefully managed;
- The availability of a significant skilled workforce – a high proportion of technically skilled workers together with a young demographic, a low dependency ratio and high labour force participation rates;
- The amenity of the city, including attractions such as the sense of community, relatively low cost of housing and the natural surrounds; and
- Importantly, the strength of the logistics sector, enabling companies based in Wodonga to meet the needs of markets all over Australia.

These competitive advantages will enable Wodonga to position itself as a key location for a broad range of manufacturing firms, including advanced manufacturing, and food manufacturing, enabling firms to take advantage of natural resources, amenity, transport and infrastructure, access to markets, access to labour, and access to land in a range of sizes and configurations.

The objectives for industrial land in Wodonga are as follows:

Objective 1: Strengthen Wodonga’s role as a strategic national intermodal logistics and distribution centre.

Objective 2: Ensure the availability of land for industrial business that have a range of land use requirements, infrastructure needs and skillset requirements.

Objective 3: Develop Wodonga as a location for high-tech modern industrial businesses.
Objective 4: Support the retention and growth of existing industrial and related businesses in Wodonga and facilitate new industrial and related business investment in Wodonga.

Objective 5: Ensure the needs of industrial and employment lands are served by road and rail infrastructure upgrades.

Objective 6: Enable appropriate employment generating land uses by supporting the transition of industrial areas where appropriate.

Objective 7: Provide planning certainty to guide long term business investment decisions in Wodonga.

Actions are nominated in the strategy to achieve these key objectives.

GLOSSARY OF TERMS

Accessibility – Refers to the extent to which people have access to employment, goods and services, either through proximity or transport links to places.

Advanced Manufacturing - Advanced manufacturing is defined as a broad set of enabling technologies, processes and practices that businesses from a wide range of industry sectors can adopt to improve their productivity and competitiveness.

Business Park – A large distinct employment space independent of a mixed use centre, which is generally master planned or under a single management regime.

Creative Industries – Industries focused on linking creativity with commercial markets: these industries use creativity as their source of value, generating ideas into new intellectual property (IP) and then using and commercialising that IP in innovative ways - often through industry inter-action on a project-by-project basis.

Employment Lands – Land that is predominantly used for commercial or industrial activities resulting in employment.

GIS – Geographical Information System.

Gross Floor Area – Gross Floor Area (GFA) is Gross Lettable Area plus common mall spaces (including amenities), centre management area and plant rooms. In a typical indoor centre with at least one department store and supermarket the GLA makes up around 72% to 75% of the GFA.

Gross Lettable Area – Gross Lettable Area ( GLA) is the common measure used for lease and for other descriptive purposes in retail centres and shops. It is usually defined as the total area of the lease and includes back of house, storage, offices and mezzanine levels but usually excludes loading docks and common mall spaces. GLA is more commonly used in the industry because it defines the area of the lease. Shopping centre owners report rents and turnover figures on the leased area and benchmarking is usually made on the GLA. For the purpose of Hill PDA's demand modelling all floor areas expressed are in GLA.

High Tech Industry - An industry using or involving advanced methods and the most modern equipment.

ICT - Information and Communication Technology; technologies that provide access to information through telecommunications. Similar to Information Technology (IT), but focuses primarily on communication technologies. This includes the Internet, wireless networks, phones, and other communication media.

Infill Development – New development that occurs within established urban areas where the site or area is either vacant, or has previously been used for another urban purpose.

Logistics – Logistics includes the process of planning, implementing and controlling procedures for the efficient and effective transportation and storage of goods. This includes services and related information from the point of source to the point of consumption for the purpose of fulfilling and conforming to customer requirements.

‘Wet’ Industry – Wet industries include food processors and other industries where raw materials need to be cleaned, leading to significantly higher water consumption and wastewater generation, compared to other industry.
1 INTRODUCTION

Purpose

The Industrial Lands Strategy has been developed to establish the overall vision and objectives for industrial land in Wodonga. It provides strategic direction on a precinct by precinct basis to support future planning and investigation of the potential for rezoning industrial land to other uses. The direction provided will enable Council to make decisions on industrial land and industrial zoning requirements in Wodonga.

The Industrial Lands Strategy identifies the need for infrastructure improvements to boost efficiency in the area's industrial economy and to increase the attractiveness as a location of choice for industrial occupiers.

The Strategy addresses a number of issues that have been identified as important to Wodonga's current and future role as an industrial location.

It also recognises the need to accommodate growth in other areas of the economy, and recognises the need to balance the requirements of industrial occupiers with those of the economy more broadly, and acknowledges the impacts industry may have on surrounding land uses.

Implementation

The Strategy will be used to inform decisions and support applications made for infrastructure improvements that facilitate industrial activity in and around Wodonga and to provide Council with a basis for advocacy.

Methodology

Stakeholder consultation and industry workshops informed the development of the strategy. Stakeholders included local government, industry representatives, infrastructure providers and state government agencies. Businesses were able to provide input into the strategy through these forums and through online surveys.

Face to face interviews with relevant individuals were held to provide more detail on issues raised during the stakeholder forum and through the online survey process.

GIS analysis was used to determine the amount of occupied and vacant or undeveloped industrial land. Analysis of industry databases provided information on take up of industrial land in Wodonga and competing areas.

Employment forecasts at the regional level were used to project industrial land demand requirements going forward.

2 STRATEGY BACKGROUND - CONTEXT

Strategic Context

The City of Wodonga is strategically located on the Hume Highway - providing direct access to major overland freight routes across Australia. The industrial economy remains strong, with considerable pull factors which encourage industrial development. Wodonga has used these pull factors to maintain its relative position in the Victorian manufacturing and industry hierarchy. These attractors include strategically important infrastructure assets - notably the Hume Highway and the Sydney-Melbourne rail corridor, together with abundant flat industrial land and ample reliable water supplies - Wodonga has a high level of water security as a result of the water storage capacity at Lake Hume, which makes the city an attractive location for manufacturing, particularly that which is high water intensive.

Wodonga also has advantages in terms of access to skilled labour. The city boasts access to a stable, skilled local workforce of more than 50,000 people and a regional workforce of more than 80,000 people. In the Wodonga region 53% of people over the age of 15 have post school qualifications.

Wodonga's strategic location provides central access to the North East Victorian food bowl, along with a range of additional agricultural and industrial markets. This will provide long term opportunities for commercial and industrial air freight distribution and logistics at Logic.

Wodonga has a history of supporting and encouraging industrial development. The Albury-Wodonga Development Corporation, a Commonwealth statutory authority, established by the Albury-Wodonga Development Act 1973, was a major property-owner in the Albury-Wodonga region. The Corporation - which was wrapped up in 2015 - provided development land for over 6,000 residential lots, and seven industrial estates developed in the Albury-Wodonga region.

Policy Context

There is a range of planning and policy documents of relevance to this report. These are identified below. The key objectives of these strategies are provided in the appendices to this Industrial Lands Strategy.

The Wodonga Growth Strategy

The Wodonga Growth Strategy - completed in 2015 - is intended to provide guidance on the preferred form and location of growth across Wodonga. Direction is provided to developers, the community and to service providers. The Strategy plays a role in providing a basis for advocating on behalf of the community for infrastructure investment and improvements. The objectives of these polices are described in more detail in the appendices to the Industrial Lands Strategy.

The Growth Strategy identified that there was sufficient supply of industrial land in Wodonga to meet the anticipated long-term demand and that no additional land would need to be rezoned for employment purposes. The figure below identifies the key employment areas nominated in the Wodonga Growth Strategy.
Wodonga Integrated Transport Strategy (WITS) and Priority Implementation Plans

The majority of the issues identified in the WITS relate to the need for improvements to transport networks in order to facilitate the movement of people, prioritising active transport and public transport mode choices. The Strategy notes that "future changes to the road network should generally not be aimed at increasing traffic capacity, but rather at facilitating improvements to sustainable and active transport modes and supporting the overall economic and amenity objectives of Wodonga".

The WITS provides recommendations for all transport modes and networks in the municipality. The WITS recognises that a significant component of economic activity in Wodonga results from the movement of freight and that future land use and transport planning should take account of significant freight generating activities.

The WITS notes that Wodonga has the opportunity to capitalise on its potential as a major freight hub through maximising investment opportunities at Logic Wodonga. The WITS notes that the Logic has capacity to accommodate 9,000 employees. Other freight generating land uses / precincts were noted at Moloney Drive and Baranduda Enterprise Park.

Maintaining and enhancing access of increased freight volumes to key freight generating land uses is a key element of the Strategy. Avoiding conflicts between freight movements and sensitive land uses is also identified as a requirement for future land use planning.

The Strategy identifies priority road and freight network upgrades. Key required upgrades identified are:

- Old Barnawartha Road / Murray Valley Highway - Intersection improvement; and
- Melrose Drive - investigation into potential upgraded freeway access to provide both entry/exit Melbourne bound.

In a number of instances, the road network improvements are identified as being under the control of VicRoads and that the role of Council is one of advocacy.

State Planning Policy Framework

Several Clauses in the State Planning Scheme refer to freight transport, such as Clause 18.05 which specifically identifies the objective to further develop the State’s key transport gateways and freight links and maintain Victoria’s position as the nation’s premier logistics centre.

The strategies identified in Clause 18.05-1 focus on improving the efficiency of freight movements around Victoria by ensuring adequate land supplies around interstate freight terminals while minimising the impact of freight activity on surrounding land uses.

The objective of Clause 17.02-1 related to industrial land development is to ensure land is available for industry by ensuring that land is readily accessible by employees and freight transport, with appropriate buffer areas between proposed industrial land and nearby sensitive uses; by protecting and carefully planning existing industrial areas to, where possible, facilitate further industrial development; and to protect industrial activity in industrial zones from unplanned encroachment of commercial, residential and other sensitive uses that would affect industry viability.
The planning strategies include protecting significant industrial land from incompatible uses to allow for future growth. Maintaining adequate buffer distance is noted as a strategy to protect the ongoing supply of industrial land.

The key strategies identified relevant to Wodonga’s Industrial Lands Strategy include encouraging the expansion and development of logistics and communications infrastructure, and supporting the development of business clusters.

Additional transport related objectives focusing around the role of airports, airfields and freight transport. Improving the efficiency of the freight network is a key strategy, as is ensuring an adequate supply of land to allow high-volume freight customers to locate adjacent to interstate freight terminals.

