

# BRIGHTON INDUSTRIAL ESTATE BRAND & PLACE STRATEGY

## Placemaking Strategy Report

Brighton Council



design  
jam

collaboration | engagement | placemaking

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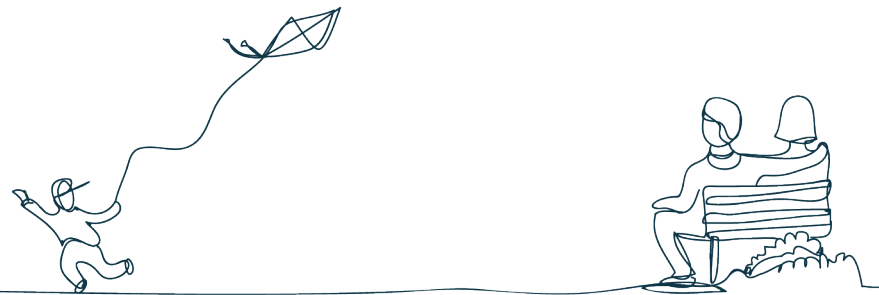
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# PLACE STRATEGY REPORT

# 00. EXECUTIVE SUMMARY

The Brighton Industrial Estate is an underutilised asset in Tasmania that presents valuable 'employment land' that will support local enterprise growth and job opportunities for a growing Brighton population.

Brighton Council engaged Design Jam in collaboration with local branding specialist, Nick Rudenno, to develop a new Brand and Placemaking strategy for the precinct. The strategy sets a new vision and pathway, supported by practical actions, to reposition the Brighton Industrial Estate as an attractive prospect for future investors and support growth.

## Engagement

Engagement was undertaken on the project with 54 people, including business and property owners, tenants, staff, community and Council staff sharing rich feedback on their experience and future aspirations for the Estate.

## Key problems

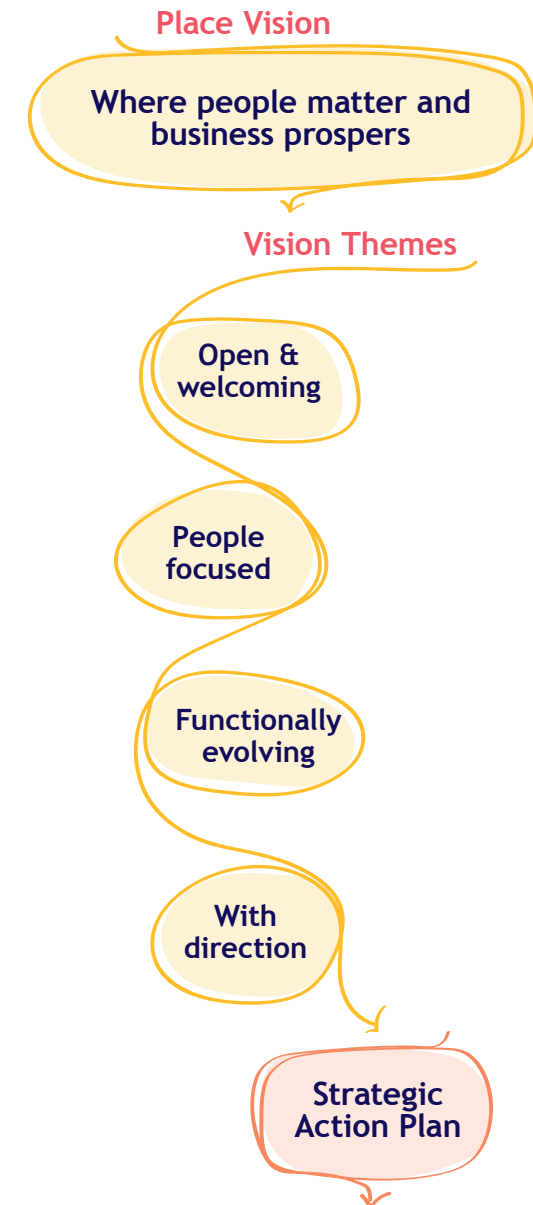
Key problems uncovered through the place research and engagement phase included: not a place for people, hostile and empty, rough around the edges, low amenity, unwelcoming and disconnected.

