



Frankston City Industrial Strategy

Draft

April 2023

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Acknowledgment of Country

Frankston City Council acknowledges the Bunurong people of the Kulin Nation as the Traditional Custodians of the lands and waters in and around Frankston City, and value and recognise local Aboriginal and Torres Strait Islander cultures, heritage and connection to land as a proud part of a shared identity for Frankston City.

Council pays respect to Elders past and present and recognises their importance in maintaining knowledge, traditions and culture in our community.

Council also respectfully acknowledges the Bunurong Land Council as the Registered Aboriginal Party responsible for managing the Aboriginal cultural heritage of the land and waters where Frankston City Council is situated.

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Glossary

Additive Manufacturing

Additive manufacturing is the process of creating an object by building it one layer at a time. Each successive layer bonds to the preceding layer of melted or partially melted material to create a 3 dimensional object which is why additive manufacturing is often called 3D printing. Printed objects are firstly digitally defined by computer based design programs. In industrial precincts, transmitting designs for new objects around the globe enables the manufacture of customised products tailored to the needs of local customers. As a result, additive manufacturing has the potential to change supply chains, noting that raw materials used in additive manufacturing still need to be imported or produced locally.

Circular Economy

Circular economy is an economic model which seeks to decouple economic activity from the consumption of finite resources. A circular economy involves repeatedly recycling and reusing materials for as long as is possible. This contrasts with a linear economic model based on the 'take-make-dispose' approach to consuming products and resources.

Low Carbon Economy

A low carbon economy is an economy that produces low levels of greenhouse gas (GHG) emissions. In a low carbon economic system renewable sources of energy such as wind and solar energy fuel economic activity while minimising the use of carbon intensive energy sources.

Digital Economy

This is an umbrella term that describes how traditional bricks-and-mortar economic activities (production, distribution and trade) are being transformed by digital connectivity. In the digital economy, information technology is central to the marketing, adaptation and consumption of goods and services as exemplified by digital banking, e-commerce, virtual education, digital health systems, digital navigation, entertainment applications as well as collaboration and social media platforms.

Distributed Energy

Distributed energy systems (also known as embedded or local generation) are small scale energy systems in which electricity is generated (often from renewable sources), stored and consumed locally. This contrasts with centralised generation systems such as power plants. There are different scales of distributed energy systems including small scale systems in which energy is generated and stored on an individual site and large scale systems in which energy is aggregated and distributed across a number of sites. The growth of photovoltaic and battery technology provides the basis for the further growth of distributed energy systems.

Electric Vehicles

The number and variety of electric powered vehicles is steadily growing. These vehicles are generally lower emission and quieter alternatives to petroleum vehicles. Enabling infrastructure including charging stations will need to expand as the electric vehicle fleet grows.

1. Introduction



1.1 Purpose

From their earliest days supporting local fishing industries to their post war role in plastic manufacturing, automotive and fabrication industries through to their current role in complex manufacturing, wholesaling and service enterprises, Frankston's Industrial Precincts have seen continued waves of change.

This strategy explores new and creative pathways to secure local employment and economic growth while supporting the needs of a 21st century sustainable economy.

The future entails challenges and opportunities. New energy systems, climate change, the growth of services, the digitisation and electrification of the economy, population growth and supply change disruptions present an array of transformative opportunities and challenges for Melbourne's south.

This strategy outlines the industry policy and land use planning settings to help industry and the broader community prepare for and ultimately benefit from ongoing change.

1.1.1 The Strategy

The Frankston City Industrial Strategy 2023 integrates land use planning, urban design and economic development initiatives to support the ongoing evolution of Frankston City's industrial precincts as they respond to an array of economic, environmental and social change and opportunity.

The strategy encompasses:

- **Vision:** sets the strategic direction for the City's industrial precincts and describes the public and private sector factors that will drive change.
- **Strategies:** provides strategic responses that will guide the long term development and renewal of the City's industrial precincts to support economic development and resilience and jobs growth.
- **Objectives and Actions:** canvasses statutory and non-statutory initiatives to ensure on the ground change.
- **Urban Design Guidelines:** *The Frankston City Industrial Design Guidelines* will guide the built environment as it responds and propels change.

1.2 Frankston City Industrial Precincts Overview

The City's industrial areas comprise six distinct precincts which together are a leading source of regional employment growth, economic activity and investment attraction.

At 2021, the precincts collectively employed over 16,800 workers in a range of industries serving national, state and regional customers.

1. Seaford
2. Seaford North
3. Carrum Downs
4. Langwarrin
5. Frankston East
6. Frankston

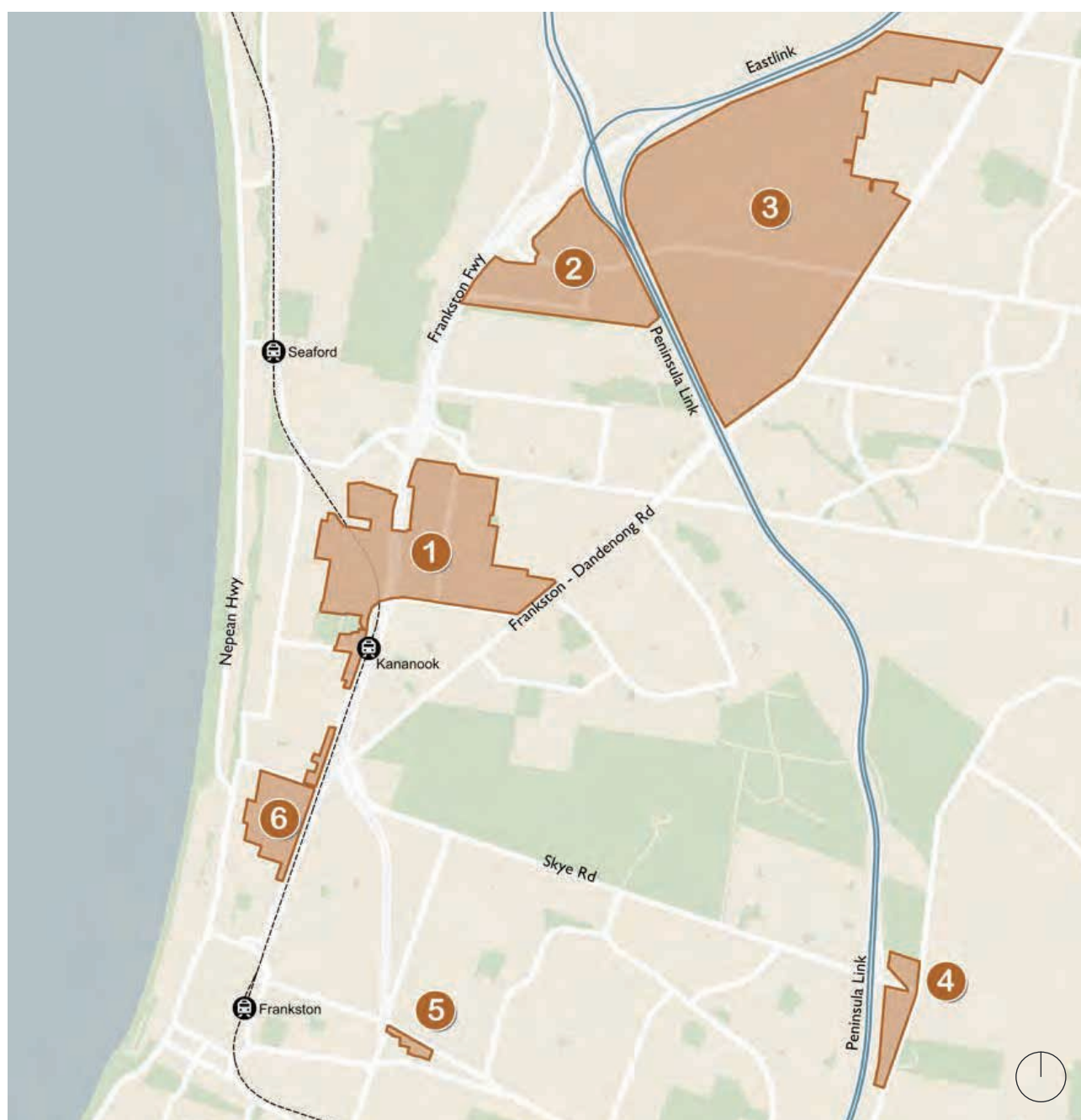


Figure 1. Frankston City Industrial Precincts

1.2.1 Supporting the Community Vision

The Strategy forms part of the delivery of Council's Community Vision 2040:

Frankston City 2040 is the place on the bay to learn, live, work and play in a vibrant, safe and culturally inclusive community. Our City is clean, green and environmentally responsible.

The strategy articulates industry and urban design initiatives that deliver on Council's employment and education aspirations as detailed in theme 5 of Community Vision 2040:

Frankston City nurtures and attracts innovation and investment and is known for its education and business opportunities, including renewable energy, technology, hospitality, health, and tourism.

1.2.2 The need to update Frankston City's Industrial Strategy 2009

The strategy builds on and updates the *Frankston Industrial Strategy 2009* (SGS Economics and Planning). The 2009 strategy successfully guided the delivery of the Carrum Downs industrial precinct as the municipality's premier greenfield industrial area. Carrum Downs is now one of Melbourne's most vibrant and attractive industrial precincts but is also now fully built.

Since the 2009 strategy, the Victorian State Government introduced economic land use policies and statutory reforms impacting on the role, use and development of industrial land which essentially elevate the importance and role of industrial areas in helping Victoria grow and adapt to change.

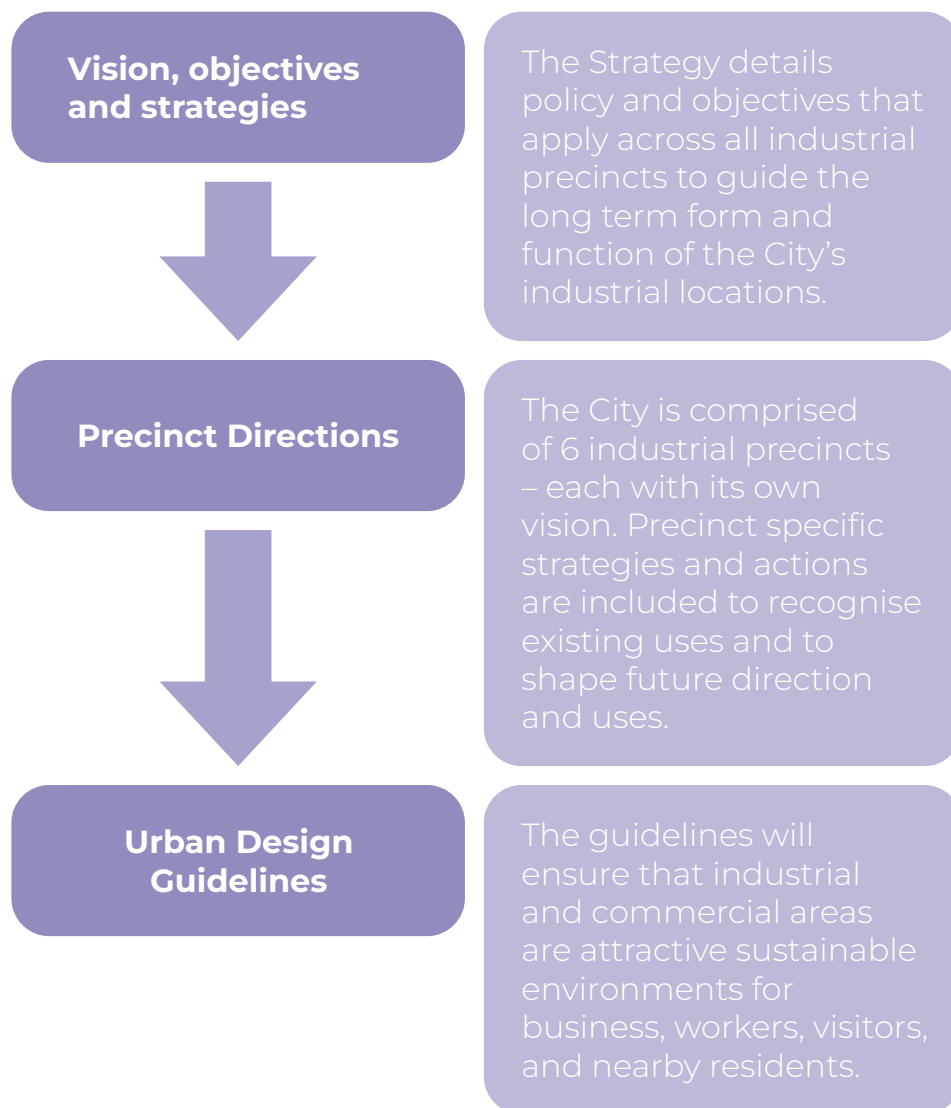
Frankston's 2023 industrial strategy provides new strategic guidance and initiatives to support employment growth, adaptation and prosperity in the City's industrial precincts in response to broader economic, policy and technological change.



Figure 2. The Development of Carrum Downs

1.3 How to use the Draft Strategy

The Frankston City Industrial Strategy 2023 provides guidance for business, government and residents on the preferred long term trajectory of the City's industrial precincts. The component parts of the strategy and companion industrial design guidelines are set out below:



The strategy's principles and recommendations and companion industrial design guidelines are intended to guide public and private investment and decision making as detailed below:

Residents	For Frankston City residents the strategy details aspirations and plans to improve the attractiveness, function, and accessibility of industrial areas and in particular improvements to the way in which industry interfaces with residential areas. The strategy also details the long-term strategic role of industrial precincts and the role of future industry and new technology in the evolution of local industry and industrial uses.
Business	For the City's current and future business community the strategy provides guidance as to the ongoing economic role of industrial precincts and policy support for technological and land use innovations. The strategy includes objectives to improve the attractiveness and accessibility of industrial areas and ideas to support electrification, skill development and the digital economy.
Landholders	For industrial landholders the strategy provides certainty as to the long-term role of industrial land while explicitly encouraging renewal and site amalgamation in aging industrial precincts. Future planning applications will need to address urban design guidelines.
State Government	For Victoria's State Government the strategy provides insight into the City's vision for its industrial precincts and their future role and function in the economy of Melbourne's Southeast. The Strategy outlines areas of advocacy in relation to public transport accessibility, built form improvements and the long-term transformation of precincts that the state has recognised as regionally significant.
Frankston City	For Frankston City Council the strategy provides a mechanism to co-ordinate local investment, engage with landholders, developers, and industry sectors and to engage with state and federal government. The strategy provides the rationale for updating the local planning scheme, and, together with the urban design guidelines, a basis to assess planning applications.