Local Planning Policy

The Municipal Strategic Statement (MSS) identifies that Wodonga has an abundance of industrial land available for development with a number of dispersed industrial land areas to accommodate in excess of 25 years of land supply. Issues identified in the MSS include that there is noted as being a relative shortage of small to medium size lots to meet market demand. The encroachment of sensitive uses on to industrial land is also noted.

Strategies noted are to:

- Support the diversification of the industrial base; and
- Ensure the timely and efficient delivery of infrastructure and services.

Hume Regional Growth Plan

The Regional Growth Plan identifies Wodonga as the focus for the Hume sub-region, major urban growth and development.

The urban growth framework for Wodonga shows strategic opportunities for residential, industrial and commercial development. Population growth in Wodonga will be accommodated in seven existing growth fronts. Medium-to-long-term developments are planned for the Baranduda-Leneva area, which will accommodate up to 35,000 additional people over the next 20 to 50 years. Wodonga will continue to be a major economic driver for the region and beyond and will build on existing strengths in freight and logistics, manufacturing, defence, education, health, business services, major sporting events and arts and culture.

Making the best use of the region’s strategic transport assets involves continuing development of the existing freight and logistics precinct at Wodonga (Logic freight activity centre).

The Growth Plan identifies two preferred station locations in the region for potential high-speed rail system between Melbourne and Sydney. One of these preferred station locations is at Barnawartha North, close to the Logic logistics hub.

A strategy in the Regional Growth Plan is to promote the establishment of renewable energy hubs to co-locate industries to maximise resource use efficiency and minimise waste generation and nominates Wodonga as a key potential location for such a hub.

Albury Wodonga Digital Economy Strategy

The Digital Economy Strategy - developed with Albury City in 2013 - provides a five year program to assist local businesses in taking advantage of online opportunities. The Strategy identified a need to make high-speed broadband available to all premises (including commercial), to “reduce the tyranny of distance across the region”.

The Strategy identifies the potential for new technology-based industries locating in the region, with the potential to broaden the Albury Wodonga industrial base. Focussing on small business and the digital literacy levels in the area and the opportunities for new types of industry and employees to establish in the Albury Wodonga area is a further key focus of the Strategy, noting opportunities for Information and Communication Technology (ICT) hardware and software development businesses, and creative industries.
3 WODONGA: INDUSTRIAL PRECINCTS AND ZONES

Wodonga accounts for the majority of industrial land in the Hume region. Industrial land assessed during the preparation of this Strategy includes the Industrial 1 Zone (IN1Z), Commercial 2 Zone (C2Z), Mixed Use (MUZ) and Public Use Zone (PUZ) / Urban Growth Zone (UGZ) land adjoining industrial areas distributed across the municipality, as shown in Figure 2 below. The main industrial precincts of Wodonga include:

- Logic;
- West Wodonga;
- Moloney Drive;
- Central Wodonga;
- East Wodonga;
- Anzac Parade; and
- Baranduda Industrial Estate.

These areas are shown in Figure 2 below.
Zones: Purpose

The purpose of the industrial land use zones in Wodonga is defined as follows:

**Industrial 1 Zone:** To provide for manufacturing industry, the storage and distribution of goods and associated uses in a manner which does not affect the safety and amenity of local communities.

**Commercial 2 Zone:** To encourage commercial areas for offices, appropriate manufacturing and industries, bulky goods retailing, other retail uses, and associated business and commercial services. To ensure that uses do not affect the safety and amenity of adjacent, more sensitive uses.

**Mixed Use Zone:** To provide for a range of residential, commercial, industrial and other uses which complement the mixed-use function of the locality; to provide for housing at higher densities; to encourage development that responds to the existing or preferred neighbourhood character of the area; to facilitate the use, development and redevelopment of land in accordance with the objectives specified in a schedule to the zone.

Uses and the permit requirements of these uses in the zones are shown in Table 1.

**Table 1: Zones and Industry Permit Requirements**

<table>
<thead>
<tr>
<th>Zone</th>
<th>Permit Status</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>IN1Z</td>
<td>Not Required</td>
<td>Crop raising Extensive animal husbandry Home occupation Industry (other than Materials recycling and Transfer station) Informal outdoor recreation Mail centre Minor utility installation Railway Service station Shipping container storage Tramway Warehouse (other than Mail centre and Shipping container storage) Any use listed in Clause 62.01</td>
</tr>
<tr>
<td></td>
<td>Permit required</td>
<td>Adult sex bookshop Agriculture (other than Apiiculture and Intensive animal husbandry) Caretaker's house Convenience shop Education centre Leisure and recreation (other than Informal outdoor recreation) Materials recycling Office Place of assembly (other than Carnival and Circus) Restricted retail premises Retail premises (other than Shop) Transfer Station Utility installation (other than Minor utility installation and Telecommunications facility). Any other use not in Section 1 or 3</td>
</tr>
<tr>
<td>C2Z</td>
<td>Not Required</td>
<td>Cinema Cinema based entertainment facility Food and drink premises Industry (other than Materials recycling and Transfer station) Informal outdoor recreation Mail centre Minor utility installation Office Postal agency Railway Restricted retail premises Shop (other than Adult sex bookshop, Restricted retail premises and Supermarket) Trade supplies Tramway Warehouse (other than Mail centre) Any use listed in Clause 62.01</td>
</tr>
<tr>
<td></td>
<td>Permit required</td>
<td>Adult Sex Bookshop Agriculture (other than Apiiculture and Intensive animal husbandry) Caretaker's house Education centre Leisure and recreation (other than Informal outdoor recreation, Major sports and recreation facility and Motor racing track) Materials recycling Motel Place of assembly (other than Carnival, Cinema and Circus) Residential hotel Retail premises (other than Food and drink premises, Postal agency, Restricted retail premises, Supermarket, and Trade supplies) Supermarket Transfer station Utility installation (other than Minor utility installation and Telecommunications facility) Any other use not in Section 1 or 3</td>
</tr>
<tr>
<td></td>
<td>Prohibited</td>
<td>Accommodation (other than Caretaker's house, Motel and Residential hotel) Hospital Intensive animal husbandry Major sports and recreation facility Motor racing track</td>
</tr>
</tbody>
</table>
4 INDUSTRY SECTOR TRENDS

Macro-Economic Context

The demand for industrial floorspace in Australia continues to be influenced by the
globalisation of trade and the increasing dominance of information technology by
businesses.

The face of traditional manufacturing is changing, becoming more efficient with the use
of new technologies and equipment. Efficiency savings have resulted in savings in labour
costs and floorspace demand.

The rate of development of industrial land and floorspace in Victoria has generally been
outpaced by employment growth rates.

However, this varies considerably between types of activity:

- In manufacturing and wholesale trade, employment growth has either declined or
remained stagnant.
- In contrast, transport and storage have seen strong growth in employment
numbers.

The Growth of Logistics

Declines in local manufacturing and a growth in imports have led to a situation where
warehousing, transport, distribution and logistics businesses have thrived. Industrial
floorspace is increasingly required for the storage and distribution of goods that are now
manufactured offshore.

While jobs in transport and storage have held relatively constant, logistics operators
continue to benefit from the availability of larger sites required for logistics and
distribution businesses. It is noted that logistics operators have locational needs that are
determined by efficient supply chains, access to customers and suppliers, land availability
and main road access.

Changing Industry Needs

Many contemporary industrial uses, particularly in an Australian context, are now non-
polluting and low impact, and often combine office functions with warehousing and
distribution.

There is also an increasing amount of ‘clean’ high-tech industries, including Research &
Development (R&D), information and communications, and advanced manufacturing.
Advanced manufacturing is defined as a “broad set of enabling technologies, processes
and practices that businesses from a wide range of industry sectors can adopt to improve
their productivity and competitiveness”.

Advanced manufacturing industries can include Additive manufacturing/3D printing; Advanced materials manufacture, Biotechnology, Nanotechnology, and Design-led innovation amongst others.

Source: Victoria Planning Provisions (VPP)

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2 Australian Government, Department of Industry, Innovation and Science
Lot Size Demands
Analysis undertaken in metropolitan areas identified average site areas for recently developed lots by core industry types. These are summarised as:
- Manufacturing - 4,900 sqm;
- Wholesale Trade - 5,350 sqm;
- Transport & Warehousing - 7,315 sqm; and
- Construction - 3,400 sqm.

The analysis also identified the breakdown by lot size of industrial land consumption. The proportion of recent developments on industrial land by lot size is shown in Table 2. This is compared with a breakdown of industrial sales over the last two years in Albury and Wodonga.

<table>
<thead>
<tr>
<th>Lot Size (SQM)</th>
<th>% of Developments - Metropolitan</th>
<th>% of Land Area - Metropolitan</th>
<th>% of Industrial Sales - Albury/Wodonga</th>
<th>% of Land Area - Industrial Sales - Albury/Wodonga</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 5,000</td>
<td>80%</td>
<td>31%</td>
<td>66%</td>
<td>13%</td>
</tr>
<tr>
<td>5,000 SQM – 10,000 SQM</td>
<td>6.5%</td>
<td>11%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>1 Ha. – 5 Ha.</td>
<td>12.9%</td>
<td>36%</td>
<td>16%</td>
<td>27%</td>
</tr>
<tr>
<td>&gt; 5 Ha.</td>
<td>0.7%</td>
<td>22%</td>
<td>2.6%</td>
<td>47%</td>
</tr>
</tbody>
</table>

Source: Spatial Economics, HillPDA, RPData

The analysis indicates that smaller lot sizes – i.e. those less than 5,000 SQM account for the majority of business users. Analysis of industrial property sales over the last two years in Wodonga and Albury confirms a similar demand for lots by size, albeit oriented more towards larger lots. While maintaining a supply of smaller lots will therefore continue to be important in Central areas in Wodonga, and it is recognised that there are opportunities for large lot industry uses to occupy larger sites outside of the Central Wodonga precinct. Lot size distribution within undeveloped industrial areas of Wodonga is recommended to be driven by market demand at the point of subdivision.

3 Spatial Economics for the Growth Areas Authority 2010 Industrial Land in Melbourne - An analysis of the use, zone, distribution and consumption of industrial land.
Wodonga Economic Context

Over 19,850 people work in Wodonga according to the 2016 Census. Manufacturing industry accounts for 12% of total employment while the broader industrial classification (including Manufacturing, Transport Postal and Warehousing, Construction, Wholesale trade, Electricity, Gas, Water & Waste Services) accounts for nearly a third (31%) of all employment in Wodonga as shown in Figure 3.

