Industrial Land Development Forums

City of Greater Bendigo

Engagement Report, Final, 7 January 2018
Privacy

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For the purpose of program delivery, and on behalf of our clients, we collect personal information from individuals, such as email addresses, contact details, demographic data and program feedback to enable us to facilitate participation in consultation activities. We follow a strict procedure for the collection, use, disclosure, storage and destruction of personal information. Any information we collect is stored securely on our server for the duration of the program and only disclosed to our client or the program team. Written notes from consultation activities are manually transferred to our server and disposed of securely.

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Capire operates an in-office server with security measures that include, but are not limited to, password protected access, restrictions to sensitive data and the encrypted transfer of data.

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Consultation

Unless otherwise stated, all feedback documented by Capire Consulting Group and any person(s) acting on our behalf is written and/or recorded during our program/consultation activities.

Capire staff and associates take great care while transcribing participant feedback but unfortunately cannot guarantee the accuracy of all notes. We are however confident that we capture the full range of ideas, concerns and views expressed during our consultation activities.

Unless otherwise noted, the views expressed in our work represent those of the participants and not necessarily those of our consultants or our clients.
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1 Introduction

1.1 Project background

A thriving, progressive and prosperous industrial sector is integral to Greater Bendigo’s local economy and vision to become the world’s most liveable community.

With steady population growth and increasing demand for industrial expansion, the City’s current supply of industrial land has been declining for some time. Current projections suggest that industrial land supply within the municipality will only be sufficient for another decade. Strategic planning is urgently needed to optimise industrial development potential of existing industrial sites and to secure suitable land for future needs.

The City of Greater Bendigo (Council) is working in partnership with the Victorian Planning Authority (VPA) to develop an Industrial Land Development Strategy to drive the future of industry in Bendigo. The strategy will build on the significant work on industrial land planning and development undertaken over the 16 years since the last Industrial Land Strategy of 2002. The main objectives of the project are to:

- Work more effectively with key infrastructure providers to capitalise on existing industrial precincts
- Identify future industrial land and precincts
- Increase investment and employment in Bendigo and across the region
- Reduce industry-residential land use conflicts
- Reduce the impacts of industry and freight movements on residential areas
- Deliver better freight outcomes for industry.

During 2018, Council delivered a number of strategic community and stakeholder engagement activities to assist in developing the project. This included an online survey, a community panel forum, a business and industry forum and a government stakeholder forum. Capire Consulting Group (Capire) was engaged by Council to lead the design and delivery of the business and industry forum and the government stakeholder forum, both hosted on Tuesday 11 December at the Capital Theatre in Bendigo.
1.2 Report purpose

The purpose of this report is to summarise the methodology and key findings from the business and industry forum and the government stakeholder forum. This report does not include comments or feedback received via the online survey or the community panel forum.

1.3 Limitations

This report details participant ideas, concerns and feedback as expressed during the two forums. The following limitations were identified in relation to conducting the engagement and reporting on the findings:

- The information in this report is based on scribe notes taken during the forums. Scribe notes were not direct transcriptions of conversations but rather a summary of key points that were discussed, and may have been influenced by the interpretation of the scribe.

- The report presents key points of discussion and includes a broad range of feedback expressed by stakeholders. It provides an overview of sentiment but does not report on the sentiment of individuals.

- The information in this report does not necessarily reflect the views of a representative sample of the community. It does, however, provide insight into a range of views and opinions of key project stakeholders.
2 Forum details

The following two forums were hosted at the Capital Theatre in Bendigo on Tuesday 11 December 2018:

- **Business and Industry Forum** held from 7.45am to 9.15am
- **Government Stakeholder Forum** held from 9.00am to 12.00pm

The purpose of the forums was to provide participants with an opportunity to offer feedback and input into location planning for new commercial and industrial areas in Bendigo.

Detail regarding the participants at each forum is outlined below in Table 1.

