

Winchelsea Industrial Estate Master Plan



Final, December 2010



Winchelsea Industrial Estate Master Plan

Final Report

Prepared by Surf Coast Shire Council

December 2010

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Executive summary

Surf Coast Shire Council has identified a critical need to plan for the growth of Winchelsea, and in particular, provide the framework for new residential and commercial/industrial developments, including designating urban growth corridors to the southwest and southeast of the township and preparing a Master Plan for the industrial estate.

The need for a Master Plan was identified in the *Winchelsea Structure Plan 2021* and the *Winchelsea Strategy* at Clause 21.09 of the Surf Coast Planning Scheme. The industrial estate has a number of features which currently detract from the attractiveness of the estate as a place to establish a business. These features include lack of exposure, poor road access and limited aesthetic appeal. The Master Plan provides a strategic land use plan to guide industrial and commercial growth and manage change as Winchelsea and the industrial estate expand. It includes an overview of identified issues, opportunities for improvement, objectives and directions, and implementation measures.

The key focus of the Master Plan is on:

- Improving the aesthetic appeal and visual presence of the estate.
- Enhancing the highway frontage.
- Improving access to the estate.
- Investigating opportunities for an increase in land supply and business opportunities.

The Master Plan project was carried out over a number of stages that gathered the required information to define the industrial estate, assessed the needs of landowners and businesses in terms of land requirements, access and facilities, and analysed the constraints and opportunities present in the estate, town and wider region. The project was completed with the assistance of a Project Reference Group made up of representatives of landowners and businesses and the local community.

The main issues that were identified include poor vehicle access, lack of signage and awareness of the estate, poor visual appearance and exposure, lack of available land, lack of a coherent image / identity and lack of reticulated natural gas.

The following opportunities for improvement have been identified to address the issues:

- Improve access through road and intersection upgrades.
- Create a coherent image and identity through improved urban design, landscaping and signage.
- Enhance the highway frontage and visibility / exposure.
- Improve the visual amenity of the estate.
- Improve estate identification and directional signage.
- Subdivide larger lots to increase the supply of available land.
- Establish a name/brand/image for the estate.
- Provide landscape buffers between dwellings and industrial uses.
- Provide traffic calming measures in Gosney Street and redirect heavy vehicles.
- Rezone land on the south side of the highway to a business zone.

The opportunities for improvement have informed the key components of the Master Plan. The components and associated objectives are:

- Land use structure and layout – Promote a high quality site layout that is functional, provides for a high amenity industrial estate, meets the needs of current and future industrial businesses and adopts ecologically sustainable design principals.
- Movement and access – Improve the existing road network to enhance access and safety conditions for all vehicles accessing the industrial estate and any proposed industrial subdivision and to aid the overall circulation within the industrial estate.
- Character, image and exposure – Create a positive, coherent image and identity for the industrial estate, improve the visual amenity and enhance the exposure of businesses. Provide a strong, visually attractive western gateway to Winchelsea and the industrial estate.
- Landscaping – Promote a high quality landscape design that incorporates indigenous vegetation and water sensitive urban design, and that enhances the amenity and identity of the estate both internally and externally.
- Signage – Improve existing signage to create an identity for the estate, promote businesses and direct vehicles to appropriate entry roads.

- Environmentally sustainable development – Promote a site layout and building design that responds to environmentally sustainable design principles to reduce the impact on the environment.
- Future growth – Accommodate future industrial growth in a cost effective and sustainable way.
- Centre management and marketing – Assist in active management, promotion, marketing and branding of the industrial estate.

Each component includes directions (strategies) and actions (implementation measures) to provide guidance to the future planning and development of the industrial estate.

Key implementation measures are:

- Plan for the following road and intersection upgrades/constructions:
 - Intersection of Princes Highway / Murrell Street
 - Intersection of Princes Highway / Mousley Road
 - Construction of a new road providing access to the industrial estate at 2970 Princes Hwy
 - Provision of service roads on the north and south side of the Princes Hwy
- Undertake measures to manage the impact of large commercial vehicles utilising Gosney Street.
- Improve pedestrian links to and within the industrial estate.
- Prepare and implement a streetscape master plan with a consistent theme for the entire estate that includes landscaping of road reserves and estate entries, beautification of the western gateway to Winchelsea, and buffer planting between industrial land and residential properties and other sensitive uses.
- Undertake streetscape improvements in Alsop Drive and Mousley Road.
- Provide improved signage to identify the estate and its businesses.
- Review the DDO5 and Industrial Development Policy with a view of preparing specific design guidelines for the siting and design of development, particularly for those lots with highway frontage, incorporating environmentally sustainable design principles and solutions.
- Facilitate the subdivision of 2970 Princes Highway.
- Investigate the feasibility and options for subdivision of the Pound Paddock.
- Facilitate the rezoning of land on the south side of the Princes Highway to Business 4 Zone and apply a Design and Development

Overlay and Development Plan Overlay to this land to guide future development.

- Continue to lobby the State government for the provision of natural gas to Winchelsea.

1.0 Introduction

The town of Winchelsea is located on the Princes Highway between Geelong and Colac. Winchelsea is experiencing high rates of growth reflecting its proximity to Geelong and its role as a service centre for the rural hinterland of the Surf Coast Shire. Completion of the Geelong Ring Road and duplication of the Princes Highway will make Winchelsea an even more attractive settlement offering direct access to Geelong, Avalon airport, Melbourne, Great Ocean Road and South West Victoria.

Surf Coast Shire Council has identified a critical need to plan for the growth of Winchelsea, and in particular, provide the framework for new residential and commercial/industrial developments, including designating urban growth corridors to the southwest and southeast of the township and preparing a Master Plan for the industrial estate. The Master Plan provides a comprehensive and coordinated framework to facilitate development of the industrial estate as it continues to play a key role in servicing the residents and workers of Winchelsea and the wider regional community. The location of the industrial estate is shown in Figure 1.

1.1 Background

The need for a Master Plan for the industrial estate was identified in the *Winchelsea Structure Plan 2021*. It is also included as an implementation measure in the *Winchelsea Strategy* at Clause 21.09 of the Surf Coast Planning Scheme.

A number of features have been identified which currently detract from the attractiveness of the Winchelsea Industrial Park as a place to establish a business. These features include lack of access to major roads, poor road access and limited aesthetic appeal.

1.2 Study area

The Winchelsea Industrial Estate is located on the western entrance to Winchelsea on the north side of the Princes Highway. The estate comprises approximately 19 hectares of Industrial 1 zoned land and provides service business and light industrial activities (i.e. support services to industry, local

businesses and households). The estate is bounded to the south by the Princes Highway, to the east by Murrell and Gosney Streets, to the north by the Geelong-Warrnambool railway line and to the west by farming land. Land south of the highway is also farming land (see Figures 1 and 2). Other notable uses in the area are the primary school, hospital and residential development to the east along Gosney Street; and businesses south of the highway on the corner of Anderson Street.

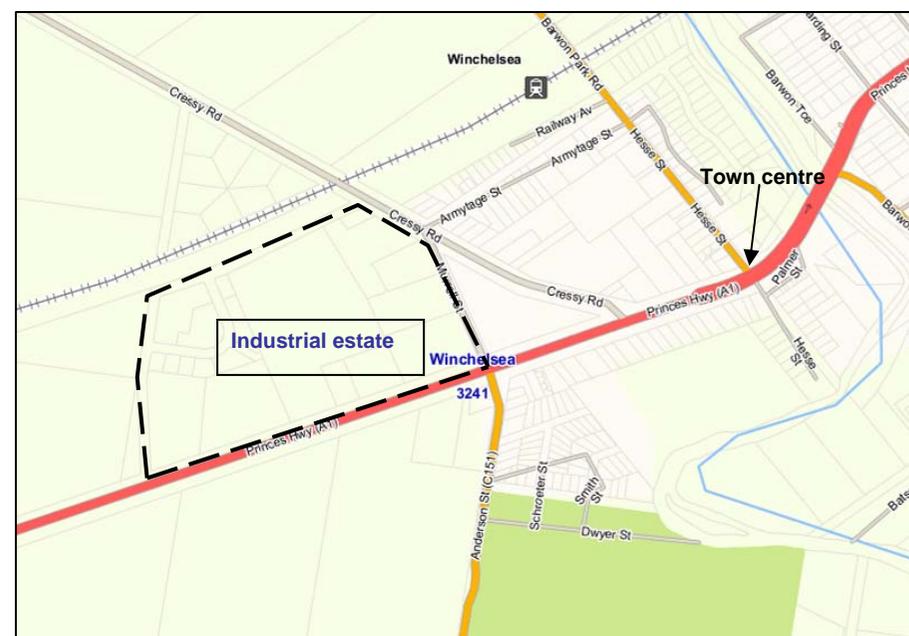


Figure 1: Location of Winchelsea Industrial Estate (source: whereis.com.au)

1.3 Aim of the Master Plan

The Winchelsea Industrial Estate Master Plan is an important step in a broader strategy to promote growth and develop jobs as a sustainable component of the town's economy.

The aim of the Master Plan is to:

- Provide a strategic land use plan to guide industrial and commercial growth and manage change as the town and industrial estate expand.
- Provide Council, landowners and future investors with increased certainty regarding long term development outcomes for the industrial estate.
- Facilitate increased investment and activity in the industrial estate and maximise its economic development potential and local job creation.
- Encourage high quality and well-designed industrial subdivision and development.
- Provide for the development of an attractive frontage to the Princes Highway.
- Provide for existing industrial uses and developments to continue to operate and potentially expand in the future.
- Identify infrastructure and traffic management improvements in and around the industrial estate and develop cost estimates (where possible) for the provision of such infrastructure.
- Provide appropriate and actionable recommendations with respect to land use planning, infrastructure / service provision and marketing support that will best achieve the development opportunities that exist.

The key focus of the Master Plan is on:

- Improving the aesthetic appeal and visual presence of the estate.
- Enhancing the highway frontage.
- Improving access to the estate.
- Investigating opportunities for an increase in land supply and business opportunities.

The master plan forms a strategic planning framework that provides for flexibility to ensure that future improvements and development occur in accordance with the values of the place and the people who use it, rather than a rigid plan or blue print with finite solutions.

The Master Plan includes short, medium and long term objectives and implementation measures. It is intended that the recommendations and actions of the Master Plan will ultimately be translated into statutory form suitable for inclusion in the Planning Scheme.

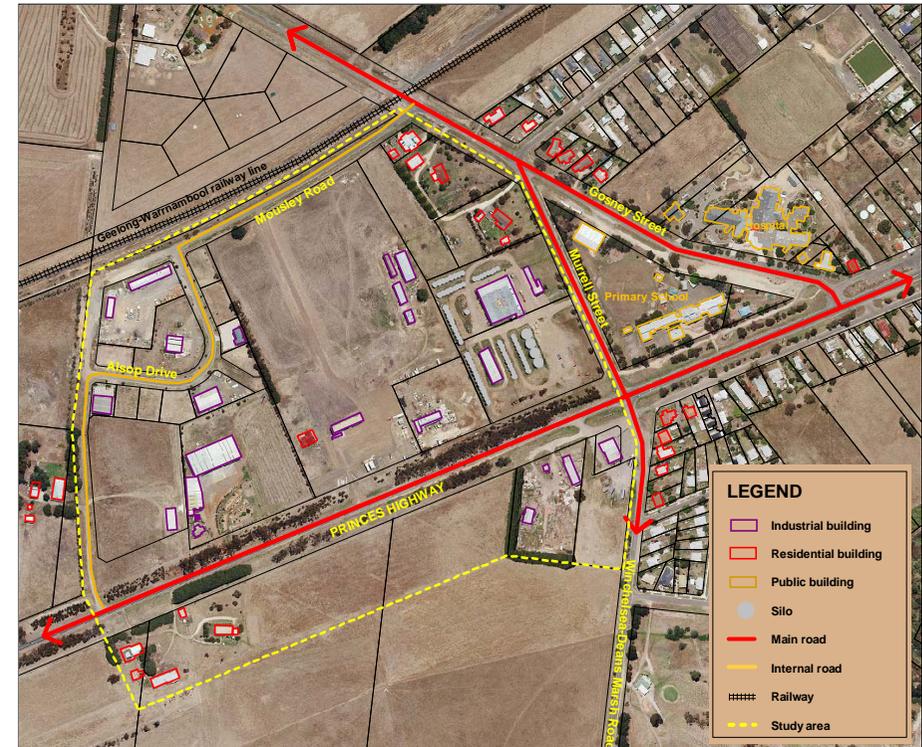


Figure 2: Study area

2.0 Project methodology

The Master Plan project was carried out over a number of stages that gathered the required information to define the industrial estate, assessed the needs of landowners and businesses in terms of land requirements, access and facilities, and analysed the constraints and opportunities present in the estate, town and wider region.

The project was completed with the assistance of a Project Reference Group made up of representatives of landowners and businesses and the local community. The group met several times throughout the project to identify main issues, discuss options for improvement and offer feedback and advice.

The main activities carried out during each project stage are outlined below.

2.1 Background research

Information was gathered and analysed for the following topics:

- policy context
- population growth and change
- environment and landscape
- industrial land supply and demand
- transport and infrastructure

Review of the above information together with stakeholder consultation and a site analysis resulted in the identification of issues and opportunities.

The work of this stage is captured in a background and issues paper.

2.2 Community and stakeholder consultation

Stakeholders were informed, consulted and engaged throughout the project in various ways and included:

- consultation with landowners and businesses within the industrial estate, community organisations and community members
- consultation with Council staff, State Government agencies and servicing authorities

- cooperation with the Project Reference Group
- review by the Project Steering Committee and Surf Coast Shire Councillors
- provision of information about the project to stakeholders and the community on Council's website and Winchelsea Star
- Public Display and Comment Period

A report summarising community consultation is included at Appendix 3.

2.3 Development of the Master Plan

Development of the Master Plan involved:

- preparation of the draft Master Plan
- consideration of the draft Master Plan by Council and the Winchelsea community and other stakeholders through public exhibition
- documentation of comments and feedback
- finalisation of the Master Plan

2.4 Implementation Planning

Implementation of the plan will involve:

- analysis of capital and operational costs
- inclusion of infrastructure works on Council's Capital Works Program
- planning scheme amendment

It is important to note that any designs and estimates developed for the project are to "concept" level, i.e. they are not detailed construction plans and will need further refinement prior to construction taking place.

3.0 Context and key influences

This section provides an overview of the context and key influences that impact on the Master Plan for the industrial estate.

3.1 Policy context

- The State Government supports growth being directed to Winchelsea and has identified the town as a growth node in the *Great Ocean Road Region Strategy (2004)* – see Figure 4.
- The State Planning Policy Framework at Clause 17.02 'Industry' promotes the availability of land for industry and the sustainable development and operation of industry and research and development activity.
- The Municipal Strategic Statement of the Surf Coast Planning Scheme states that Winchelsea will be promoted as a mixed-use activity centre and has capacity to accommodate much of the Shire's general industrial growth.
- One of the objectives of the Winchelsea Strategy at Clause 21.09 of the Planning Scheme is to maximise local economic growth and employment opportunities.
- The Winchelsea Structure Plan 2021 notes that there are a number of features which currently detract from the attractiveness of the Winchelsea Industrial Park as a place to establish a business. These features include lack of access to major roads, poor road access and limited aesthetic appeal.
- The industrial estate is zoned Industrial 1 (IN1Z) and is affected by the Design and Development Overlay Schedule 5 (DDO5).
- The purpose of the IN1Z is to provide for manufacturing industry, the storage and distribution of goods and associated uses in a manner which does not affect the safety and amenity of local communities.
- The DDO5 seeks to, amongst other things, enhance the visual character and image of the Shire's industrial areas; minimise any adverse visual impact and/or noise impact from buildings and structures; and ensure that development is appropriate to and blends with the surrounding streetscape in relation to scale, height, size, bulk, materials and finishes.