Figure 3: Employment by Sector

Source: Remplan

The City of Wodonga population estimate for 2017 is over 41,000 and is projected to grow to nearly 58,000 by 2036.

Broader region trends have been used to determine potential employment growth in industrial sectors going forward. Projections of employment in the industrial sector are relatively flat with a minor increase of 0.1% projected over the period to 2026*. Employment projections by industrial sector are shown in Table 3.

Table 3: Industrial Sector Employment Change 2016-2026

<table>
<thead>
<tr>
<th></th>
<th>Manufacturing</th>
<th>Construction</th>
<th>Transport, Postal and Warehousing</th>
<th>Wholesale Trade</th>
<th>Electricity, Gas, Water and Waste Services</th>
<th>Total Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2,340</td>
<td>2,010</td>
<td>1,180</td>
<td>520</td>
<td>140</td>
<td>6,190</td>
</tr>
<tr>
<td>2021</td>
<td>2,200</td>
<td>2,120</td>
<td>1,240</td>
<td>530</td>
<td>130</td>
<td>6,220</td>
</tr>
<tr>
<td>2026</td>
<td>2,070</td>
<td>2,230</td>
<td>1,310</td>
<td>540</td>
<td>120</td>
<td>6,270</td>
</tr>
<tr>
<td>Total Change 2016-2026</td>
<td>-270</td>
<td>+220</td>
<td>+130</td>
<td>+20</td>
<td>-20</td>
<td>+80</td>
</tr>
<tr>
<td>Annual % Change 2016-2026</td>
<td>-1.2%</td>
<td>+1.0%</td>
<td>+1.1%</td>
<td>+0.4%</td>
<td>-1.5%</td>
<td>+0.1%</td>
</tr>
</tbody>
</table>

Source: HillPDA

Wodonga’s Competitive Advantages

Despite the forecast of manufacturing employment decline, Wodonga has attributes which make it an attractive location for advanced and high tech manufacturing industries.

These attributes include:

- The City’s location - The strategic location on the Hume corridor between Melbourne and Sydney enables more than 75 per cent of Australia’s population to be reached by road/rail overnight;
- Wodonga’s access to reliable water resources;
- Wodonga’s historic strength and breadth of manufacturing industry;
- The availability of industrial land;
- The residential growth potential and clear planning framework to enable this growth to be carefully managed;
- The availability of a significant skilled workforce – a high proportion of technically skilled workers together with a young demographic, a low dependency ratio and high labour force participation rates;
- The amenity of the city, including attractions such as the sense of community, the relatively low cost of housing and the natural surrounds;
- The strength of the logistics sector, enabling companies based in Wodonga to meet the needs of markets all over Australia; and
- Particularly, the provision of the NBN in Wodonga. The majority of Wodonga’s industrial areas are covered by the fixed line NBN network, with only the Logic precinct restricted to the fixed wireless NBN option – as shown in Figure 4. Faster speeds and higher downloads limits are available through the fixed wire provision.

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* HillPDA projections based on DoE Labour Market Projections (SA4), ABS Census 2016 Industry shares and industrial employment time series.
Consultation with NBN representatives identified that it is possible to deliver the fixed wired NBN service to areas currently serviced, although the provision of fixed wired services is subject to an additional charge levied per additional metre of works required. Given the importance of reliable internet connectivity to the logistics sector, and the strength of the sector in Logic, consideration of the benefit of extending the fixed wired NBN provision to include Logic should be considered and the relative costs investigated.

Together, these competitive advantages will enable Wodonga to position itself as a key location for a broad range of manufacturing firms, including advanced manufacturing, and food manufacturing, enabling firms to take advantage of natural resources, amenity, transport and infrastructure, access to markets, access to labour, and access to land in a range of sizes and configurations.
Industrial Land Demand – Forecast

Estimates of the potential impact of employment change in Wodonga on industrial floorspace requirements over the period to 2026 have been made based on broad employment ratios across different sectors of the industrial economy. These estimates are shown in Table 5 below.

<table>
<thead>
<tr>
<th>Floorspace requirements</th>
<th>Floorspace Per Employee/ Worker Ratio (SQM)</th>
<th>2016 (SQM)</th>
<th>2021 (SQM)</th>
<th>2026 (SQM)</th>
<th>Change 2016-2026 (SQM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>100</td>
<td>234,000</td>
<td>220,000</td>
<td>207,000</td>
<td>-27,000</td>
</tr>
<tr>
<td>Construction</td>
<td>250</td>
<td>502,500</td>
<td>530,000</td>
<td>557,500</td>
<td>55,000</td>
</tr>
<tr>
<td>Transport, Postal and Warehousing</td>
<td>1,000</td>
<td>1,180,000</td>
<td>1,240,000</td>
<td>1,310,000</td>
<td>130,000</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>250</td>
<td>130,000</td>
<td>132,500</td>
<td>135,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Electricity, Gas, Water and Waste Services</td>
<td>1,200</td>
<td>168,000</td>
<td>156,000</td>
<td>144,000</td>
<td>-24,000</td>
</tr>
<tr>
<td>Total Industrial (SQM)</td>
<td>2,214,500</td>
<td>2,278,500</td>
<td>2,353,500</td>
<td>139,000</td>
<td></td>
</tr>
</tbody>
</table>

Source: HillPDA

The analysis indicates that annual industrial land demand over the next ten years will be in the order of 5.3 hectares. Based on the average annual rate of land consumption over recent years, there is a significant amount of future industrial land supply in Wodonga.

While demand for land from the logistics and distribution industry is expected to grow, demand for land from manufacturing is projected to decline. However, as a consequence of increasing automation and growth in advanced manufacturing, with resulting lower employment floorspace densities, the reduced employment demand will not immediately result in a reduced land requirement. Over time, manufacturing land will become less intensive.
Industrial Floorspace and Land Use Demand

The implications of industrial employment change for industrial land use demand going forward are varied. Different types of industrial activity have differing demands on land use. For example, light manufacturing will have a higher land use ratio per employee than warehousing. Similarly, construction activity - where work is undertaken at the construction site rather than at the designated ‘workplace’ of the construction worker - will place different demands on industrial floorspace than, say, advanced manufacturing. Industrial floorspace for the construction sector may be more related to storage of materials and equipment.

Industrial 1 zoned land accounts for 80% of all industrial and commercial land in Wodonga. Other industrial land - as shown in Figure 5 is comprised of Mixed Use Zone, Commercial 1 Zone, Commercial 2 Zone and Activity Centre 1 Zone land.
Based on the average annual rate of land consumption over recent years, there is a significant amount of future industrial land supply in Wodonga.

The floorspace required to accommodate the projected employment growth could readily be accommodated within Wodonga’s existing stock of zoned industrial land. This Strategy makes recommendations as to the most appropriate treatment in terms of their future use, design improvements and positioning in order to ensure the growing population of Wodonga has access to employment and leisure opportunities, and potential conflicts between land uses are minimised.

Council has a role to play in advocating for the optimum provision of ICT infrastructure in order to meet the needs of the changing industrial economy. Council may have a role in helping to ensure that appropriate industrial sites are well serviced and development ready, recognising that over recent years, the demand for appropriately sized lots by smaller and family owned firms in Wodonga has not been met with serviced quality lots in the market. Where opportunities exist for appropriately located parcels of land in consolidated ownership, Council could investigate the potential for rezoning to accommodate small lot subdivision for industrial purposes.

Council will need to consider the appropriate zones that can be used to manage potential land use conflicts in the municipality, noting that land use conflict will continue to occur should alternative land uses be allowed to encroach into formerly industrial areas. This may require facilitating the provision of appropriately zoned land outside of central areas. The Logic industrial hub has the potential to develop over time beyond that of simply a transport and distribution function. To some extent that has already started to occur with the location of XLAM at the Logic site. Further growth of the manufacturing sector should be encouraged in locations where the potential for conflict for surrounding land uses is minimised.

Anticipated Development Demands
in Wodonga

Logistics

As Wodonga is strategically located between Sydney and Melbourne on the Hume Freeway, the logistics sector is a key industry on a local, regional and national scale, and will continue to grow over time. Large lots of serviced, flat land and excellent access to transportation infrastructure will continue to be in demand. Wodonga is well served by continued growth of the logistic sector and potential exists for additional major logistics operators in locations serviced by infrastructure, with good access to highways and ICT infrastructure. Logic in Wodonga is well placed to play an important role in this regard, and has all the relevant industrial attributes as follows:

- Proximity to the Hume Freeway between Melbourne and Sydney;
- The Murray Valley Highway leading to Adelaide;
- A full interchange capable of dealing with B-doubles;
- The north-south railway between Melbourne and Sydney linking the Port of Melbourne to Sydney’s Port Botany; and
- High speed broadband infrastructure through the site.

Logic may also be well suited as a base for handling additional airfreight. Future airfreight related development around Albury Airport may be constrained owing to residential development approved at Thurgoona. While airport expansion plans have been approved for Albury, these focus on the airport’s capacity to cater for increased passenger numbers rather than freight handling. Further freight handling activity generated through operations at Albury Airport is considered unlikely. The runway at the airport is relatively constrained and unlikely to be increased in size to cater for air freight or larger planes in the short term. Airside industrial premises are available in Albury, although the stock of land is relatively limited compared with that available at Logic.

Wodonga’s strategic location on the Inland Freight Route - with central access to the North East Victorian food bowl and a range of additional agricultural and industrial markets - provides long term opportunities for commercial and industrial air freight provision at Logic. The announcement by the Federal Minister for Infrastructure and Transport Darren Chester of the preferred route for the $8.4 billion project confirmed Albury-Wodonga confirmed as a stop on the route.
This announcement, and the potential for development of commercial and industrial air freight opportunities at Logic, has the potential to provide local businesses with unique advantages including faster freight processing and enhanced access to national and international markets. As such, commercial and industrial air freight opportunities should further explored in the medium-long term at Logic.

Office Warehouse Development

With the ongoing population growth projected for Wodonga, there is expected to be demand from businesses engaged in the construction sector for lots in the 1,000-5,000 SQM size range with storage and office facilities. The sector is projected to continue to experience relatively strong growth in the wider region.

As a result there is expected to be ongoing demand for light industry / office warehouses. These may be in standalone locations or grouped in clusters.