**Table 1: Forum participants**

<table>
<thead>
<tr>
<th>Forum</th>
<th>Participant description</th>
<th>Number of participants</th>
<th>Method of invitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and industry</td>
<td>Business and industry groups and peak bodies, including representatives from Bendigo Manufacturing Group (BMG), Bendigo’s Australian Industry Group, real-estate agents and local businesses.</td>
<td>11</td>
<td>Advertised publicly on Council website, along with targeted letters and email invitations.</td>
</tr>
<tr>
<td>Government</td>
<td>State and Local Government stakeholders, including representatives from DELWP, the VPA, RDV, VicRoads, Coliban Water, internal Council staff and staff from neighbouring councils.</td>
<td>25</td>
<td>Targeted email invitations.</td>
</tr>
</tbody>
</table>

Both forums were facilitated by Amy Hubbard and Taegen Hannah from Capire, and involved the following activities:
• Introduction and project background presented by Trevor Budge, Manager of Regional Sustainable Development at the City of Greater Bendigo

• Group discussion 1: **Your 20-year vision for Bendigo**
  What should Bendigo’s commercial and industrial sectors look like in 20 years? What sets Bendigo apart from other regional areas?

• Group discussion 2: **Understanding the current context**
  What’s currently working? What’s currently not working?

• Group discussion 3: **Location planning for new industrial areas**
  What principles should inform location planning for new industrial and commercial areas? Are there any specific attributes that new commercial and industrial sites should have? Are there any other considerations that should inform location planning?

• Group discussion 4: **Identifying ‘quick wins’** (Government Stakeholder Forum only)
  Are there any ‘quick wins’ that could be achieved in the short term regarding the planning and development of industrial areas in Bendigo?

Group discussions took place around small tables of six to eight participants. A table ‘host’ from either Capire, Council or the VPA was provided at each table, and recorded key discussion points at each table. At the end of each discussion, table hosts or participants reported back a summary of their group discussion to the wider group. Please refer to Appendix A for a copy of the forum agendas.
3 Business and industry forum summary

Provided below is a summary of key ideas, issues and input offered by participants as part of the small group discussions during the Business and Industry Forum.

3.1 Group discussion 1: Your 20-year vision for Bendigo

In 2038, industry in Bendigo will be:

- **Vibrant, expanding and diverse.** It will include a mix of business types and sizes, both local and international, large and small. Complimentary industries will be co-located within high-profile industrial estates and business parks, fostering synergies between key businesses. There will be a focus on logistics, manufacturing, agriculture and emerging industries.

- **Sustainable.** Supporting a range of environmentally sustainable practices and initiatives, such as renewable energy production, best practice water and waste management, driverless cars and solar panels on warehouse rooftops.

- **A good neighbour.** Well integrated with residential areas, involving well-designed buffers where required.

- **Integrated with training and education.** Bendigo industry will be partnering with the education sector to provide employment pathways.

- **Leverages agricultural opportunities.** It may involve links with fresh produce, food production and horticultural sectors in surrounding regions, along with distribution of goods.

- **Innovative and creative.** Supporting new technologies and creative businesses, including both ‘local makers’ and innovative industries from further afield and the international market. Some areas may be highly automated, with 24-hour operations.

- **Connected and accessible.** Featuring well-planned connections for freight transport, including heavy high-speed rail connections, easy truck access, interchange hubs, links with seaboard distribution and direct connections to the international freight centre. Industrial areas will also be well connected to nearby accommodation for key workers, providing a range of transport options.
3.2 Group discussion 2: Understanding the current context

The following issues should be considered and addressed in planning for future industrial development:

- **Supply of land.** There is currently a shortage of land supply, both small lots and larger lots.

- **Amenity impacts.** Residential and industrial land-use conflicts should be considered, including traffic impacts on local street networks, along with dust and noise. Existing industrial areas also need to be protected from ‘encroaching residential development’.