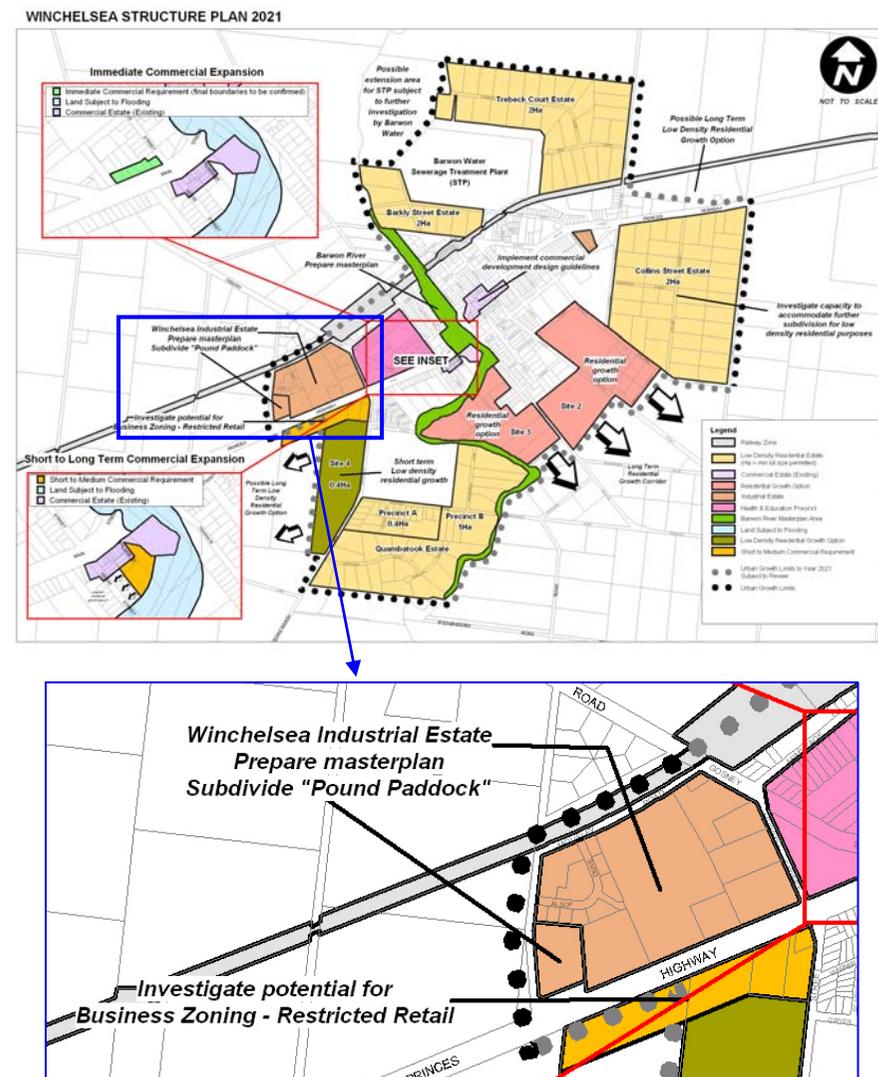


Figure 3: Winchelsea Structure Plan 2021

- The Industrial Development Policy at Clause 22.05 of the Planning Scheme acknowledges that the industrial activities in the Shire make an important contribution to the local and regional economy. The policy seeks to ensure that new industrial development is designed, developed and landscaped in a manner that acknowledges the environmental, visual and residential amenity qualities of the Surf Coast Shire.
- The Winchelsea Structure Plan 2021 contains the following recommendations in relation to the local economy:
 - Ensure that sufficient land is zoned for commercial and industrial purposes to cater for new businesses that will assist job creation within the township.
 - Further investigate the possibility of applying the Business 4 Zone to land south of the Princes Highway opposite the Winchelsea Industrial Estate, including land at 2935 and 2945 Princes Highway.
 - Prepare a master plan for the Winchelsea Industrial Estate which addresses road access and visual amenity.
 - Subdivide land known as the “Pound Paddock” at 325 Mousley Road to allow for an extension to the Winchelsea Industrial Park.
 - Continue to lobby the State government and TXU to introduce natural gas to Winchelsea.

3.2 Local context

Winchelsea is an historic rural town on the banks of the picturesque Barwon River and is strategically located on the Princes Highway between Geelong and Colac. It is the major service centre for the Shire’s rural industry and is a popular stop off point for visitors travelling along the Princes Highway, being the first country town of any significance south west of Melbourne (112km). It is also located on the alternative tourist route to Lorne via Winchelsea-Deans Marsh Road.

Winchelsea township had a population of approximately 1,500 in 2008 and an economy that focuses on servicing the needs of its local population and the surrounding district. Many local businesses specialise in goods associated with rural activities, such as machinery and trade supplies, and cater to farms surrounding Winchelsea and the wider region.

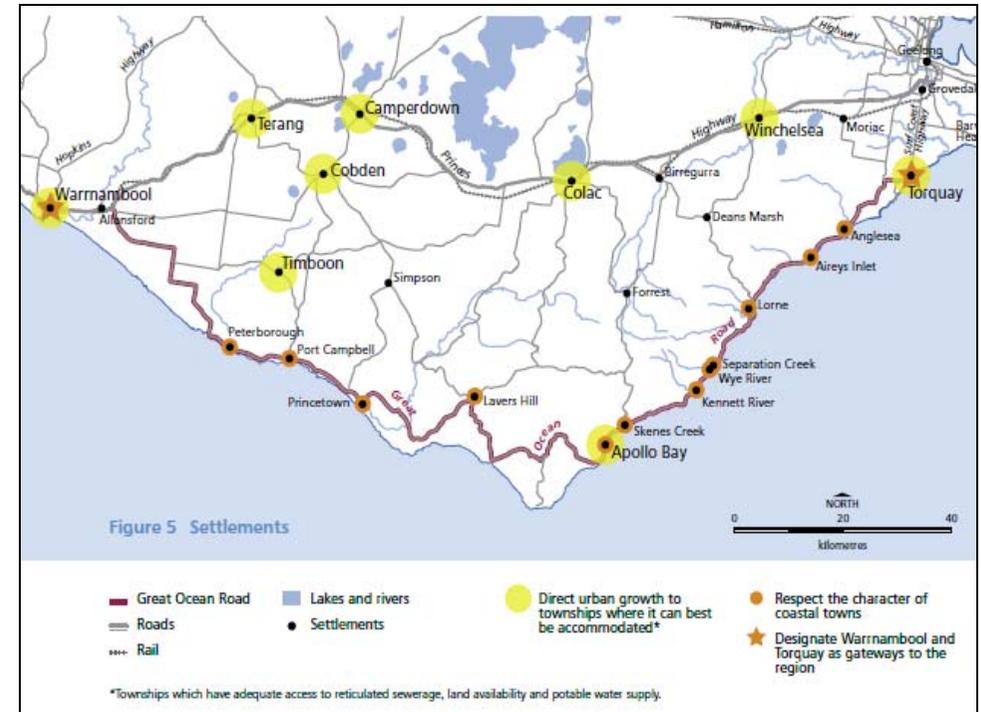


Figure 4: Settlement hierarchy in the Great Ocean Road Region (DSE, 2004)

The town centre straddles the Princes Highway and services travellers as well as residents. The shopping centre is anchored by a small IGA supermarket, and a number of specialty shops including take-away food premises. The main street also accommodates several hotels and antique shops which cater for visitors.

Jobs in Winchelsea are based on small town services and small scale industrial activity. Current employment in Winchelsea is of the order of 250 jobs, excluding farm jobs (Tim Nott, 2009). Whilst many people work locally many also commute to Geelong or elsewhere in the region for work.

Health and community service is the largest industry in the town, followed by retail trade, manufacturing and construction. Compared with the Surf Coast Shire as a whole, Winchelsea has a larger proportion of people working in health, agriculture, manufacturing and transport and a smaller proportion working in professional services, finance and education.

3.3 Existing site conditions

The industrial estate is Winchelsea's main industrial precinct. Part of the estate has been developed by Council as a small business park. Current activities in the estate include:

- rural service activities such as the sales of farm machinery and seeds as well as wool broking and equipment repair
- town services such as auto repairs and the Council depot
- transport services, including small cartage contractors
- manufacturing businesses with a wider than local market

Three properties within the estate are occupied by dwellings and seven lots are currently vacant (see Figure 5). The dwellings were established prior to the industrial zoning of the land and are expected to be retained as residential land uses in the immediate future.

There are two industrial businesses located on the south side of the highway near the Winchelsea-Deans Marsh Road intersection (2935 and 2945 Princes Highway) on land currently zoned Farming Zone.

Other characteristics of the estate are:

- The built form together with the wide road reserve for the Princes Highway and the underdeveloped and underutilised nature of large lots create an impression of a generally low density development set amidst significant trees.
- The grain silos and large industrial sheds are the dominant structures in the area.
- The visual impact of the industrial buildings from the highway is generally restricted by the established trees within the highway roadsides, offering filtered views into the industrial estate.
- Vehicle access into the estate is limited to the western and eastern edges.
- The existing buildings generally comprise unattractive bland structures, which present 'blind' sides to most streets, and are surrounded by areas used for car parking and storage.
- Pedestrian networks are virtually non-existent (no footpaths), with poor links to surrounding areas.

The characteristics that detract from the functionality and visual amenity of the estate are described in more detail in Section 4.1 (Key issues).

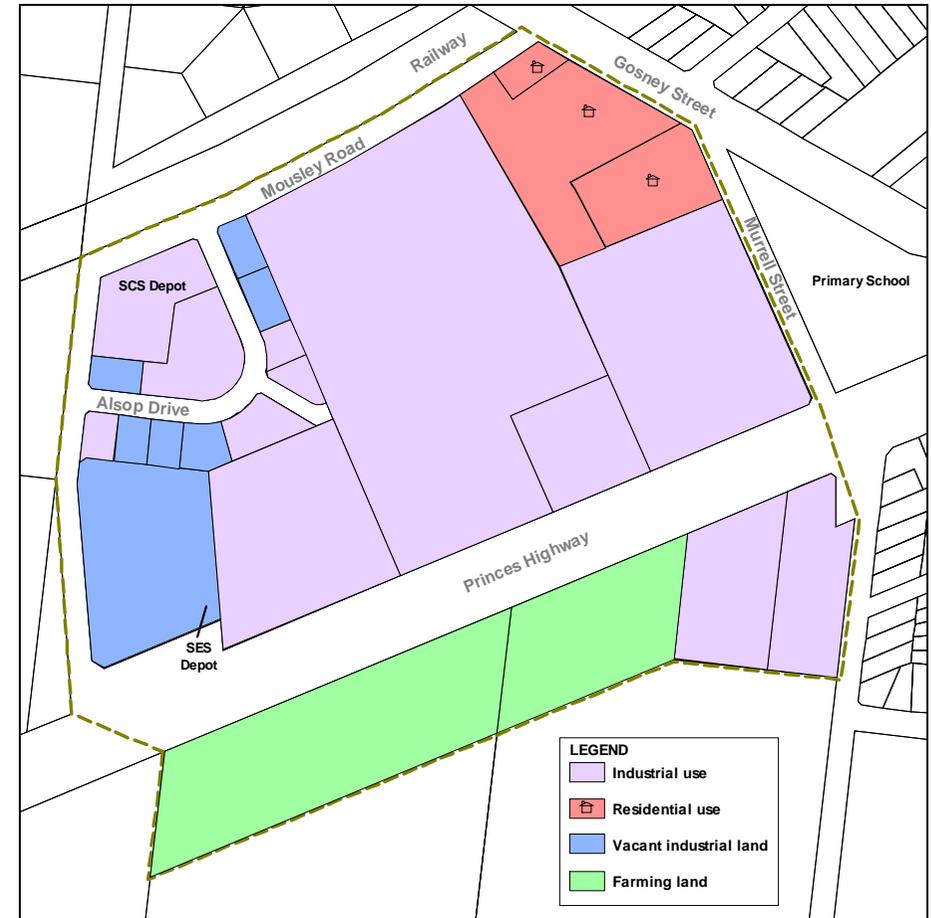


Figure 5: Existing land use



Corner of Murrell Street and Highway



Businesses on south side of highway



Business fronting north side of highway



Pound Paddock



Shire Works Depot on Alsop Drive



Business Park at Alsop Drive



Vacant lots on Alsop Drive



Tree buffer along highway



Service businesses on Alsop Drive



Rear of residential properties

3.4 Demographic and social profile

The population in the Winchelsea township was approximately 1,500 in 2008. This population has been growing rapidly at an estimated 3.9% per year over the period since 2001. This exceeds the growth rate for the Shire as a whole (see Table 1).

Location	2001	2006	2008	Annual growth rate	
	no.	no.	no.	2001-2006	2006-2008
Winchelsea township	1,150	1,390	1,500	3.9%	3.9%
Surf Coast Shire	20,872	22,789	24,442	1.8%	3.5%
Victoria	4,804,726	5,126,540	5,313,823	1.3%	1.8%

Table 1: Population growth

The population of Winchelsea and the surrounding rural area is expected to grow from 2,653 in 2006 to 3,574 by 2031 at a rate of 1.2% per year. The growth rate is expected to increase from 0.6% per year between 2006 and 2011 to 1.6% per year between 2021 and 2031. The average household size will drop from 2.58 in 2006 to 2.44 in 2016 and 2.37 in 2031 (id forecast, 2009).

Summary data	Forecast year		
	2006	2016	2031
Total population	2,653	2,860	3,574
Households	1,005	1,145	1,465
Dwellings	1,052	1,199	1,534
Average household size	2.58	2.44	2.37

Table 2: Key statistics for Winchelsea Rural West (Id Consulting, 2009)

Winchelsea is considered to have a good capacity to accommodate future population growth based on:

- The availability of land on the urban fringe of the township assessed as having capacity to accommodate future residential growth.
- Relatively few environmental constraints to further development.
- Transport accessibility including:
 - the presence of the railway, with trains stopping in Winchelsea;
 - the convenient location of the town on the Princes Highway close to the large urban centres of Geelong and Colac; and

- the completion of the Geelong Ring Road and duplication of the Princes Highway, which will greatly improve accessibility to Melbourne.
- Established physical infrastructure, community facilities and services.

Future residential development will include infill and fringe development, with new residential development directed in growth corridors to the south east of the existing township and on the west side of Winchelsea-Deans Marsh Road. Strong population growth is a driver of industrial development, creating demand for industrial services and providing a labour pool.