Manufacturing - Advanced Manufacturing

Consultation undertaken during the preparation of the Strategy identified that there was an unmet demand for smaller-scale industrial parcels with potential for modern development in locations which are well served by ICT infrastructure, high levels of amenity and with access to an appropriately skilled labour force to meet the needs of advanced industries.

Showrooms - Bulky Goods Retailing

Showrooms for furniture and homewares and larger format shops / hardware stores is likely to be a trend that will continue in Wodonga if land is appropriately zoned in the right locations for such businesses - i.e. on highways / arterials with high visibility and easy access to their customer base. Demand for these premises will be aligned to ongoing population growth and demand from the residential development sector. Other sources of demand will include local and regional industry. Farm supplies, farm machinery car dealerships, and auto-supplies all feature in Wodonga’s C2 Zones. The presence of trade supplies is expected to continue going forward to serve the needs of Wodonga’s regional industries, including the agricultural sector.

Central Business Area (CBA) Redevelopment Pressure

Higher value added land uses in proximity to the Central Wodonga Area is likely to lead to increased pressure on the industrial land within the Central Wodonga Precinct to accommodate additional land uses. There may also be pressure for higher density residential development in the areas bordering the CBA, such as the Hovell Street industrial area. Proximity to the CBA will lead to higher levels of land use diversity and, while some industrial precincts will clearly be identified as appropriate for core industrial uses, in other areas a broader range of land uses may be considered appropriate.

Permitting additional land uses through revised zoning, such as a MUZ, C1Z, or C2Z will enable a broader mix of employment types to be accommodated in areas with relatively high levels of connectivity with Wodonga’s growing resident population. Floorspaces limits on particular use types can be incorporated into schedules to these zones if such limits are considered to be required.

The use of alternative zones can allow the retention of industrial facilities and premises, while enabling a transition to higher value land uses over time. For example, C1Z allows industrial uses (with a permit) providing that certain proscribed ‘noxious’ uses are above a threshold distance from residential zoned land. In addition, the use of the C12 and the constraints on residential development street frontages means that residential development can be managed to ensure that it does not become the dominant land use in the C12 area.

Summary

Industrial land use demand is changing. While ‘old’ industries remain important, modern industries have new location drivers. For example, telecommunications infrastructure is an important locational driver for new emerging manufacturing industries. However, some influences on industry’s preferred locations remain the same. These key influences include:

- Suitable infrastructure, notably:
  - Electricity / energy supply to an appropriate standard. The majority of industries are reliant on electricity for operational needs and the needs of the industrial market differ from the needs of the domestic market. Recognition of the requirements of industry, including the need for upgraded gas infrastructure works at suitable industrial locations can play a significant role in attracting industries with high gas and energy requirements. Forward planning and knowledge of future industry requirements are important to ensure that headworks and trunk infrastructure does not need to be upgraded in future, which adds to the cost of servicing lots;
  - Sufficient water supplies to meet the needs of industry. This can be a significant factor in particular ‘wet’ or water-intensive industries with high volume water requirements, including food and beverage manufacturing;
  - Road infrastructure access for B-doubles and high freight volume vehicles, and access to an efficient transportation network is a key requirement for most industries, providing proximity to supplier of either goods or raw material inputs in to the manufacturing process, and enabling easy access for labour;
  - Public transport access for workers employed in Wodonga’s industrial areas. Improving the provision of public transport to Wodonga’s industrial areas will be important to improve the accessibility of the industrial areas to all employees. Higher numbers of workers accessing the industrial areas via public transport will enable greater efficiency of land use, as smaller areas of industrial lots are required for motor vehicle parking.
- Environmental constraints including but not limited to floodplains, vegetation protection overlays which constrain the potential for land development suitable for industrial use;
- Fragmented industrial land areas, with multiple owners making the consolidation and assembly of sites difficult for industrial users who require large lots in areas with current limited land availability; and
- Competing land uses affecting the viability of development of the current stock of vacant industrial land and the redevelopment of existing industrial land areas, particularly in areas where industrial land is well located in terms of access to infrastructure and services.
In addition to these factors, access to an appropriately skilled labour force is also important. The nature of labour and the demand for skills are changing in accordance with the changing role of technology in the manufacturing process. Attracting appropriately skilled labour to Wodonga region will play a significant role in servicing the needs of businesses seeking to locate in the City. High levels of amenity in Wodonga, together with the city’s lifestyle advantages, with high levels of accessibility to natural assets, education services and improving levels of amenity in the CBA will assist in attracting skilled workers and businesses with high skill requirements to locate in the region.

The predominance of owner occupiers on smaller lots in close proximity to the CBA means that occupiers looking to lease space in these areas are reported as having difficulty finding suitable available space. The CBA and immediate fringe are typically where such smaller lots are located in Wodonga. Such lots are reportedly rarely available for lease or for sale.

In addition, existing improvements in the CBA are ageing and not likely to meet the standards required by modern industrial occupiers, either in terms of the buildings themselves, their environmental or technological performance, or configuration. At the same time, the logistics sector is thriving. Transport is a key industry for Wodonga and one in which the City enjoys a national competitive advantage given the access to key arterials and positioning at the centre of major national transportation routes.

Implications for Future Industry needs

The change in the nature of industry will have a significant impact on demand for land. Land demand will increase over time in Wodonga, owing to the area’s strength in logistics. With regard to employment land in Wodonga, the projections suggest that Wodonga’s industrial land demand could increase over time by 5.3 hectares annually over the period to 2026.

The major point of note is that Wodonga has sufficient land in store to manage the growth in industrial employment and activity over the period to 2026. Large floorplates are likely to continue to account for the majority of landholdings available unless there is intervention by Council or other parties to accommodate industrial occupiers on smaller land lots in closer proximity to Wodonga centre and to areas accessible by the Wodonga population, which is seeing increasing growth fronts to the South and West.

6 PRECINCT OVERVIEWS

This section provides an overview of the role and future direction, together with any notable issues and opportunities identified for Wodonga’s key industrial land precincts.

The demand for industrial land now and into the future has been taken into account in the assessment of each precinct, as has the location of the precinct, surrounding land uses, accessibility to population and infrastructure - including ICT, and transport. In considering the role of each precinct, consideration has been made of future industrial conditions and potential growth sectors going forward.

Demand for alternative land uses is considered, particularly with regard to neighbouring land uses which may impact on the viability of industrial development and operations due to potential conflict arising as a result of proximity to industrial operations.

Recommendations are made with regard to potential zoning outcomes for each precinct, together with the actions that Council could undertake or outcomes Council could seek to facilitate in order to achieve the broader objectives identified in Section 7 - Objectives and Actions. Actions recommended for each precinct are summarised in Section 7.
**Recommendations:**

It is recommended that Council:

- Retain Current Zoning: The IN1Z is suitable for current and anticipated future uses of land at Logic. Sectors expected to continue to be successful at Logic include storage, automated goods handling operations, and dedicated distribution operations oriented towards high-tech / smart automated systems.
- Continue to facilitate the development of logistics transport and distribution, manufacturing and processing facilities.
- Maintain the viability of the Logic precinct by minimising encroachment from non-industrial land uses.
- Prioritise the investigation of the potential to manage conflict between industrial development and sensitive uses in Indigo Shire through engagement with Indigo Shire Council officers.
- Encourage and support the adoption of design controls for land affected by any planning scheme amendment (seeking to change from the farming zone adjoining Logic to potentially sensitive uses). Design controls could be investigated similar to the DD03 requirement for subdivision of industrial land requiring “industrial buildings on land adjoining another zone to provide as large a buffer as practicable from land outside the Industrial 1 zone”. Applying a comparable design requirement on the sensitive use zoning would further reduce the potential for land use conflict;
- Explore the potential to attract manufacturing growth sectors such as food processing industries to the Logic facility. Manufacturing facilities with convenient access to firms operating in the transport and logistics sector will enable efficiencies in the distribution process and reduce pressure on transport infrastructure and highway connectivity in other industrial land precincts in Wodonga.
- Develop investment attraction measures to attract complementary industries. This would include promotion of Logic’s ‘good news stories’. These would include:
  - XLAM’s establishment in Logic; and
  - SCT’s Intermodal Terminal.
Investment attraction approaches should identify and highlight the factors that make Wodonga - and Logic specifically - an attractive place from which to base manufacturing, processing and logistics operations. Such attractors include the availability of development ready industrial land, service infrastructure, proximity to national distribution facilities, and in many cases, access to manufacturing inputs - such as timber, or agricultural produce for food manufacturing and processing organisations.

Promote the liveability of Wodonga - as a place to live and work - as an economic development initiative. This will boost the prospects of attracting modern manufacturing industries with high skill requirements to Logic and other industrial areas of the City. Attraction of appropriately skilled employees to Wodonga will overcome issues identified during the stakeholder consultation process of the Strategy preparation regarding access to and recruitment of skilled labour and management staff.

Recognise that the needs for lot sizes for manufacturing relative to logistics and distribution requirements vary significantly. Council could enable provision of a variety of lot sizes in order to accommodate a diversity of employment types within Logic by supporting applications for appropriate subdivision of lots.

Promote inland freight opportunities - including promotion of facilities available at Logic - such as the fatigue management centre and service centre which opened at Logic site 2014.

Investigate opportunities to leverage the existing rail infrastructure in Wodonga. The benefits of rail freight offer freight and logistics operators economies of scale and lower freight rates. There may be opportunities in promoting the rail freight potential at Logic.

Wodonga's strategic location and access to the North East Victorian food bowl provides long term opportunities for commercial and industrial air freight provision at Logic. Commercial and industrial air freight at Logic has the potential to provide local businesses with unique advantages including faster freight processing and enhanced access to national and international markets. Commercial and Industrial air freight should be further explored in the medium-long term at Logic.

Advocate to NBN to ensure the provision of ICT infrastructure to the Logic facility site so that the infrastructure at the hub reflects the needs of current and potential future Logic occupiers. NBN at Logic is currently provided by Wireless NBN broadband.

Investigate the potential cost to provide fixed wired NBN infrastructure to the precinct and determine Council's appetite to meet the cost of providing fixed wired NBN to Logic.