- **Adequate and dedicated access.** Access to industrial areas should bypass Bendigo township and residential areas where possible, and be linked with key arterials and rail connections. Industrial links must be suitable for ‘B-doubles’, have adequate turning-circles for trucks, ensure flow of traffic through sequenced traffic lights and roundabouts and consider routes for ‘dangerous goods’.

- **Lack of available labour.** Participants reported a lack of available workers to meet industry needs, along with high turnover rates. Some stakeholder suggested initiatives that would attract and retain a multicultural workforce, and potentially attracting workers from abroad.

- **Affordability.** Areas that are affordable should be prioritised, potentially further away from Bendigo township, to encourage business growth and attract new industry to the area. However, new industrial rezoning and development should not impede residential growth.

- **Provision of infrastructure.** Adequate infrastructure should be in place prior to new development occurring. This should include NBN connections, dedicated rail and road networks, and also adequate water, gas, electricity and waste infrastructure with capacity for heavy industries. Where possible, developers should carry the cost of new infrastructure. Some industry stakeholders also discussed the need for open space, recreational facilities and integrated services such childcare and shops.

- **Proactive and ongoing community engagement.** The success of future industrial development will depend on successful and ongoing community engagement, with both local landowners and the wider community. The community must be ‘taken on the journey’ to understand critical needs and issues in the region.

- **Streamlined and quick approval processes.** Council should work to support quick decision-making and approvals, with appropriately zoned land available for development. Stakeholders commended Council for their supportive approach to industry and regulation, suggesting that metropolitan councils are not as supportive.

- **Consider growing industries.** Strategic consideration should be given to emerging and growing industries locally and internationally, compared with industries that are in decline. Disused sites remain throughout Bendigo as a result of declining industries, such as mining. New developments could utilise these sites.

- **Community services and facilities.** Demand for community services such as schools and hospitals will increase as industries grow and attract a larger workforce. Strategic planning will be needed for integrated community service and infrastructure provision throughout the municipality.
3.3 Group discussion 3: Location planning for new industrial areas

Key principles that should inform location planning for new industrial and commercial areas include:

- **Avoid land-use conflicts.** Avoid potential conflicts with adjacent residential areas and potential new residential growth, while avoiding impacts on local traffic networks.

- **Accessible.** Prioritise areas with direct access to major rail, road and airport connections, appropriate for 24-hour industrial traffic. Also consider connections that link industrial areas.

- **Regional lens.** Work collaboratively with adjacent Councils to plan strategically for industrial and residential growth. Respond to regional needs and gaps in the market.

- **Diverse lot sizes.** Ensure an adequate mix of lot sizes are available, while maintain flexibility around subdivision and lot layout.

- **On-site electricity generation.** Choose sites that may be suitable for developing on-site electricity production, supported by appropriate infrastructure.

- **Appropriate topography.** Flat areas are ideal, and avoid flood plains and areas at risk of bushfires.

- **Adequate infrastructure.** Choose areas with adequate water, power, waste and NBN infrastructure, with capacity for heavy industry (including adequate water pressure).

- **Close to housing and services.** Prioritise areas that can provide housing and services in nearby areas for key workers, including public transport connections.

- **Recreational facilities.** Incorporate new or existing recreational facilities or open space, which could serve as potential ‘buffer’ areas.

- **Affordable.** Ensure affordable land prices in new industrial areas by avoiding residential growth corridors. Avoid a land-owner monopoly, which could inflate land prices.

- **Cluster complimentary industries.** Create precincts of complimentary and similar industries. Leverage agricultural industries in surrounding regions through well located secondary industries, such as food production, distribution and related service sectors.

Other opportunities were also identified in relation to planning industrial development:

- Council could facilitate relationships between developers and businesses, as part of a collaborative and integrated approach to designing lot mix and layout.