## New vision & themes

We developed a compelling new vision to set a future direction for the Brighton Industrial Estate. Themes were developed that align with the vision and brand values, to ensure seamless integration between the Placemaking Strategy and Brand Strategy & Concepts.

## Strategic placemaking actions

Strategic placemaking actions are aligned with themes and objectives and also support future workforce development to foster mutually beneficial strategic partnerships with business stakeholders and local educational institutions.



# 01. INTRODUCTION

## 1.1 PROJECT BACKGROUND

The Brighton Industrial Estate is an underutilised asset in Tasmania that presents valuable 'employment land' that will support local enterprise growth and job opportunities for a growing Brighton population.

Brighton Council has engaged Design Jam in collaboration with branding specialist, Nick Rudenno, to develop a new Brand and Placemaking strategy for the precinct. The strategy will play a pivotal role in repositioning the Brighton Industrial Estate as an attractive prospect for future investors and support growth.

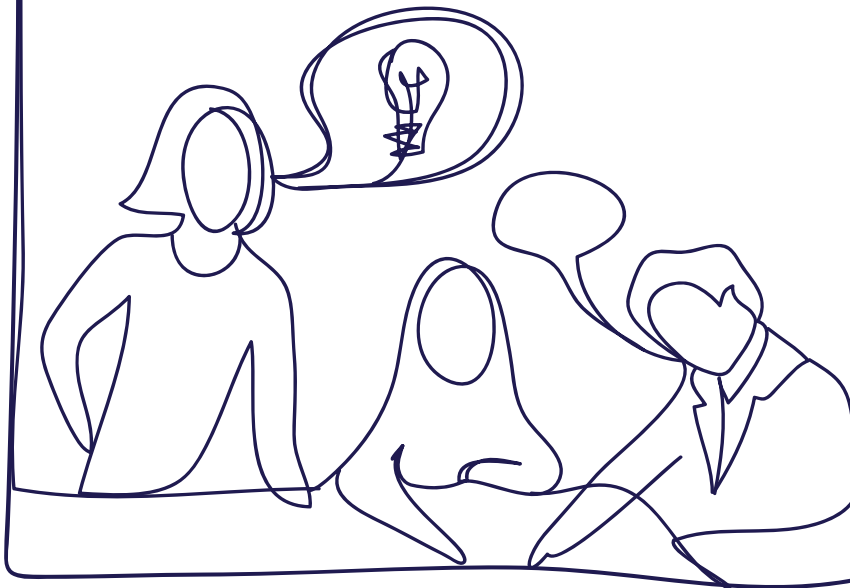
A multi-staged process has been adopted to gather unique feedback from key stakeholders and develop crucial insights into actions.

The following report outlines the place strategy and action plan. It describes the estate's context, including the Brighton area, its relevant policies and programs, the engagement outcomes, and key local and global case studies.

A new place vision was formed to shape the opportunities for the Brighton Industrial Estate. The report is designed to provide guidance on how the actions could be implemented and examples of what that might look like.



## 02 CONTEXT



## 2.1 ABOUT BRIGHTON

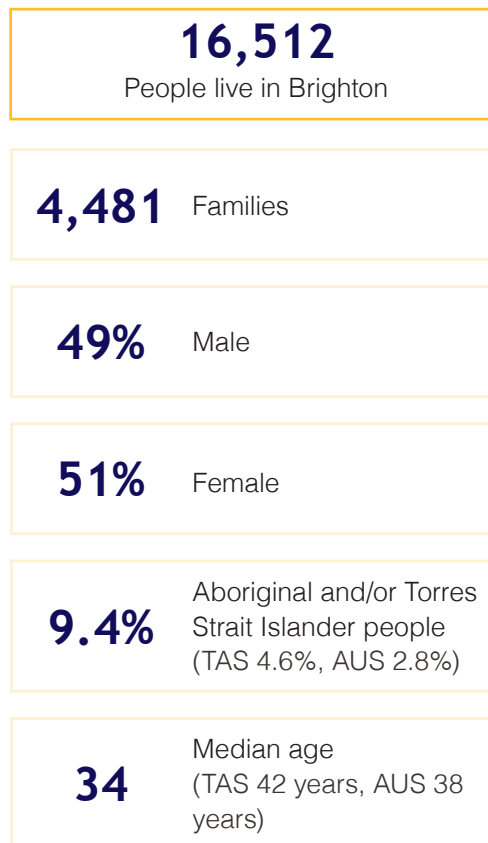
Brighton is a municipality of 9 suburbs, located approximately 20 kilometres north-east of Hobart and forming part of the urban-rural interface of Greater Hobart.