Continue to seek funding and lobby for the installation of a gas gate at Logic to ensure a gas transmission pipeline is accessible by industry at Logic estate. This will result in the attraction of industry requiring high-levels of gas to Logic, continued investment attraction and job creation for the city. A gas gate will provide industry a ‘development ready’ option for growth or relocation to Wodonga and North East Victoria and will facilitate and expedite the development of gas-reliant industries. Food manufacturing industries can be particularly reliant on gas - a key sector Council is seeking to attract to Logic.

Investigate opportunities and support efforts to improve public transport services to Logic and Wodonga’s other industrial areas in accordance with Wodonga’s Integrated Transport Strategy to provide services to growth areas and major land use attractors.

Support innovative and emerging industries which provide opportunities for environmental sustainability and apply best practice technologies.

Continue to promote landscape treatments for road reserves, frontages and where appropriate side and rear boundaries of industrial developments to improve amenity levels and to reduce the visual impact of developments on other occupiers in accordance with existing DDOs (1 and 3).
Light industry and service industry is encouraged at the eastern end of the precinct, where there are interfaces with residential uses. Council has a policy of maintaining industry at the western side of the West Wodonga precinct. The separate land use preferences across the precinct are intended to reduce the potential for future land use conflict with surrounding land uses as shown in Figure 8 below.

Figure 8: West Wodonga Enterprise Park Framework Plan

These surrounding land uses include an existing retirement village development in addition to potential apartment style developments which could potentially serve students attending La Trobe University or others attracted to higher density living opportunities.

While the land uses to be encouraged in the areas adjoining residential and mixed use are identified in the Structure Plan as light industrial, current zoning of these areas is IN1Z, which does not provide opportunities to restrict industrial uses. Council should consider minimising land use conflict by using an appropriate mix of zones.

The use of a mix of zones – other than IND1Z - may act as a better tool to restrict or separate uses and allow others through what is allowed through planning permits. Typically the Industrial 3 Zone (IN3Z) is considered as a zone to minimise land use conflict. The purpose of the zone is to provide for industries in specific areas where special consideration of the nature and impacts of industry is required, to avoid land use conflict.

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5 City of Wodonga Land Development Trends: An Analysis of Land Supply and Consumption 2015
6 Wodonga Planning Scheme - Municipal Strategic Statement - Clause 21.13

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Role and Future Direction

The West Wodonga Precinct is covered by the West Wodonga Enterprise Park Framework plan (21.13-3). The plan identifies the Park as a "mixed use estate on the western gateway of Wodonga".

Key occupiers at the West Wodonga precinct include large cardboard manufacturer, Visy. The precinct borders the West Wodonga Waste Water Treatment Plant and is currently subject to an application to amend the Wodonga Planning Scheme (C105) to protect community infrastructure (waste water treatment plant) from unconsidered development that may adversely impact on the continued operation of those facilities. The control is proposed to apply to some land north of the Hume Freeway and triggers an application for a planning permit and referral to North East Region Water Corporation under section 55 of the P & E Act 1987.

The broader precinct is being developed as a number of precincts incorporating larger, more general industry in the west with light industry to service industry at the south and east. Light industry is desirable or particularly supported. As of 2015, a significant proportion of the Wodonga West precinct is available for development.
Other issues noted around the West Wodonga precinct include the potential for further land use conflict arising through the proximity of future development to the wastewater treatment plant. Conflicting land use issues around this important and critical piece of infrastructure are expected to be largely resolved through the approval of the amendment C105 introducing an Environmental Significance Overlay (ESO) around the West Wodonga Wastewater Treatment Plant (and the Baranduda Wastewater Treatment Plant).

Safety issues have been noted regarding B-double access to and from the Hume Freeway at Old Barnawartha Road / McKoy Street intersection. Access by B-doubles to and from the Freeway is problematic owing to the shortness of the turning lane for vehicles exiting the Freeway, the configurations of the ‘on’ access to the Freeway, and the proximity to the railway crossing.

Consultation also identified that the current 80 km/h speed restriction on the Hume Freeway at the intersection of McKoy Street and Old Barnawartha Road was an issue for Wodonga. It was noted that the restriction was one of the only permanent speed restrictions in place on the Hume Freeway between Melbourne and Sydney. However, it was noted that since the speed restrictions had been in place, accidents have reduced on this stretch of the Freeway compared to the decade before the restriction was introduced.

The recent approval of Wodonga Planning Scheme Amendment C105 requires development to consider the operation and placement of critical and essential infrastructure, servicing Wodonga. The inappropriate establishment or siting of odour-sensitive development and associated uses within an identified buffer area could impact on the operation of these facilities.

Zoning Recommendation:

Retain the current IN1Z north of Hume Highway and west of Elkington Road. Consider the potential to implement IN3Z to the parcels adjoining the Mixed Use Zone west of Elkington Road.
Recommendations:

It is recommended that Council:

- Consider appropriate zoning to reduce current and future land use conflict between heavy industry and growing residential growth pressure in the West Wodonga area.
- Investigate the potential for partnerships between La Trobe University in providing training and education opportunities to existing businesses in the West Wodonga precinct. A research hub based out of the University would add to the investment attraction appeal of the precinct noting that La Trobe University is the third highest national university in terms of industry-engaged research income.
- Collaborate with La Trobe University to support business incubators (such as LTAP) linked to Wodonga’s industry strengths and capabilities in manufacturing to help grow knowledge-intensive micro and small businesses in emerging industries, including food technology.
- Promote the precinct as a location for industrial development with a focus on research opportunities and collaboration with nominated specialisms of La Trobe University. The university adds to the attraction of the precinct and should be used to promote the precinct. Over the long-term, increased amenity arising from university facilities and lifestyle offerings such as cafés, will assist in attracting staff to West Wodonga.
- Ensure appropriate and site specific buffer solutions are provided between industrial land and surrounding sensitive land uses.
- Investigate opportunities to facilitate B-double access via the McKoy Street / Old Barnawartha Road intersection to provide improved access to La Trobe University, TAFE, and the West Wodonga Industrial precinct, without the double back from the Melbourne Road intersection - shown in Figure 9. Advocate to VicRoads for the development of a full diamond intersection at this location to address safety concerns.

Figure 9: McKoy Street / Old Barnawartha Road Intersection with Hume Freeway

Source: Nearmap May 2017
Role and Future Direction

The Moloney Drive precinct, which straddles the Hume Freeway, is largely developed and presents a successful industrial precinct with high occupancy levels and the presence of strong internationally recognised brands. A range of lot sizes are provided for and the scale of operations vary accordingly. Melbourne Road is identified in the MSS 21.03-1 as a location for peripheral retail outlets trade supplies and showrooms. The Clause identified the need to investigate potential of expansion of these uses to the north side of Melbourne Road from Kelly Street to Melrose Drive.

An important and sensitive issue facing the southern and south-eastern areas of the precinct is amenity impacts on land adjoining the precinct. These may have the potential to curtail industrial activities over time. Other issues include access difficulties to the area resulting from sub-optimal access to the Hume Freeway.

Where rezoning occurs, Council may have an active role to play in enabling the redevelopment of sites by working with landowners to achieve the development outcome preferred by the market. This will include ensuring amenity issues are considered and the quality of development increases the attraction of the area to a range of potential industrial occupiers and minimises the aesthetic impacts and other impacts of industrial activities and commercial activities on surrounding land users.

Significant industries located in the precinct include:

- Utilities (Tenix / Ausnet);
- Packaging (Taghleef, Visy);
- Agricultural technology (Farmtech);
- Engineering and Manufacturing (Sonoco, KVE, JC Butko, Atlas Steels, Wilson, Bertrazzo, Wodonga Rendering);
- Transport and Logistics (Joss Total Warehouse Solutions, Ron Finemore);
- Food and food manufacturing (Kooka Brothers);
- Mars Petcare, Wodonga Abattoir; and
- Other notable uses include the Border Mail on McKoy Street.

The precinct also includes significant provision of C2Z land, which is home to businesses including automotive sales and servicing, automotive repairs, paint shops, caravan manufacturing, short stay accommodation and childcare facilities. Land use conflicts between C2Z land and General Residential Zone (GRZ) land have arisen as a result of operational activities such as fugitive light, noise and out-of-office hours activities from these commercial businesses.

Parcels identified as undeveloped at 2015 have been developed. Limited development opportunities remain in the precinct.

Issues identified during the preparation of the Industrial Lands Strategy include:

- Restricted access to the Hume Freeway is via the current configuration of the half diamond intersection. Southbound Melbourne access and access to the precinct from the south is via the southbound Melbourne Road interchange. Access from the north and access to the northbound Hume Freeway has to be via the Melrose Drive intersection. Easy B-double access is required to service industrial areas and a full diamond intersection would improve access to the freeway for B-doubles;
- Odour concerns resulting from the operation of key businesses, in the precinct, and;
- The speed restriction on the freeway on the approach to Wodonga is perceived by some to be an issue affecting industry and access to Wodonga's industrial areas.

Zoning Recommendation:

Retain current zoning across the precinct.
Recommendations:

Council should work with developers and other stakeholders to:

- Provide gateway treatments to the Moloney Street precinct at the Maloney Road / Melrose Drive / Melbourne Road entrances such as landscaping. Funding for treatments could be provided through a number of development contribution mechanisms such as a Development Contributions Plan or Section 173 agreements. Any landscaping or gateway treatments should be easy and low cost to maintain and satisfy the requirements of Council and VicRoads and be considerate to any established neighbourhood character;

- Support new development that does not limit existing industry within the precinct or negatively impact on land uses surrounding the precinct;

- Manage the interface between industrial and commercial businesses and residential activities, particularly in regard to heavy vehicle traffic, industrial emissions, noise and visual setting;

- Consider implementation of design and development overlay – as per DDO10 – during potential land rezoning to mitigate impacts of light from industrial properties affecting residential land uses;

- Encourage industries located within the IN1Z land to work with the Environment Protection Authority (EPA) to minimise noise / odour issues arising as a result of industrial activity;

- Investigate opportunities for funding for odour control technologies for affected industries;

- Continue to ensure new industrial developments meet urban design guidelines, and that suitable buffers from non-industrial land uses are provided and maintained;

- Encourage development to be of a high architectural quality to contribute to an overall improvement in the amenity of the Moloney Drive precinct. These should include low maintenance landscape treatments and upgrades to adjoining streetscapes;

- Review the Hume Highway intersections, and explore the potential to develop the Melrose Drive / Moloney Drive intersection into a full diamond intersection to provide improved B-Double access;

- Advocate to VicRoads for improvements to the Melrose Drive / Moloney Drive Hume Highway Intersection; and

- Require thorough sound strategic justification any proposed land use and zone changes within this precinct to reduce negative amenity and reverse amenity impacts. These may include: ensure adequate parking provision for businesses for employees and business customers/visitors, sufficient consideration - through the use of DDO to provide protection for surrounding sensitive land uses.