- Council could oversee masterplanning processes for new industrial estate and parks, to ensure high quality urban design outcomes. This could involve developing design guidelines.
4 Government stakeholder forum summary

Provided below is a summary of key ideas, issues and input offered by participants as part of the group discussions during the Government Stakeholder Forum.

4.1 Group discussion 1: Your 20-year vision for Bendigo

As a large group, participants discussed key factors that set Bendigo apart from other regional areas. Participants emphasised that “Bendigo is the centre of Victoria”, connecting metropolitan Melbourne to the surrounding regional areas. Bendigo Airport is also now offering flights to and from Sydney, attracting more commuters and visitors. Participants also highlighted Bendigo’s capacity to support future growth, as it has a range of established schools, universities, hospitals and other community facilitates and services. Bendigo is also known for its ‘liveability’, boasting a vibrant arts scene, along with impressive architecture and a thriving food culture.

Small group discussions then focused on what Bendigo industrial and business sectors will look like in 2038:

- **Diverse.** A mix of small, medium and large businesses, supporting a range of industries including manufacturing, agriculture, food production and service sectors.

- **A hub for the region.** Providing a logistical hub and job opportunities for surrounding regional and rural areas, working in collaboration with adjacent municipalities.

- **Innovative and high-tech.** Embracing a ‘smart city’ approach to digital technologies and high-tech systems. Foster connections with STEAM sectors (science, technology, engineering, art and mathematics), including research and design approach.

- **Future-proofed and adaptive.** Informed by international trends and emerging industries, with the flexibility to respond to changing industrial markets. Supported by forward-thinking planning frameworks, which ensure a reliable supply of appropriately zoned land that supports changing industry over time.

- **Sustainable.** Featuring renewable energy systems and sustainable waste management. Supports green, clean industries.

- **Well connected.** Prioritised and direct access to heavy rail, road and airport links. Satellite industrial areas linked via dedicated networks.

- **Collaborative.** Involving collaborations between industries, the education sector and Council. Leverages supply chain opportunities, with infrastructure to support sharing of resources, such as a cold storage hub.

- **Integrated.** Well planned around residential areas to reduce land-use conflicts, while providing housing and services close to industrial workplaces.
• **Well governed.** Quick decision-making and approval processes are in place, along with support from Council regarding business development and links to skills and training.

### 4.2 Group discussion 2: Understanding the current context

The following issues should be considered and addressed in planning for future industrial development:

- **Land supply.** Lack of available land (across a range of lot sizes) is currently restricting potential industrial development. Land affordability should also be considered, within the context of population growth and housing demand in the region.

- **Workforce retention and job pathways.** Attracting and retaining a skilled workforce will be a critical factor for the future of industrial development in Bendigo. Council could support partnerships between industry and the education sector to provide job pathways. Diverse housing choice along with high-quality infrastructure and community services may help to attract a localised workforce.

- **Road capacity and traffic management.** Arterial roads and key connections should have the capacity for increased industrial traffic, without impacting local road networks.

- **Consider amenity impacts.** Buffers may be required between residential and industrial areas, particularly for heavy industry. New residential development should also consider potential impacts on existing industrial areas and activities. Areas such as Marong and Ravenswood may offer appropriate locations.

- **Different locations for different industries.** Different industries can be clustered in complimentary ways, to foster growth and contain potential amenity impacts.

- **Responsive and flexible framework.** Develop an agile planning framework, which can respond to challenges as they arise and provide flexibility.

- **Engagement with the community.** Increase the capacity of the local community (and landowners) to understand the need for new industrial areas, and the potential benefits for the wider community. Bring the community along from the beginning, through ongoing engagement activities and communication. Ensure a collaborative approach to decision-making, including relevant land-owners and industry stakeholders.

- **Centralisation versus decentralisation.** State Government policy regarding centralisation / decentralisation can impact strategic planning and associated opportunities.

- **Anchor tenants and developers.** Proactively engage with anchor tenants and suitable developers in the design and planning of new areas.