Spanning approximately 170 square kilometers, Brighton is Tasmania's fastest growing community, with an annual growth rate in excess of 2 per cent. The youthful population of around 17,000 people has a median age of 34, well below the state average of 42.

Brighton has largely acted as a rural hub but is continually expanding its commercial and community services throughout the municipality. Its main activity centre is in Bridgewater.

Industrial land use is a key feature of its future growth and is centred around the Brighton Industrial Estate as the major transport interchange for Southern Tasmania.

## 2.2 DEMOGRAPHICS FOR BRIGHTON (LGA)



*Information gathered from the Australian Bureau of Statistics 2016 Census data.*



**54.5%** worked full time (TAS 52.3%, AUS 57.7%)



**8%** unemployed (TAS 7%, AUS 6.9%)



**91.5%** only spoke English at home (TAS 88.3%, AUS 72.7%)



The most common ancestries in Brighton were Australian 38.6%, English 35.0%, Irish 7.1%, Scottish 4.5% and German 2.3%



**79.5%** travel to work by car (TAS 72.2%, AUS 68.4%)



**2.7%** travel to work using public transport (TAS 3%, AUS 11.5%)



## 2.3 WORKFORCE DEVELOPMENT

Brighton Council have appointed a Workforce Development Coordinator to improve job opportunities for people in Tasmania's South-Central sub-region. The role is focused on finding gaps in local industry to identify a new workforce and determine what skills they will require.

It has been shown that people are usually more successful when working in their local area. Building relationships with businesses in the Brighton Industrial Estate will be crucial to supporting the local community and economic development.

The Place Strategy includes actions that align with and support the Workforce Development Coordinator in fostering strategic partnerships with business stakeholders and local educational institutions such as the Southern Central Trade Training Centre in Bridgewater.

Training facilities and educational institutions are mostly reliant on industry-led partnerships to ensure that employment opportunities will align with the training provided. Developing programs that offer direct pathways to employment are important in building a strong and relevant workforce.



### 18 HOUR CITY MODEL

The term '18 hour city' is used to describe a mid-size city with appealing amenities, higher-than average population growth, and a lower cost of living and cost of running a business than bigger urban areas. These cities are often considered comparable in quality to top-tier cities in regards to public services, amenities and job opportunities and have emerged as alternatives for new residents, entrepreneurs and investors.

The Brighton Industrial Estate already has a backbone of a good location with proximity to industrial amenity, development opportunities and a growing population.

With an injection of vibrancy through people and investor oriented amenity and networks, the estate will likely start to replicate the advantages of 18 hour cities.