Role and Future Direction

The Central Wodonga Industrial precinct is zoned IN1Z, together with a significant component of C2Z land in the north-west of the precinct, adjacent to the Hume Freeway.

The precinct is home to a range of occupiers including automotive showrooms, repairers and service centres, wholesalers, food manufacturing and processing, building supplies, homewares and home improvement retailers, business services, gymnasiu...
The transition should ideally be accompanied by an effort to improve the amenity, appearance and environment in Central Wodonga’s industrial areas.

Smaller lots in Central Wodonga are reportedly being held by owner occupiers with little incentive to improve or modernise facilities.

Zoning Recommendation

Investigate opportunity to rezone underutilised areas to accommodate low impact industrial land uses.

Recommendations

It is recommended that Council:

- Consider the potential for rezoning of appropriate parcels of underutilised IN1Z land to encourage low impact industrial land uses;
- Investigate the potential for rezoning of the PUZ land to the east of the Central Wodonga precinct to a zone allowing higher density residential development within easy reach of the CBA and Wodonga’s employment nodes;
- Encourage the redevelopment of older industrial premises in Central Wodonga’s industrial areas to accommodate the needs of modern industry, including the provision of identified ICT infrastructure requirements;
- Work in partnership with existing landowners to improve access, parking, landscaping and building design of new and existing development in the Central Wodonga industrial precinct. Consider the use of a Development Plan Overlay (DPO) to control and influence urban design and amenity issues.
- Investigate the potential for the development of business incubators in the Central Wodonga industrial precinct where appropriate; and
- Identify appropriate locations for large floorplate occupiers which have negative impacts on surrounding land uses that may seek to relocate as other forms of development become more feasible over time as modern industrial users and other forms of low impact industrial land uses locate in the Central Wodonga Precinct.

Role and Future Direction

The East Wodonga Industrial precinct is zoned IN1Z and is bordered by GRZ land to the south and south east with the Bandiana Link Road providing a border at the north and north east. There is also undeveloped IN1Z land north of the Link Road. The Precinct is bordered by the Central Wodonga precinct PUZ4 land to the west.

The precinct is home to a broad variety of industrial occupiers including: Wodonga Waste Transfer Station, engineering / mining equipment, training providers, food manufacturing, processing and distribution, steel processing, auto repair and service centres, wholesalers, storage facilities and building supplies.

A significant proportion of the IN1Z land is undeveloped or vacant; almost 40% of the IN1Z area is in this category. The undeveloped and occupied components of vacant land are shown in Figure 13 below.
Industrial land abutting residential zoned land at the south-eastern edge is covered by a Development Plan Overlay (DPO3). Amenity and landscaping treatment should be used to avoid future land use conflicts, should undeveloped land be developed for industry. Impacts of industrial activity can be mitigated through vegetation plantings, appropriate siting and orientation of access, loading and hardstand areas, and appropriate design considerations for walls and property construction facing residential areas.

**Zoning Recommendation**

Investigate the potential for rezoning of appropriate parcels of underutilised IN1Z land in the South East of the precinct. Potential zones to consider may be the Mixed Use Zone (MUZ), or the Industrial 3 Zone (IN3Z) (The Industrial 3 Zone provides for industries and associated uses where special consideration of the nature and impacts of industrial uses is required to avoid inter-industry conflict and to allow limited retailing in appropriate locations).

**Recommendations**

It is recommended that Council:

- Investigate the potential for rezoning of appropriate parcels of underutilised IN1Z land in the South East of the precinct to mixed use or IN3Z to accommodate a broader range of uses to provide an area of transition between IN1Z land and GRZ land along Milos Boulevard;

- If land is considered suitable for rezoning to MUZ, any schedules to the MUZ should be tailored to meet the desired future direction for the East Wodonga precinct; and

- Undertake an assessment of the potential of the East Wodonga precinct to accommodate ‘clean’ high-tech industries.

As with the land use pressure identified for the Central Wodonga Precinct, the revitalisation of the CBA through Council’s investment attraction efforts is likely to lead to pressure on industrial land to accommodate higher value land uses, including higher density residential development pressure.

While at a greater distance from the CBA than the Central Wodonga industrial precinct is, the East Wodonga precinct is also likely to experience pressure to accommodate higher value land uses, albeit less than that expected to occur in the Central Wodonga precinct.

However, the substantial unoccupied land component in the south east of the precinct bordering residential land from Milos Boulevard may have a role to play in accommodating industrial development. Given the proximity of this area to residential zoned land, appropriate zoning which considers the proximity to residential land and the potential for land use conflicts will be required.

Potential land use conflicts that may arise in the East Wodonga precinct where IN1Z land abuts General Residential Land would result from through operational noise, visual impacts including light spill, and odours. Complaints from nearby residents can create pressure to restrict the extent of industrial activity. Residential / industrial interfaces occur at Wigg Street and to the rear of Lawrence Street residential properties.

The area may have a role in accommodating low-impact, high-tech industry to Wodonga and act as an interface between existing industrial uses on Kane Road and residential land to the south east.
The broader precinct has limited supply of vacant lots, with a significant component of C2Z land allowing ‘big box’ retail and homemaker stores. Demand for retail floorspace in these retail formats is likely to continue to grow in line with housing demand, although housing affordability levels, higher levels of household debt, and competition from online retailers may limit growth in the sector.

The bulky goods sector has historically been more cyclical than other retail categories and ongoing demand is closely linked to the strength of the housing market. A slowdown in the housing market and housing construction will negatively affect demand for bulky goods and the related land demand. Ad-hoc bulky goods development should be strongly discouraged outside of C2Z areas.

The Strategy recommends that bulky goods retailing be retained in existing appropriately zoned areas (C2Z) and not be permitted to encroach on Wodonga’s industrial areas. Such encroachment may adversely affect the potential to provide employment land in the Anzac Parade precinct.

The bulky goods retailers in the precinct benefit from high levels of exposure to passing traffic on Anzac Parade / Murray Valley Highway. Population growth going forward is expected to continue to drive demand for bulky goods. Should demand for bulky goods land exceed the supply of vacant lots over the longer term, including those lots accessible through Victoria Cross Parade, Council may seek to assess whether the rezoning of IN1Z land within the Anzac Parade precinct is required to service this demand.

Zoning Recommendation

Retain current zoning across the precinct.

Recommendations

It is recommended that Council:

- Maintain amenity of bulky goods areas with appropriate design controls, and encourage amenity improvements to provide a sense of identity for the precinct and align with the streetscape DDO being prepared for the main approaches to the Wodonga CBA;
- Encourage new development of bulky goods retailing in C2Z areas;
- Periodically review demand for additional bulky goods floorspace to determine the potential requirement for rezoning that does not impact on the activity centre hierarchy policy of Wodonga;
- Promote opportunities for bulky goods retailing development where land availability permits; and
- Retain policy focus on encouraging development formats that are compatible with surrounding residential land uses.
Role and Future Direction

The precinct is largely zoned IN1Z and with a range of lots sizes in the Baranduda Industrial Estate, the precinct is suited to small to medium sized businesses. The precinct contains the former Wodonga Saleyards; The Saleyards site is approximately 603,000 square metres in size (60.3 hectares) and is divided into two parcels of land, being dissected by the former rail corridor. Council has identified the need to reserve five hectares of Lot 1 for a future council depot.

Businesses in the precinct have access to the Kiewa Valley Highway. Direct access to the Hume Freeway is now available through the Murray Valley Highway and the Bandiana Link Road. The industrial area to the south of the precinct is bounded by PPRZ land separating the IN1Z land from UGZ zoned land to the south east.

Businesses and sectors located in Baranduda include:

- Concrete supplies (Rocla);
- Food processing and manufacturing (Vitasoy);
- Information management services (Recall);
- Transport and Logistics (Dawson); Recycling and composting (Greenchip); and
- Agricultural / Farm supplies (Landmark NorMac).

Issues identified during the consultation process in the preparation of the Industrial Lands Strategy included the following:

- There are limited smaller lots available at the Baranduda Industrial Estate, which mainly consists of larger lots over 6,000 sqm. However, there is reported evidence of demand for smaller lots and this market needs to be tested. It is recommended that further work be undertaken to understand the demand for small lots in industrial areas in Wodonga, including in Baranduda.

- There are limited services and amenities available for workers in Baranduda. In order to provide more amenities for workers at Baranduda, support should be provided to applications to develop convenience retail floorspace in the IN1Z area.

- Included within the Baranduda Industrial precinct is the former Wodonga Saleyards site to the north of the Baranduda Industrial Estate. This site has potential for small lot subdivision. Council participation in a joint venture agreement with a developer at the early phase of a land development project would give opportunity to produce the best outcome in terms of lot sizes.

- The 23.5ha portion of the former Wodonga Livestock Saleyards site to the north of the former rail corridor is expected to have remediation costs. However the site is particularly well served by infrastructure, including power and water. There are proposed mixed uses and C1Z uses to the north of the retired Saleyards. However, it is expected that the mixed use zoning will be predominantly developed as residential.

- Council expects to retain use of Sha of the site for a works depot. The location of the proposed depot site is shown in Figure 16.

Figure 15: Branduda Enterprise Park

Figure 16: Former Wodonga Livestock Saleyards Site - Proposed Council Depot
Recommendations

It is recommended that Council:

- Undertake market testing to confirm the demand for smaller industrial lots and to make assessment of whether there is market failure in the provision of lots to meet market demand;
- Depending on the outcome of the market testing exercises, Council could advocate to Commonwealth Department of Finance to facilitate the subdivision of Commonwealth land at Baranduda Drive to provide lots to meet market demand. Market testing will determine the appropriate lot size ranges to be provided under a joint venture arrangement. If lot requirements are smaller than provided by the market, the configuration of lots and infrastructure could be designed to ensure flexibility with potential to consolidate sites into larger lots in the future;
- Continue to ensure that land use buffers are taken into account in the approval of new industrial development. This could include investigating the potential to permit light industrial development on the UGZ land to act as a buffer between industrial activity and future residential development;
- Investigate the potential to attract solar industries to Baranduda;
- Investigate appetite for developers to enter into joint venture arrangements to develop industrial land at Baranduda, specifically the former Wodonga Livestock Saleyards site. Council's involvement in development projects will assist in providing some level of certainty to developers and assist in de-risking projects which may otherwise prove difficult to obtain finance to undertake.