Table 1. Strategic Purpose

1.4 Frankston City Industrial Design Guidelines

The strategy aims to ensure that new industrial development and subdivisions deliver economic benefits while enhancing the municipality's physical environment.

The Frankston City Industrial Design Guidelines will ensure the desirability and sustainability of new industrial development and subdivisions.

For new development the guidelines provide direction in relation to:

- Building Siting and Orientation
- Building Heights
- Setbacks
- Interface Treatments
- Access and Car Parking
- Landscaping
- Site Amenity

In directing new development the guidelines establish a standard of development that will ensure industrial precincts attract investment, facilitate business and employment opportunities.

Additionally, the guidelines aim to ensure new buildings achieve best practice environmentally sustainable development from the design stage through to construction and operation by, in particular, supporting the achievement of Council's Environmentally Sustainable Development (ESD) Targets at 15.01 of the Frankston Planning Scheme.

Subdivision guidelines provide detailed direction:

- Subdivision Layout
- Public Realm
- Lot Layout
- Interface Treatments
- Integrated Water Management

The guidelines also include precinct specific directions

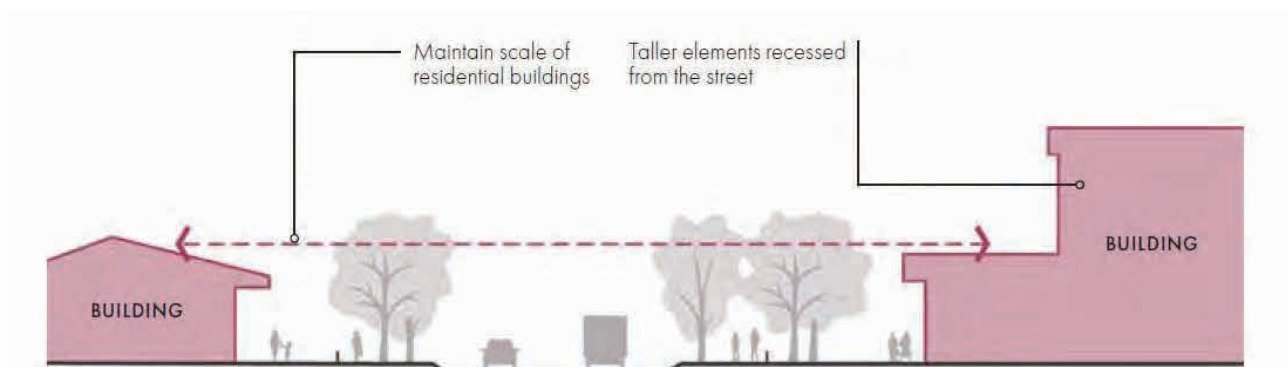


Figure 3. Illustration from the Frankston City Industrial Design Guidelines

1.5 Key Project Stages

The Frankston City Industrial Strategy 2023 is comprised of a series of project stages encompassing background research, community, government and industry consultation and in depth strategic economic and built form analysis.

Once this Draft Strategy completes its public engagement process your feedback will be reviewed as part of the development of the final strategy, action plan and urban design guidelines. The project also includes a statutory stage that is likely to proceed in the later part of 2023.

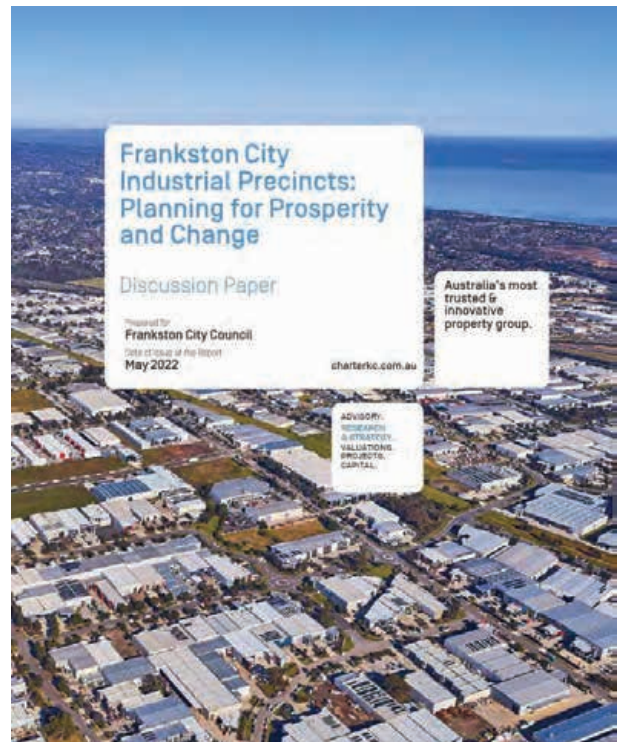


1.6 Frankston City Industrial Precincts: Planning for Prosperity and Change

In 2022, Council released *the Frankston City Industrial Precincts: Planning for Prosperity and Change* discussion paper. The discussion paper canvassed 17 initiatives encompassing land use, economic development and place making initiatives for community and business discussion and exploration. The paper proposed initiatives and interventions to foster the on the ground conditions to strengthen the capacity of the City's industrial precincts to expand employment and economic growth while adapting to the challenges of sustainable growth and a low carbon and digital economy.

Community engagement was undertaken on the discussion paper between July and August 2022 which included an industry briefing for local business and landholders. The discussion paper attracted 10 submissions which advocated for:

- transport interventions
- interventions to address unsightly and poorly maintained properties.
- greater enforcement of building codes
- ensuring new building mitigates flooding
- the expansion of the urban growth boundary to support industrial land supply
- objection to vertical industrial development
- objection to the introduction of housing to the Kananook Sub Precinct
- objection to potential rezoning of land in Frankston East and proposed open space



Consultation also included a public survey that attracted seven respondents. Respondents were generally positive about the Seaford precinct emerging as a mixed use location.

Respondents were also supportive of achieving higher levels of sustainability in industrial areas and in improving the quality of industrial precincts as destinations to work and visit.

2. Strategic Context



2.1 Metropolitan Context

The City's industrial precincts support enterprise that services a variety of markets and needs including export oriented enterprises, national and state and enterprises, and a variety of enterprises servicing the needs of the local community. The following explores the role of the City's industrial precincts at a metropolitan and local scale.

2.1.1 Frankston City and Industrial Growth in Melbourne South

Within Melbourne's southern region, Frankston City's Industrial Precincts comprise 5% of the region's industrial land. Nearby industrial precincts in Dandenong, Moorabbin and the rapidly emerging Officer/Pakenham and Casey Fields precincts constitute the region's largest industrial areas by land area and economic output.

Within the region there is approximately 7,270 hectares of zoned industrial land of which 34% of zoned land is in Greater Dandenong.

Online retailing has fueled insatiable industrial floor space demand in proximity to consumers and established logistics routes. As a result, Melbourne's Southern Region now has minimal established industrial land to accommodate new demand. By 2027, for instance, the Dandenong industrial precinct, which is the region's largest industrial precinct, is expected to be fully built and not include any further greenfield industrial land to support industrial expansion.

Within the region Officer, Pakenham and Casey Fields include extensive industrial greenfield land able to accommodate the needs of enterprises that require large format premises. Together Officer, Pakenham and Casey Fields incorporate over 1,900 hectares of either zoned or proposed future industrial land supply. Closer to Frankston LGA, there is approximately 76 hectares of greenfield industrial land in Cranbourne West.

Within Melbourne's south, industrial enterprises will either shift to newly developed industrial land in greenfield locations in the region's outer areas or renew existing facilities within established locations.

Council / Region	Zoned Occupied (ha)	Zoned Vacant (ha)	Future Supply (ha)
Cardinia	380.9	375.2	938.3
Casey	670.7	367.5	245.2
Frankston	368.4	21.6	0
Greater Dandenong	2,448.2	469.6	0
Kingston	1,217.3	75.9	0
Mornington Peninsula	2,184.8	1,027.7	0
Southern Region	7,270.3	2,337.5	1,183.5

Table 2. Industrial Land Supply¹

Source: DELWP; Charter Keck Cramer

¹ This table reflects available data at 2021. A subsequent review by Charter identified approximately 10 hectares of available land.

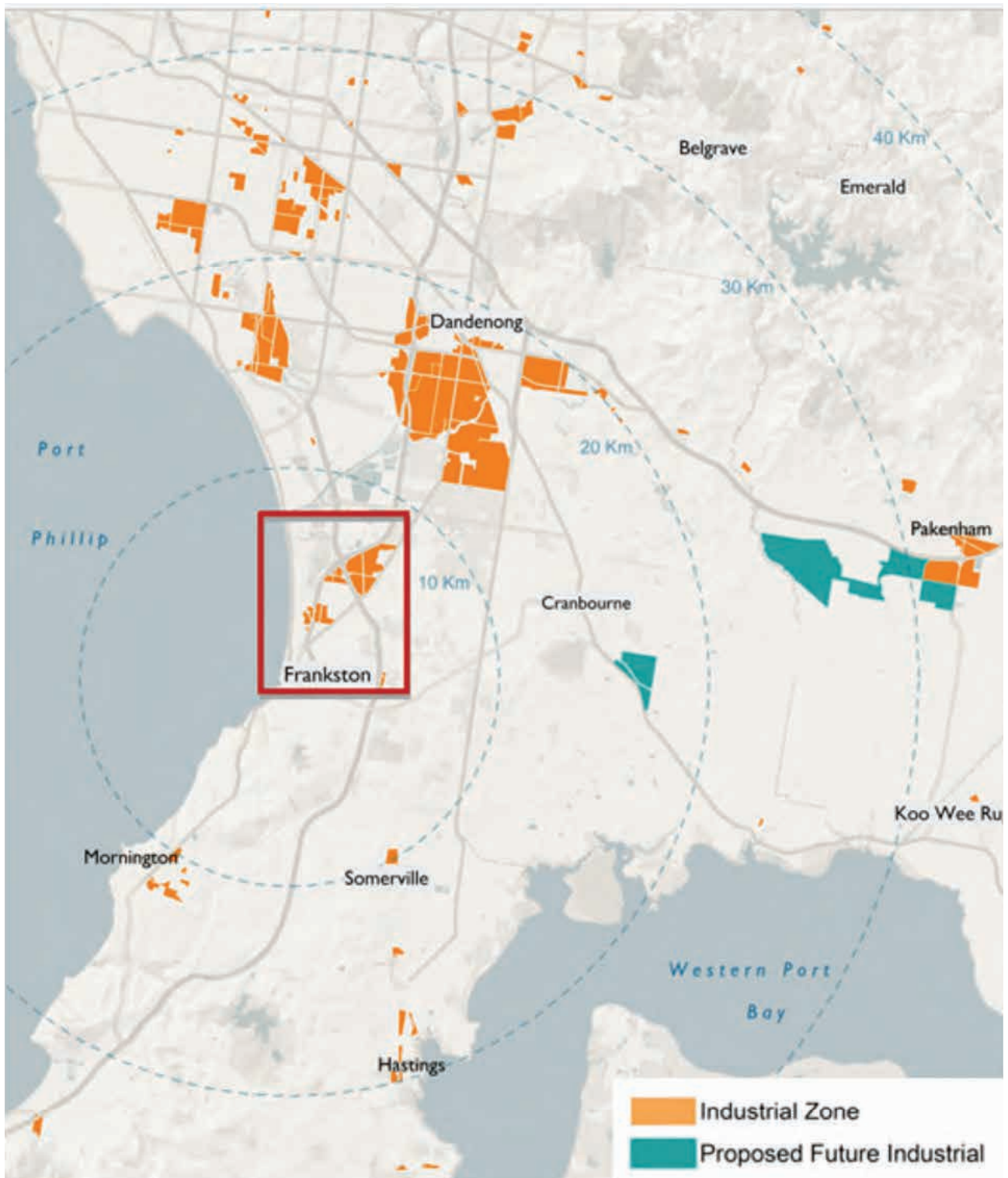


Figure 4. Frankston City Industrial Precincts in the Context of Melbourne's South

Source: DELWP; Charter Keck Cramer



2.2 Local Context

In 2021, the City's industrial precincts employed 16,800 people in a diversity of enterprises.

Traditional industrial manufacturing, logistics, construction supply, wholesaling, and automotive businesses comprise the majority of enterprises within the City's industrial precincts while also occupying the majority of floor space.

The breadth of commercial activity within the City's industrial precincts is steadily expanding with the City's industrial precincts supporting an increasing number and variety of consumer-focused enterprises offering recreation, entertainment, health and hospitality services.

Employment and economic activity within the City's industrial precincts have been growing led by the rapid expansion of Carrum Downs. For the 2016 to 2021 period, industrial precincts added 3,628 jobs, 80% of which were attributable to the growth of Carrum Downs.

Far sighted planning has facilitated the emergence of Carrum Downs as one of the region's leading industrial precincts incorporating high amenity streets, significant vegetation, open space for workers and visitors, and coherent and attractive contemporary industrial buildings. Carrum Downs sits in between Eastlink, the Mornington Peninsula Freeway and Frankston-Dandenong Road providing excellent road accessibility for its numerous manufacturing and logistics enterprises.

Frankston City Industrial Precincts

16,802

Jobs (2021)

+3,628

Jobs Growth (2016 - 2021)

Leading Sectors

Construction
Manufacturing
Retail / Wholesale

Growth Sectors

Construction
Manufacturing
Health Care and Social Assistance

While the availability of greenfield industrial land has propelled the successful development of Carrum Downs there is, however, now no substantive greenfield land in Frankston LGA to support ongoing greenfield industrial expansion. At 2022, there was less than 10 hectares of zoned vacant industrial land within Frankston LGA.