3.5 Environment and landscape

Due to the lack of floristic diversity and the highly modified nature of the industrial estate, ecological impacts associated with any future development within the study area are considered to be very low. Significant vegetation is limited to road and rail reserves. The rail reserve contains regionally significant Plains Grassland. The road reserve of the Princes Highway contains modified remnant vegetation shown on the Ecological Vegetation Class (EVC) map as Plains Grassy Woodland (EVC 55), which is dominated by the indigenous flora species Kangaroo Grass (*Themeda triandra*). This EVC was the dominant vegetation class prior to settlement and can be described as an open, eucalypt woodland to 15 metres tall, occupying poorly drained, fertile soils on flat or gently undulating plains at low elevations. The understorey consists of a few sparse shrubs over a species-rich grassy and herbaceous ground layer. Dominant tree species of this EVC are Swamp Gum, River Red Gum, Yellow Box and Manna Gum.

There are no environmental hazards such as flooding, erosion or high wildfire risk that inhibit future use and development of the estate.

The location of the industrial estate on the edge of the township with the open rural landscape requires special attention to the treatment of the edges to avoid development becoming visually intrusive.

3.6 Industrial land supply and demand

Winchelsea has two separate precincts of industrial zoned land. Apart from the main industrial estate on the western end of town, there is a small industrial node on the eastern side of Winchelsea south of the highway on

Lennox Street. This area contains four industrial zoned lots, of which two are developed by industrial premises and two are vacant parcels owned by the Department of Sustainability and Environment. There are also several highway service and industrial premises (service station, tractor sales, cartage contractor, car sales, etc) scattered along the highway on residential zoned land, which in many cases detract from the appearance of the town.

The supply and use of industrial land in Winchelsea is shown in Table 3. The table shows there are 25 industrially zoned allotments in Winchelsea with a total area of 20.4 ha. Of these, seven lots are vacant and have a total area of approximately 2.49 ha, or 12% of the total industrially zoned land (this excludes the two vacant parcels owned by DSE).

Occupier	Lot numbers				Total	Total area	
	<0.2ha	0.2-0.49 ha	0.5-1.0 ha	>1.0ha		ha	%
Dwelling	1		1	1	3	2.3	11%
Industry	3	3	3	4	13	15.2	75%
Vacant	6			1	7	2.49	12%
DSE	2				2	0.36	2%
Total	12	3	4	6	25	20.4	100%

Table 3: Industrial zoned lots in Winchelsea, 2009

The supply of vacant lots is not a true estimate of available land. Ally Weld, the largest industrial land-holder, is unlikely to use all the land it owns at no. 2970 Princes Highway and may seek to subdivide or lease land at the rear of its property. The land which is surplus to its requirements could be as large as 4 ha (or 25% of the total industrial land stock). In addition, there are a number of other under-utilised allotments as well as three lots occupied by houses. Some businesses may occupy more land than immediately required to allow some room for future expansion without the need to relocate to a larger site (land banking). Whilst there is no current indication that these lots or any part of them is available, this situation may change in the future.

Taking into account only the existing vacant allotments and the land that is likely to be surplus to requirements according to its owner, the stock of industrial land amounts to approximately 6.5 ha. This comprises six small existing allotments of less than 0.2 ha; one existing large allotment of 1.7 ha; and one potential lot of up to 4 ha. The larger lots clearly have the potential to be subdivided to create smaller lots.

The future demand for industrial land cannot be known with certainty. Much depends on the current state of the economy in general, on the conditions in particular industries, and on the preferences and strategies of individual firms.

Demand for smaller parcels for industrial activities is driven primarily by local service industries, such as locally oriented manufacturing, construction, transport, warehousing, wholesale trade and motor repairs. These activities occupy small to medium-sized factories, warehouses and utilitarian complexes.

Some location and design issues include:

- Some firms need a main road frontage for exposure — mainly those with a retail or trade/service orientation.
- Some firms require a precinct where noise and other externalities can be tolerated (e.g. panel beaters, metal fabrication, etc.). Appropriate buffering is necessary where residential land uses are in close proximity.

Demand for large parcels stems from large firms. In general, these firms are export oriented, and their growth is determined by wider market conditions and local resource availability. Demand for large parcels is very unpredictable. This demand is generally tied to resource availability and access to water, energy and other needs. It would be wasteful to attempt to prepare and hold land for such requirements in advance, so a responsive approach to provision upon the appearance of demand is most appropriate.

The development of industrial buildings in Winchelsea has been sporadic over recent years. Figure 6 provides a summary of Council records of the construction of industrial floor space since 2000. As can be seen, there is no clear trend that can be extrapolated into the future.

A total of approximately 2,300sqm of floor space in industrial buildings has been developed since 2000. This has equated to approximately one small industrial lot per year on average. Using a generous plot ratio of 25%, the average annual industrial land requirement since 2000 has been approximately 0.13 ha per year. For the most part, the enterprises that have located on industrial land in recent years have been small engineering and automotive repair firms.

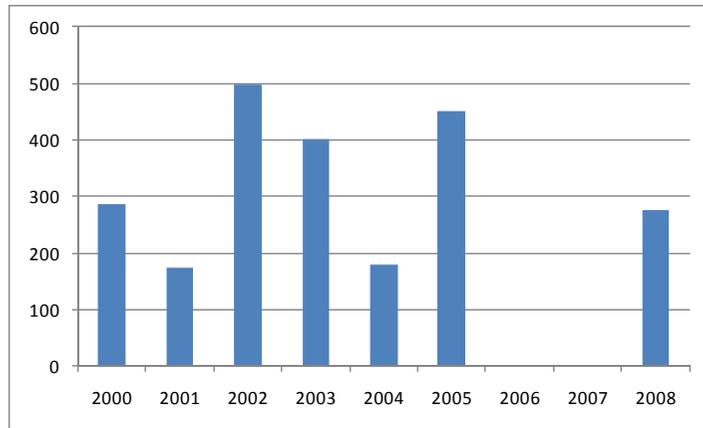


Figure 6: Industrial floor space constructed in Winchelsea, 2000-2008

As future demand for industrial land is difficult to predict with certainty, three growth scenarios have been developed. The scenarios are as follows:

- Scenario 1: Modest growth – based on the average annual land requirement over the period since 2000 (0.13 ha per year)
- Scenario 2: Significant growth – allowing for growth in the demand for industrial land to be the same as forecast population growth to 2031 (1.2% or 0.24 ha per year)
- Scenario 3: Accelerated growth – based on the rate of population growth with an additional 2 ha required every five years to accommodate a substantial business

The accelerated growth scenario would require a further 15.5 ha of industrial land in Winchelsea over the period to 2031. This type of scenario could arise as a result of investment by land-extensive operations, for example transport or large scale manufacturing industries, but is only likely with the advent of natural gas and the development of Winchelsea as a significant industrial location in the region.

In the absence of strong evidence about demand it is sufficient to allow for growth at the upper end of recent experience. This report therefore takes Scenario 2 as its planning benchmark. This will result in a total take-up of an additional 5.5 ha of land to 2031. This will allow for the take up of one or two industrial allotments per year to accommodate small scale manufacturing, repair and large format sales businesses.

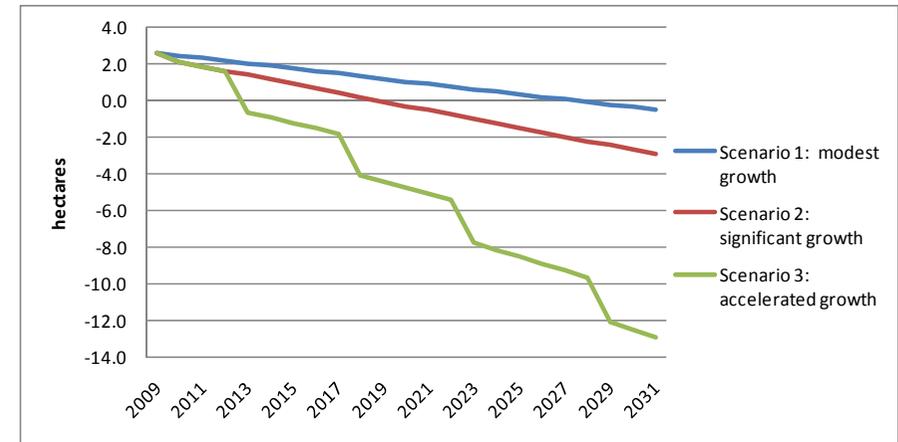


Figure 7: Stock of existing vacant industrial land in Winchelsea under three scenarios for demand, 2009 to 2031

The chart at Figure 7 shows how the existing supply of vacant land would decrease over time under each scenario. The chart shows that the existing supply of 2.5 ha of vacant industrial land is unlikely to be sufficient for the entire planning period under any development scenario. Under scenario 2, which is the preferred scenario for planning purposes, the stock of vacant industrial land runs out in 2019.

However, as discussed above, there is strong potential for further land to become available that is surplus to the requirements of Ally Weld. The chart at Figure 8 assumes that the actual area of available industrial land is 6.5 ha and illustrates how this stock will cater for demand over the planning period.

The chart shows that under both Scenarios 1 and 2, 6.5 ha of industrial land is sufficient to cater for the demand experienced up to 2031. Under scenario 3 the potential stock of land runs out in 2018.

These figures show that the surplus land held by Ally Weld will be required for other businesses. If it transpires that Ally Weld does not have surplus land, then land may need to be rezoned to accommodate demand in the medium term.

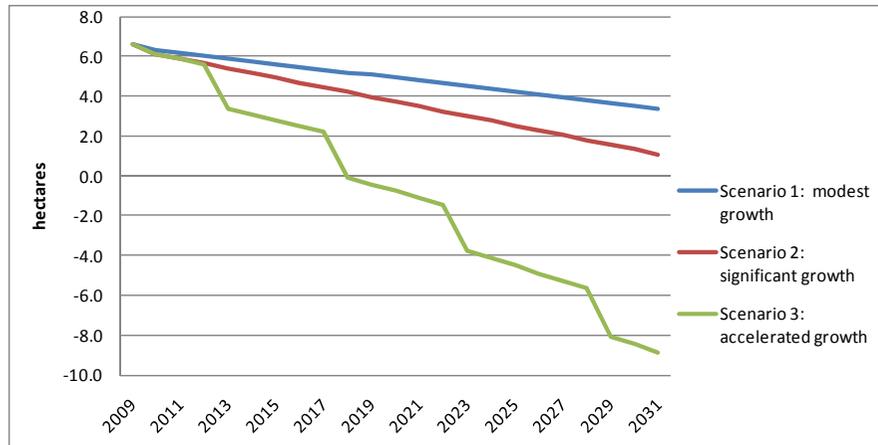


Figure 8: Stock of potential vacant industrial land in Winchelsea under three scenarios for demand, 2009 to 2031

3.7 Transport infrastructure

3.7.1 Road network

The industrial estate is strategically located on the Princes Highway, which is the main transport corridor between Geelong and Colac and beyond to the South Australian border. The estate is also located near the turnoff to the 'alternative' tourist route to Lorne via Winchelsea-Deans Marsh Road.

The Princes Highway is a dual lane highway with a carriageway width of 7.5 metres and a road reserve of 60 metres wide, which widens to 85 metres in front of the 'pound paddock'. A speed limit of 60 km/h applies approximately east of the boundary between 2970 and 2990 Princes Highway and 80 km/h applies to the west of this point.

Road access to the estate from the highway is provided via three routes:

1. Gosney Street / Princes Highway – Unsignalised T intersection that forms the main access route to the estate (Photo A). Two small, single-sided directional signs are located near the intersection on either side of the highway. Gosney Street is fully sealed with a surfaced width of 7 metres and traverses past the primary school and hospital/nursing home.

2. Murrell Street / Princes Highway / Anderson Road – Unsignalised cross intersection (Photo B). Murrell Street is fully sealed with a surfaced width of 5.5 metres and unsurfaced shoulders. Small directional signs pointing towards the industrial estate and Shire works depot are located on the northwest corner of the intersection.
3. Mousley Road / Princes Highway – Unsignalised T intersection that leads to an unsealed section of Mousley Road (Photo C). Upgrades to the intersection and Mousley Road would be required to formalise this access point. There are no directional signs on this intersection.

The estate can be accessed from the north via Cressy Road and Barwon Terrace/Armytage Street.

Two major road projects that will affect the estate (directly or indirectly) are the planned duplication of the Princes Highway between Waurn Ponds and Winchelsea (Stage 1) and between Winchelsea and Colac (Stage 2), and the completion of the Geelong Ring Road. The Princes Highway is proposed to be widened to a four lane divided highway. This will require a 25m widening of the road reserve on the north side of the highway along the industrial estate. Access to any development fronting either side of the highway would be via service roads.

Section 4B of the Geelong Ring Road will provide a continuous link to the west for approximately 5km from Anglesea Road near Hams Road (where Section 4A ends) through the site of the current Blue Circle Quarry, to connect with the Princes Highway West near Draytons Road. Construction of Section 4B is currently underway.

The completion of the Geelong Ring Road and proposed Princes Highway duplication will position Winchelsea as a more commutable option for people working in and around Geelong and hence the town may benefit from population growth as a direct result; it places Winchelsea as a significant gateway to coastal villages along the Great Ocean Road; and it makes Winchelsea an attractive location for larger industries that require good transport connections to markets or export destinations.



A. Gosney Street

B. Murrell Street

C. Mousley Road

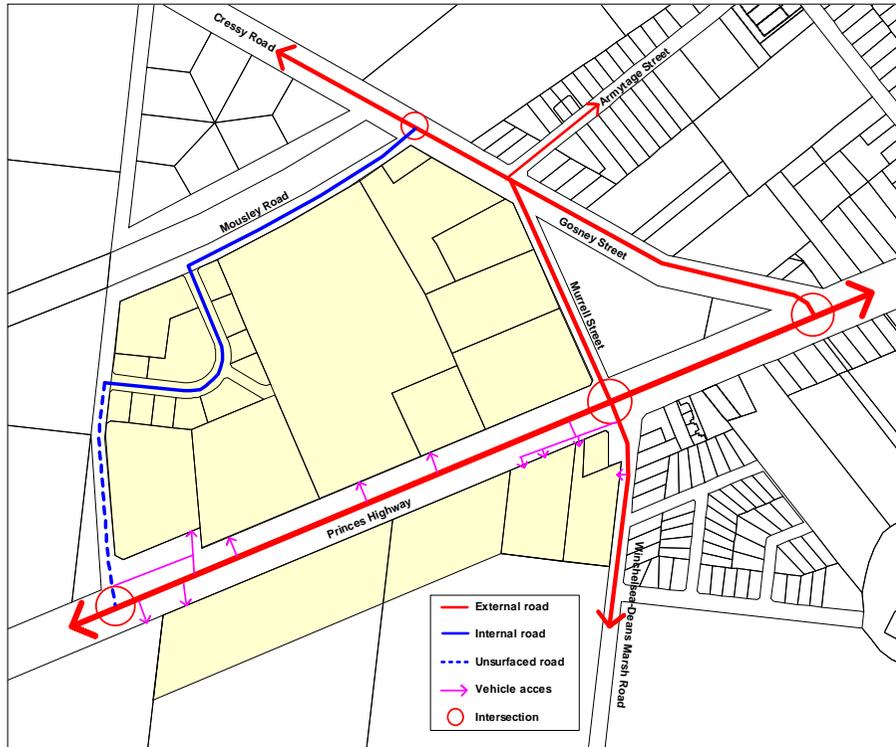


Figure 9: Existing road network

3.7.2 Public transport

The Geelong-Warrnambool railway line runs north past the industrial estate providing a public transport connection to Melbourne, Geelong, Colac and other destinations along this line. The Winchelsea Rail Station is located approximately 350 metres to the north-east of the estate. Train services are limited to three stops a day in each direction. There is no infrastructure that provides freight services to the estate. Three bus routes travel in the vicinity of the industrial estate.