- **Intergovernmental collaboration.** Work closely with other government departments, to consider strategic directions for future growth in housing, roads, infrastructure and community services.
4.3 Group discussion 3: Location planning for new industrial areas

Key principles that should inform location planning for new industrial and commercial areas include:

- **Regional connections.** Consider critical connections with other regional cities, Sydney, Tullamarine and Bendigo airports, the Port of Melbourne, heavy rail connections and major road networks. Ensure transport routes bypass Bendigo and other townships. Consider 'travel time' to key destinations.

- **Infrastructure capacity.** Consider existing internet, water, gas, electricity and waste infrastructure capacity.

- **Environmental considerations.** Consider topography, cultural heritage, contamination, existing vegetation bushfire risks and other potential environmental constraints. Flat areas are ideal and can achieve cost savings for new developments.

- **Consolidated sites.** Larger sites can facilitate integrated planning, support co-location of complementary businesses, entice more services and attract government funding.

- **Proximity to key worker housing and community facilities.** Affordable housing and services should be located nearby, with accessible transport links including public transport. If carefully planned, new 'employment' precincts could involve an integrated approach to planning residential, commercial and industrial development.

- **Appropriate buffers.** Existing recreational areas and public open space could serve as buffers.

- **Existing industry and disused sites.** Develop existing industry areas where possible, incorporating disused or underutilised sites.

- **Diverse development opportunities.** Plan for diverse choice in lot size and price, while ensuring affordable options that support economic growth.
4.4 Group discussion 4: ‘Quick wins’

Potential ‘quick wins’ for industrial development in Bendigo could include:

- A “match-making” program that involves Council supporting a partnership approach to key funding opportunities across different sectors (could include an “I-harmony” app that links up businesses, developers and the education sector).
- Working with regional councils (such as Loddon and Mount Alexander Shire Councils) to identify new industrial land and address needs collaboratively.
- Developing criteria or processes for fast-tracking planning approval.
- Rezoning and utilising former mining sites and other disused areas.
- Developing a “Bendigo: the place to be” campaign, highlighting local assets, commercial strengths, features and opportunities to attract industrial investment and development.
- Reconfiguring Bendigo Airport to allow for complimentary industrial land-uses within the surrounding precinct.
- Increasing flights to Sydney from Bendigo Airport.
- Supporting a grass-roots advocacy campaign aimed at educating the community and key stakeholders around needs and benefits of industrial development.
- Establishing an industry-driven ‘regional peak body’, bringing together government, the education sector, developers, business, industry and community services to identify opportunities to collaborate.
- Identifying potential industrial land via an audit and working with State Government to prioritise and expedite rezoning process.
- Developing a solar park funded by Council.
- Exploring co-location of industries and businesses.
- Establishing a “Central Victorian Investment Service” by repurposing existing resources and programs as part of an integrated and targeted initiative.
5 Land-use planning principles

Based on the engagement findings, Capire has developed the following land-use planning principles. These principles can help to inform industrial land development in Bendigo, alongside other critical project inputs such as policy directives, sustainability objectives, financial imperatives, technical data and other information.

Industrial land-use planning principles:

- **Innovative and adaptive**
  Embrace a ‘smart city’ approach, utilising digital technology and high-tech systems. Understand and respond to emerging industries and market trends, while supporting ‘local makers’ and entrepreneurial sectors.

- **Diverse**
  Ensure a diverse mix of lot sizes, along with a range of industries and business sizes.

- **Sustainable**
  Encourage environmentally sustainable development, as part of both the design and operation of new precincts and facilitates.

- **Connected and accessible**
  Provide direct access to heavy rail, road and airport connections, and minimise travel time to key metropolitan and regional destinations. Enable local residents and commuters to easily access industrial and business hubs from their homes, adjacent shopping centres and other community facilities.