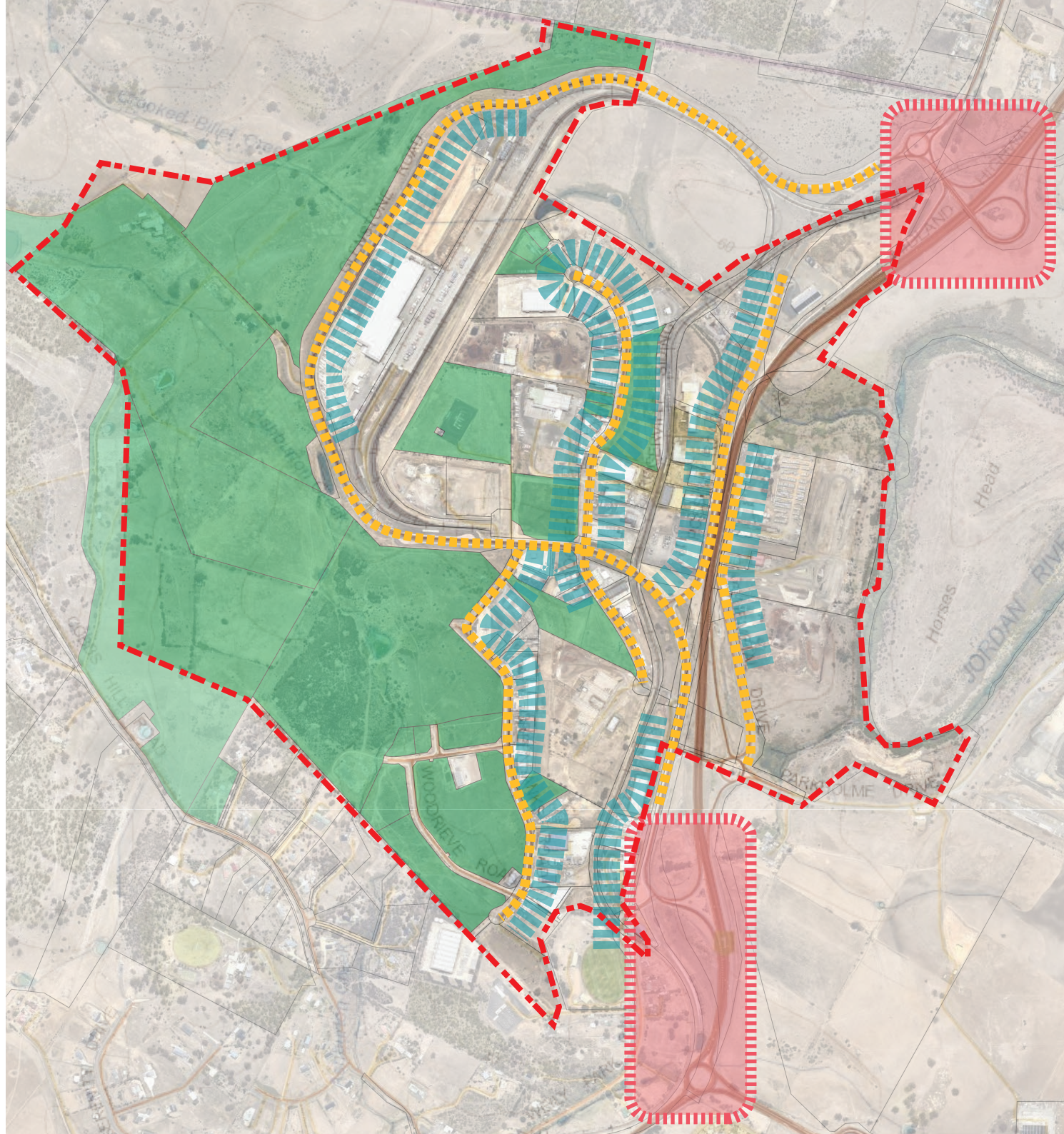
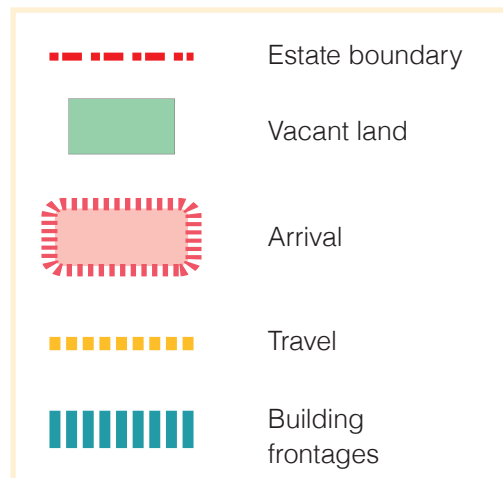
Typical benefits include stable property values and often low real estate vacancy rates.



## 2.4 SITE

The Brighton Industrial Estate covers an area of approximately 290 ha and is home to a variety of developments, including freight and logistics, transport companies, wrecking yards, fuel depots, and rural and landscape suppliers.

Design Jam adopted a critical framework through which to represent and understand the large site during the engagement. The areas of interest; arrival, travel and business frontages, were chosen to ensure that key human experiences were considered.



## 2.5 ENGAGEMENT OUTCOMES

Following high-level analysis of the engagement responses, ten key themes and objectives for the site have emerged. The following aspirational themes represent how the Brighton Industrial Estate stakeholders envision the future of the site and were derived from key issues and opportunities identified during the engagement process.