3.7.3 Pedestrian and cycle network

There is no formal pedestrian or bicycle access to and within the estate. The current pedestrian network is limited to the surrounding residential areas (Gosney Street/Armytage Street). Shire's Pathways Strategy does not

indicate any future paths into the estate, other than the establishment of regional and local bike routes along the highway, Winchelsea-Deans Marsh Road and Murrell/Gosney Street.

3.8 Service infrastructure

All services (water, sewer, power, telecommunications) are available or can be provided to the industrial estate, except for reticulated natural gas. A major gas pipeline runs 2 kilometres north of the township, however Winchelsea is not supplied with reticulated natural gas. The gas supplier (TXU) has no intention of providing natural gas to Winchelsea in the foreseeable future. The Shire is actively lobbying the State government to secure support for a feasibility study, however given the need for significant greenfield developments and at least three or four major industrial end users, provision of gas in the foreseeable future is unlikely.

Barwon Water has performed a preliminary analysis of the sewerage system based on standard industrial and business loadings (equivalent to 15 people/ha) for both the industrial estate and proposed business zone to the south. The existing sewerage network has enough capacity to cater for an increase in flows from the area, however as no projections have been made for industrial growth, Barwon Water would need to review any proposal and provide comment on the sewerage system capacity when more is known about the nature and size of any proposed industry. There may be some limitations in the sewerage system to accommodate substantial wastewater discharge from larger industrial facilities, both in terms of volume and strength of the wastewater.

There are no water servicing constraints with supplying the industrial estate and proposed business zone, however Barwon Water will need to schedule augmentation and improvement works to cater for the industrial estate and other planned growth in Winchelsea. The forecasts are based on the assumption that the estate will accommodate light industry. Should more water intensive industries establish in the estate, then Barwon Water would need to review the requirements.

The industrial estate currently has limited drainage infrastructure. The majority of the estate is currently served by open roadside drainage that drains with the fall of the land towards Gosney Street or Princes Highway. Stormwater flows will need to be retarded to reduce the impact on the drainage system with any subdivision.

3.9 Summary of key influences

The key influences can be summarised as follows:

- Winchelsea is a designated growth node in state and local planning policy with capacity to accommodate significant residential and commercial development.
- The industrial estate is zoned Industrial 1 Zone and is affected by the DDO5 (Industrial areas).
- Winchelsea has recorded strong levels of population growth. Population growth is a driver of industrial development, creating demand for industrial services and providing a labour pool.
- There are no environmental assets or hazards that inhibit future use and development of the estate.
- The tree plantations along the Princes Highway require protection and should be utilised in any attempt to enhance the visual appearance of the estate.
- The location of the industrial estate on the edge of the township with the open rural landscape requires special attention to the treatment of the edges to avoid development becoming visually intrusive.
- There is likely to be sufficient land in the industrial estate to meet forecast demand to 2031.
- Demand for industrial land is likely to come from local service industry and restricted retail premises.
- Should the supply of industrial land be exhausted before the end of the planning horizon of the master plan, expansion of the estate in a westerly direction is most logical.
- The completion of the Geelong Ring Road and duplication of the Princes Highway is likely to provide a significant boost to the exposure of the industrial estate to passing traffic and increase accessibility to Geelong and Colac and beyond to Melbourne and the Western districts. It will reduce commuting and transport travel times, and as a result make Winchelsea more attractive to residents and businesses.
- Future duplication of the Princes Highway between Winchelsea and Colac needs to be factored in when considering access options to the estate, including provision of service roads.
- There are no servicing constraints to expand or intensify the industrial estate, although sewer upgrades may be required to enable the establishment of industries with substantial wastewater discharge.
- The lack of natural gas inhibits the establishment of larger industries in Winchelsea.

4.0 Issues and opportunities

This section of the report discusses the key issues that have been identified through the consultation process, site and context analysis and background research. An analysis of the strengths, weaknesses, opportunities and threats (SWOT) was undertaken to provide a further framework for identification of issues and opportunities. The findings of the SWOT analysis are contained in the Background, Issues and Options Paper (May 2010).

4.1 Key issues

Winchelsea's industrial estate has excellent locational attributes and meets the general criteria to consider the suitability of land to attract industrial investment for the follow reasons:

- it has direct highway access
- it is free from environmental hazards, such as flooding
- all essential services (power, water, sewerage) are available
- the land is not required for higher order uses (e.g. residential)
- it is of sufficient size to allow for a variety of lot sizes to be developed
- it is located reasonably close to the urban centre and other uses
- there are sufficient buffer distances to residential and other sensitive land uses, except for the eastern edge of the estate
- the potential exists to allow for rail access at a future point in time
- land is available for development
- regular shaped, relatively flat blocks can be provided, allowing easy servicing and site preparation

Despite these positive features, the estate has not been able to fully capitalise on its position and potential.

Traffic management and vehicle access were identified as main issues, as was the lack of signage and awareness of the industrial estate, particularly for businesses in the northwest corner along Alsop Drive, and the estate's poor visual appearance.

Other identified issues are:

- Poor highway interface and exposure
- Lack of available land

- Large areas of undeveloped or underutilised land
- Lack of a coherent image and identity
- Poorly defined edges
- Poorly maintained landscaping
- Amenity impacts for residential properties within the estate
- Traffic safety issues due to trucks using residential streets to access the industrial estate
- Lack of natural gas
- Need for larger lots to accommodate larger businesses and businesses wishing to expand
- Existence of industrial premises in the Farming Zone

The issues are summarised and graphically presented in Figure 10.

Traffic and access

A key issue is the lack of clearly defined vehicle access to the estate. The first access point to the estate when travelling from a westerly direction is the intersection with Mousley Road. The section of Mousley Road between the highway and Alsop Drive however is unsealed and currently unsuitable as main access road. There are no turning lanes provided on the highway.

Existing access is through the northern section of Mousley Road via Gosney Street and/or Murrell Street. Gosney Street is an undesirable access route for commercial traffic due to safety and amenity issues associated with the presence of the hospital and nursing home, primary school and residential properties. An issue with Murrell Street is that it will need widening to an appropriate standard to accommodate commercial vehicles and the highway intersection can be difficult to negotiate for large trucks. Also, the intersection of Murrell Street with Gosney Street poses some safety issues.

Other traffic safety issues that have been identified are the use of Armytage Street, which is predominantly a residential street, by trucks coming from the Hamilton Highway via Flemings Road and Barwon Park Road, as well as trucks travelling up and down Cressy Road to and from intensive animal farms. Resolution of these issues is beyond the scope of the Master Plan.

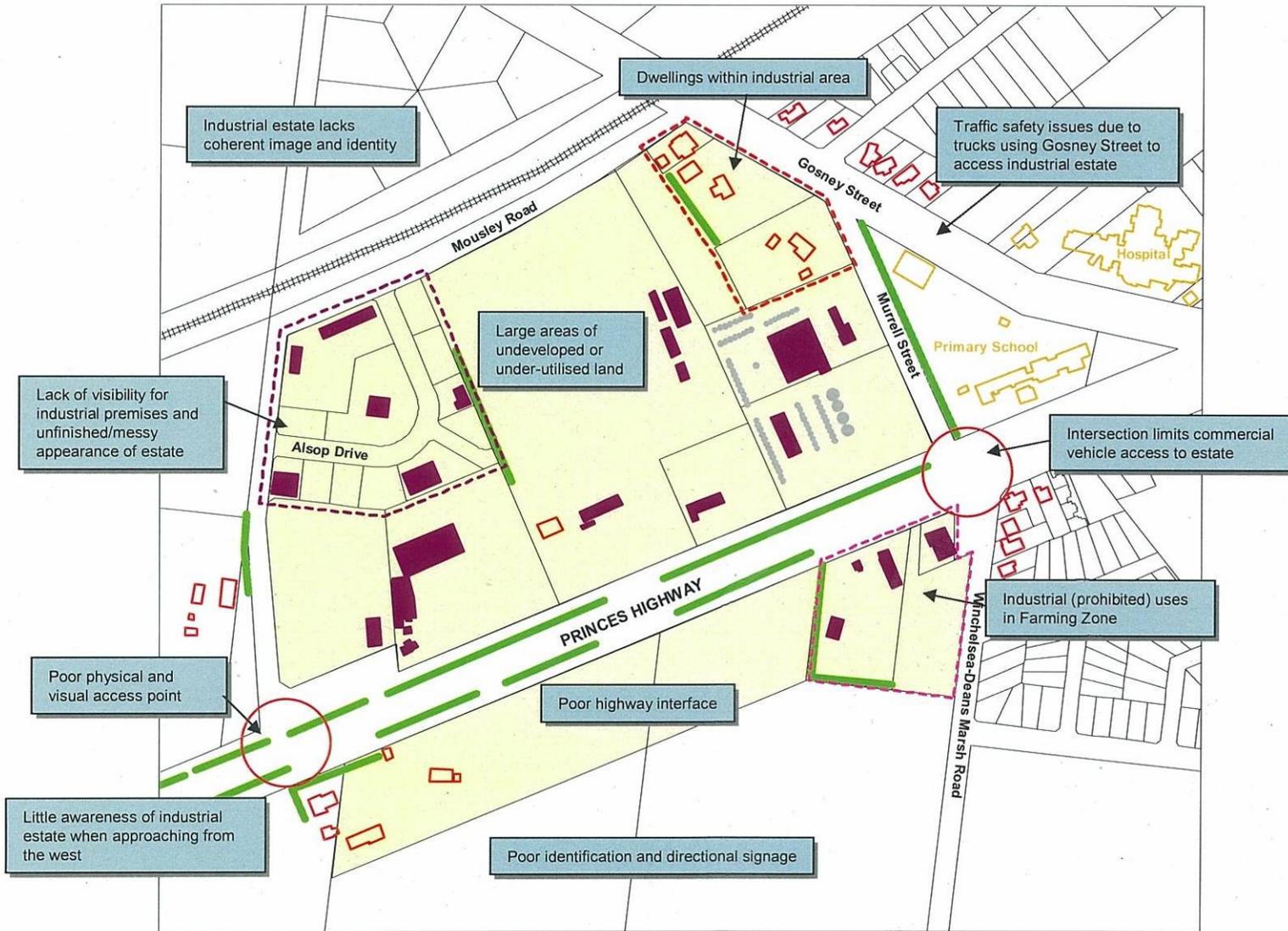


Figure 10: Key issues



Visible outdoor storage areas



Lack of safe pedestrian paths



Overspill from Shire depot



Unmade road reserves



Lack of identification at western entry



Unattractive entrance



Unmade road reserves, lack of landscaping and 'unfinished' appearance



Underdeveloped land



Unattractive town entry



Cyclone fencing with barb wire



Residential properties within estate

Awareness and exposure

The poor highway interface and exposure affects the appeal and presence of the estate. The public face of the estate does not welcome customers and businesses to the estate. There is little awareness of the estate and its individual businesses for passing highway traffic, hence some businesses have seen the need to place A-frame signs along roads.

The lack of awareness is further contributed to by the estate's poor identification. Directional and estate entry or identification signage is inconsistent and lacking in key locations, such as on the approaches to the estate and at estate entries. Council has recently implemented improved identification and directional signage to address the signage and identification issue. A new estate identification sign was erected near the corner of Mousley Road and Alsop Drive, however there is still a lack of signage along the highway to identify the estate and direct vehicles to appropriate estate entries. Furthermore there is an inconsistent use of the terms "business estate" and "industrial estate".

Visual amenity

The poor visual amenity is attributed to a number of factors, including: lack of landscaping on private properties; visible outdoor storage areas and 'junk' scattered around sites; uninviting, anonymous buildings (don't know what is in them); cyclone fencing with barb wire; poorly maintained landscaping; poorly maintained and unmade road reserves; poorly defined estate entries, including an old entry sign at the intersection of Mousley Road and Gosney Street. The fragmented and poorly presented character of the industrial estate makes it unattractive to new or expanding industry seeking a site.

Pedestrian movement

Pedestrian access to and within the estate is poor with an absence of footpaths within and surrounding the estate. Pedestrians are forced to share the road with traffic, which is particularly a concern for customers of the motor repair premises who drop their car off and walk back into town. There are no clear pedestrian links to surrounding residential areas and commercial, community and transport services and facilities. The railway station is located within 350m from the industrial estate, however there is no direct route from the station to the estate, increasing the actual walking distance to 800m.



Inconsistent use of signage

Residential interface

The enclave of residential properties in the northeast corner of the estate creates an interface between residential and industrial uses where concerns about potential conflicts over amenity issues can impede opportunities for future intensification of industrial development. It also exacerbates potential traffic conflicts in streets that serve both residential and industrial land uses.

4.2 Opportunities and constraints

In an era when businesses are increasingly seeking to locate close to transport routes, it is only a matter of time before Winchelsea's potential is unlocked. The prospects for activities on industrial land in Winchelsea appear to be favourable in the foreseeable future:

1. The farm economy is more and more reliant on services supplied by specialists and contractors, many of whom operate from industrial land.
2. Growth in town services is likely to continue, matching the rapid growth in the population of Winchelsea.
3. Transport operators will continue to find Winchelsea a convenient location, with access to Geelong and south western Victoria as well as improving access to Melbourne and the rest of Victoria following completion of the final stages of the Geelong Ring Road.
4. Improving access will also be attractive to industrial businesses with regional or national markets, including firms such as Ally Weld.

Other factors that work in Winchelsea's favour are:

- Strong population growth through new growth areas in the southeast and southwest corridors.
- Duplication of the Princes Highway between Waurin Ponds and Winchelsea and eventually between Winchelsea and Colac.
- Relative low cost of land for industrial and residential development.
- More affordable housing options.
- Provision of health and related services.
- Proposed upgrade of the Lorne-Deans Marsh-Winchelsea road as part of the Great Ocean Road Development Plan.

Several factors also serve as a brake on industrial development in Winchelsea:

- The town and district does not have a large industrial labour force and there may therefore be a shortage of skills in particular occupations.

- The town does not have reticulated natural gas and this is likely to deter investment by significant industrial enterprises such as food processing or other energy intensive activities.

Nevertheless, these obstacles may be overcome: the town can access skills from the much larger labour market of Geelong, which is only half an hour away; and a natural gas main runs past Winchelsea only 2 km from the town and reticulation may be provided if demand can be shown.