According to successive surveys of business located in the City's industrial precincts, Frankston is perceived positively as a location to conduct business and to grow. In 2022, 80% of surveyed enterprises rated their industrial precinct as either a 'good' or 'very good' location to operate from. Despite the challenges faced over the past couple of years, there is a positive outlook amongst businesses, with near on half of surveyed businesses intending to progress expansion plans. Of these businesses, 95% stated that they would prefer to remain in Frankston LGA as they grew.

To help business grow, Frankston City's Industrial Precincts will need to innovate and explore new forms of industrial expansion including renewal, redevelopment and potential vertical expansion. It follows that this strategy supports infill industrial development, renewal of aged industrial sites and the investigation of multi-storey development as central to the city's next stage of industrial development.

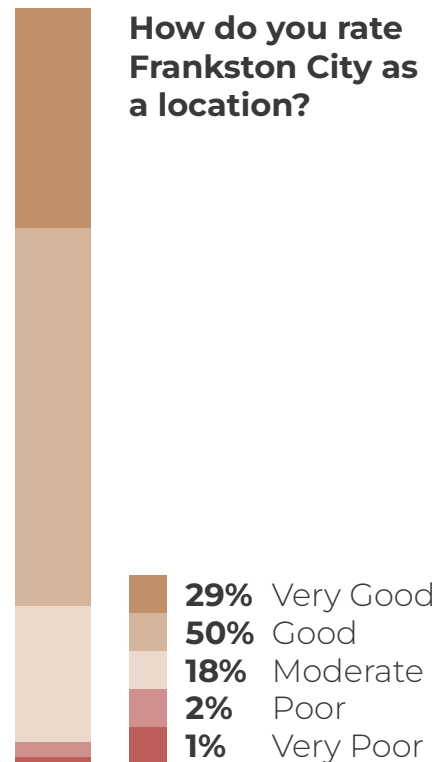


Figure 5. Survey Results: Frankston Industrial Precinct Needs Analysis 2022²

² Source: Frankston Industrial Precinct Needs Analysis Report, 2022

2.3 Influencing Trends

2.3.1 Sustainable Growth

Energy systems, transport systems and systems of consumption are steadily transforming in response to climate change and the need for more sustainable systems of production and consumption.

The ongoing growth and adoption of renewable energy systems provides a basis for localised energy generation and storage, which in urban areas increasingly entails battery storage.³

The transformation of energy systems is also likely to be accompanied by the transformation of transport platforms including innovation in private transport and innovation in logistics and delivery methods. The future is expected to see growth in electric truck fleets which have the advantage of reduced emissions resulting from ever increasing volumes of freight. There is also the potential for drone delivery and driverless technology to transform supply chains and logistic movements.⁴

The re-platforming of transport systems to electric platforms is also expected to propel a new automotive workforce skilled in digital technology. The City's regionally significant auto sector is likely to undergo significant change as each of the world's major car makers become fully electric enterprises over the next two decades.⁵ The automotive retail outlets along Dandenong/Wells Road and the vast numbers of automotive electricians and mechanics that occupy the municipality's industrial space are

likely to function very differently as vehicle sales and service platforms transform toward low carbon technology.

Next-generation workshops will be cleaner, temperature-controlled and wider than existing work bays to incorporate a variety of electronic service equipment. New automotive specialisations will also emerge including local fabrication and 3-D printing of specialized components.⁶

Consumption systems are also set to change guided by the need to extract maximum value from waste material. The current linear economic model of take, make, and waste is not sustainable and needs to shift to a more circular footing in which waste becomes a reusable resource. The circular economy may present opportunities for the municipality particularly in high value resource recovery and in re-purposing waste. All levels of government are now seeking to establish, expand and accelerate advanced recycling systems according to the long-term objectives of the circular economy.⁷

Frankston City's industrial precincts incorporate a growing cluster of recycling enterprises including one of Victoria's most innovative recycling companies that repurposes plastic waste into furniture products. The City's industrial precincts also support a cluster of solar energy and domestic battery providers and installers.

³ The Victorian Government is currently progressing initiatives to create Renewable Energy Zones (<https://www.energy.vic.gov.au/renewable-energy/renewable-energy-zones>)

⁴ Delivering The Goods Creating Victorian Jobs Victorian Freight Plan, 2018-2050, Department of Economic Development, Jobs, Transport and Resources 2018

⁵ Trends and Developments in Electric Vehicle Markets, International Energy Agency, 2021

⁶ A Look at the Future of Independent Workshops, mechanic.com.au, April 2021

⁷ Planning for a Circular Economy, Sustainability Victoria, August 2022

2.3.2 The Mixed Use Flexible Economy

The digital age is transforming business models and breaking down the distinction between work and home along with the primacy of the central city as the centre of professional services and knowledge work – changes that have been accelerated under Covid-19.

The spaces and format of uses demanded by digital enterprise are more fluid and less fixed than traditional businesses where the provision of service, delivery, marketing and networking activities can occur in a variety of dispersed locations.

In industrial areas across the world, aged historic industrial buildings are being transformed into digital economy enterprises as exemplified in the suburb of Cremorne in inner Melbourne and parts of Brunswick. In suburban locations, the distinction between traditional industrial uses and the contemporary economy is blurred when design, marketing, food and population serving enterprises permeate traditional industrial uses in a truly mixed economy.

Both Carrum Downs and Seaford now incorporate an increasing number of businesses in which digital marketing, brand development, printing, audio visual and display businesses coincide with traditional industrial uses. Notably, new economy business tend to use industrial space very differently while also demanding higher standards of worker and visitor amenity.

Covid-19 accelerated the digitisation of the economy. Digital infrastructure and interaction is rapidly transforming consumption, transport and distribution systems whilst also transforming education and work practices. Digitisation is likely to continue to transform industrial areas propelled by demand for E-Commerce, warehousing and logistics space but also space for digital businesses attracted to the freedom and flexibility of industrial floor space.

2.3.3 A Skilled Economy

Economic activity increasingly relies on specialised skills and knowledge. The municipality's numerous manufacturing, construction, logistics and automotive businesses increasingly compete on the basis of unique skills and technological capability. Into the future, the municipality's substantive automotive sector, for instance, is likely to require skills that are closer to those of an IT professional or software engineer than a traditional mechanic. Likewise, construction is set to change with the potential for the development of new buildings to incorporate a blend of prefabricated manufactured outputs with on site development. This change aligns with the long term transformation of Australian manufacturing from a labor intensive to knowledge intensive enterprise.⁸

2.3.4 Well-Being and Industrial Workers

There is growing awareness of the mental and physical challenges entailed in warehouse and logistics work. A range of literature and research demonstrates poor health outcomes for transport workers including high incidence of severe psychological distress and obesity and significant risks for chronic disease.

As the logistics and warehousing workforce grows there is an emerging need for interventions that promote well being particularly in relation to diet and mental health.

⁸ Scaling Up Developing Modern Manufacturing through a Skilled Workforce, IBSA Group, May 2021

2.3.5 Supply Chain Transformation

Global insecurities have highlighted national supply chain vulnerabilities. The Federal government is committed to identifying and addressing issues of national supply chain security.⁹

Frankston LGA retains a major manufacturing base that exemplifies the nimble and specialised nature of Australia's 2022 manufacturing base – small to medium sized firms, typically employing between 5 to 20 employees providing small batch, high value design intensive products.

While high volume low cost manufacturing in overseas countries has seen the decline of large format Australian manufacturing, some manufacturing industries continue to compete successfully, particularly in sectors where either perishability, shipping costs, niche outputs and local reliability and speed to market are important market determinants. These are industries that typically rely on knowledge rather than labour and are positioned to benefit from ongoing manufacturing innovation and trends in which local reliability is increasingly valued. Decentralised electricity grids may also boost the viability of local manufacturing by providing greater local certainty in local energy supply.

Frankston LGA is home to a number of specialist manufacturers including manufacturers providing tailored construction inputs, fabrication, specialist tools, molding, prototyping and specialist automotive parts. There is also a sizeable food manufacturing sector. Manufacturing contributed \$2.77 billion in local economic output for FY2020-21 with 3,700 manufacturing jobs throughout Frankston LGA at 2021.¹⁰



Figure 6. Landscaping in Carrum Downs

⁹ See for instance Department of Industry, Science and Resources, Office of Supply Chain Resilience

¹⁰ ABS, Census of Employment, 2021 and REMPLAN, Frankston City Council Profile 2021

2.4 Policy Context

2.4.1 State Policy

The strategy has been developed in the context of a range of state policy directions. Overarching policy directions related to employment and industrial land are discussed as follows:



2.4.2 Plan Melbourne Plan Melbourne 2017-2050



Plan Melbourne 2017-2050 is the overarching metropolitan planning strategy guiding the city's growth to 2050. It provides strategic directions to ensure Melbourne grows more sustainable, productive and liveable as its population approaches 8 million by 2050.

Plan Melbourne anticipates a city structure that strengthens Melbourne's economic competitiveness. It identifies National Employment and Innovation Clusters, State Significant Industrial Precincts, a network of metropolitan and major activity centres and state-significant health and education precincts to ensure employment growth occurs outside the Central City and is linked by sustainable transport.

The plan's city structure and land use objectives are further elaborated in a series of regional land use framework plans published in 2022.

Plan Melbourne Industry and Employment Focus

The plan facilitates a city structure in which a diversity of industrial and employment areas provide local jobs and economic opportunity as exemplified by the following:

- Outcome 1: Melbourne is a productive city that attracts investment, supports innovation, and creates jobs.
- Direction 1.1: Create a city structure that strengthens Melbourne's competitiveness for jobs and investment.
- Policy 1.1.6: Plan for industrial land in the right locations to support employment and investment opportunities.
- Direction 1.2: Improve access to jobs across Melbourne and closer to where people live.
- Policy 1.2.2: Facilitate investment in Melbourne's outer areas to increase local access to employment.

The Plan establishes five state significant industrial precincts including the Southern State Significant Industrial Precinct in Greater Dandenong LGA.

The plan includes directions to improve freight efficiency and increase the capacity of commercial sites linked to the Principal Public Transport Network. It is policy to reduce adverse amenity impacts of freight movements particularly to residential areas. The Plan also seeks to retain and protect major industrial and employment locations from land fragmentation and encroachment from incompatible uses.

The plan's primary focus in Frankston City is the designation of Frankston town centre as a Metropolitan Activity Centre. Metropolitan activity centres are locations directed to provide a diverse range of jobs, activities and housing for regional catchments that are well served by public transport.

The industrial sector is noted as the largest contributor to energy emissions. This includes refineries, manufacturing, mining, and wood and paper products. The plan supports sustainable transitions to reach net zero greenhouse gas emissions by 2050 specifically:

- Outcome 6: Melbourne is a sustainable and resilient city.
- Direction 6.1: Transition to a low-carbon city to enable Victoria to achieve its target of net zero greenhouse gas emissions by 2050.

Both of these directions are directly reflected in the objectives and initiatives of the *Frankston City Industrial Strategy 2023*.



Figure 7. Carrum Downs Contemporary Industrial

2.4.3 Melbourne Industrial and Commercial Land Use Plan (MICLUP)



MICLUP builds on policies, strategies and actions in Plan Melbourne specifically Action 8 (Significant industrial precincts) and Action 12 (planning for future employment growth).

A key objective is to ensure there is enough industrial and commercial land to meet future demand for economic activity and employment purposes, thereby supporting Victoria's competitive advantage in attracting investment.

The Plan sets out four key principles to guide future planning for industrial and commercial land as follows:

- Adequate long-term commercial and industrial land supply will be identified and set aside to support future industry and business growth.
- Industrial and commercial areas that provide an ongoing economic, urban servicing or employment contribution to local communities, regions and the state will be recognised and retained as a critical economic resource.
- Planning for industrial and commercial land will provide clarity and certainty about how and where industry and business can grow over time to support and guide long term investment and locational decisions.
- Planning will support industry and business to innovate and grow in areas identified for these purposes.

Within MICLUP the Carrum Downs, Seaford and Seaford North industrial precincts are identified as regionally significant industrial areas that benefit from direct access to EastLink and the Mornington Peninsula Freeway. MICLUP also acknowledges land supply constraints in Carrum Downs.

Regionally Significant Industrial Land: According to MICLUP these are key industrial areas that contribute significantly to local and regional economies. These areas need to be planned for and retained either as key industrial areas or locations that can transition to a broader range of employment opportunities.

Locally Significant Industrial Land: If an area is not identified as being of state or regional significance, then it is of local significance. The Langwarrin, Frankston and Frankston East precincts are identified as of local significance.

According to MICLUP, Councils are best placed to determine how local industrial areas are to be planned. This could include identifying when industrial land should be retained, when it could transition to other employment generating uses, or if it is no longer required, when it could transition to other uses.