The Place Strategy develops these objectives into actions and opportunities under the framework of a new place vision. The vision directly aligns with the themes of the engagement and is considered within Brighton's policy and planning context.



### **ALIVE WITH ACTIVITY**

A place where people are visible and valued. There is pedestrian amenity and activity that helps create a sense of vibrancy.



### **VISUALLY INVITING**

The estate feels open and welcoming for both workers and visitors. Businesses and travel routes are bright and visually interesting. There are less fences, clear reception areas and places to park.



### **LANDMARK IDENTITY**

Recognisable and intriguing to passers-by, the estate has an established identity in the local area and business community. Sculptural installations and creative signage make a statement about the place and its purpose.



### **VIBRANT WITH VEGETATION**

Landscaping is used to effectively enliven the entrance to the estate and businesses. Mature trees and planting around pedestrian nodes create a vibrant atmosphere.



### **PROUDLY MAINTAINED**

Businesses and land owners take pride in the presentation of their properties. The estate is tidy and considered, with quality infrastructure and up to date signage.





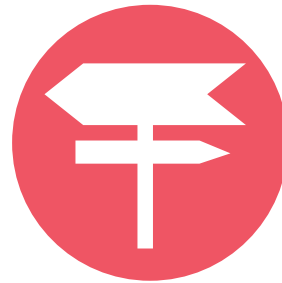
## FUNCTIONAL BALANCE

The estate maintains its ability to function efficiently as an industrial facility. New interventions balance practicality with developing a place for people and investor attractions.



## LOCAL DESTINATIONS

Gathering spaces facilitate strong place attachment and a connected community. Linked pedestrian nodes, food and beverage options, recreational trails and biodiversity zones create a network of local destinations for workers and the broader community.



## EXPRESSIVE WAYFINDING

Clear and creative wayfinding help express the identity of the estate and clarify how to get around. Signage is located at the entrance to the estate, business and road intersections.



## SAFE & ACCESSIBLE

Visitors can safely access the estate from the highway and feel that there is a separation between heavy industry and visitor areas. Pedestrians and cyclists have adequate amenity to access the site.



## INNOVATIVE BUSINESS COMMUNITY

A business network is established to maintain the sites active consideration of business, strategic partnerships, employees and social events.

## 2.6 KEY PROBLEMS WE ARE TRYING TO SOLVE

### HOSTILE & EMPTY

Vacant land, no people, no oversight.

**Feels like:** inhospitable, unsafe, hostile.

**Results in:** dumping rubbish, hoon behaviour, low interaction, low uptake in sales.

### ROUGH AROUND THE EDGES & LOW AMENITY

Maintenance, amenity and people not prioritised.

**Feels like:** no human touches, the place isn't important, not a place for people.

**Results in:** People stay indoors, don't interact with the public realm, nowhere to go. Business not concerned with frontage presentation, slow development.

### UNWELCOMING

Unremarkable entry experience. Lack of identity.