- **Integrated**
  Deliver mixed-use precincts that include a range of community facilities and services within industrial ‘employment hubs’. Minimise potential land-use conflicts with neighbouring residential areas, while ensuring adequate housing choice close to industrial workplaces.

- **Collaborative**
  Foster collaboration between industry, the education sector and Local Government, taking a regional approach that involves other municipalities.

- **Transparent**
  Provide certainty and support for potential developers and investors, with quick decision-making and approval processes.
Listed below are potential actions associated with each land-use planning principle, as discussed by participants during the forums.

<table>
<thead>
<tr>
<th>Principle</th>
<th>Actions</th>
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<tbody>
<tr>
<td>Innovative and adaptive</td>
<td>• Develop flexible policies and frameworks, which have the ability to adapt to changing needs and demands over time.</td>
</tr>
<tr>
<td></td>
<td>• Explore partnerships with STEAM sectors (science, technology, engineering, art and mathematics), supporting a research and design approach.</td>
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<tr>
<td>Diverse</td>
<td>• Explore demand for different lot sizes, and work with developers to achieve innovative lot layouts and subdivisions.</td>
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<td></td>
<td>• Encourage a mix of ‘plug and play’ facilities, along with ‘fit for purpose’ outcomes.</td>
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<td></td>
<td>• Support a range of industries, with particular focus on engaging the agriculture sector in nearby regions.</td>
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<td>Sustainable</td>
<td>• Work with developers and industry leaders to deliver master-planned sustainable precincts, which could feature recycled water, on-site renewable energy generation and innovative waste management systems.</td>
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<td></td>
<td>• Offer incentives for industry led sustainability initiatives.</td>
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<td></td>
<td>• Encourage Green Star building design.</td>
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<td></td>
<td>• Identify ways of attracting and supporting ‘clean, green’ industries.</td>
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<tr>
<td>Connected &amp; accessible</td>
<td>• Work with Local and State Government authorities to ensure integration with transport planning strategies and transport infrastructure development.</td>
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<td></td>
<td>• Ensure that arterial roads and key routes are designed to accommodate B-doubles, truck turning circles, dangerous goods routes, 24-hour transport operations and other industrial transport requirements.</td>
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<td></td>
<td>• Work with transport planners to ensure flow of traffic, via sequenced traffic lights and other design solutions.</td>
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<td></td>
<td>• Incorporate public transport facilities and pedestrian connections within and between industrial estates and neighbouring residential areas.</td>
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<tr>
<td>Integrated</td>
<td>• Lead precinct master planning processes that incorporates mixed use services, public open space and recreational facilitates.</td>
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<td></td>
<td>• Plan for affordable housing close to industrial areas, while not impeding the residential market. Develop buffers were appropriate, which could be utilised as recreational spaces or community areas.</td>
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<tr>
<td>Collaborative</td>
<td>• Work with internal Council departments and adjacent municipalities to ensure alignment with existing policies regarding economic growth, community infrastructure, residential development and other key drivers.</td>
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<td></td>
<td>• Foster collaboration between industry, business and the education sector, creating employment pathways.</td>
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<tr>
<td></td>
<td>• Leverage supply chain opportunities, fostering collaboration between industries such as agriculture, food production and related service sectors.</td>
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</table>
6 Appendix A – Agendas

Agenda

Industrial Land Development Forum 1

City of Greater Bendigo

Date: 7.45am – 9.15am, Tuesday 11 December 2018
Location The Capital Theatre, Bendigo Room
Attendees: Business owners and industry stakeholders
Purpose: The purpose of the forum is to provide participants with an opportunity to offer feedback and input into location planning for new commercial and industrial areas in Bendigo.