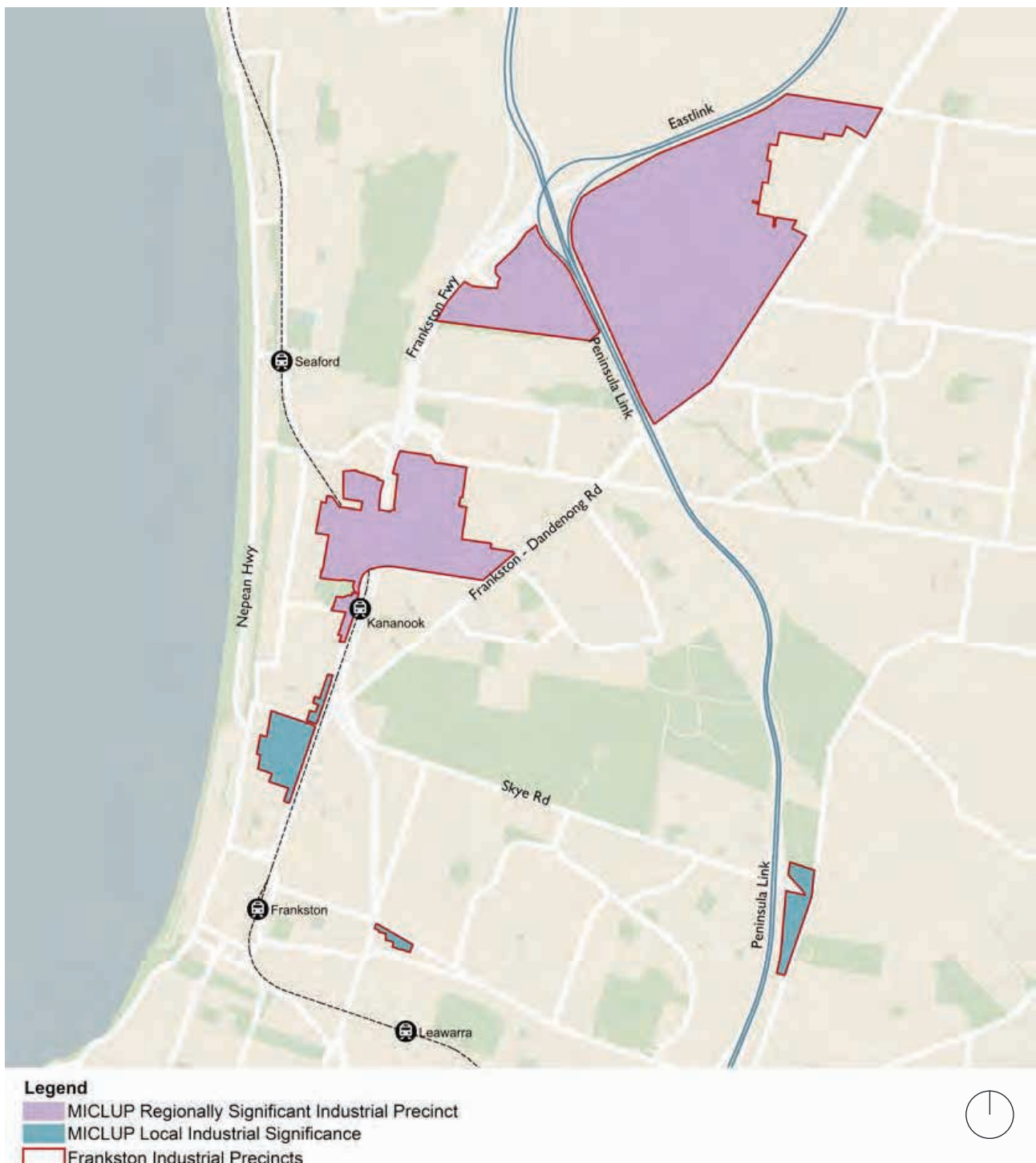


Figure 8. MICLUP Land Designations in Frankston City

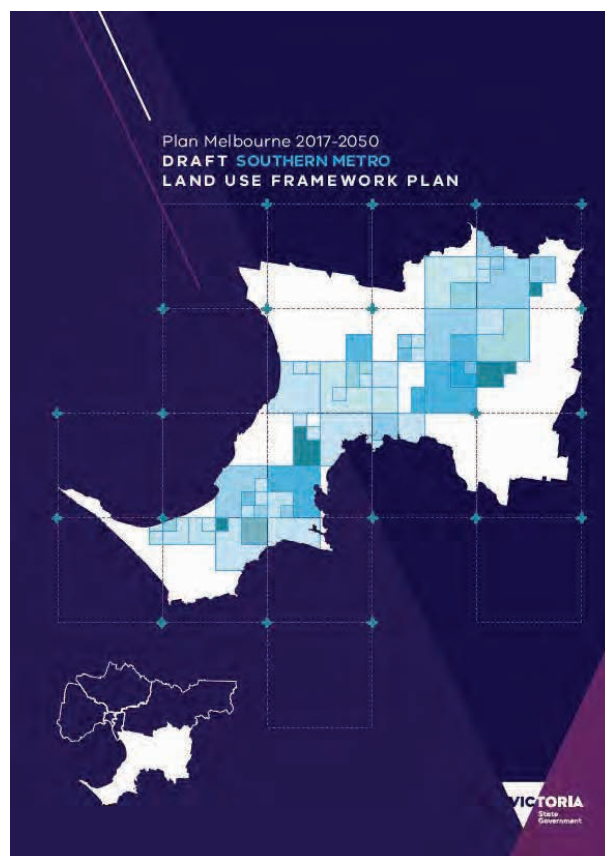
MICLUP recognises that industrial land in Melbourne's southern region as a key economic advantage – the region currently has the largest occupied industrial land holding in the state. Nonetheless, MICLUP also acknowledges that the region's key established industrial areas are land constrained with limited opportunity for expansion.

Within the region, MICLUP focuses on unfragmented greenfield industrial areas in Officer and Pakenham as supporting new freight, logistics, warehousing, transport, manufacturing and other larger format industrial uses. Accordingly, MICLUP directs future PSPs in these locations to support industrial land supply.

Directions for established industrial precincts primarily relate to the retention and protection of existing regionally and state significant industrial locations. MICLUP does not explicitly explore industrial renewal, revitalisation and the process of linking industrial areas in urban settings to densely populated locations via new energy infrastructure, the impact of the digital economy on industrial uses, adaptation to new transport systems and future vertical industrial development.

Amendment VC215 implemented the Melbourne Industrial and Land Use Plan in the Planning Policy Framework on 3 March 2023.

2.4.4 Southern Metro Land Use Framework Plan



The Southern Metro Land Use Framework Plan is a 30-year strategy for action across Melbourne's southern region. The region is defined by the six local government areas of Kingston, Frankston, Mornington Peninsula, Greater Dandenong, Casey and Cardinia.

The Plan recognises the diversity and strength of the region's economy which includes the Dandenong and Monash National Employment and Innovation Clusters, near on 400,000 jobs, and the largest industrial land holdings in Victoria. The Plan's leading direction aims to ensure the region's industrial precincts function as core economic generators (direction 1).

Plan for and manage industrial precincts in the Southern Metro Region to be continued generators of economic activity and employment

Strategy directions (detailed below) entail direction implications for Frankston City in relation to land supply, investment and the integration of transport infrastructure with industrial uses.

Strategy 1	Retain regionally-significant industrial land by managing encroachment by other uses that would cause fragmentation and may compromise the development and efficient operation of existing businesses
Strategy 2	Maximise investment opportunities for the location of start-ups and creative industries in regionally-significant industrial precincts as well as in the Dandenong NEIC and across the activity centre network to support innovation and collaboration
Strategy 3	Integrate land use and transport planning in industrial precincts to maximise investment opportunities and continue to generate economic activity and employment in the region
Strategy 4	Manage the regionally-significant industrial land outside the Hastings SSIP to complement the potential future operations of the Port of Hastings.

Table 3. Southern Region Land Use Plan Strategies

2.4.5 Local Strategy

The strategy has also reflected a range of local policy initiatives and historic strategies as discussed as follows:



2.4.6 Frankston Industrial Land Strategy, 2009



The Frankston Industrial Strategy 2009 was prepared by SGS Economics and Planning in association with David Lock and Associates for Frankston City Council in 2009.

The purpose of the Strategy was to ‘develop and reinforce Frankston’s role as a major industrial focal point in south-eastern Melbourne by attracting clean and sustainable businesses that provide a stable and long-term employment base for the local economy.

At the time, Carrum Downs was a largely greenfield industrial precinct. The strategy’s policy and design directions aimed to shape the delivery of Carrum Downs as a contemporary precinct linked to major transport infrastructure. The City’s other industrial areas (McClelland Drive, Beach Street, Frankston Central, and Seaford) are considered collectively in the Strategy as Established Industrial Areas.

The Strategy's vision for Carrum Downs has been successfully achieved particularly in relation to built form, employment and quality architecture. The strategy's design and land use objectives for established industrial areas remain relevant particularly the need to improve the amenity and image of these locations and boost employment densities.



Figure 9. The 2009 Strategy identified the need to improve the appearance of established industrial areas

2.4.7 Industrial Land Strategy Review – Frankston City Industrial Precincts, 2019



The Industrial Land Strategy Review (2019) was prepared by Charter Keck Cramer for Frankston City Council in 2019. The review investigates industrial land supply, the capacity of the precincts to accommodate new industrial uses, and interface issues and transport connectivity.

The review identified the impending completion of Carrum Downs as a greenfield industrial area and the need to develop a strategic vision for the renewal of the city's aged industrial precincts. Other actions advocated in the review include:

- Developing comprehensive urban design guidelines
- Advocating for new bus service accessibility to Carrum Downs and accessibility from suburbs east of Carrum Downs.
- Creating high quality cycling and pedestrian infrastructure.
- Addressing issues of disorderly industrial sites via local law enforcement.
- Ensuring that access points into and from industrial precincts are well maintained to avoid safety risks.

Frankston City Industrial Land Supply

The 2019 review examined industrial land supply within the City which was updated as part of the development of this strategy. Accordingly, within Frankston City there is now only 9.6 hectares of industrial zoned land available for future industrial development which represents a major limitation on industrial expansion in the municipality.

It follows that within the City there is now less than 5 years of industrial land supply. The focus for industrial development and employment growth must now shift to renewal and redevelopment of existing industrial land.

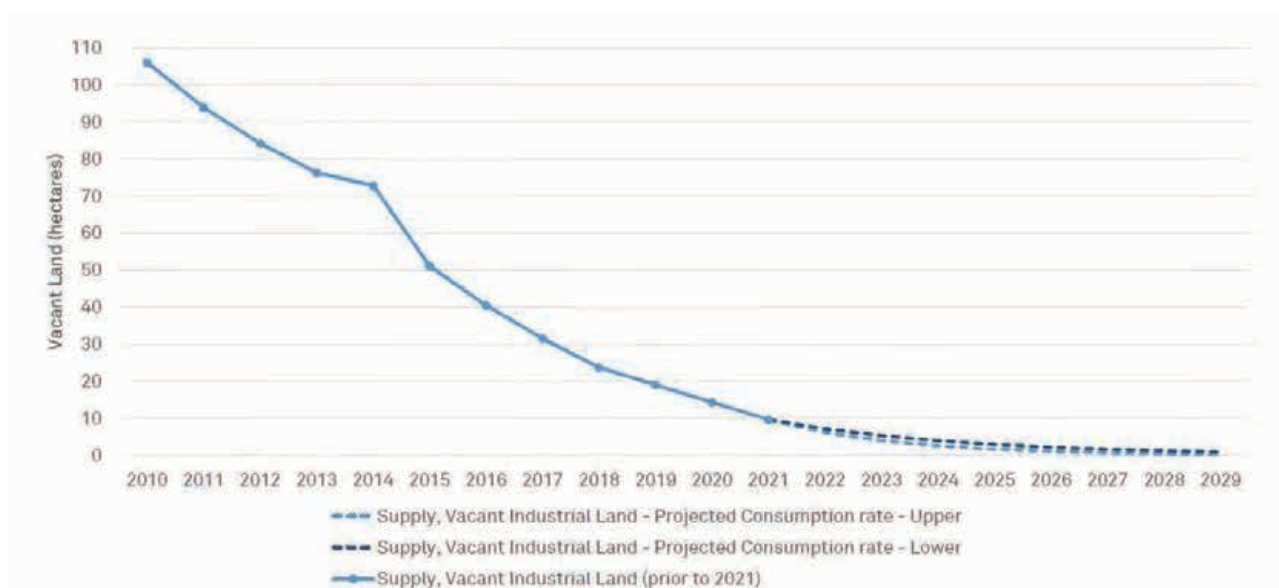


Figure 10. Industrial Vacant Land Consumption Since 2010 and Projected Consumption

Source: DELWP; Charter Keck Cramer

2.4.8 Frankston Industrial Precinct Needs Analysis Report, 2018 and 2022



The Industrial Precincts Needs Analysis Report reports on the outcomes of Council commissioned 2018 and 2022 surveys of businesses in Frankston's industrial areas. The surveys provide a broad range of insights into local business perspectives on industrial areas, long term plans and urban and economic challenges and opportunities. According to the 2022 survey:

- Frankston City is highly rated as a location to do business.
- Frankston City industrial areas enjoy a variety of locational advantages including proximity to major road infrastructure, affordability, desirability for industry.
- Industrial precincts include many long standing businesses that have been located in the City for 10+ years.
- A high proportion of businesses plan to expand which includes employee growth, new product development, entering new markets with most businesses aiming to remain in the City as they grow.

Major issues for business include parking, street access, truck movement, customer access.

2.4.9 Frankston City. Our next chapter. 2021-2025 Council Plan and Budget



The Council Plan sets out a four year vision for the city and key outcomes over this period. The *Frankston City Industrial Strategy 2023* has been designed to align and support the six strategic outcomes detailed in Frankston's Council Plan.

Healthy and safe communities

The strategy's focus on economic development and renewal provides a basis to support policies to empower local residents and lift well being.

Community strength

The strategy's focus on economic development, employment growth and renewal aim to increase economic and social participation.

Sustainable environments

The strategy's focus on the digitisation and electrification of the economy including the need to support local industry as it electrifies and to deploy industrial lands to generate, store and distribute energy will contribute to Council's sustainability and emission aspirations.

Well-planned and liveable city

A focus on renewing aged industrial areas and improving their presentation and interface with residential areas and major transport routes will improve the City's liveability and its attractiveness as a place to live and work.

Moreover, the integration of industrial areas with transport initiatives will improve liveability and sustainability including greater opportunities for mode share.

Thriving economy

The overarching aim of the strategy is to continue to foster investment and economic resilience to create value for the community and broader economy.

Progressive and engaged

The strategy and its implementation will reflect a wide range of engagement and collaboration at all levels of government and the community.

2.4.10 Frankston Integrated Transport Strategy 2022 – 2042 Connecting Communities



Connecting Communities provides a blueprint for guiding the City's transport planning and decision making with the aim to make movement within Frankston more convenient, safe and sustainable.

The strategy acknowledges Frankston's dependence on private vehicle transport (83% of all trips in Frankston are conducted by car). In response the strategy seeks to promote more active transport, the expansion of the local cycling network, greater public transport accessibility and improved pedestrian infrastructure.

The Strategy also details a transformative climate change target of net zero emissions by 2050 and an interim target of 50% reduction in CO2 transport emissions by 2030.

The strategy identifies opportunities to expand existing regional and local cycling networks which includes improving links to and through industrial precincts.