**Feels like:** Where does it start? I'm confused.

**Results in:** Get in, get out, 'let's not hang around' mentality. An unsticky place. Untapped potential.

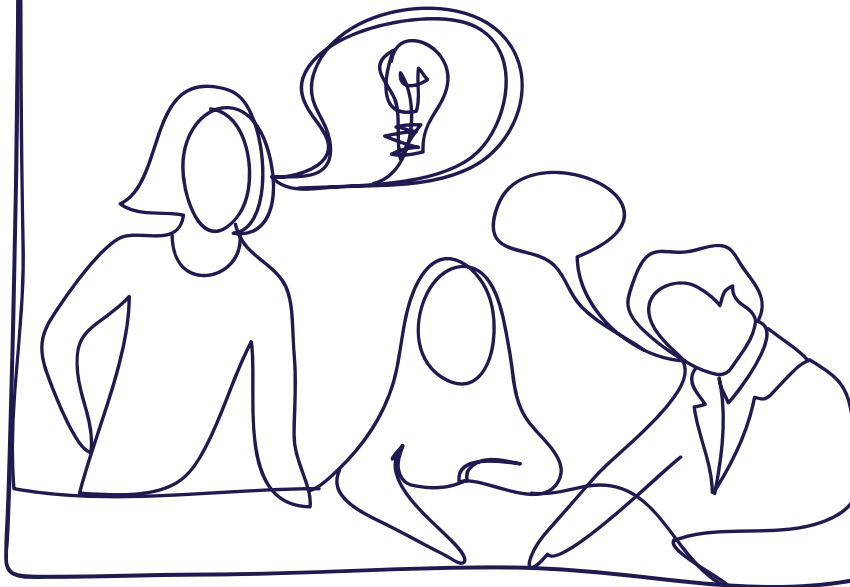
### DISCONNECTED

Businesses operate like islands.

**Feels like:** no interaction or support between complimentary industry.

**Results in:** lack of vested interest, low care, 'not my problem' mentality.

## 03 CASE STUDIES



## 03. CASE STUDIES

### 3.1 RIVERMAKERS

BMI Group worked with Hoyne to redefine a 30 hectare abandoned estate into a destination of choice for work, entertainment and connection to surrounding green spaces. The site, now known as Rivermakers, is the largest business park within 10 kilometres of Brisbane's CBD with a masterplan that includes an industrial trade centre, commercial spaces and a heritage precinct. It had become clear to BMI that redefining the experience of the industrial estate was crucial for its commercial and community success.

The visioning process saw the establishment of a precinct zone plan to determine the site's various uses and identities. Their people-first approach sought to appeal to workers during lunchtime and after-work as well as the wider community, ensuring place activation by varied groups from 6am to 9pm. Contemporary food and beverage options were interspersed amidst curated indoor and outdoor spaces. This strategy saw Rivermakers grow in meaning and purpose for the wider suburb through increased commercial opportunity with social and economic benefits.

The Rivermakers branding drew on the site's history and pioneering spirit to invite entrepreneurialism, recreational activities and generate renewed community interest. The overall concept sought to elevate the traditional industrial aesthetic and used colour to tie in the site's natural landscape.

Rivermakers successfully attracted both a brewery and coffee roaster as tenants as a result of defining its precinct zones. The new local destinations on the industrial estate are positioned to continue social and economic growth in the area.



Figure 1 Rivermakers precinct zone plan



Figure 2 Artist's impression of Rivermakers commercial zone.



## Key Learnings

- Consider precinct zoning to develop specific site identities and inspire prospective tenants.
- Link existing tenancies with activated spaces and food and beverage options.
- Harness site's history and local stories to build brand identity.
- Develop strategic approach to establishing the Brighton Industrial Estate as part of a wider locality and community through recreational tenancies and site activation.
- Develop an active brand that underscores marketing, wayfinding, signage, site objects and events.



Figure 5 Rivermakers branded wayfinding.



Figure 3 Rivermakers logo developed by Hoyne.