The following opportunities for improvement have been identified to address the issues outlined at Section 4.1:

- Improve access through road and intersection upgrades.
- Create a coherent image and identity through improved urban design, landscaping and signage.
- Enhance the highway frontage and visibility / exposure.
- Improve the visual amenity of the estate.
- Improve identification and directional signage.
- Subdivide larger lots to increase the supply of available land.
- Establish a name/brand/image for the estate.
- Provide landscape buffers between dwellings and industrial uses.
- Provide traffic calming measures in Gosney Street and redirect heavy vehicles.
- Rezone land on the south side of the highway to a business zone.

The opportunities for improvement are illustrated in Figure 11. They inform the key components of the Master Plan, which are outlined in the next section.

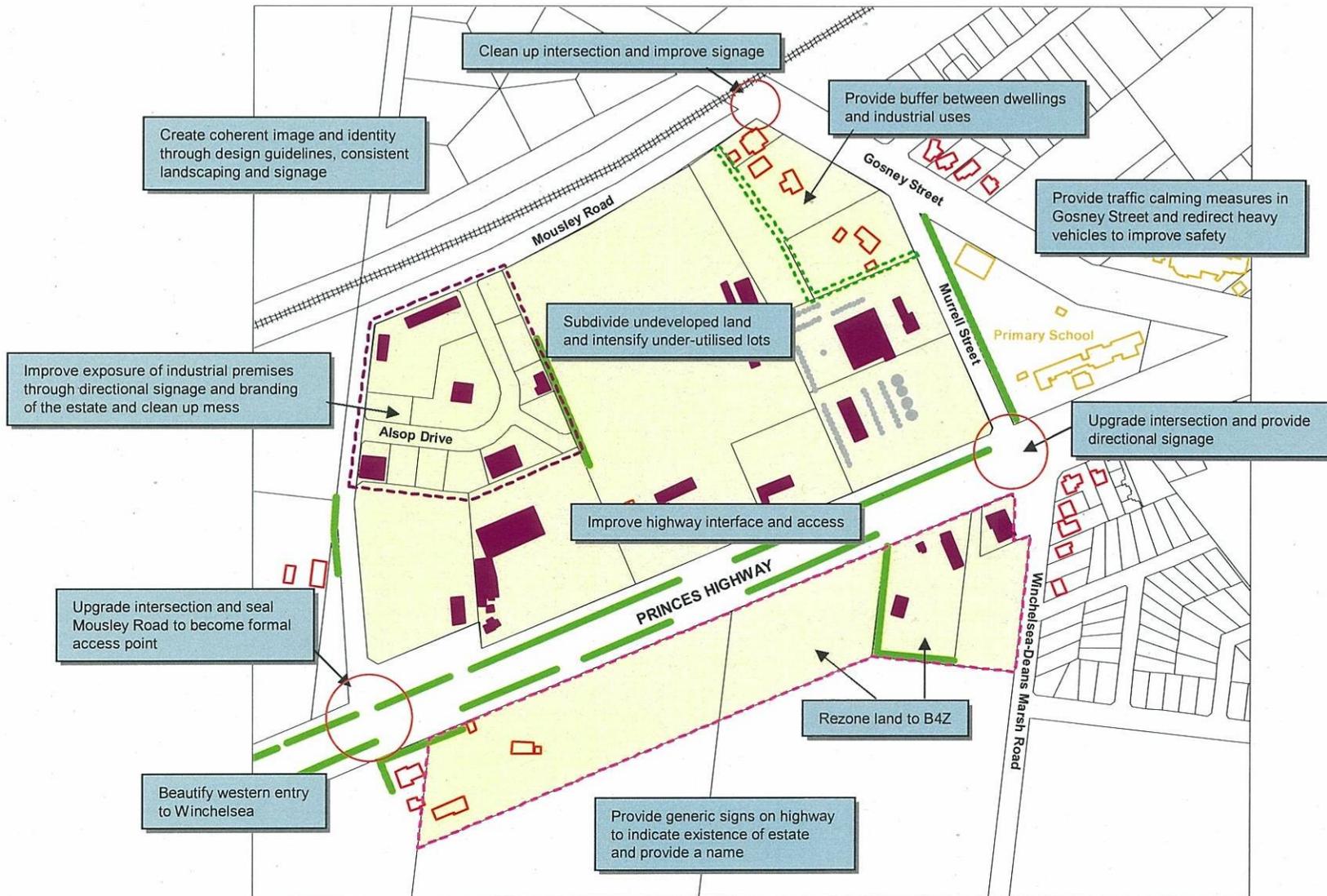


Figure 11: Opportunities for improvement

5.0 The Master Plan

5.1 Introduction

This section of the report provides an overview of the Master Plan and its various components. The key components are:

- Land use structure and layout
- Movement and access
- Character, image and exposure
- Landscaping
- Signage
- Environmentally sustainable development
- Future growth
- Centre management and marketing

Each component includes an objective and directions (strategies) to provide guidance to the future planning and development of the industrial estate.

The Master Plan is shown at Figure 12. The Master Plan provides a framework for future development of the estate and shows an indicative lot layout, external and internal road network, landscape buffers, land use precincts and gateway/entry improvements.

The principles underlying the Master Plan are:

- Provision of adequate land to meet future requirements for expansion of the industrial estate and for the continued operation and potential expansion of existing businesses.
- Protection of the landscape and rural vistas that contribute to the country town character of Winchelsea.
- Maintenance of a low rise profile to preserve the township atmosphere and character and in recognition of the gateway location of the estate.
- Provision of an integrated vehicle, pedestrian and cycle network to improve access to the estate and to link the industrial estate with residential areas and the town centre.
- Provision of landscaping that enhances the visual amenity of the estate and positively contributes to the character of Winchelsea.
- Acknowledging the important role played by existing businesses in the industrial estate.

- Provision of functional land use precincts that are compatible to and complement each other.
- Regard for the amenity of existing residential and other sensitive uses within and adjacent the estate.

5.2 Vision

The vision for the industrial estate is:

The Winchelsea Industrial Estate will play a role in providing for a range of traditional and emerging industry and business types in an attractive setting, with a focus on local and regional service industry, juxtaposed by larger businesses (manufacturing, wholesale, storage, packaging and transport) that provide to a wider market and bring employment to the town.

5.3 Land use structure and layout

Promote a high quality site layout that is functional, provides for a high amenity industrial estate, meets the needs of current and future industrial businesses and adopts ecologically sustainable design principals.

The industrial estate should have the flexibility to accommodate a range of industry and business types. Lot sizes should be sufficient to provide reasonable site area for buildings, manoeuvring, car parking, storage and landscaping, commensurate with the industrial activity.

Demand for land is expected to arise from industrial businesses providing:

- Automotive and other repair services
- Small scale engineering
- Farm and rural industry supplies

Winchelsea Industrial Estate Master Plan

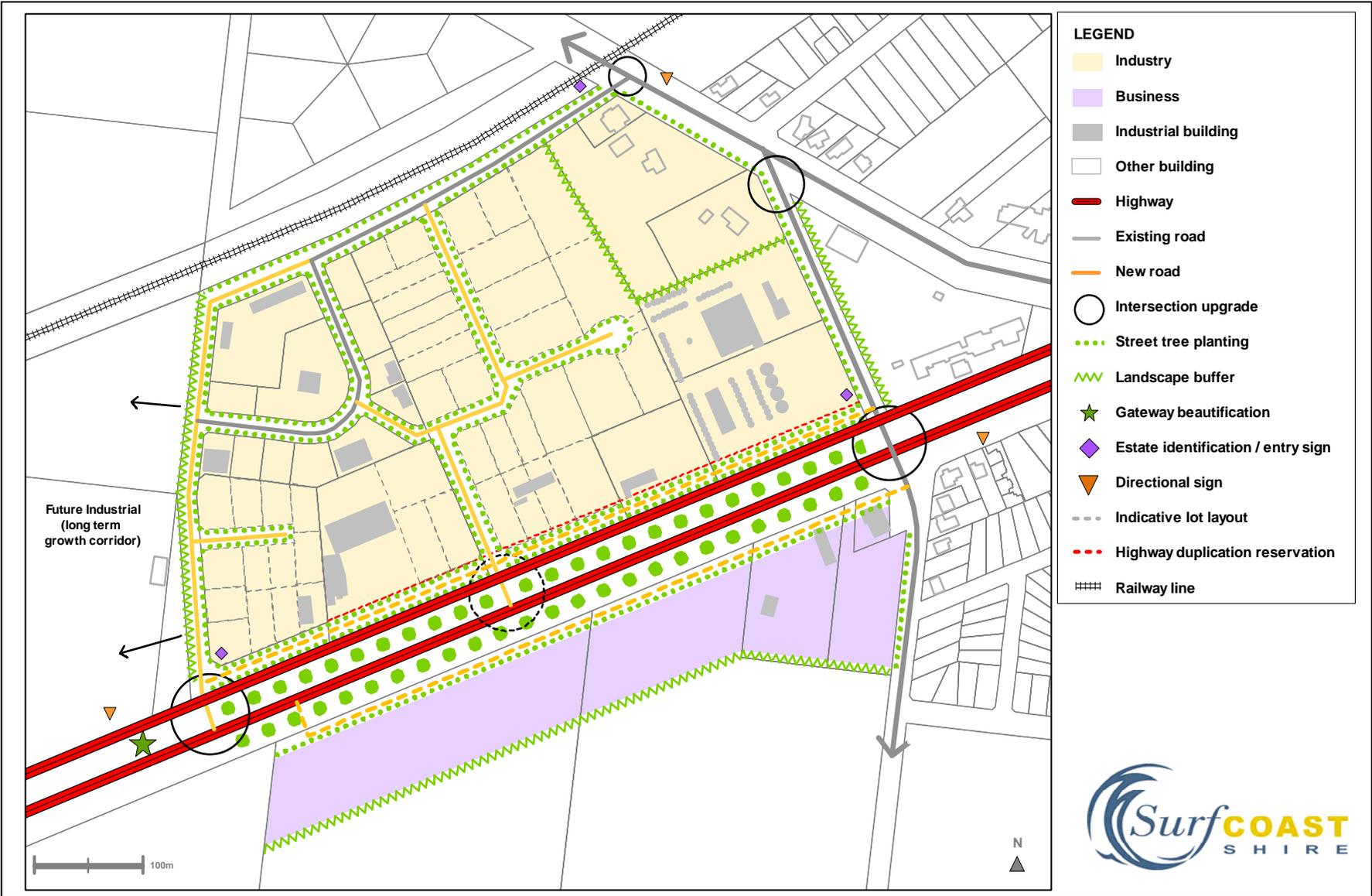


Figure 12: Winchelsea Industrial Estate Master Plan

- Businesses involved in the processing of primary produce and the servicing of agricultural equipment
- Construction-related trades (joinery, plumbing, electrical etc)
- Small scale transport services
- Car, boat, truck and agricultural machinery sales
- Other large format sales such as petrol stations, nurseries etc

These types of activities generally require smaller industrial lots, averaging 1,000 to 2,000 m² but possibly up to 5000 m². Larger businesses such as large transport firms could require several hectares.

Different types of industry deliver different sorts of benefits to the local and regional economy and have different land, location, access, servicing and amenity requirements. To achieve the desired amenity outcomes, it is recommended that separate precincts be applied within the estate to accommodate types of industries with different requirements and amenity impacts.

The proposed land use structure for the industrial estate provides four broad precincts to accommodate different industry types (see Figure 13):

- **Precinct 1 – Industry:** This precinct forms the core industrial area of the estate. General industries that depend less on exposure and customer contact and do not require a high amenity location should be directed to the more secluded sections of the estate to lessen the amount of non-active frontages or service areas.
- **Precinct 2 – Mixed industry and business:** This precinct is a focus for higher amenity uses and a distinctive high quality built form fronting the gateway to Winchelsea. Industries with a wholesale or retail component including reception, sales, office and display areas (e.g. rural supplies, automotive sales and supplies, trade supplies) that require good access, visibility and higher amenity should be directed to lots with highway frontage.
- **Precinct 3 – Business:** The establishment of large format retail or wholesale uses and associated service businesses is encouraged to take advantage of the highway frontage. Winchelsea is unlikely to attract major peripheral sales chain stores because the size of its market, at only 2,000 to 3,000 people, is insufficient. However, there may be demand from individual retailers and wholesalers who cannot find land of a sufficient size in the town centre. This could apply to rural supplies

outlets, car, tyre and boat sales, petrol stations, nurseries and plant sales, for example.

- **Precinct 4 – Residential:** This precinct recognises the existence of dwellings within the industrial estate. The residential use will be allowed to continue, however a change of use is encouraged when opportunities arise.

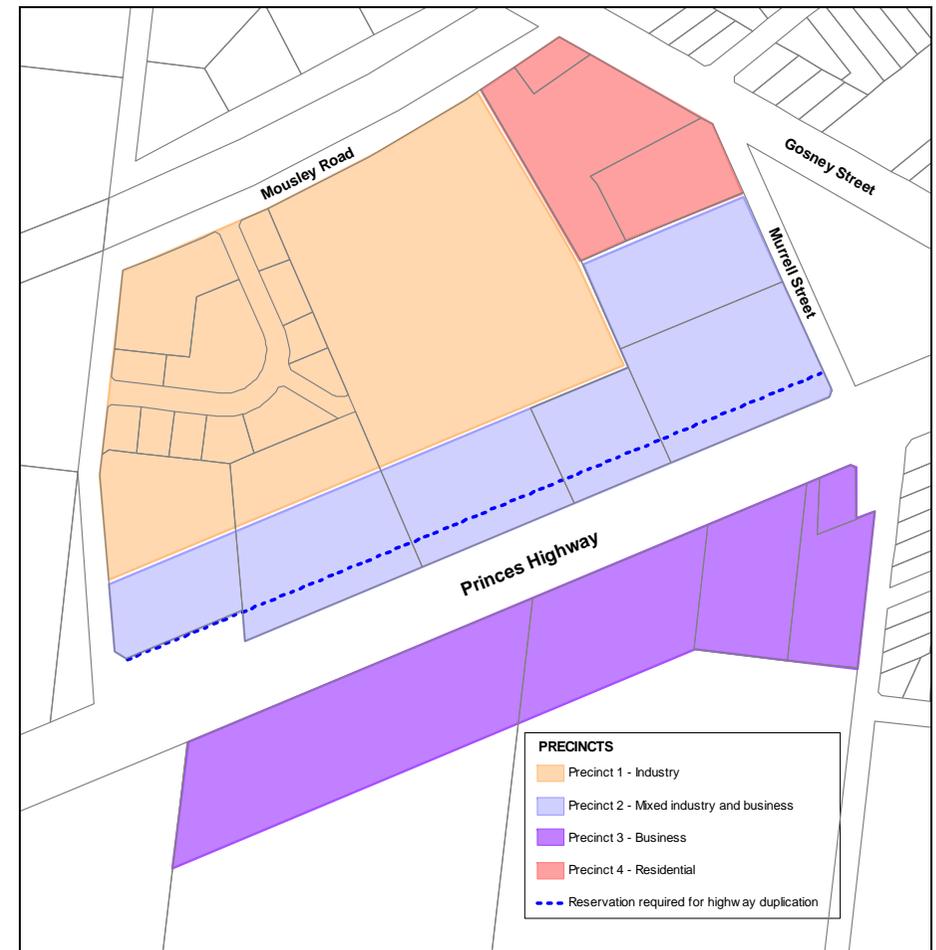


Figure 13: Proposed land use structure

The current Industrial 1 Zone (IN1Z) is generally considered the most appropriate zoning for the estate. It reflects the size and scale of the industrial land area and provides maximum flexibility for the use and development of sites that are well separated from residential and other sensitive uses. However the zone means that industry is an 'as-of-right' use (i.e. does not need a planning permit). Therefore, there is no control over the type of industry, other than offensive industries, that can establish along the highway frontage or opposite residential and other sensitive land uses.