The transport strategy outlines actions related to electric vehicle charging infrastructure which within this strategy are proposed for Industrial precincts which also includes initiatives related to the storage of energy.

The transport strategy includes actions designed to improve mode share and urban integration with public transport infrastructure. Accordingly, the Seaford industrial precinct is a key location well positioned to improve public transport accessibility and mode share for workers and residents. The transport strategy also advocates for the introduction of high-capacity bus corridors to function as a 'turn up and go' services. This form of service would benefit employee accessibility in Carrum Downs and Seaford North where public transport accessibility is more limited and infrequent.

Highways to Boulevards

The transport strategy acknowledges that many of the main access routes through and to the municipality are through major highway infrastructure. The transport strategy seeks to improve the look and function of these locations through, in particular, canopy tree planting. Accordingly, *The Frankston City Industrial Strategy 2023* seeks to improve and renew major industrial gateway locations and to acknowledge and support the function of major industrial roads in the service and consumer economy.

The transport strategy advocates for a review of freight access in industrial areas. The transport strategy was adopted by Council in February 2023.



2.4.11 Frankston Metropolitan Activity Centre Draft Structure Plan

The draft structure plan sets out a vision and actions to guide the development of the centre over the next two decades.

The structure plan includes comprehensive directions covering housing, urban design, retail and commercial activity, social and physical infrastructure, movement and accessibility.

The plan was adopted by Council in October 2022 and affirms the role of the Frankston Metropolitan Activity Centre as the capital of the Mornington Peninsula and the municipality's leading employment and service node. The FMAC borders but does not incorporate industrial areas.

2.4.12 The Frankston City Economic Development Strategy 2016-2022

The Frankston City Economic Development Strategy 2016-2022 (EDS) is a 6-year plan to grow the local economy and improve the City's quality of life.

The plan seeks to support Frankston City as a location for investment. *The Frankston City Industrial Strategy 2023* identifies potential initiatives that an updated City wide economic plan might consider adoption.

Climate Smart Frankston City

Frankston City Council is committed to reducing energy usage, greenhouse gas emissions and transitioning to more sustainable energy sources. Council has set the ambitious target of achieving zero net emissions by 2025 to drive action across the organisation.

Council works closely with its local communities and other stakeholders to progress emission reductions through education, partnerships and projects.

The Plan and Urban Design Guidelines seeks to support Council's climate change goals by identifying industrial areas as potential future energy hubs, promoting environmentally sensitive design, and in envisaging industrial areas as locations that embrace a low carbon future and circular economy activity.



Frankston Metropolitan Activity Centre

Draft Structure Plan

October 2022



Figure 11. Open space within the Carrum Downs Industrial Precinct

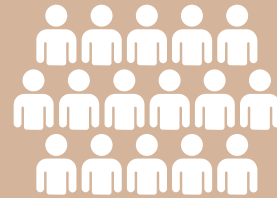
2.5 The Frankston Community

Despite the impact of the Covid pandemic, the City's population continued to grow adding 5,000 people through the 2016 to 2021 inter-censusal period. The municipality's median age at 2021 of 39 years was slightly older than that of Greater Melbourne (37 years).

As the population has grown its age profile has generally remained the same albeit that 30-year-old age groups represent an increasing share of the municipality's population.

The municipality's socio-economic status is also changing with median personal income (+22%) and household incomes (+24%) growing relatively rapidly. Correspondingly, educational attainment is also improving with the number of 15+ year olds with a university degree growing by near 4% in five years.

Frankston City Community Profile



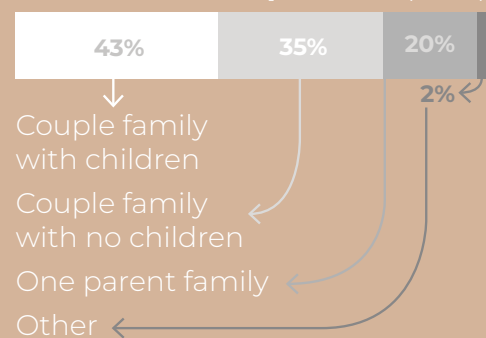
139,281
2021 Population

37,590
Households



+5,000
Persons since 2016

Household Composition (2021)



Median Weekly Income

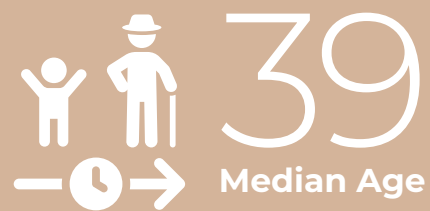
Household	\$1653	+24%
Individual	\$805	+22%
	Per Week (2021)	Change Since 2016

Resident Workforce

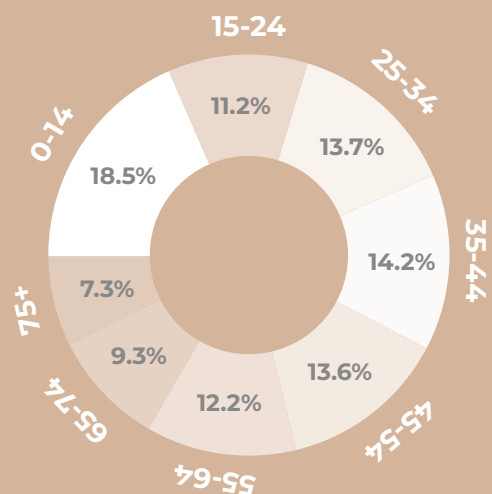
The municipality's workforce is growing. Through the 2016 to 2021 inter-censusal period the municipality's resident workforce grew to 68,545 workers, an increase of over 5,000 workers.

The municipality is home to a growing and substantive number of construction, health and education workers. The census also shows a large increase (+470) professional workers in the 5 years since 2016.

The municipality's workforce also incorporates an increasing share of managers and professionals. Of the municipality's 5,130 new resident workers, 70% identified as white colour workers.¹¹



Age Structure (2021)



Frankston LGA Employment Profile (2021)



¹¹ Analysis of ABS Census 2021 by Charter Keck Cramer ABS

2.6 What are we planning for?

Ongoing technological and economic change, land supply constraints, in combination with state and local policy aspirations for a fairer and more sustainable economy set the context for *The Frankston City Industrial Strategy 2023*.

Guided by the above the strategy plans for:

- Employment growth and economic diversification via renewal and urban improvements
- Improving worker and visitor amenity
- Strengthening and promoting the City's economic clusters and core economic strengths
- Increasing tree canopy, vegetation and the footpath network in industrial precincts
- Boosting the identity and role of key economic nodes.
- Preparing for a more sustainable, digital and low carbon future.
- Increase worker well being.



Figure 12. BBQ Facility in Carrum Downs Industrial Precinct

3. Strategic Vision



3.1 Strategic Vision and Objectives

Frankston City's accessible and connected industrial precincts will support a knowledge rich and sustainable low carbon economy. Through ongoing built form and public amenity renewal the precincts will grow and diversify their economic activity and employment as a dynamic destination for investment, regional entrepreneurs, industrial workers and local households.

The above vision will be implemented through land use policy and the Frankston Planning Scheme, the application of urban design guidelines, public and private investment in amenity improvements, economic development initiatives and schemes, transport advocacy and investigations that support sustainability, innovation, business attraction and physical renewal.

Objective 1

Renew and Redevelop Aged Industrial Precincts

Objective 2

Develop the Kananook industrial sub-precinct into a sports, leisure and hospitality destination

Objective 3

Facilitate a low carbon sustainable economy

Objective 4

Ensure attractive and sustainable industrial precincts

Objective 5

Expand accessibility and transport infrastructure

Objective 1 Renew and Redevelop Aged Industrial Precincts

The municipality's aged industrial precincts will transform into attractive, high amenity employment and enterprise locations that support the needs of contemporary industrial industry.

The renewal of aged industrial areas will shift perceptions of Frankston City as a location for business, attracting contemporary enterprises to the City that encompass the vast depth of skills and knowledge throughout Melbourne's southern region.

Renewal and resulting new business activity will engender positive perceptions of industrial areas in the local community while boosting employment opportunities and investment.

Specifically, the Seaford and Seaford North precincts will experience renewal that leverages their substantive transport accessibility to facilitate the next era of the City's economic development.

Strategies:

- 1.1 Identify the Seaford and Seaford North industrial precincts as industrial renewal precincts in local planning policy.
- 1.2 Work with planning permit applicants to facilitate and expedite industrial renewal projects.
- 1.3 Support redevelopment to industrial properties by setting the VicSmart application threshold for development in the Seaford and Seaford North industrial precincts to \$3 million.
- 1.4 Work with landholders and developers to renew aged sites into contemporary industrial locations that support diverse economic activity.
- 1.5 Support the evolution of Seaford into an industrial activity centre that supports local service, hospitality, leisure and consumer needs via changes to local planning policy and via urban improvements that support pedestrian mobility and the night time economy.
- 1.6 Investigate a Development Contribution Overlay to fund new pedestrian and public infrastructure in renewal areas.

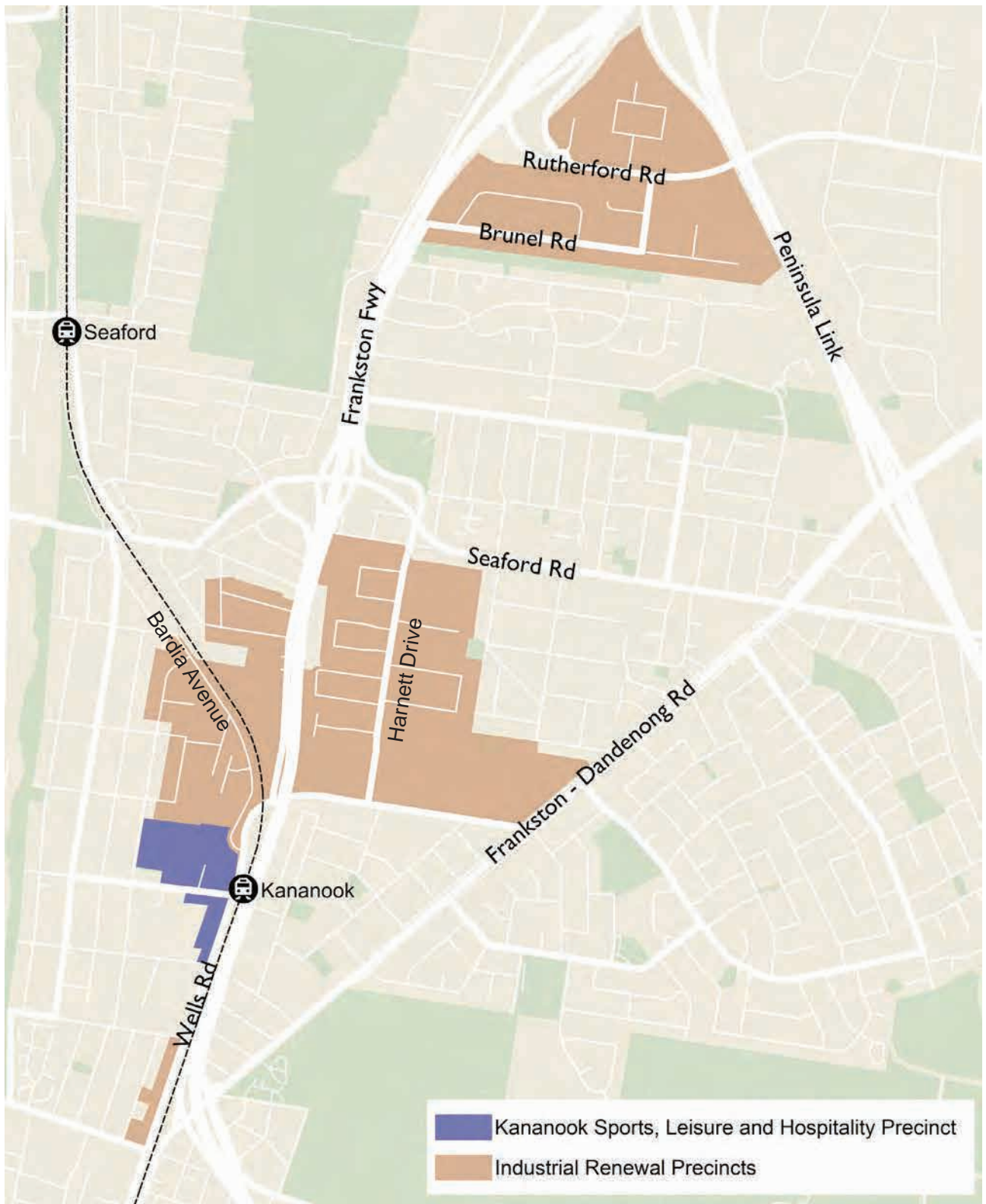


Figure 13. Industrial Renewal Precincts



Objective 2 Develop the Kananook industrial sub-precinct into a sports, leisure and hospitality destination

The next decade of public and private investment will confirm Kananook's role as a regional sports, leisure and hospitality destination serviced by high capacity rail.

The Kananook station sub precinct is ready to thrive as a regional sporting destination. The renewal and expansion of the Frankston Basketball Stadium will anchor a range of recreation, hospitality, sports medicine and fitness uses that will solidify the role of the precinct as a regionally significant leisure destination linked to public transport.

Growing sporting investment, hospitality uses coupled with improved pedestrian infrastructure will catalyse built form change within Kananook and its associated outlook and role in the local and regional economy.

Strategies:

- 2.1 Deliver the new Frankston Basketball Stadium in the Kananook sub-precinct as a regional sporting destination.
- 2.2 Encourage ancillary sports medicine uses and active recreation uses throughout the precinct.
- 2.3 Implement the Kananook Reserve master plan to rationalise and improve sports infrastructure, expand tree canopy cover, improve landscaping, pedestrian connections and upgrade park furniture.
- 2.4 Support the introduction of new hospitality, fitness, recreation, sports medicine and health uses along Easton Avenue and McCulloch Avenue.
- 2.5 Investigate the rezoning of Council land along McCulloch Avenue to support new commercial, health and hospitality uses.
- 2.6 Develop a movement and place plan that improves day and night safety, mobility for visitors and residents and encourages active transport.
- 2.7 Encourage new built form along Easton Avenue that responds to the avenue's direct proximity to Kananook Reserve and the basketball stadium.
- 2.8 Encourage the delivery of accommodation uses in proximity to Frankston Basketball Stadium.
- 2.9 Continue to investigate the most appropriate long term zoning of the Kananook sub-precinct in relation to its long term vision.