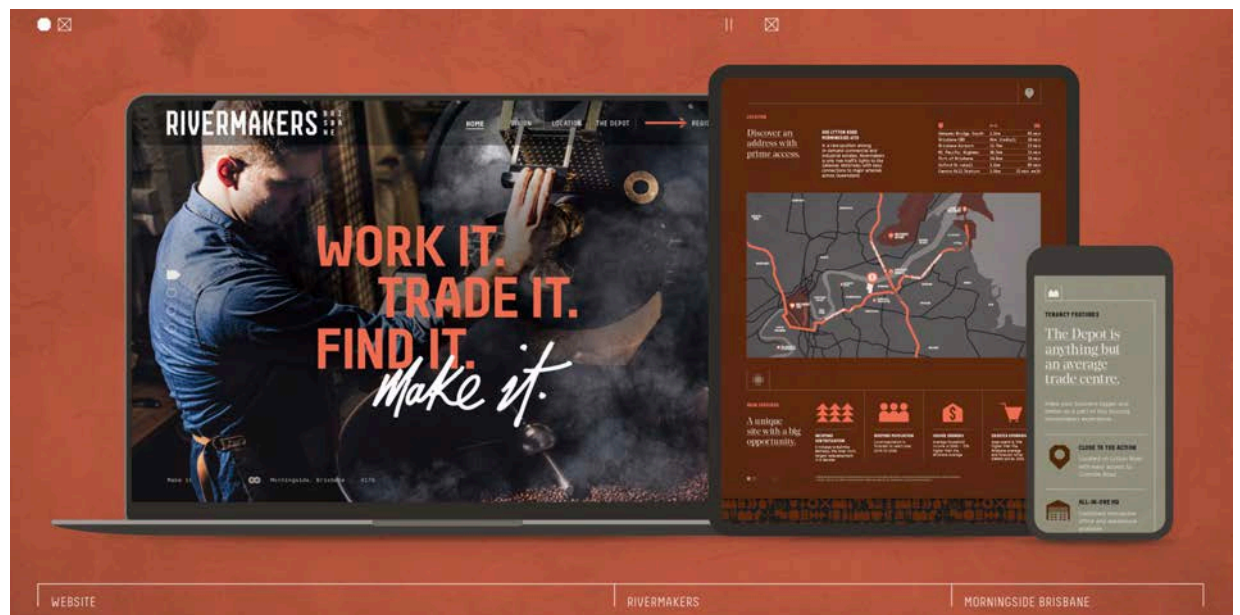


Figure 4 Rivermakers marketing concepts developed by Hoyne.



## 3.2 TONSLEY INNOVATION DISTRICT

In 2010, the Government of South Australia purchased the former Mitsubishi car manufacturing plant at Tonsley to develop a new vision for the site that would sustain and elevate future industries. Tonsley is now home to over 1,700 employees, working across co-working spaces, tenancies under a 'Main Assembly Building' as well as in larger allotments. A partnership with TAFE SA and Flinders University also sees around 8000 students moving through the site each year.

Tonsley caters to high-value manufacturing, focusing on four sectors; cleantech and renewable energy, health, medical devices and assistive technologies, mining and energy services as well as automation, software and simulation.

The Innovation District Model is driven by a triple-helix partnership between government, university and industry to drive innovation through collaboration. The model works to integrate physical assets, economic assets and networking assets in order to activate a 'sustainable innovation ecosystem'.

Networking assets are actively facilitated in the precinct through regular networking and industry events, facilitating sporting competitions, fitness programs and other activations.

### Key Learnings

- Investigate existing assets to develop a governance model that is unique to the Brighton Industrial Hub.
- Partner with local educational and training institutions to foster strategic pathways to employment and economic growth.
- Introduce gathering spaces alongside a social events program to facilitate a business network and a connected community.

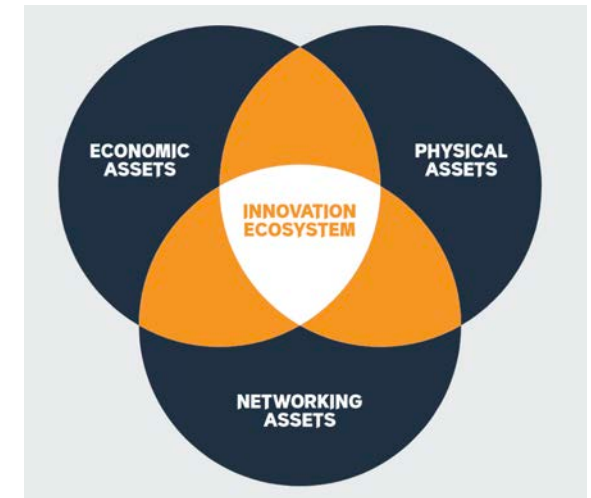


Figure 7 Tonsley's innovation ecosystem diagram.



Figure 6 Tonsley Connections, Tonsley's regular business networking event.



### 3.3 FORK ON THE ROAD

Fork on the Road is a mobile food truck event series hosted quarterly in South Australia. The event has attracted tens of thousands of people over the years and transformed over thirty different locations across the state.

The event showcases an array of local street food vendors and supports local breweries and wineries, performers, musicians and children's entertainment at the free community event.

The initiative was first supported through placemaking grant funding provided by the Splash Adelaide program, quickly ramping up and becoming a self sustaining entity.

Each food truck event aims to activate and redefine local indoor and outdoor community spaces to bring new vitality to local neighbourhoods.

Since 2012, when it was first established, the group has collaborated with eight South Australian councils and produced over seventy events while supporting over forty local food truck businesses.