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
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</thead>
<tbody>
<tr>
<td>7.30am</td>
<td>Participant arrival</td>
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<tr>
<td></td>
<td>• Welcome and sign-in</td>
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<td></td>
<td>• Light breakfast provided upon arrival</td>
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<tr>
<td>7.45am</td>
<td>Welcome and introductions (5mins)</td>
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<td></td>
<td>• General welcome and introductions</td>
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<td></td>
<td>• Purpose of the forum</td>
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<td></td>
<td>• Housekeeping, roles and responsibilities</td>
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<td>7.50am</td>
<td>Setting the scene (10 mins)</td>
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<td>• Project update</td>
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<td>• Council’s commitment to working with local industry</td>
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<td>8.00am</td>
<td>Group discussion 1: Your 20-year vision for Bendigo (10 mins)</td>
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<tr>
<td></td>
<td>• What should Bendigo’s commercial and industrial sectors look like in 20 years?</td>
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<td></td>
<td>• What sets Bendigo apart from other regional areas?</td>
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<tr>
<td>Time</td>
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<td>8.20am</td>
<td><strong>Group discussion 2: Understanding the current context</strong> (25 mins)</td>
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<td></td>
<td>In relation to industrial land in Bendigo:</td>
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<td></td>
<td>• What's currently working?</td>
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<td></td>
<td>• What’s currently not working?</td>
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<tr>
<td>8.40am</td>
<td><strong>Group discussion 3: Location planning for new industrial areas</strong>  (25 mins)</td>
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<tr>
<td></td>
<td>• What principles should inform location planning for new industrial and commercial areas?</td>
</tr>
<tr>
<td></td>
<td>• Are there any specific attributes that new commercial and industrial sites should have?</td>
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<tr>
<td></td>
<td>• Are there any other considerations that should inform location planning?</td>
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<tr>
<td>9.00am</td>
<td><strong>Session wrap-up</strong> (10 mins)</td>
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<td></td>
<td>• Summary of key discussion points</td>
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<td>• Outstanding questions</td>
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<tr>
<td>9.10am</td>
<td><strong>Next steps</strong> (5 mins)</td>
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<tr>
<td></td>
<td>• Next steps</td>
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<td></td>
<td>• Future engagement opportunities</td>
</tr>
<tr>
<td>9.15am</td>
<td>Close</td>
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</tbody>
</table>

**Agenda**

Industrial Land Development Forum 2

City of Greater Bendigo

Date: 9.00am – 12.00pm, Tuesday 11 December 2018

Location: The Capital Theatre, Bendigo Room

Attendees: Local and State Government stakeholders, along with representatives from key authorities and agencies

Purpose: The purpose of the forum is to provide participants with an opportunity to offer feedback and input into location planning for new commercial and industrial areas in Bendigo.
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 8.45am | **Participant arrival**  
- Welcome and sign-in  
- Tea and coffee provided upon arrival |
|        | **Forum commences**                                                 |
| 9.00am | **Welcome and introductions** (10mins)  
- General welcome and introductions  
- Purpose of the forum  
- Housekeeping, roles and responsibilities |
| 9.10am | **Setting the scene** (10 mins)  
- Project background and update |
| 9.20am | **Group discussion 1: Your 20-year vision for Bendigo** (15 mins)  
- What should Bendigo’s commercial and industrial sectors look like in 20 years?  
- What sets Bendigo apart from other regional areas? |
| 9.45am | **Group discussion 2: Understanding the current context** (25 mins)  
- What are the key issues regarding industrial land planning and development in Bendigo?  
- What are the key opportunities? |
| 10.10am| **Group discussion 3: Location planning for new industrial areas** (35 mins)  
- What principles should inform location planning for new industrial and commercial areas?  
- Are there any specific attributes that new commercial and industrial sites should have?  
- Are there any other considerations that should inform location planning? |
| 10.35am| **Group discussion: identifying ‘quick wins’** (15 mins)  
- Are there any ‘quick wins’ that could be achieved in the short term regarding the planning and development of industrial areas in Bendigo? |
| 10.50am| **Next steps** (10 mins)  
- Next steps  
- Ongoing engagement with key partners  
- Outstanding questions |
| 11.00am| Close                                                                |