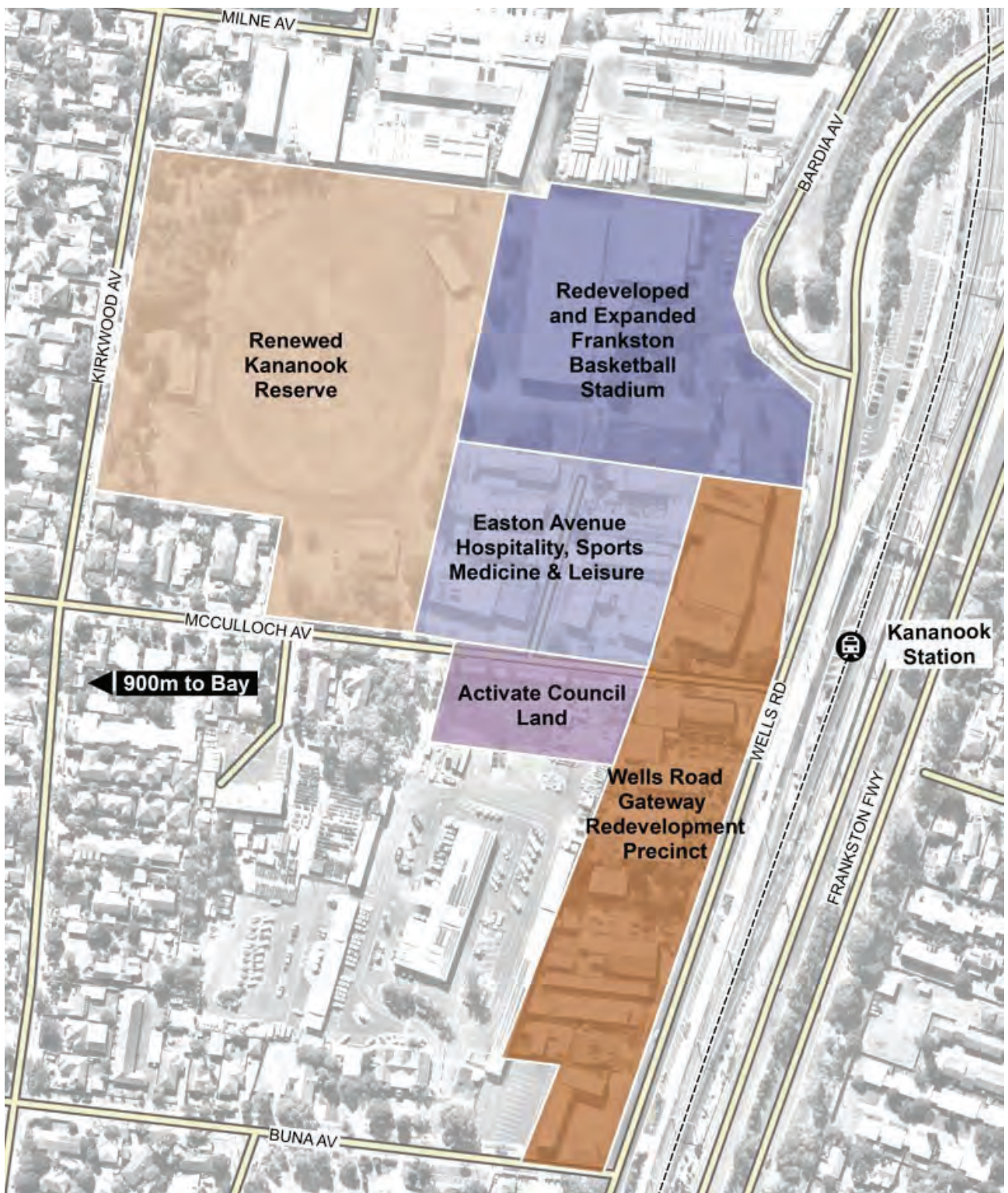


Figure 14. A Vision for the Kananook Station Precinct



Objective 3 Facilitate a low carbon sustainable economy

Industrial precincts will lead the City's transition into a local low carbon, electrified and digitised industrial economy.

The transformation of the national economy into a more sustainable, carbon neutral, and digital economy will see unprecedented change across all industry sectors. Over the next two decades the municipality's logistics, automotive, manufacturing and construction sectors will each experience major change. Digitisation, the rise of additive manufacturing, distributed energy systems, and the evolution of a circular economy will result in a new more sustainable economy.

National, State and local leadership is needed to both facilitate and steer this change which in Frankston City provides significant opportunities to link industrial areas to the energy needs of surrounding residential areas, to electrify logistics movements and to further boost the role of industrial areas in advanced manufacturing and the knowledge economy.

As small-scale power generation and storage technologies evolve, industrial areas provide an opportunity to introduce infrastructure and distribution systems for a low carbon future.



Figure 15. Tesla Mega Pack Battery

Strategies:

- 3.1 Support the transition of the local automotive industry into a low carbon industry by engaging with the local automotive industry to understand how low emission vehicles will impact on their land use needs and employment outlook.
- 3.2 Plan for a distributed energy system in which industrial areas support local power generation and storage technology including precinct wide roof top solar and battery schemes that service the needs of local industry and residents. Explore the potential for green wedge land to support solar farms that service the power needs of industrial areas.
- 3.3 Identify industrial locations in which new vertical industrial and logistics facilities can be encouraged with minimal adverse amenity impacts.
- 3.4 Encourage the development of industrial innovation and collaboration spaces near public transport that support the needs of new industries, 21st century construction enterprises and start up digital design and fabrication firms.
- 3.5 Monitor the potential role of industrial precincts in drone delivery by maintaining an up to date understanding of drone regulation and associated built form requirements
- 3.6 Discourage noxious industry in industrial areas.
- 3.7 Through Council's economic development process, identify and promote major industry clusters in Frankston City's industrial precincts. Help link industrial clusters to regional and state economic and education networks.
- 3.8 Identify Frankston City's preferred role in the circular economy by identifying stages of the recycling and repurposing process Council seeks to avoid and stages of the circular economy in which Council will encourage participation.
- 3.9 Continue to survey businesses in industrial precincts.

Objective 4 Ensure attractive and sustainable industrial precincts

Ongoing improvements to public and private amenity will steadily enhance the visitor and worker experience of the City's industrial precincts

The City's industrial precincts are located at critical gateways to the city and interface extensively with surrounding residential areas. Lifting the presentation and amenity of these locations will enhance perceptions of the City by residents and business consistent with the City's ongoing socio-economic development.

As industrial precincts increasingly support hospitality, service and leisure activities it's vital that industrial precincts provide high levels of pedestrian amenity and safety as well as a clean and accessible private and public realm. In the competition for talented workers and investment, high amenity environments are vital in attracting and retaining skilled knowledge workers and facilitating ongoing cycles of investment and renewal.

High amenity environments that incorporate active and passive leisure uses can also help improve the well-being and health of industrial workers which is often isolating.

Strategies:

- 4.1 Apply the Frankston City Industrial Design Guidelines to all industrial land and select land in the Commercial 2 Zone and align with the Design and Development Overlay and VicSmart provisions to promote redevelopment.
- 4.2 Review tree canopy and landscaping coverage in industrial precincts and implement actions to boost coverage particularly in aged industrial areas.
- 4.3 Ensure continuous and integrated high quality foot paths that promote pedestrian mobility throughout industrial precincts and to and from surrounding areas.
- 4.4 Improve the safety and accessibility of pedestrian access to and from industrial precincts by ensuring paths are well lit, provide clear site lines and by ensuring that vegetation is well maintained.
- 4.5 Encourage new development to address abutting reserves through the orientation of windows and administrative space onto reserves.
- 4.6 Explore opportunities to landscape and transform reserves into locations that support industrial well being.
- 4.7 Work with state and water authorities to enhance the amenity of reserves in industrial precincts.
- 4.8 Support industrial worker well being by incorporating active and passive recreation facilities in industrial precincts including BBQ areas and outdoor fitness equipment.
- 4.9 Discourage unsightly storage practices that detract from industrial areas through planning permit conditions as per guideline 14.2.2.



Figure 16. The Strategy advocates for improvements to the safety and attractiveness of pedestrian access to industrial areas



Figure 17. The Strategy advocates for the introduction of fitness equipment and other recreational amenity to industrial reserves to support worker well being

Objective 5 Expand accessibility and transport infrastructure

Expansion of active transport infrastructure and public transport accessibility will support choice and improved visitor and worker mobility

The City's industrial precincts will remain a great place to do business and to expand. As business grows and the City's industrial precincts support additional employees, freight movements and customers, new transport solutions will be implemented to improve accessibility and broaden transport options.

An inclusive and accessible Carrum Downs will be supported by high frequency public transport services commensurate with an area that employs 9,800 workers. Carrum Downs will also further integrate with regional and local cycling infrastructure and footpath networks. Vastly improved pedestrian infrastructure to and through Seaford will formalise Seaford's role as an industrial activity centre that supports the consumer, hospitality and service needs of the local community.

While the City seeks to broaden and expand transport options to and through industrial precincts, it will continue to protect and enhance fundamental road transport links to the state's principal freight network.

Industrial precincts will also embrace sustainable mobility by welcoming the introduction of electric charging infrastructure and the electrification of the freight fleet. Council will also monitor the role of industrial precincts as a base for drone delivery services.

Strategies:

- 5.1 Maintain and protect high quality links to the Principal Freight Network.
- 5.2 Create a plan for ongoing improvements to pedestrian and cycling networks to and through industrial precincts.
- 5.3 Work with the Connecting Communities Frankston Integrated Transport Strategy 2022 to:
 - Advocate for high frequency public transport to Carrum Downs and Seaford North.
 - Link Carrum Downs, Seaford and Seaford North to regional and local cycling networks.
 - Explore the introduction of electric charging infrastructure throughout industrial precincts.
- 5.4 Support the electrification of the freight fleet by investigating local charging and service needs.
- 5.5 Explore the potential role of Carrum Downs and Seaford North as a base for drone delivery services.



Figure 18. Frankston City Public Transport and Cycling Infrastructure



4. Precinct Directions



4.1 Precinct Directions

The Frankston City Industrial Strategy 2023 acknowledges the different economic role and potential development trajectory of the City's industrial precincts.

Over time, the focus and development trajectory of each of the industrial precincts will change. Some such as Seaford will further integrate with surrounding residential communities and regional needs while other precincts such as Carrum Downs and Seaford North will continue to support major state and nationally significant enterprise while continuing to improve visitor and worker amenity.

The strategy establishes a policy and initiative framework to guide the growth of the City's industrial precincts guided by a distinct precinct vision.



Figure 19. The Strategy proposes to prioritise pedestrian amenity along Hartnett Drive and explore cycling infrastructure



Figure 20. Frankston City Industrial Precincts



Precinct 1: **Seaford**

The Seaford industrial precinct is the municipality's oldest industrial area. Successive eras of economic change are reflected in the precinct's eclectic mix of industrial buildings which include pre-war brick, 1970's brick veneer and contemporary steel and concrete buildings.

Access into Seaford via Wells Road, Bardia Avenue and the Frankston Freeway also provides access into the broader municipality from Melbourne's north. As such, Seaford functions as an important gateway into Frankston City and its suburbs.

Seaford's industries benefit from close proximity to major road infrastructure including Eastlink, the Peninsula Link Freeway and Frankston-Dandenong Road. The precinct is also well serviced by its close proximity to the Frankston Rail Line which provides high quality public transport access to Seaford's core industrial precinct at Hartnett Drive (Hartnett Drive is within a 5 minute walk from the Kananook train station).

At 2021, construction and manufacturing uses led the precinct's employment while health care and social assistance employment led the precinct's employment growth which reflects the ongoing change of use occurring within the Seaford industrial precinct toward local population focused uses.

Seaford

3,872 **Jobs** (2021)

+472 **Jobs Growth**
(2016 - 2021)

Leading Sectors

Construction
Health Care and Social Assistance
Manufacturing

Growth Sectors

Construction
Health Care and Social Assistance
Wholesale Trade

Seaford is a 103 hectare industrial precinct which is bisected by the Frankston Freeway and the Frankston Rail line resulting in three relatively distinct subprecincts.

Kananook Sub Precinct

Kananook enjoys significant locational advantages including proximity to the Bay (within 900 metres), direct access to public transport infrastructure and substantive community infrastructure and open space. The Frankston Basketball Stadium is a major regional destination scheduled to undergo redevelopment and expansion which will further affirm Kananook's identity as a major recreational destination.

Kananook's 3.5 hectares of industrial land includes aged and highly degraded industrial buildings particularly along Easton Avenue which abuts the Kananook recreational reserve and the basketball stadium. While the area attracts numerous visitors throughout the week, the presentation of adjoining industrial streets detracts from the experience of visiting the area whilst also compelling visitors to leave the precinct to service pre and post match hospitality needs.

Hartnett Drive Sub Precinct

Hartnett Drive functions as the Seaford's central spine from which east west streets support medium sized industrial facilities including manufacturing, warehousing and wholesaling enterprises.

The sub precinct is nestled amongst established

residential communities for which Seaford increasingly provides health, recreation, hospitality and retail uses. This is exemplified by the growth of cafes, hospitality enterprises, fitness centres, bulky goods operations and health practitioners along Hartnett Drive which increasingly resembles a conventional shopping strip.

Bardia Avenue Sub Precinct

This area is potentially the most problematic of the City's industrial precincts incorporating a number of dilapidated sites, incoherent streets, poor quality and limited footpaths and limited landscaping. The area is in close proximity to residential uses interacting with the rear of residential properties along Govan Street and Milne Avenue.

The area supports large format manufacturing and warehousing enterprises, automotive sales and services and an expanding mix of locally focused services. In the recent past 5.5 hectares of land abutting the rail line was acquired and redeveloped for train stabling.