There are potentially some amenity issues where the IN1Z includes and abuts the residential properties in Gosney Street and other sensitive land uses such as the primary school. The rezoning to Industrial 3 Zone (IN3Z) of those lots that directly abut land in the residential zone may be a more appropriate option to manage any interface issues. This zone would reduce the risk of businesses with potential to have adverse amenity impacts on nearby sensitive uses being established without planning approval. It would also ensure that any affected nearby residents are given an opportunity for input into the assessment process.

There is also an opportunity to rezone land with highway frontage (Precinct 2) to IN3Z to encourage businesses that can capitalise on the highway frontage in this location. Alternatively the precinct based approach could be included in the Winchelsea Strategy at Clause 21.09 of the Planning Scheme to guide decision making.

Any development on land with highway frontage will need to be designed to create a positive contribution to the western approach into Winchelsea. A Design and Development Overlay is considered the best technique for providing built form guidance to ensure future development appropriately responds to the opportunities offered by these sites.

The land on the south side of the highway (Precinct 3) is a prime site for highway business development due to the exposure afforded by passing traffic. Application of the Business 4 Zone (B4Z) rather than a Business 1 Zone (B1Z) is preferred, as the B1Z would enable planning approval to be obtained for shops. Such development has potential to have an adverse impact on the primacy of the town centre (e.g. if a supermarket was to be established on the town entrance). A Development Plan Overlay is recommended to support the coordinated development of the precinct and a Design and Development Overlay is required to ensure a design response

that results in a future development outcome that complements the town entrance character.

The industrial estate has potential for further subdivision given the number of large lots, the extent of undeveloped land portions and the age of some of the industrial buildings. Currently the demand for industrial development appears to be from smaller scale service type businesses, with a strong preference for lots with direct frontage to the Princes Highway. However there is a longer term risk that uncontrolled subdivision may whittle away opportunities for the establishment of businesses that require larger sites. There currently appears to be little demand to retain these large lots for bigger industrial establishments, however it would be unwise to allow unrestrained small-lot subdivisions if it were to unduly constrain options for future use and development. It is therefore prudent to promote retention of opportunities on at least some of the larger lots for businesses requiring larger industrial sites.

Directions

- Accommodate a range of industrial land uses to meet local service needs and to create employment opportunities in Winchelsea, and which do not detract from the appearance or amenity of adjoining or nearby land.
- Provide a range of industrial lot sizes to accommodate the needs of various industry types, including service industry, manufacturing, storage, packaging and distribution, wholesale and associated businesses, with a particular focus on lots between 1,000 to 2,000m² and up to 5000m².
- Provide opportunities for bulky goods retailing and associated service businesses on the south side of the highway.

Actions

- Facilitate the rezoning of land on the south side of the Princes Highway (Precinct 3) to Business 4 Zone to enable the establishment of large format retail or wholesale uses and associated service businesses.
- Consider the rezoning of land opposite residential land (Precinct 4 and part of Precinct 3) to Industrial 3 Zone to enable the consideration of the amenity impacts of a broader range of industrial uses.
- Support the subdivision of large parcels to increase the supply of industrial land.

5.4 Movement and access

Improve the existing road network to enhance access and safety conditions for all vehicles accessing the industrial estate and any proposed industrial subdivision and to aid the overall circulation within the industrial estate.

Significant improvements to traffic management and access will be required to accommodate additional traffic generated by new development and growth in the estate. At full development, it is expected that the bulk of vehicle movements into and through the estate will be serviced by a road network comprising Princes Highway, Murrell Street, Mousley Road, Alsop Drive and a new road into 2970 Princes Highway. Service roads will be located on both sides of the highway to provide access to lots with highway frontage to minimise disruption to traffic flows on the highway in accordance with the VicRoads Access Management Policy. The road network will provide a high level of accessibility and integration with the surrounding road network, providing direct and clear access to all properties within the estate. The potential road network is shown on Figure 14. The exact alignment would be subject to detailed traffic and engineering studies.

Commercial traffic through Gosney Street between Armytage Street and Main Street should be restricted to reduce safety issues associated with the hospital, primary school and residential properties. Options are the construction of traffic management works, such as speed humps or chicanes, or the erection of signs prohibiting access for vehicles above a certain tonnage. The intention of these traffic management measures is to discourage the use of Gosney Street for industrial traffic and to encourage heavy vehicles to access the estate via Murrell Street and in the longer term Mousley Road.

Until such time that construction of the southern end of Mousley Road is feasible, Murrell Street shall be designated as main access route to the estate. The required works associated with the road and intersection upgrades are outlined at Section 6.4 and Appendix 2.

Pedestrian links throughout the industrial estate with connections to key local destinations, such as school, hospital, railway station, town centre and surrounding residential areas are required to provide for safe pedestrian

movement and to enhance overall accessibility to and through the industrial estate.

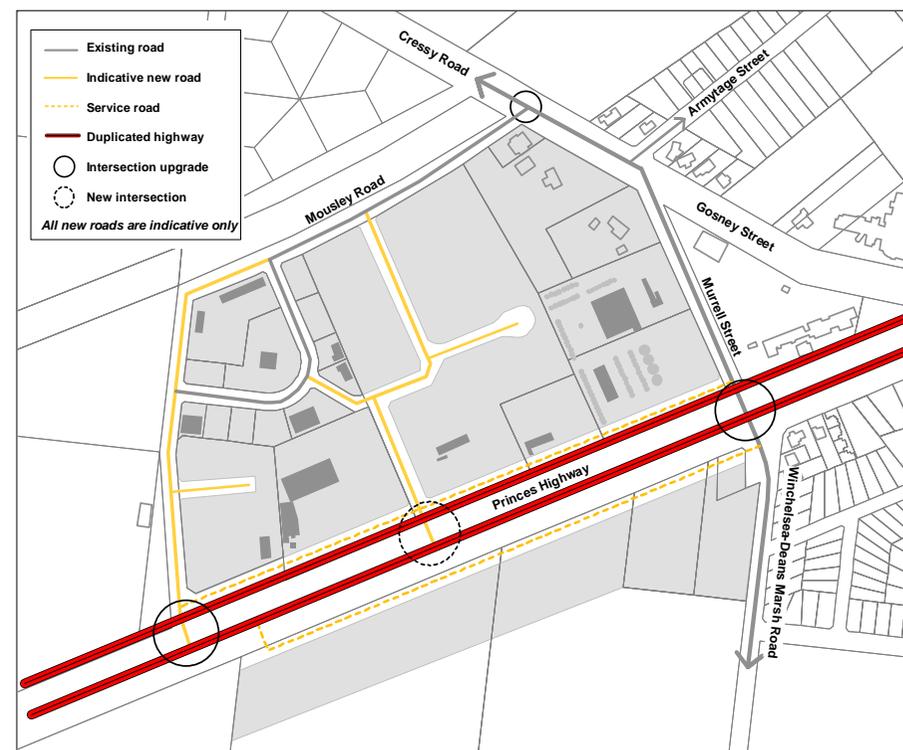


Figure 14: Proposed road network

Directions

- Provide a permeable street network that affords good levels of accessibility and safety for commercial vehicles and that is adequate to provide for appropriate landscaping, lighting, signage, water sensitive urban design, underground services, and where appropriate pedestrian and bicycle paths.
- Plan for the following road and intersection upgrades/construction:
 - Upgrade of Murrell Street and the intersection with the Princes Highway to safely accommodate commercial vehicles and to divert commercial traffic away from Gosney Street.

- Construction of a new road providing access to the industrial estate at 2970 Princes Highway in conjunction with subdivision of the land.
- Construction/upgrade of the southern end of Mousley Road to provide a direct route for traffic to the highway and provide a western entrance to the estate.
- Provision of service roads on both sides of the Princes Highway to access lots with highway frontage.
- Identify measures to manage the impact of large commercial vehicles utilising Gosney Street.
- Investigate opportunities to enhance safe use of the intersection of Gosney Street and Murrell Street.
- Provide appropriate arrangements for the provision and funding of necessary physical infrastructure.

Actions

- Prepare concept drawings for the intersection and road upgrades and a preliminary costing.
- Investigate opportunities to link the industrial estate with the existing and proposed footpath network in Winchelsea.

5.5 Character, image and exposure

Create a positive, coherent image and identity for the industrial estate, improve the visual amenity and enhance the exposure of businesses.

Provide a strong, visually attractive western gateway to Winchelsea and the industrial estate.

The industrial estate is strategically located on a busy highway and has potential to capture passing trade. This will require an attractive, well presented and accessible highway frontage.

Residents of Winchelsea will be naturally concerned about the image of their town, since this will affect the value of property investments and the willingness of new investors and residents to locate in the area. An 'industrial' entry to the town may seem unattractive to many residents and visitors. However, there are design options that can be put in place to soften

and control adverse impacts, including design guidelines, landscaping and provision of service roads.

A key to developing a vibrant and active estate is providing a strong visual identity that builds upon existing local character and patterns. There is an opportunity to create a sense of place and a recognisable identity for the estate through design and landscaping, for instance by acknowledging a nearby physical feature or waterway, historic land use, or type of vegetation. A central theme will guide design throughout the estate and 'brand' the area as a unique industrial/business precinct.

The siting and design of buildings is an important element to enhance the visual appearance and attractiveness of the estate. It is important that development fronting either side of the Princes Highway presents an attractive, landscaped frontage that complements the gateway location to Winchelsea.

As a minimum, new developments should be undertaken in a way that responds to the following principles:

- Is respectful in scale of the surrounding area and character.
- Retains an active frontage to major roads.
- Incorporates design techniques to articulate all visually exposed facades.
- Ensures a high standard of design that positively contributes to the character of Winchelsea.
- Incorporates appropriate setbacks from major roads and sensitive uses (e.g. residential, school).
- Incorporates landscaping to frame buildings, outdoor storage areas and car parks.

The location of the industrial estate on the western gateway to Winchelsea creates an opportunity to establish a strong entry statement. Gateways give important visual clues to approaching travellers that the landscape has changed and they are entering a new area or place. For many travellers, this will be the first visual experience of Winchelsea. While the existing signs indicate arrival at Winchelsea, stronger streetscape interventions can be implemented to strengthen the town's identity and sense of arrival. These include signage (directional, information, tourist), traffic calming measures to slow traffic (e.g. speed limits) and landscaping.

Directions

- Ensure development is sensitively designed and sited with respect to environmental assets, rural landscape, highway vistas and amenity.
- Develop an identity and name for the estate to assist its positioning on the industrial land market.
- Establish vegetation buffers to protect existing residential properties and other sensitive uses (e.g. school) within and adjoining the estate.
- Improve the exposure of businesses by increasing opportunities for highway frontage.
- Ensure development fronting the highway has well presented active frontages, is of high quality design and provides landscaped front setbacks.
- Create clearly defined, aesthetically pleasing entrances at the key entry points to the estate (i.e. intersections of Gosney Street / Mousley Road, Murrell Street / Princes Highway, Princes Highway / Mousley Road).
- Beautify the western gateway to Winchelsea through landscaping and appropriate signage.
- Give careful consideration to the treatment of the edge of the industrial estate with the surrounding open farm land to avoid development being visually prominent in the landscape.
- Establish a landscape concept comprising avenue planting of predominantly indigenous trees with an understorey of ornamental native species for the median and roadside verges of the Princes Highway to enhance the appearance of the area, filter views from the highway to adjoining land and provide a visual connection along the highway between development on both sides of the highway.

Actions

- Prepare and implement a streetscape master plan with a consistent theme for the entire estate that provides for landscaping of road reserves, estate entries, gateways and amenity buffers in consultation with VicRoads and other appropriate stakeholders.
- Review the Design and Development Overlay Schedule 5 and Industrial Development Policy in the Surf Coast Planning Scheme with a view of preparing specific design guidelines for the siting and design of development, particularly for those lots with highway frontage.
- Provide service roads on both sides of the Princes Highway to access lots with highway frontage.
- Undertake streetscape improvements in Alsop Drive and Mousley Road.

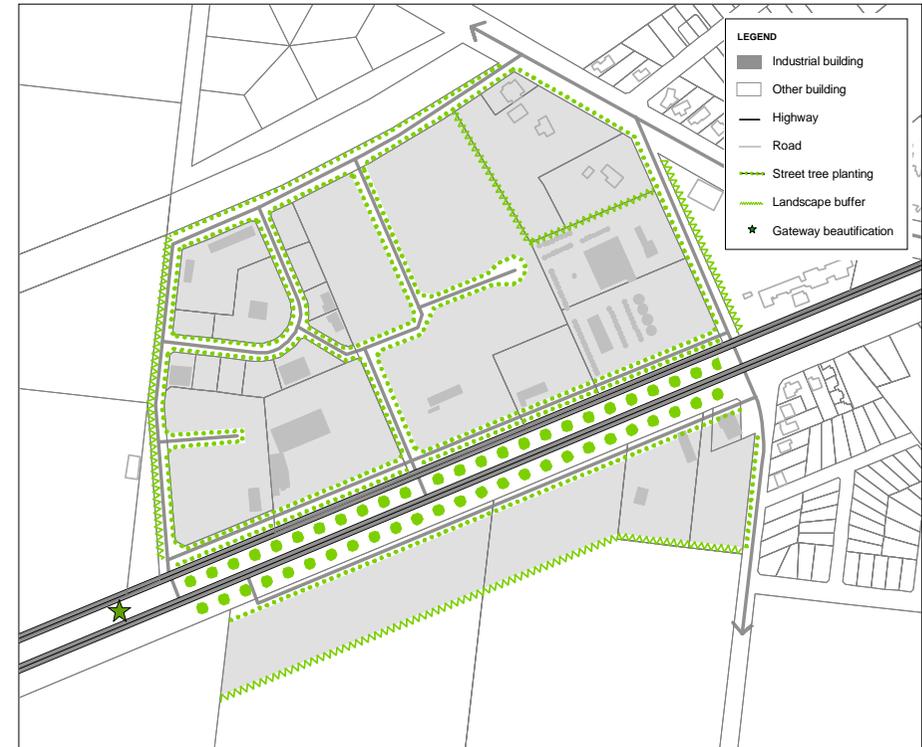


Figure 15: Concept streetscape master plan

5.6 Landscaping

Promote a high quality landscape design that incorporates indigenous vegetation and water sensitive urban design, and that enhances the amenity and identity of the estate both internally and externally.

Well landscaped frontages and streetscapes contribute to a client friendly, attractive and aesthetically pleasing environment, and also have benefits in terms of stormwater management, shading and habitat.

The existing landscape character of the industrial estate is varied and does not at present have a definitive vernacular which provides unity to the site. A

consistent landscape theme with the predominant use of locally indigenous and native vegetation, both on public and private land, will enhance the amenity and identity of the estate.