Council have received interest from a number of potential users, however it is expected the 17ha balance of the Wodonga Saleyards site will be sold through an open tender process. The Saleyards site could be used to facilitate a significant industry outcome whereby a main anchor for the precinct could be attracted. This would strengthen the Baranduda precinct’s role, potentially attracting further industry and business to the industrial area. Given Council's ownership of the site, Council or state government funded enabling works could be considered in order to facilitate and attract investment.

In summary, potential options for the Saleyards site are as follows:

1. Hold the undeveloped land for large lot (> 5ha) users and monitor market conditions;
2. Place land on the market by expression of interest for large lot (> 5ha) users (leading to disposal, leasing or joint venture development);
3. Dispose of land and monitor market conditions;
4. Lease the land (long term) for use or development by the private sector; and
5. Undertake a speculative development of land for sale or lease.

Baranduda Industrial Estate is noted as being suitable for solar energy generating facilities owing to the proximity of the Baranduda substation. A potential site suitable for the location of such a facility has been nominated as the UGZ zoned land south of the precinct. This land has not been included in the Leneva-Baranduda Precinct Structure Plan. The development of a solar farm facility could provide an appropriate buffer between the IN1Z and Low Density Residential Zoned land to the South.

The availability of an ample and secure supply of water to industry is a further attraction for businesses coming to Wodonga. ‘Wet’ industries - i.e. those with high volume water requirement - will need to be appropriately located to reduce requirements to pump water around the City. Baranduda Industrial Estate presents one such appropriate location for these types of industries.

In areas of new lot development servicing, promote vehicle access arrangements and road layouts to reduce impacts of industrial traffic and traffic to be generated by industrial development on surrounding sensitive land uses;

However, further development of residential estates, such as the Riverside Estate to the north of the precinct and Valley Views to the south, may create conflict with industrial occupiers in Baranduda.

The recent approval of Wodonga Planning Scheme Amendment C105 requires development to consider the operation and placement of critical and essential infrastructure, servicing Wodonga. The inappropriate establishment or siting of odour-sensitive development and associated uses within an identified buffer area could impact on the operation of these facilities.

Zoning Recommendation

Retain IN1Z throughout the Industrial precinct and encourage development of convenience retail within the precinct to provide for worker needs in Baranduda industrial areas. Consider appropriate zoning for UGZ land south of the precinct to enable development of solar farm infrastructure or appropriate transitional uses.
7 OBJECTIVES AND ACTIONS

This section of the Strategy identifies the vision for Wodonga’s industrial land, and the key objectives required to achieve the vision.

Vision

Council will continue to play a key role in encouraging opportunities for industry and industrial businesses to grow in Wodonga, while limiting the impact of industries on the amenity and development of other land uses in the City, retaining high levels of amenity for residents and other businesses.

Wodonga will continue to evolve as a significant logistics location serving the local, regional and the broader Australian economy.

Wodonga’s attributes - the industrial land attributes and availability, the workforce availability and skills, and the City’s lifestyle and amenity will attract businesses and workers to Wodonga and further add to the industrial strength of the City.

Objectives

The actions and recommendations identified in this section have been developed with the aim of achieving the key industrial objectives for Wodonga. Overarching objectives that will contribute to achieving the Vision for Wodonga are nominated as follows:

Objective 1: Strengthen Wodonga’s role as a strategic national intermodal logistics and distribution centre.

Objective 2: Ensure the availability of land for industrial business that have a range of land use requirements, infrastructure needs and skillset requirements.

Objective 3: Develop Wodonga as a location for high-tech modern industrial businesses.

Objective 4: Support the retention and growth of existing industrial and related businesses in Wodonga and facilitate new industrial and related business investment in Wodonga.

Objective 5: Ensure the needs of industrial and employment lands are served by road and rail infrastructure upgrades.

Objective 6: Enable appropriate employment generating land uses by supporting the transition of industrial areas where appropriate.

Objective 7: Provide planning certainty to guide long term business investment decisions in Wodonga.

These objectives were developed acknowledging the importance of existing industrial activity in Wodonga and the role that these industries play in the local regional and national economy. The importance of infrastructure for current and future industry needs, and the role that infrastructure plays in location decision making, was a factor in identifying these objectives.

The objectives are intended to provide certainty to the local community, Council and future developers by identifying those areas suitable for future industrial development, taking into account the short, medium and long term demand for industrial land.

Part of the certainty for investors relates to the ongoing viability of industrial operations and development. Managing encroachment of non-industrial uses, and managing stakeholder and community expectations in regards to preferred land uses, will play a major role in ensuring investment decisions are made with a long term certainty regarding planning decisions.

In doing so, it is important to recognise that industry changes over time, and the needs and nature of industry also changes. The most appropriate land uses for a particular location should be considered, having regard for the infrastructure, demand pressures and alternative land use potential, in order to enable a wider range of economic activity and more economic use of land in Wodonga.

Key Actions and Recommendations

The actions and recommendations are noted in Table 7, together with Council’s role and suggested timeframe for undertaking the action, and the objective the action is intended to achieve.
### Table 7: Key Actions and Recommendations

#### PRECINCT 1: LOGIC

<table>
<thead>
<tr>
<th>Action / Recommendation</th>
<th>Priority</th>
<th>Council’s Role</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retain Industrial 1 Zone (IN1Z) zoning at Logic.</td>
<td>High</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Facilitate the development of the logistics transport and distribution, manufacturing and processing facilities at Logic.</td>
<td>High</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Maintain the viability of the Logic precinct by minimising encroachment from non-industrial land uses: Encourage and support the adoption of design controls for industrial land to minimise any impact.</td>
<td>Medium</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Explore the potential to attract manufacturing growth sectors such as food processing industries to the Logic facility.</td>
<td>High</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Develop investment attraction measures to attract complementary industries to Logic.</td>
<td>High</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Continue to ensure high levels of amenity within Logic Industrial areas through appropriate design controls. This aligns with the Two Cities One Community action plan's action.</td>
<td>High</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Collaborate with La Trobe to support the establishment of business incubators and entrepreneurship and innovation hubs linked to Wodonga’s industry strengths and capabilities in manufacturing.</td>
<td>High</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Commercial and industrial air freight should be further explored in the medium-long term at Logic.</td>
<td>Low</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Advocate to NBN to ensure the provision of appropriate ICT infrastructure and level of service to the Logic estate so that the infrastructure reflects the needs of current and potential / future Logic occupiers.</td>
<td>High</td>
<td>Advocacy to NBN/ Govt</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Investigate the potential cost to provide fixed wired NBN infrastructure to the Logic Precinct and determine economic feasibility of providing fixed wired NBN to Logic.</td>
<td>High</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Seek funding and lobby for the installation of a gas gate at Logic to ensure a gas transmission pipeline is accessible by industry at Logic estate.</td>
<td>High</td>
<td>Advocacy to PTV</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Investigate opportunities and support efforts to improve public transport services to Logic and Wodonga’s other industrial areas.</td>
<td>Medium</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Support innovative and emerging industries which have a focus on environmental sustainability and best practice technologies.</td>
<td>Medium</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Continue to promote landscape treatments for road reserves, frontages and where appropriate side and rear boundaries of industrial developments.</td>
<td>Medium</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

#### PRECINCT 2: WEST WODONGA

<table>
<thead>
<tr>
<th>Action / Recommendation</th>
<th>Priority</th>
<th>Council’s Role</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consider appropriate zoning to reduce current and future land use conflict between heavy industry and growing residential growth pressure in the West Wodonga area.</td>
<td>High</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Investigate the potential for partnerships between La Trobe University in providing training and education opportunities to existing businesses in the West Wodonga precinct.</td>
<td>Medium</td>
<td>Lead – with La Trobe University</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Collaborate with La Trobe to support the establishment of business incubators and entrepreneurship and innovation hubs linked to Wodonga’s industry strengths and capabilities in manufacturing.</td>
<td>High</td>
<td>Lead – with La Trobe University</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Promote the West Wodonga precinct as a location for industrial development with a focus on research opportunities and collaboration with nominated specialisms of La Trobe University.</td>
<td>Low</td>
<td>Lead – with La Trobe University</td>
<td>To be actioned</td>
</tr>
<tr>
<td>Ensure appropriate and site specific buffer solutions are provided between industrial land and sensitive land uses surrounding the precinct.</td>
<td>High</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Investigate opportunities to facilitate B-double access via the McKoy Street / Old Barnawartha Road intersection.</td>
<td>High</td>
<td>Advocacy to VicRoads</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Require sound strategic justification for any rezoning of land to include issues regarding amenity.</td>
<td>High</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Review and update the West Wodonga Enterprise Park Framework Plan.</td>
<td>High</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
## Precinct 3: Moloney Drive

<table>
<thead>
<tr>
<th>Action / Recommendation</th>
<th>Priority</th>
<th>Council’s Role</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Provide gateway treatments to the Moloney Street precinct at the Moloney / Melrose / Melbourne Road entrances such as landscaping.</td>
<td>Low</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>3.2 Support new development that does not limit existing industry within the Moloney Street precinct or negatively impact on land uses surrounding the precinct</td>
<td>Medium</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3.3 Ensure existing business and service industry at Melbourne Road/Melrose Drive precinct are appropriately considered in any future Hume Freeway interchange upgrade.</td>
<td>High</td>
<td>Advocacy</td>
<td>To be actioned</td>
</tr>
<tr>
<td>3.4 Manage the interface between industrial and residential activities at the Moloney Street precinct, particularly in regard to heavy vehicle traffic, industrial emissions, noise and visual setting.</td>
<td>High</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3.5 Consider implementation of design and development overlay – as per DDO 10 – to mitigate impacts of light from industrial properties affecting residential land uses at the Moloney Street precinct;</td>
<td>High</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>3.6 Encourage industries located within the IN1Z land to work with the Environment Protection Authority (EPA) to minimise noise / odour issues arising as a result of industrial activity.</td>
<td>High</td>
<td>Advocacy</td>
<td>To be actioned</td>
</tr>
<tr>
<td>3.7 Investigate opportunities for funding for odour control technologies and or relocation of such businesses or high impact industries</td>
<td>High</td>
<td>Advocacy</td>
<td>To be actioned</td>
</tr>
<tr>
<td>3.8 Continue to ensure new industrial developments meet urban design guidelines, and that suitable buffers from non-industrial land uses are provided and maintained.</td>
<td>High</td>
<td>Advocacy</td>
<td>To be actioned</td>
</tr>
<tr>
<td>3.9 Encourage development to be of a high architectural quality to contribute to an overall improvement in the amenity of the Moloney Drive precinct.</td>
<td>Medium</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3.10 Continue to work with VicRoads on the design and implementation of the Hume Freeway intersections upgrades, and advocate to VicRoads the necessity to ensure that access and egress are improved for freight services and other road users.</td>
<td>High</td>
<td>Advocacy with VicRoads</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3.11 Advocate to VicRoads for improvements to the Melrose Road Hume Highway Intersection.</td>
<td>High</td>
<td>Advocacy to VicRoads</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