The area is experiencing built form renewal and incorporates a number of large sites suitable for ongoing redevelopment and renewal.

The sub-precinct includes a retarding basin that might support active and passive recreation uses. Over time, the southern portion of the sub precinct is also well positioned to support new recreational uses that respond to Kananook's emerging identity as a recreational precinct.



Figure 21. Industrial redevelopment in Seaford

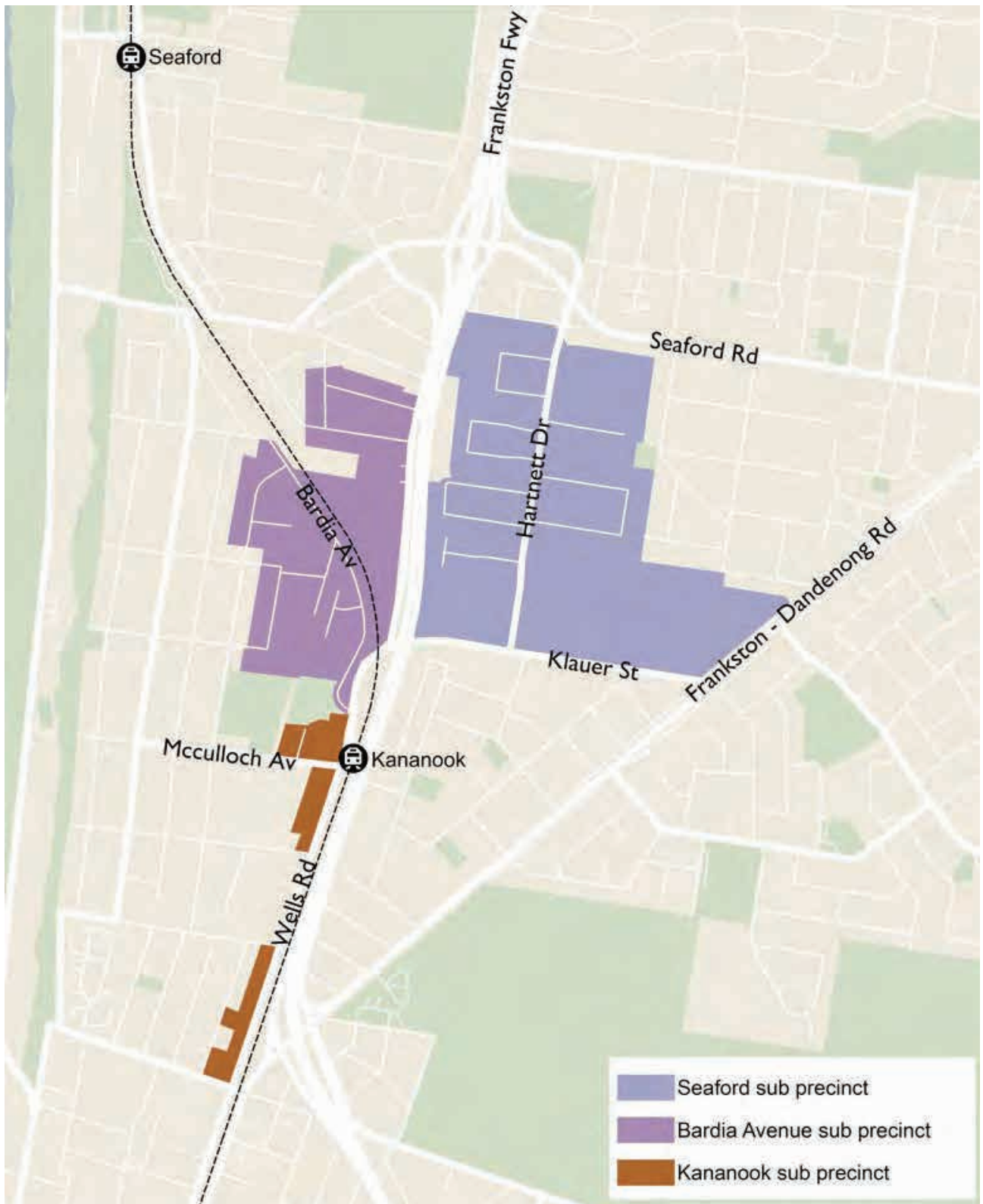


Figure 22. Seaford sub precincts

A Vision for Seaford

A renewed Seaford Industrial Precinct will include high quality workspace and improved public amenity. Seaford's outstanding public transport infrastructure and road access will enable renewed sites to attract new and diverse business and skills from across the region.

A renewed Seaford will be perceived as helping lead the socio-economic evolution of the region and City.

4.1.1 Seaford Development Objectives and Actions

Objective

P1-1 Facilitate Seaford's local service role

Action

- (refer map P1-1A) Reimagine Hartnett Drive as a public boulevard that supports population serving uses.
- Enable safe pedestrian movement along Hartnett Drive via continuous and wide pedestrian paths, safe east-west crossing and traffic management interventions that calm vehicle movements and prioritise pedestrian mobility.
- Support the growth of the night time economy and worker and visitor safety via improvements to lighting infrastructure along Hartnett Drive.
- Investigate the introduction of cycling infrastructure along Hartnett Drive and its potential to enhance the municipality's north south cycling connectivity.
- Activate consumer, retail, hospitality and service uses along the full length of Hartnett Drive via policy support for these uses along Hartnett Drive and support for redevelopment that will enable this form of land use.

Objective

P1-2 Facilitate Seaford's physical and economic renewal

Action

- Implement Strategy Objective 1 by supporting the renewal and transformation of Seaford's aged industrial sites and areas into contemporary new economy high amenity employment and enterprise locations.
- Encourage renewal via VicSmart reforms for industrial development applications, formal planning recognition of Seaford as an industrial renewal area and planning facilitation for the renewal of aged sites.
- Encourage site consolidation to support major redevelopment.
- Encourage the development of affordable industrial incubation spaces that support innovation and collaboration near public transport including spaces that support the needs of additive industries, fabricators and manufacturing focused start ups.
- (refer map P1-2A) Ensure new development along Frankston Dandenong Road enhances pedestrian amenity, provides high quality interfaces and improves the interaction of industrial and commuter vehicles.

P1-3 Improve Seaford's urban amenity

- Apply the *Frankston City Industrial Design Guidelines* to the Seaford Industrial Precinct.
- (refer map P1-3A) Improve worker and visitor amenity throughout the Bardia Avenue precinct by developing a plan to:
 - increase landscaping and canopy tree planting
 - deliver continuous high quality footpaths
- Discourage noxious uses throughout the precinct.
- Address unsightly and disorderly front set backs in private property.

Objective

P1-4 Improve Seaford's arrival experience

Action

- Improve the arrival experience into Seaford and the municipality by screening industrial uses along major roads including Frankston Freeway and Wells Road through roadside landscaping within the road reserve and by ensuring properties that are visible from road infrastructure support a positive perception of Frankston City and Seaford.
- Improve the arrival experience into the Kananook Precinct via continuous and wide pedestrian paths, additional landscaping and canopy tree planting.
- (refer map P1-4A) Encourage high quality industrial commercial built form at key gateway sites including at the northern and southern entrances to Hartnett Drive, at Wells Road in direct proximity to Kananook station and at the base of the Wells Road overpass and at the northern and southern entrances to Bardia Avenue.

P1-5 Improve residential and industrial interfaces

- Screen and set back industrial built form to obscure visibility from residential areas.
- Improve the function and safety of pedestrian routes linking residential areas to industrial areas by ensuring vegetation at the ground plane is well maintained, paths are well lit and views to and from industrial areas are permeable and provide opportunities for passive surveillance.
- (refer map P1-5A) Investigate opportunities to introduce a pedestrian link that links Seaford industrial Precinct to Bruce Aitken Reserve.
- (refer map P1-5B) Explore the future use of the Retarding Basin Reserve along Miles Grove, Seaford. This might be considered for passive and active leisure infrastructure for local workers potentially via the inclusion of BBQ facilities and/or outdoor gym infrastructure.

P1-6 Facilitate the renewal of Kananook as a major sports and recreation destination

- (refer map P1-6A) Implement Strategy Objective 2 by facilitating the renewal of Kananook into a regional sports, leisure and hospitality precinct and by encouraging associated sports medicine, hospitality and active recreation uses.



Figure 23. Proposed Directions for Seaford Industrial Precinct

Precinct 2: **Seaford North**

The Seaford North industrial precinct is a triangular shaped 58 hectare industrial precinct located at the junction of Eastlink and the Frankston and Mornington Peninsula Freeways in the City's north.

The precinct's exceptional road connectivity supports the operations of a variety of regionally focused construction, household and automotive supplies businesses. The precinct enjoys isolation from residential areas via its interface with major road infrastructure and the Peninsula Link Trail to its south. Lathams/Rutherford and Brunel Roads provide the only vehicle routes into the Seaford North.

The precinct incorporates an eclectic mix of built form that reflects many different eras of industrial development which also includes new contemporary buildings. Building heights, setbacks, materials and layouts differ between sites. Streets are, nonetheless, generally open and legible owing to the width of the precinct's major streets.

High levels of occupancy are evident throughout the precinct. Construction, manufacturing and logistics based employment lead the precinct's industry sectors. New industries are also emerging within the precinct including digital industries.

The precinct includes a number of large aged sites which provide opportunities for renewal and the intensification of employment uses.

Seaford North

1,386 **Jobs** (2021)

+242 **Jobs Growth**
(2016 - 2021)

Leading Sectors

Construction
Manufacturing
Logistics

Growth Sectors

Construction
Administrative and Support
Services
Manufacturing

A Vision for Seaford North

A renewing Seaford North will continue to provide high quality and accessible floor space to support the operations of regionally significant construction, logistics and manufacturing sectors. Renewal will help these industries grow whilst also providing high quality, high amenity space for new digital industries and start up manufacturers attracted to the flexibility and amenity of industrial areas.

Landscaping and pedestrian amenity improvements will improve the experience of the precinct for visitors and workers.

4.1.2 Seaford North Development Objectives and Actions

Objective

P2-1 Facilitate Seaford North's physical and economic renewal

Action

- Implement Strategy Objective 1 by supporting the renewal and transformation of Seaford North's aged industrial sites and areas into contemporary new economy high amenity employment and enterprise locations.
- Encourage renewal via VicSmart reforms for industrial renewal applications, formal planning recognition of Seaford North as an industrial renewal area and via planning facilitation for the renewal of aged sites.
- Encourage site consolidation to boost the employment and economic outcomes of renewal.
- Explore opportunities to support vertical industrial development in the precinct that results in minimal adverse amenity impacts on residential areas.

Objective

P2-2 Improve Seaford North's urban amenity

Action

- Apply the Frankston City Industrial Design Guidelines to all industrial property in the Seaford North industrial Precinct and introduce a new Design and Development Overlay to reflect the guidelines.
- Increase landscaping and tree planting throughout the precinct to help engender more coherent streetscapes.
- (refer map P2-2A) Ensure the precinct incorporates high quality foot paths along Lathams and Brunel Roads and the precinct's internal streets to aid pedestrian mobility.
- Address unsightly and disorderly front set backs in private property.

P2-3 Transform the urban flood way into a feature of Seaford North

- (refer map P2-3A) Improve the environmental qualities and character of the precinct's urban floodway reserves including the Bobby Creek Reserve.
- (refer map P2-3B) Explore ways to transform urban flow way reserves into an urban feature that facilitate positive perceptions of the precinct from the Lathams Road overpass.
- Encourage development abutting urban reserves to orient windows and administrative space onto the reserve to promote passive surveillance. Likewise, discourage the incidence of blank walls abutting floodway reserves.
- Improve the interface between industrial lots and urban floodway reserves through the landscaping and screening of industrial uses.

P2-4 Enhance the precinct's interface with the Peninsula Link Trail

- (refer map P2-4A) Ensure the safety of pedestrian links to and from the Peninsula Link Trail via improved lighting and by ensuring vegetation is well maintained and does not obstruct sight lines and supports passive surveillance through active frontages where possible.
- (refer map P2-4B) Encourage industrial lots that abut the Peninsula Link Trail to screen industrial uses.
- Address the incidence of blank walls along the Peninsula Link Trail via increased landscaping.
- Investigate opportunities to link the trail to the precinct.

Objective

P2-5 Improve worker well being

Action

- Explore the introduction of infrastructure along the Peninsula Link Trail or within urban service land that supports passive and active recreation for workers (outdoor fitness equipment and BBQ infrastructure).



Figure 24. Seaford North Future Directions

Precinct 3: **Carrum Downs**

The Carrum Downs Industrial Precinct (238 hectares) is one of the leading industrial precinct's in Melbourne's Southern region and Frankston City's largest industrial precinct by employment, output and land area. In 2021, the precinct's near 9,880 jobs represented 19% of Frankston City's jobs.

Like neighbouring Seaford North, Carrum Downs benefits from exceptional road accessibility including direct access to Eastlink and the Peninsula Link Freeways as well as Frankston Dandenong Road.

The precinct incorporates high quality built form and street amenity which includes public open space for workers and visitors. The southern portion of the precinct is comprised of a diversity of mainly contemporary industrial buildings. The newer, northern portion of the precinct is comprised of uniformly highly quality contemporary industrial buildings set within well planned and landscaped sites. Interfaces with surrounding residential areas include inviting and well maintained pedestrian routes. Lathams Road is the precinct's central access spine which includes bus based public transport access.

Over the past decade, Carrum Downs has rapidly developed into a leading manufacturing and fabrication hub. The precinct also includes numerous enterprises that support regional construction activities through trade and construction supplies. At 2021, the precinct was nearing complete development with the last remaining greenfield industrial land under development.

Carrum Downs

9,880 **Jobs** (2021)

+2,941 **Jobs Growth**
(2016 - 2021)

Leading Sectors

Construction
Manufacturing
Retail/Wholesale

Growth Sectors

Construction
Manufacturing
Retail / Wholesale

A Vision for Carrum Downs

Carrum Downs will continue to set the standard in industrial built form and worker and visitor amenity in Melbourne's south. High quality landscaping, streetscapes and contemporary industrial built form will attract national and state significant logistics, advanced manufacturing and construction enterprises along with leading 21st century automotive and digital economy enterprises.