The highway corridor provides an opportunity to establish a broader scale landscape character and reinforce a linear, boulevard like gateway experience, with canopy tree planting supplementing existing trees within the road sides and future median strip. This will also work to visually integrate land on the north and south side of the highway.

Directions

- Provide landscaping that contributes to quality public space and that builds upon local identity and sense of place.
- Maintain and incorporate tree planting on public and private land to enhance the aesthetic appeal of the estate, provide shade and shelter and improve the environment.
- Choose trees that are appropriate to the context with regard to landscape heritage, size at maturity, microclimate, soil conditions and visibility.

- Retain and protect any remnant native and other significant vegetation, particularly along road reserves.
- Use indigenous plants where appropriate to reduce water demand and enhance biodiversity (see plant list at section 6.5).
- Establish buffer areas with appropriate landscaping to reduce visual and amenity impacts on adjoining sensitive uses.

Actions

- Implement the streetscape master plan (see section 5.5).
- Establish a landscape planting theme for land within road reserves and for landscaping within new developments to ensure a coordinated approach to species selection and landscape design.
- Require landscape plans with any subdivision and development application on private land. The plans should provide for landscaped setbacks along street frontages and landscaping of on-site car parking areas.
- Provide buffer planting between industrial land and sensitive land uses, including the residential properties fronting Gosney Street.



5.7 Signage

Improve existing signage to create an identity for the estate, promote businesses and direct vehicles to appropriate entry roads.

Signage is important to provide the estate with a name and identity and to attract customers to individual businesses, but should be consistent with the surrounding environment and not create visual clutter.

Awareness of the estate and its existing businesses is currently poor. Improved signage displaying the estate name placed at main entry points and approaches is a key to resolution of this issue. Provision of directional signage on the approaches near the entrances to the estate leads people to the industrial area and erection of entrance signs announces arrival at the industrial estate.

The Master Plan identifies suggested locations and positions for new or improved directional and entrance signs. Preferred locations are the intersections at Mousley Road / Princes Highway, Murrell Street / Princes Highway and Mousley Road / Gosney Street. New signs that adopt a common and consistent language and are designed to reflect the cultural values of Winchelsea can form a 'brand' for the estate, such as has occurred at the West Coast Business Park in Torquay. Creating common, effective and well designed signage throughout the estate will ensure that the industrial estate is identified in a consistent and recognisable way. Signage is a relatively cost effective step towards enhancing the functionality and identity of the estate. Such a small intervention would drastically change the way in which the estate is perceived. Consideration should be given also to complementing the new entrance signs with localised landscaping.

Directional signage for individual businesses should be discouraged. Business identification and promotion signage on individual lots will continue to be controlled through the advertising sign provisions of the Planning Scheme. In accordance with the DDO5, advertising sign requirements are at Category 3 'High amenity areas' of Clause 52.05. Surf Coast Shire is reviewing the policy on advertising signs within its industrial areas to ensure the signage outcomes appropriately reflect the culture of Surf Coast in terms of urban design and visual amenity and with a view of broadening the range of signs that may be considered on merit, if strategically justified.



Estate identification and directional signage

Directions

- Remove old and inappropriate signage and avoid individual business signs along the highway and other roads.
- Provide estate identification and directional signage in appropriate locations.
- Ensure that advertising signage is consistent with the surrounding cultural context in terms of scale, format, materials, colours, illumination, legibility and that it is designed to minimise visual clutter through integrating into the overall building form of the development.
- Design freestanding signage, particularly for multiple tenancy lots, to be small scale, less visually prominent than the buildings, integrated into the front landscape of the site, and of similar design, colours and materials to the buildings on-site.

Actions

- Remove unnecessary, dated and inappropriate signs to relieve the approaches and entries to the estate from visual clutter.
- Establish single signature signs at the estate entries.
- Place directional signs on the approaches to the estate.
- Place street signs where these are currently not in place.

5.8 Environmentally Sustainable Design

Promote a site layout and building design that responds to environmentally sustainable design principles to reduce the impact on the environment.

A key dynamic in the efforts to reduce the impacts of climate change is planning for and facilitating environmentally sustainable land use and development. The principle of environmental sustainability aims to minimise the impacts that land use and development have on the environment. Initiatives designed to achieve this include locating close to (public) transport and infrastructure, making efficient use of land, re-use of existing buildings and materials, maximising energy efficiency, and recycling of waste materials and water.

As with residential development, industrial developments should be developed to provide for sustainable outcomes with measures for water and energy conservation introduced at planning stage. These measures should

include water sensitive urban design, rainwater harvesting and solar energy capture, passive solar design of industrial site layouts and buildings and other measures such as grey water recycling. By incorporating energy efficient design and through the use of renewable energy, industry can dramatically reduce its greenhouse gas emissions and save considerable heating and cooling costs. Water-sensitive urban design (including simple features such as stormwater fed to street trees) can reduce costs of standard infrastructure servicing.

The gross area of available roof space on industrial properties is generally expansive. There is a great opportunity that could benefit both individual enterprises and local community in harvesting solar energy and rainwater from industrial rooftops. Co-generation of energy through solar parks or wind energy facilities for example is another option.

The choice of materials in a new or refurbished development also has an impact on the environment. This impact includes the energy consumed in manufacture and transport (embodied energy), the toxicity of materials, and waste produced in manufacture and construction. It is thus important to ensure that materials with minimal impact and wastage are chosen. To this end it is encouraged to choose materials that are environmentally friendly and contain recycled content. Examples include:

- Concrete that utilises recycled aggregated or slag and fly ash content.
- Structural and reinforced steel that uses recycled steel content.
- Bulk insulation products that contain recycled content or renewable materials, such as recycled glass in glasswool or cellulose insulation (made from recycled newspaper), polyester (100% recyclable), wool and straw bales (renewable and biodegradable material).
- Recycled or sustainably harvested certified plantation timber; avoid unsustainable imported timber such as western red cedar, oregon, meranti, luan, merbau.
- Low volatile organic compound (VOC) materials, including low/no VOC paints and coatings, floor coverings and underlays.

Directions

- Incorporate initiatives designed to reduce environmental impacts including recycling of waste material and water, efficient use of energy and water, and higher densities that encourage efficient use of land.
- Use sustainable building materials with a low embodied energy, or materials that are recycled or can be readily recycled.

- Optimise the thermal performance of buildings by using efficient methods of heating and cooling such as insulation, passive solar design and natural ventilation.
- Design and orient buildings to make maximum use of daylight and solar energy for illumination and heating.
- Design landscapes with indigenous vegetation and that make the most of water infiltration and retention to assist plant maintenance.
- Collect and re-use stormwater for landscape irrigation, toilet flushing and cleaning.
- Ameliorate peak flows and improve water quality before discharging stormwater to the local drainage system or waterways.
- Incorporate systems that enable the re-use or recycling of waste materials generated by industrial operations.
- Incorporate renewable energy sources such as solar panels and wind turbines.

Actions

- Prepare design guidelines that incorporate environmentally sustainable design principles and solutions.

5.9 Future growth

Accommodate future industrial growth in a cost effective and sustainable way.

Given the existing supply of vacant land and land that can be subdivided in the industrial estate, there appears to be no immediate need to rezone further land for industrial purposes.

Under the medium growth scenario chosen in this report the need to rezone land for industry will not arise until the early 2020s. There are several circumstances in which the existing zoned land may be insufficient and rezoning of additional land is required. The triggers are:

- If the land held by Ally Weld or other vacant land does not come onto the market.
- If an enterprise requiring a parcel of land of more than 4 ha seeks a location in Winchelsea.

- More rapid than expected take-up of land, reducing the supply of vacant land (including the land owned by Ally Weld) below 2.4 ha, or a notional ten years' supply.
- If Winchelsea becomes an industrial growth node as a result of improved transport connections, a thriving rural economy and the advent of natural gas.
- If the existing stock of land is not in an appropriate location for the intending business (e.g. take-up of all land with frontage to the Princes Highway).

Industrial growth west along the Princes Highway between the highway and the railway line would form a natural extension of the industrial precinct in the longer term. This area would also provide extensive highway frontage for industrial businesses that require it.

Rezoning of land on the south side of the highway to Business 4 Zone could result in 6.5 hectares of additional land for restricted retail and associated businesses.

Directions

- Exhaust infill opportunities (Pound Paddock, Allyweld land) within the estate before rezoning additional industrial land.
- Direct long term industrial growth to the west between the Princes Highway and the railway line, subject to detailed investigations.
- Encourage the establishment of bulky goods retailing and associated service businesses on the south side of the Princes Highway.

Actions

- Facilitate the subdivision of 2970 Princes Highway.
- Subdivide the Pound Paddock when demand arises.
- Rezone land on the south side of the Princes Highway to Business 4 Zone and apply a Design and Development Overlay and Development Plan Overlay to this land to guide future development.

5.10 Centre management and marketing

Assist in active management, promotion, marketing and branding of the industrial estate.

In addition to physical improvements to the estate, there are a number of management, organisational, promotional and marketing activities that can be pursued. Landowners and businesses could group together and pursue “centre management” type of activities to work on branding of the estate and maintenance of a positive character.

Council has an active role in promoting and facilitating development with regard to existing and future industrial uses. Council’s role is manifold and includes:

- **Land use planning and development.** This includes initiation of planning scheme amendments to rezone land and apply overlays; preparation of strategies, structure plans, urban design frameworks, development plans, master plans, etc to guide future land use and development; assessment of planning permit applications for subdivision, use and development; preparing local planning policies or design guidelines.
- **Council as a landowner and developer.** Council owns the ‘Pound Paddock’ and could take a pro-active role in industrial development to promote investment and employment in Winchelsea rather than relying on private developers, by subdividing the land, installing road and servicing infrastructure, and marketing and selling allotments. Council’s ownership of the land would give it control over land supply and land release. By controlling the supply, Council will be able to attract buyers that are committed to setting up a business, rather than buyers who will buy and hold for investment purposes.
- **Economic development.** Council plays an active role in promoting and facilitating business development in the Shire. To promote development of Winchelsea’s industrial estate, Council should actively market the opportunities for industrial development amongst key industry sectors. Methods of marketing and promotion could include use of Council’s website to advertise industrial land allotments for sale and industrial development opportunities and preparation of a prospectus for industrial land in the estate.

- **Capital works.** Through its capital works program Council delivers new and upgrades existing roads, drainage infrastructure, footpaths, landscaping, public open space, etc. Council can allocate funds to enhance the appearance and accessibility of the industrial estate.

Directions

- Pursue centre management initiatives to encourage the desired type of activities, improve/maintain the aesthetics of the estate and work on branding of the estate to create exposure for existing businesses and attract new businesses.
- Raise broader awareness of the estate and its individual businesses within Winchelsea and the wider region.
- Council to take a pro-active role in facilitating the provision of industrial land and promoting the establishment of new businesses.

Actions

- Set up an estate management committee/organisation with representatives from landowners, businesses and Council.



Positive marketing and branding

6.0 Implementation

This final chapter outlines the implementation program of the actions identified in Chapter 5. It provides an indication of costs and possible funding sources, timing of works, and recommendations for further work.

6.1 Short, medium and long term actions

The table at Appendix 1 provides an overview of all recommended actions, including timing, responsible parties, indicative cost (where known) and possible funding sources.

Many of the actions require integrated and continuous efforts. It is also recognised that the funding of the actions is unlikely to be immediately available, and so some actions may be held, or re-prioritised, until funds become available.

6.2 Capital Works Program

Items recommended for inclusion on Council's Capital Works Program are:

- Construction of the southern end of Mousley Road and upgrade of the Princes Highway intersection.
- Upgrade of Murrell Street and the intersection with the Princes Highway.
- Provision of a service road on the north side of the Princes Highway.
- Measures to manage the impact of large commercial vehicles utilising Gosney Street and improve the intersection of Murrell/Gosney Streets.
- Improvement of pedestrian links to and within the industrial estate.
- Implementation of the streetscape master plan.
- Streetscape improvements in Alsop Drive and Mousley Road.
- Subdivision of the Pound Paddock.

6.3 Other funding sources

In addition to funds derived from Council's Capital Works Program, other funding opportunities include:

- Specific Council programs (e.g. Road Safety Program, Township minor open space improvement program, signage budget).

- Contribution by developers towards infrastructure items through an approved Development Contributions Plan.
- Declaration of Special Charge Schemes for infrastructure works, such as road upgrades, footpaths or drainage.
- Specific requirements as part of development application approvals (e.g. subdivision).
- Works to be undertaken or funded by VicRoads or other government agencies.
- Federal and State government grants (e.g. Regional Investment Development Fund, Small Towns Development Fund, Creating Better Places).

Council is currently preparing a Development Contributions Plan (DCP) for Winchelsea. The aim of the DCP is to guide the provision of new physical and community infrastructure associated with future residential growth and to ensure that developers make appropriate contributions towards these items. The DCP will include a list of infrastructure items that Surf Coast Shire Council expects to be provided to service the future growth of Winchelsea to the year 2031 and calculate development contribution charges and contributions that will be required from Council.

The purpose of the DCP is to ensure that the cost of providing new infrastructure is shared between developers and the wider community on a fair and reasonable basis. Fairness requires that costs be apportioned according to share of usage of the required infrastructure.

The Draft DCP includes two infrastructure items of direct relevance to the industrial estate for which contributions will be recovered from developers:

1. Upgrade of the Deans Marsh Road / Princes Highway intersection with splitter islands and turning lanes (estimated cost \$750,000). The timing of these works will depend on duplication of the highway and development of land to the southwest of the intersection.
2. Upgrade of the Mousley Road / Princes Highway intersection with right and left turning lanes at entry to industrial estate (estimated cost \$200,000). The timing of these works will depend on duplication of the highway and subdivision of Council's 'Pound Paddock'.

6.4 Road and intersection works

Mousley Road

The Princes Highway / Mousley Road intersection would require the following upgrades:

- Left and right turning lanes on the Princes Highway – total length of each lane 100 metres, lane width 3.5 metres.
- A splitter island on the Mousley Road approach to the intersection.
- Subject to consideration of traffic volumes from the estate, two traffic lanes (left and right turn) on the Mousley Road approach to the intersection may be required.
- Intersection street lighting.

The upgrade of this intersection and construction of Mousley Road is likely to be done in conjunction with subdivision of the Pound Paddock.

New access point at 2970 Princes Highway

The creation of a new intersection at 2970 Princes Highway to create access to a future subdivision would require the following upgrades to the Princes Highway:

- Left and right turning lanes on the Princes Highway – total length of each lane 100 metres, lane width 3.5 metres.
- A splitter island on the northern approach to the intersection.
- Subject to consideration of traffic volumes from the estate, two traffic lanes (left and right turn) on the northern approach to the intersection may be required.
- Intersection street lighting.

The cost of this option would be born by the developer of the subdivision.

Murrell Street

The Princes Highway / Murrell Street intersection would need to be upgraded as follows:

- Left and right turning lanes on the Princes Highway – total length of each lane 75 metres, lane width 3.5 metres.
- A splitter island on the Murrell Street approach to the intersection.
- Subject to consideration of traffic volumes from the estate, two traffic lanes (left and right turn) on the Murrell Street approach to the intersection may be required.
- Intersection street lighting.