## Precinct 4: Central Wodonga

<table>
<thead>
<tr>
<th>Action / Recommendation</th>
<th>Priority</th>
<th>Council’s Role</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Investigate opportunity to rezone underutilised industrial areas in the Central Wodonga precinct to accommodate low impact land uses which are complementary to the CBA.</td>
<td>High</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>4.2 Investigate the potential for rezoning of the IN1Z land to the east of the Central Wodonga precinct to a zone allowing identified strategic uses within easy reach of the CBA and Wodonga’s employment nodes.</td>
<td>Medium</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>4.3 Investigate the appropriate zone and land use controls over industrial land and older premises in Central Wodonga’s industrial areas to accommodate the needs of modern industries.</td>
<td>Medium</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>4.4 Work in partnership with existing landowners to improve access, parking, landscaping and building design of new and existing development.</td>
<td>Medium</td>
<td>Advocacy</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4.5 Investigate the potential for the development of business incubators in the Central Wodonga precinct.</td>
<td>High</td>
<td>Lead</td>
<td>To be actioned</td>
</tr>
<tr>
<td>4.6 Identify appropriate locations for large floorplate occupiers which have negative impacts on surrounding land uses.</td>
<td>High</td>
<td>Lead</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
The Wodonga Growth Strategy

APPENDIX A: POLICY CONTEXT OBJECTIVES

Key objectives of the Growth Strategy include:

- To promote the major freight hub in Wodonga as a place to do business including intermodal transfers. The Strategy recognises that Wodonga is well served by the existing network of arterial roads and freeways yet could capitalise better on its emerging status as a major freight and logistics hub. The Growth Strategy notes that freight access to the Central Business Area (CBA) is “currently adequate”. The need to maximise opportunities at Logic and Enterprise Park with provision for larger vehicles and for intermodal transfers is noted as a strategy to achieve the key objective of promoting Wodonga as a freight hub. Advocating for State and Federal government funding to deliver additional investment opportunities, and undertaking road improvements in accordance with the Wodonga Integrated Transport Strategy (WITS) are further actions to achieve the objective;

- To support the delivery of mixed use, walkable local town centres that are co-located with community services and facilities wherever possible and which maximise opportunities for multipurpose trips and reduce reliance on car based travel;

- To support and encourage revitalisation and diversification of the CBA as a vibrant, modern mixed-use centre;

- To promote growth, productivity and diversification of employment opportunities within Wodonga;

- To prepare annual Land Development Trends Reports to track ongoing provision of industrial land availability and consumption; and

- Prepare an Industrial Land Use Strategy and undertake progressive rezoning for industrial land at Baranduda, specifically the former Wodonga Livestock Sales site.

- Promote the use of sustainable transport modes is a further key objective of the Strategy.

- Consideration of urban infill opportunities to reduce the expansion pressure on the urban fringe, thereby encouraging more sustainable transport options.

The Growth Strategy recognises that, although the population is growing, the growth in population must be supported by growth in employment opportunities. A key strength of Wodonga’s economy is noted as being the role the City plays as a transport and logistics centre, with logistics and manufacturing noted as key industries. The local manufacturing and construction sectors are particularly bolstered by strong population growth in the region. The success of the logistics sector in Wodonga is in large part attributed to Wodonga City Council’s investment and development of the Logic precinct, thus ensuring a plentiful supply of industrial land.

The Growth Strategy identified that there was sufficient supply of industrial land in Wodonga to meet the anticipated long-term demand and that no additional land would need to be rezoned for employment purposes. However, proposals to provide for additional employment land or to facilitate economic development will be considered on a case by case basis. Proposals must demonstrate the positive contribution they will make to the enhancement and diversity of the Wodonga employment base.
Please refer to figure 1 which identifies the key employment areas nominated in the Wodonga Growth Strategy.

**Wodonga Integrated Transport Strategy (WITS) and Priority Implementation Plans**

The majority of the issues identified in the WITS relate to the need for improvements to transport networks in order to facilitate the movement of people, prioritising active transport and public transport mode choices. The Strategy notes that "future changes to the road network should generally not be aimed at increasing traffic capacity, but rather at facilitating improvements to sustainable and active transport modes and supporting the overall economic and amenity objectives of Wodonga".

However, the WITS provides recommendations for all transport modes and networks in the municipality, with a particular focus on Wodonga itself. The WITS recognises that a significant component of economic activity in Wodonga results from, or relies upon, the movement of freight and that future land use and transport planning should take account of significant freight generating activities.

As in the Wodonga Growth Strategy, the WITS notes that Wodonga has the opportunity to better capitalise on its potential as a major freight hub through maximising investment opportunities at Logic Wodonga. The WITS notes that the Logic facility has capacity to accommodate 9,000 employees at full development. Other freight generating land uses / precincts were noted at Moloney Drive and Baranduda Enterprise Park.

Maintaining and enhancing access of increased freight volumes to key freight generating land uses is a key element of the Strategy. Avoiding conflicts between freight movements and sensitive land uses is also identified as a requirement for future land use planning. The Strategy identifies priority road and freight network upgrades. Key required upgrades identified are:

- Old Barnawartha Road / Murray Valley Highway - Intersection improvement; and
- Melrose Drive - investigation into potential upgraded freeway access to provide both entry/exit Melbourne bound.

In a number of instances, the road network improvements are identified as being under the control of VicRoads and that the role of Council is one of advocacy.

**State Planning Policy Framework**

Several Clauses in the State Planning Scheme refer to freight transport, such as Clause 18.05 which specifically identifies the objective to further develop the State’s key transport gateways and freight links and maintain Victoria’s position as the nation’s premier logistics centre.

The strategies identified in Clause 18.05-1 focus on improving the efficiency of freight movements around Victoria by ensuring adequate land supplies around interstate freight terminals while minimising the impact of freight activity on surrounding land uses.

The objective of Clause 17.02-1 related to industrial land development is to ensure land is available for industry, with strategies including:

- Ensuring that land is readily accessible by employees and freight transport, with appropriate buffer areas between proposed industrial land and nearby sensitive uses;
- Protecting and carefully planning existing industrial areas to, where possible, facilitate further industrial development; and
- Protecting industrial activity in industrial zones from unplanned encroachment of commercial, residential and other sensitive uses that would adversely affect industry viability and avoiding approving non-industrial land uses that prejudice future industrial land requirements.

The State Planning Policy Framework does not explicitly identify any land in Wodonga as State significant industrial land. Nevertheless the planning strategies include protecting significant industrial land from incompatible uses to allow for future growth. Maintaining adequate buffer distance is again noted as a strategy to protect the ongoing supply of industrial land.

Clause 17.02-04 relates to innovation and research with a focus on creating opportunities in the knowledge economy within existing and emerging industries. The key strategies identified which are of relevance to Wodonga’s Industrial Lands Strategy include encouraging the expansion and development of logistics and communications infrastructure, and to support the development of business clusters.

Transport objectives in the State Planning Policy Framework relate to the creation of a safe and sustainable transport system by integrating land-use and transport, and to coordinate development of transport modes to provide a comprehensive transport system. Strategies to achieve these objectives are based around maximising the efficiency of existing infrastructure networks and ensuring that new development is planned around and catered for by an appropriate level of access to suitable transport infrastructure. These include ‘ensure careful selection of sites for freight generating activities to minimise associated operational and transport impacts to other urban development and transport networks’.

Additional transport related objectives focusing around the role of airports, airfields and freight transport. Improving the efficiency of the freight network is a key strategy, as is ensuring an adequate supply of land to allow high-volume freight customers to locate adjacent to interstate freight terminals.

**Local Planning Policy**

The Municipal Strategic Statement (MSS) identifies that ‘Wodonga has an abundance of industrial land available for development with a number of dispersed industrial land areas to accommodate in excess of 25 years of land supply’. Issues identified in the MSS include that although ample industrial land supply exists, a component is unsuitable for development for topographical or environmental reasons, and there is noted as being a relative shortage of small to medium size lots to meet the market demand. The encroachment of sensitive uses on to industrial land is also noted in MSS. The objective relating to industrial land is to support the expansion of industrial development in appropriate locations.

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While noting the opportunities to continue to develop the Logic freight and logistics precinct at Wodonga, the Growth Plan also nominates the potential investigation of Seymour / Mangalore Airport to become a future air freight logistics hub.

A strategy in the Regional Growth Plan is to promote the establishment of renewable energy hubs to co-locate industries to maximise resource use efficiency and minimise waste generation. The Regional Growth Plan nominates Wodonga as a key potential location for such a hub.

The Growth Plan also identifies the need to undertake a detailed investigation of settlements for latent and undeveloped commercial and industrial capacity to future market growth potential in the intensive agriculture and industrial sectors. Wodonga is nominated as a priority area for investigation.

### Albury Wodonga Digital Economy Strategy

The Digital Economy Strategy - developed with Albury City in 2013 - provides a five year program of initiatives to assist local businesses in taking advantage of online business opportunities. The Strategy identified the need to make sure high-speed broadband is available to all premises (including commercial), in order to “reduce the tyranny of distance across the region”.

The Strategy identifies the potential for new technology-based industries locating in the region, with the potential to broaden the Albury Wodonga industrial base. Focussing on small business and the digital literacy levels in the area and the opportunities for new types of industry and employees to establish in the Albury Wodonga area is a further key focus of the Strategy, noting opportunities for Information and Communication Technology (ICT) hardware and software development businesses, and creative industries.