Growth in economic activity and employment will derive from the further intensification of sites including vertical industrial growth. The precinct's growing workforce and visitor base will be serviced by high quality and frequent public transport links, improved hospitality options, active recreation opportunities and expanded cycling infrastructure.

4.1.3 Carrum Downs Development Objectives and Actions

Objective

P3-1 Enhance Carrum Down's Urban Amenity

Action

- Apply the *Frankston City Industrial Design Guidelines* to all industrial property in Carrum Downs via a Planning Scheme Amendment to the Design and Development Overlay that applies the guidelines.
- (refer map P3-1A) Enhance the character and amenity of Frankston-Dandenong Road by providing more substantial planting that responds to the scale of the road, softens car parking areas, enhances pedestrian amenity and the interaction of industrial streets with the road.
- (refer map P3-1B) Complement upgrades along Lathams Road with additional street tree planting and a continuous footpath network.
- (refer map P3-1C) Screen the visibility of development from EastLink and Peninsula Link through roadside planting and landscaping within the road reserve.

Objective

P3-2 Enhance Service and Floodway Reserves

P3-3 Prepare for future industrial formats and uses

P3-4 Promote industry clusters and industrial well being

Action

- (refer map P3-2A) Investigate opportunities to selectively incorporate the precinct's service and utility reserve as an open space corridor. This might include the provision of a shared user path, seating and tree planting, outdoor fitness equipment and running track that embellishes key nodes.
- (refer map P3-2B) Investigate opportunities to enhance the environmental qualities of the urban floodway and drainage reserves including Bobby Creek Reserve.
- Encourage development abutting urban reserves to respond to the reserve via the orientation of windows and administrative space onto the reserve to promote passive surveillance.
- Investigate opportunities for the introduction of public electric vehicle charging infrastructure.
- (refer map P3-3A) Investigate opportunities for the precinct and adjacent Green Wedge land to support battery farms that service residential and industrial areas.
- Investigate the potential for Carrum Downs to support vertical industrial development that does not detract from residential amenity.
- Through the City's economic development process identify core economic strengths in Carrum Downs and promote these as municipal and regional economic assets and attractors.
- As the City's largest industrial precinct explore opportunities to promote industrial well being for industrial workers through the addition of active and passive recreation infrastructure.



Figure 25. Carrum Downs Future Directions

Precinct 4: **Langwarrin**

The Langwarrin Industrial Precinct is a 12 hectare locally significant industrial precinct that primarily supports construction supplies, trades and automotive enterprises along with a small number of hospitality and recreation businesses.

The precinct is comprised of industrial buildings along McClelland Drive including contemporary industrial subdivisions that provide a combination of warehouse and administrative space within 100 to 250 sqm units. The precinct includes a substantive setback that supports mature canopy trees that promote perceptions of spaciousness. The precinct also includes a small number of larger format industrial facilities at the intersection of Skye Road and McClelland Drive.

The precinct benefits from its proximity to the Peninsula Link and Cranbourne-Frankston Road. The precinct includes a 3.6 hectare site that currently functions as a medium term accommodation facility. The site may represent a potential industrial expansion opportunity in the City's east in the future.

Car parking on nature strips is prevalent throughout the precinct. The precinct's footpath network is also not continuous. Since 2016 the precinct's employment base declined primarily as a result of the loss of construction and retail employment.

The precinct is identified as of local significance in the Melbourne Industrial and Commercial Land Use Plan.

Langwarrin

388 Jobs (2021)

-92 Jobs Growth
(2016 - 2021)

Leading Sectors

Construction
Manufacturing
Retail

Growth Sectors

Manufacturing

A Vision for Langwarrin

Langwarrin will continue to function as a locally focused industrial precinct supporting the floor space needs of trade, construction, and automotive sectors whilst also supporting local service and recreation needs. Ongoing development within the precinct will affirm the precinct's landscape setting while enabling greater pedestrian mobility to and through the precinct.

4.1.4 Langwarrin Development Objectives and Actions

Objective	Action
P4-1 Review Public Acquisition Overlay	<ul style="list-style-type: none">Investigate the ongoing need for the Public Acquisition Overlay along McClelland Drive.
P4-2 Enhance Langwarrin's urban amenity	<ul style="list-style-type: none">Apply the <i>Frankston City Industrial Design Guidelines</i> to all industrial property in Langwarrin.(refer map P4-1A) Create a continuous footpath network throughout the west side of McClelland Drive that connects the industrial area to residential areas and nearby trails.Maintain the precinct's mature landscape setting.Address the incidence of nature strip parking by investigating opportunities for the introduction of formal car parking in the precinct.
P4-3 Support industrial expansion	<ul style="list-style-type: none">(refer map P4-2A) Support the renewal of 355 McClelland Drive into a contemporary industrial facility
P4-4 Advocate for improved public transport infrastructure	<ul style="list-style-type: none">Advocate for upgraded bus facilities including the development of a bus shelter within the precinct.Advocate for more frequent bus services.



Figure 26. Langwarrin Future Directions

Precinct 5: **Frankston East**

The Frankston East Precinct is the City's smallest industrial precinct (2 hectares) located in the City's central area at the intersection of the Frankston Freeway and Beach Street.

The precinct comprises 14 sites the majority of which support automotive sales and services. The precinct also includes a restaurant and place of worship. The precinct includes underutilised land that might be developed for new commercial and mixed use purposes.

The precinct is in close proximity to a major bulky goods centre at 111 Cranbourne Road, the Frankston Hospital and the Monash University Peninsula Campus.

The majority of the precinct's properties are aged and feature inconsistent setbacks and built form that results in a disjointed streetscape. The precinct closely interfaces with adjoining residential land to its south and sits opposite commercial land that supports convenience shopping, household and hospitality needs.

Despite its location, the precinct is unlikely to attract major new industrial uses and investment owing to the size and quality of the precinct's existing land parcels. The precinct is identified as of local significance in the Melbourne Industrial and Commercial Land Use Plan.

Frankston East

338

Jobs (2021)

+95

Jobs Growth
(2016 - 2021)

Leading Sectors

Retail
Construction
Food and Accommodation

Growth Sectors

Construction
Food and Accommodation

A Vision for Frankston East

The Frankston East Precinct will continue to support established automotive uses whilst also exploring the opportunity to incorporate new residential and commercial uses.

4.1.5 Frankston East Development Objectives and Actions

Objective

P5-1 Support renewal and activation within the precinct

Action

- (refer map P5-1A) Through the Frankston Housing Strategy investigate the potential for the precinct to be rezoned and renewed for mixed commercial and residential uses.

P5-2 Facilitate high quality urban development outcomes

- Apply the *Frankston City Industrial Design Guidelines* to the precinct until such time as a change of use results in these no longer being required.
- Seek to ensure new development contributes to a more coherent and attractive street scape.
- Encourage the full activation of industrial and commercial land along Beach Street.



Figure 27. Frankston East Future Directions

Precinct 6: **Frankston**

The Frankston Industrial Precinct is a locally significant 19 hectare primarily automotive precinct that supports numerous automotive sales, service and supply enterprises.

The precinct is located at the north western edge of the Frankston Metropolitan Activity Centre along Wells Road which in its current form functions as major automotive sales and bulky goods corridor.

Over the next decade, all major vehicle manufacturers plan to transition to low carbon platforms which, in turn, will transform the sales, service and supply platforms of the automotive industry. The Wells Road corridor is home to 19 automotive retailers and numerous automotive specialists. By 2030 the sector will operate very differently in its skill, space and service format.

Over the past 5 years the precinct has lost employment primarily as a result of decreasing employment in the precinct's retail sector. There is therefore a need to repurpose and renew the precinct's aged sites to support a more diverse economy.

The precinct's economy now includes a brewery, cafes and a variety of health and recreation focused businesses servicing the local population. As the automotive sector changes, the renewal of automotive sites provides the opportunity to further activate and diversify business within the precinct while also introducing the potential for contemporary built form.

Frankston

938 **Jobs** (2021)

-30 **Jobs Growth**
(2016 - 2021)

Leading Sectors

Retail
Manufacturing
Professional and Other Services

Growth Sectors

Construction

A Vision for Frankston

The Frankston precinct will evolve into a contemporary regionally significant electric vehicle hub that supports the sales, service and supply needs of fully electrified automotive manufacturers. New automotive sales and service facilities will help further activate and renew Wells Road providing space for new uses and enterprise

4.1.6 Frankston Industrial Precinct Development Objectives and Actions

Objective

P6-1 Support the transition of the local automotive industry

Action

- Through the City's economic development process explore the process of repositioning Frankston's automotive sector into a low carbon vehicle hub. This should include engaging with the sector to understand:
 - the way in which the use of existing floor space will change in response to new low emission platforms.
 - the economic and social implications of the transformation of automotive sales and services in the area.
 - ways in which Council and Victorian government can support the transition of the automotive sector and opportunities to convert the transition into a local economic strength.

P6-2 Support renewal and diversification

- Apply the *Frankston City Industrial Design Guidelines* to the Frankston Precinct.
- Support the ongoing diversification of uses in the precinct.
- Support the renewal of aged and redundant sites for contemporary service and hospitality uses.
- Identify opportunities to improve and soften the precinct's streetscape through landscaping on public and private land.

P6-3 Guide the Use and Development of Commercial 2 Land

- Prepare a strategic policy to guide the use and development of Commercial 2 Zoned land within Frankston City Council and implement this into the Frankston Planning Scheme.



Figure 28. Frankston Precinct

5. Implementation



5.1 Next Steps

The Draft Strategy and *Frankston City Industrial Design Guidelines* will be available for public comment. During this period there will be a range of ways to provide comment on proposed strategic directions and design requirements.

5.1.1 Finalisation of the Strategy and Industrial Design Guidelines

Following the consultation period comments and feedback on the draft strategy will be collated, reviewed and considered in the finalisation of the strategy.

5.1.2 Revitalisation Action Plan

A Revitalisation Action Plan will be developed to ensure that long term aspirations will be realised through specific projects.

The action plan will further detail pathways to delivering specific initiatives. This will include the steps required to implement initiatives including implementation responsibilities, priorities and funding requirements.

The action plan will define a pathway to address the priority actions which are:

Priority	Focus	Tasks
1.	Facilitate the renewal of Kananook as a major sports, hospitality and recreation destination	Detailed scoping and project planning of steps, investigations, actions and investments entailed in transforming Kananook including project responsibilities and timing.
2.	Renew Seaford and North Seaford	Define the scope and steps entailed in progressing renewal including physical interventions, costings and statutory initiatives.
3.	Implement Frankston City Industrial Design Guidelines into the City’s Planning Scheme	Define the resources required to progress the statutory implementation of the design guidelines and updates to the Design and Development Overlay.

Table 4. Revitalisation Draft Priorities

5.1.3 Council Adoption

The final version of the *Frankston Industrial Strategy 2023* and *Frankston City Industrial Design Guidelines* for Industry will be issued to Council for formal adoption following public consultation.

5.1.4 Statutory Implementation

Statutory Implementation entails incorporating key elements of the strategy into local planning scheme. As such, once the final strategy is adopted by Council, a Planning Scheme Amendment will be prepared to implement specific elements of the Strategy into the Frankston Planning Scheme.

A Planning Scheme Amendment is likely to:

- Incorporate the industrial design guidelines into the planning scheme to guide new development through the application of a schedule to the Design and Development Overlay.
- Formally identify Seaford and North Seaford as renewal precincts by amending Clause 02.04-5.
- Commence the process of investigating the appropriate zoning of any locally significant industrial land identified for land use change in the Strategy.
- Affirm the long term development vision for the Kananook redevelopment area by updating local policy at Clause 02.03 and Clause 17.03.
- Affirm the long term development vision for industrial precincts at Seaford, Seaford North, Carrum Downs, Frankston, Langwarrin and Frankston East.
- Introduce VicSmart reforms to support industrial renewal in Seaford and Seaford North via the application of a local schedule to Clause 59.15 and 59.16.
- Identify locations in which vertical industrial development is supported and define design and development criteria for new vertical industrial built form.
- Introduce a scheme to fund urban amenity improvements in industrial precincts through further investigation of a Development Contribution Overlay within Schedule to Clause 74.02 (Further Strategic Work).
- Update Clause 74.02 (Further Strategic Work) to acknowledge all future investigations identified in the strategy.

Any changes to the scheme will undergo an additional phase of consultation.

5.1.5 Strategic Coordination

A number of the strategies and initiatives canvassed in the Strategy both overlap with and affirm complimentary environmental, economic and transport related strategic directions.

Part of the implementation of the strategy will entail co-ordinating urban improvements for industrial areas in collaboration with economic development, transport and environmental objectives.

This includes:

- Exploring battery farming opportunities.
- Trialing active recreation equipment in industrial areas.
- Advocating to improve public transport frequencies to Carrum Downs and Seaford North.
- Electric charging infrastructure initiatives .
- Co-ordinating initiatives to promote industrial worker wellbeing.
- Working with State and Federal government to attract energy initiatives and investment to Frankston City.
- Promoting key strengthens and economic clusters within the City's industrial areas via a future economic development strategy.
- Maintaining an ongoing understanding of drone regulation and built form requirements.
- Review tree canopy and landscaping in industrial areas and identify actions.

Achieving the above will entail careful collaboration and co-ordination across Council as it embarks on a new era of change as per the Council Vision and as it seeks to progress related transport, sustainability and economic initiatives.

5.1.6 Monitoring and Review

The City will monitor the ongoing growth and development of the City's industrial precincts and the corresponding impact of the strategy's actions.

The monitoring and review process will occur every 5 years to support the requirements of Section 12B of the Planning and Environment Act 1987 (the Act) which requires local government to regularly review the provisions of the municipal planning scheme in line with state objectives.

Monitoring and review will result in a progress report in which data and information is collected to:

- Track progress in implementing strategic actions.
- Track progress in implementing land use policy reforms.
- Examine the impact of policy on the ground change.
- Examine the influence of the design guidelines on subdivision and built form.
- Identify successes and barriers to success.

The report will identify resources, reforms and new commitments needed to update strategic directions and drive strategy implementation.



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