Service road on the north side of the Princes Highway

Direct access to the highway is not permitted from individual lots on the north side of the highway when the land is subdivided or further developed. Access would need to be provided via a service road. The cross section at Figure 16 is a suggested way of providing the service road and accommodating the future duplication of the highway. This layout aims to retain the existing tree plantation on the highway reserve when the highway is duplicated to four lanes. This arrangement would require the acquisition of a 25 metre strip of land from the land on the north side of the highway.

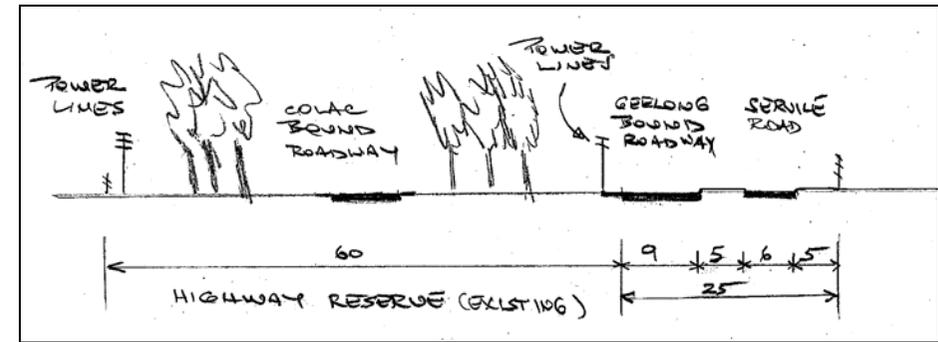


Figure 16: Princes Highway duplication cross section (Source: VicRoads)

The service road would ultimately run along the entire frontage of the estate, however can be constructed in sections in conjunction with subdivision of adjacent land, such as 2970 Princes Highway and the Pound Paddock.

Service road on the south side of the Princes Highway

As with the north side of the highway, direct access to the highway would not be permitted from individual lots on the south side when the land is subdivided or further developed. Access would need to be provided via a service road, which would need a left turn deceleration lane from the east and a channelised right turn from the west along the highway¹.

Due to the uncertainty regarding future land use and development within the proposed Business 4 Zone, and the need to provide safe and operational access points to the Princes Highway, the proposed Development Plan

¹ Proposed Residential and Retail Zone, Winchelsea – Traffic Engineering Assessment, Cardno Grogan Richards, March 2010 prepared for St Quentin Consulting.

Overlay requires a Development Plan to include (amongst other matters), a detailed traffic engineering analysis that:

- Identifies access points onto the Princes Highway and the surrounding road network.
- Details requirements for all requisite traffic management measures (internal and external).
- Details the internal street hierarchy to ensure that all streets are designed to allow for delivery and service vehicles to appropriately manoeuvre.
- Identifies the strategy for loading arrangements and the minimisation of internal and external conflicts.
- Shows the internal bicycle and pedestrian path network, including the location of ingress and egress points and pedestrian and bicycle connections to adjoining land.

6.5 Landscaping

Landscaping initiatives for the estate include:

- street trees within internal road reserves, including service roads
- boulevard tree planting within the Princes Highway road reserves
- planting at key entries to the estate
- landscape buffers between industrial land and adjoining sensitive land uses
- landscaping within individual lots as a requirement of land use and development approvals

All species used for proposed landscape planting should be locally indigenous. Table 4 provides a list of species which are indigenous and from the Plains Grassy Woodland EVC.

Botanical Name	Common Name
TREES	
<i>Acacia melanoxylon</i>	Blackwood
<i>Allocasuarina verticillata</i>	Drooping Sheoak
<i>Allocasuarina littoralis</i>	Black Sheoak
<i>Eucalyptus camaldulensis</i>	River Red Gum
<i>Eucalyptus ovata</i>	Swamp Gum
<i>Eucalyptus viminalis</i>	Manna Gum
SHRUBS	
<i>Acacia implexa</i>	Lightwood
<i>Acacia mearnsii</i>	Black Wattle
<i>Acacia pycnantha</i>	Golden Wattle
<i>Acacia paradoxa</i>	Prickly Acacia
<i>Bursaria spinosa</i>	Sweet Bursaria
<i>Hibbertia sericea</i>	Silky Guinea-flower
<i>Hymenanthera dentata</i>	Tree Violet
GROUNDCOVERS	
<i>Astroloma humifusum</i>	Cranberry Heath
<i>Austrodanthonia caespitosa</i>	Common Wallaby-grass
<i>Austrostipa</i> sp.	Spear Grass
<i>Bossiaea prostrata</i>	Creeping Bossiaea
<i>Brunonia australis</i>	Blue Pincushion
<i>Calocephalus citreus</i>	Lemon Beauty-heads
<i>Carex inversa</i>	Common Sedge
<i>Chrysocephalum apiculatum</i>	Common Everlasting
<i>Dianella revoluta</i>	Black-anther Flax-lily
<i>Eleocharis acuta</i>	Common Spike-sedge
<i>Gonocarpus tetragynus</i>	Common Raspwort
<i>Lepidosperma longitudinale</i>	Pithy Sword-sedge
<i>Microlaena stipoides</i>	Weeping Grass
<i>Pimelea glauca</i>	Smooth Rice-flower
<i>Poa labillardierei</i>	Common Tussock grass
<i>Poa morrisii</i>	Soft Tussock-grass
<i>Themeda triandra</i>	Kangaroo Grass
<i>Tricoryne elatior</i>	Yellow Rush-lily

Table 4: Recommended planting list (Source: Indigenous Planting Guide, Surf Coast Shire, July 2003)

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APPENDICES

Appendix 1 – Implementation Schedule

Action	Timing	Lead party	Supporting party	Estimated cost	Funding source
1. ROAD WORKS AND INTERSECTION UPGRADES					
1.1. Undertake the following road and intersection upgrades/constructions:					
1.1.1. Upgrade of Murrell St/Princes Hwy/Deans Marsh Rd intersection.	2-3 years	SCS, VicRoads	Developers	\$750,000	DCP, VicRoads
1.1.2. Construction of the southern end of Mousley Rd and upgrade of the Princes Hwy intersection.	5-10 years	SCS	VicRoads	\$200,000	CWP, DCP, VicRoads
1.1.3. Construction of a new road providing access to the industrial estate at 2970 Princes Hwy.	1-3 years	Developer	SCS, VicRoads		Private
1.1.4. Provision of a service road on the north side of the Princes Hwy.	1-10 years	SCS, Landowners	VicRoads		Private, CWP
1.1.5. Provision of a service road on the south side of the Princes Hwy.	2-5 years	Developer	SCS, VicRoads		Private
1.2. Undertake measures to manage the impact of large commercial vehicles utilising Gosney St and improve the Murrell/Gosney St intersection.	1-3 years	SCS	VicRoads, Gosney Street Safety Committee		Road Safety Program, CWP
1.3. Improve pedestrian links to and within the industrial estate.	5 years	SCS			CWP, Private
2. LANDSCAPING AND STREETScape IMPROVEMENTS					
2.1 Prepare a streetscape master plan with a consistent theme for the entire estate that includes:	1 year	SCS	VicRoads, Landowners	\$5,000	SP
2.1.1 Landscaping of road reserves and estate entries.					
2.1.2 Beautification of the western gateway to Winchelsea.					
2.1.3 Buffer planting between industrial land and sensitive land uses, including residential properties fronting Gosney Street.					
2.2 Implement the streetscape master plan.	3-10 years	SCS	VicRoads, Landowners		CWP, Grants, Private
2.3 Undertake streetscape improvements in Alsop Drive and Mousley Road.	3-5 years	SCS			CWP, Grants
3. SIGNAGE					
3.1 Provide improved signage to identify the estate and its businesses:	1 year	SCS	VicRoads		Signage budget
3.1.1 Remove unnecessary, dated and inappropriate signs to relieve the approaches and entries to the estate from visual clutter.					
3.1.2 Establish single signature signs at the estate entries.					
3.1.3 Place directional signs on the approaches to the estate.					
3.1.4 Place street signs where these are currently not in place.					

Action	Timing	Lead party	Supporting party	Estimated cost	Funding source
4. PLANNING					
4.1 Review the DDO5 and Industrial Development Policy with a view of preparing specific design guidelines for the siting and design of development, particularly for those lots with highway frontage, incorporating environmentally sustainable design principles and solutions.	1-2 years	SCS	Landowners	5,000	SP
4.2 Amend the MSS of the Surf Coast Planning Scheme to recognise the Master Plan as a reference document and to incorporate its key strategic directions.	1 year	SCS		1,000	SP
4.3 Facilitate the subdivision of 2970 Princes Highway.	1-3 years	Developer	SCS		Private
4.4 Investigate the feasibility and options for subdivision of the Pound Paddock.	5-10 years	SCS	RDV	800,000	CWP, RDV
4.5 Facilitate the rezoning of land on the south side of the Princes Highway to Business 4 Zone and apply a Design and Development Overlay and Development Plan Overlay to this land to guide future development.	1-2 years	Developer	SCS		Private
5. OTHER					
5.1 Continue to lobby the State government for the provision of natural gas to Winchelsea.	Ongoing	SCS	RDV, TXU		
5.2 Set up an estate management committee/organisation with representatives from landowners, businesses and Council.	1-3 years	SCS	Landowners		CR
5.3 Promote the continuous improvement of public transport services between Winchelsea and Geelong/Colac (e.g. shuttle bus, bus services, increased frequency of train services).	Ongoing	SCS	DOT, V/Line		
5.4 Investigate the viability of providing railway freight services to Winchelsea.	10+ years	SCS	V/Line, VicTrack, DOT		

CWP – Capital Works Program
SP – Strategic Planning budget

DCP – Developer Contributions Plan
CR – Community Relations budget

RDV – Regional Development Victoria
Private – Landowner/developer

Appendix 2 – Road and intersection upgrade requirements

	Highway intersection treatment	Road treatment	Comments
Mousley Road	<ul style="list-style-type: none"> Left and right turning lanes on the Princes Highway – total length of each lane 100 metres, lane width 3.5 metres. A splitter island on the Mousley Road approach to the intersection. Subject to consideration of traffic volumes from the estate, two traffic lanes (left and right turn) on the Mousley Road approach to the intersection may be required. Intersection street lighting. 	20m wide road reserve with: <ul style="list-style-type: none"> Two 3.5m wide traffic lanes One 2.3m wide parking lane on east side carriageway fully sealed with kerb and channel 1.5m wide concrete footpath on east side 	Upgrades in conjunction with subdivision of the Pound Paddock.
New road at 2970 Princes Highway	<ul style="list-style-type: none"> Left and right turning lanes on the Princes Highway – total length of each lane 100 metres, lane width 3.5 metres. A splitter island on the northern approach to the intersection. Subject to consideration of traffic volumes from the estate, two traffic lanes (left and right turn) on the northern approach to the intersection may be required. Intersection street lighting. 	20m wide road reserve with: <ul style="list-style-type: none"> Two 4.0m wide traffic lanes Two 2.3m wide parking lanes on each side carriageway fully sealed with kerb and channel 1.5m wide concrete footpaths on both sides 	The cost of these works to be born by the developer of the subdivision.
Murrell Street	<ul style="list-style-type: none"> Left and right turning lanes on the Princes Highway – total length of each lane 75 metres, lane width 3.5 metres. A splitter island on the Murrell Street approach to the intersection. Subject to consideration of traffic volumes from the estate, two traffic lanes (left and right turn) on the Murrell Street approach to the intersection may be required. Intersection street lighting. 	20m wide road reserve with: <ul style="list-style-type: none"> Two 3.5m wide traffic lanes One 2.3m wide parking lane on west side carriageway fully sealed with kerb and channel 1.5m wide concrete footpath on one side 	Upgrade of the intersection in conjunction with development of land to the southwest at 2955 Princes Hwy.

	Highway intersection treatment	Road treatment	Comments
Service road north	<ul style="list-style-type: none"> A right turn deceleration lane from the west and a channelised left turn from the east along the highway at the new access point intersections. 	<ul style="list-style-type: none"> Acquisition of a 25m wide strip of land on the north side of the highway. Retain existing tree plantation on the highway. Service road 6m wide with 1.5m wide concrete footpath on one side. 	To be constructed for entire length or sections. Construction in conjunction with subdivision of 2970 Princes Highway and Pound Paddock.
Service road south	<ul style="list-style-type: none"> A left turn deceleration lane from the east and a channelised right turn from the west along the highway at the new access point intersections. 	<ul style="list-style-type: none"> Service road needs to be within private land and not within the highway reserve. Retain existing tree plantation on the highway. Service road 6m wide with 1.5m wide concrete footpath on one side. 	Construction of service road in conjunction with development of land to be rezoned to Business 4.

Note: These requirements are subject to further detailed traffic engineering analysis and designs

Appendix 3 – Community engagement strategy

This section outlines the community engagement activities that were undertaken as part of the Master Plan preparation. A range of engagement techniques were used to ensure the broad Winchelsea community and other stakeholders had an opportunity to participate in the project.

Project Reference Group and Project Steering Group

The Master Plan was prepared with input from a Project Reference Group (PRG), comprising business owners, landowners and community members, and with direction from a Project Steering Group (PSG), comprising senior Council officers. The PRG and PSG provided input at key points in the project, which included exploration of issues and opportunities and review of the background report.

Consultation activities

The community consultation process included publicity about the project in local newspapers (Echo, Winchelsea Star) and Shire website, and formal and informal contact with business owners and landowners in the industrial estate.

Prior to the formal start of the consultation process, a meeting was held with business and landowners in the industrial estate to scope the needs/visions of landowners. This meeting was attended by 11 business/landowners.

Following on from this meeting a Project Reference Group was established, consisting of five business/landowners and one community representative. The PRG met on several occasions throughout the project to discuss the role of the estate, current characteristics and opportunities for improvement.

To engage landowners who were not present at the consultation meeting, a business survey was mailed out with questions regarding their thoughts on the current conditions and role of the industrial estate and intentions for future development. Of the twelve surveys that were sent out, three were returned (25% response rate).

The key aims of the consultation with business and landowners were:

- to identify any issues with the current amenity and performance of the estate;
- to identify any servicing and infrastructure issues;

- to gain an understanding of business intentions for the future, with particular reference to plans for expansion or relocation of businesses and future land requirements;
- to explore opportunities for improvement.

Information was also obtained from real estate agents in Winchelsea and Geelong relating to:

- recent property sales in the industrial estate;
- industrial properties that are currently for sale or lease;
- recent approaches from businesses looking for industrial land or buildings, and whether their requirements were able to be met;
- servicing or other problems associated with the current industrial estate.

State government agencies and servicing authorities (including VicRoads, Regional Development Victoria, Barwon Water, Powercor) were consulted through semi-structured interviews. This included telephone, email, letter and/or face-to-face contact.

The draft Master Plan was put on public exhibition for a period of six weeks to give all stakeholders and the wider Winchelsea community the opportunity to provide feedback. Three submissions were received from landowners and three from government agencies (DSE, Corangamite CMA, VicRoads).

A public information display was held in front of the IGA supermarket in Winchelsea on a Saturday morning during the exhibition period to provide the community an opportunity to learn about the master plan and provide feedback.

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