#### Key Learnings

- Consider ephemeral activation of vacant land to foster social connections and employee satisfaction.
- Engage wider community through on-site events that establish The Brighton Industrial Estate as a unique, local destination.
- Harness idiosyncratic atmosphere of the Estate to develop site identity and unique events.



Figure 9 Fork on the Road event



Figure 8 Fork on the Road events attract large numbers.



### 3.4 CALIBRE

Calibre is a new 22 hectare logistics hub in Western Sydney, in an area known as Eastern Creek. The site includes a mix of flexible warehousing, office space and 110,000sqm of floor space across five buildings.

Mirvac sought to deliver important human aspects of office and residential design to an industrial asset. Calibre emphasised high quality, flexible warehousing as well as office spaces that reflect CBD 'A-grade' design to provide flexibility for tenants to locate traditionally office based employees in the precinct.

Calibre aims to foster the growth of a community within the precinct with outdoor courtyards at each building to encourage collaboration between customers. There is also a wider strategy planned to enhance the experience of the Estate and create a shared economy to drive efficiency and innovation through business connections.

Mirvac partnered with landscape architects, Habit8, to ensure the high quality presentation of the Estate. Substantial vegetation and mature trees were procured for the project to curate entrances, gathering spaces and the wider look and feel of the site.

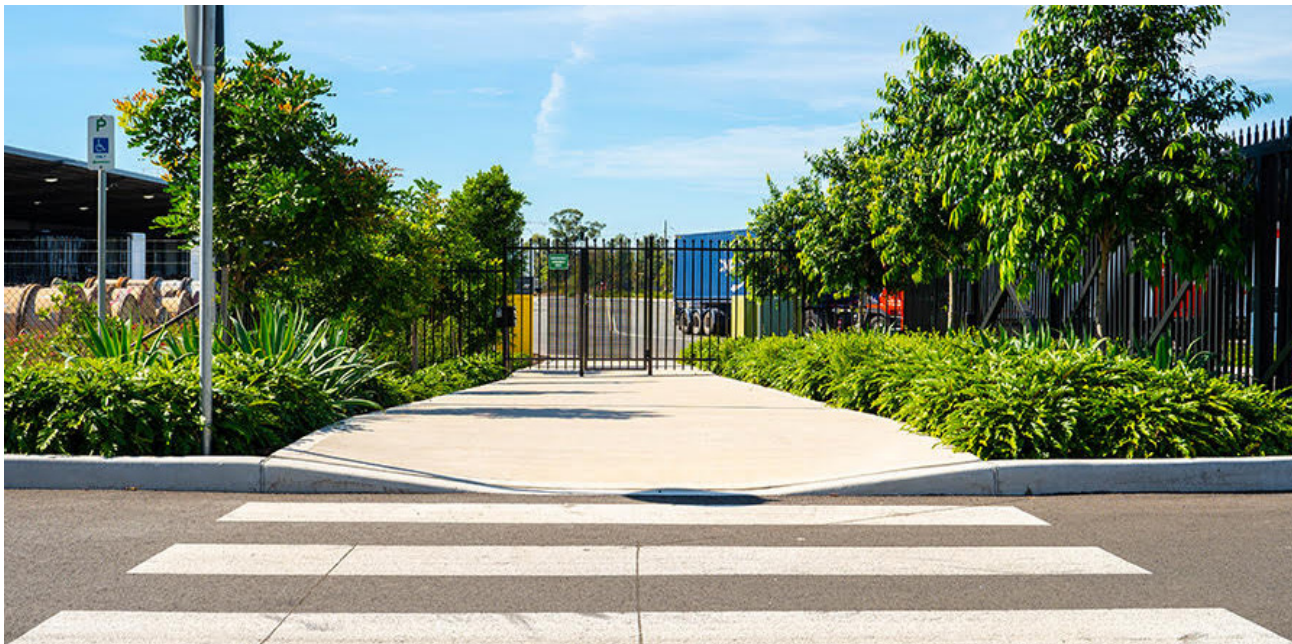


Figure 10 Pedestrian oriented entrance at Calibre.

#### Key Learnings

- Introduce landscaping to improve site presentation.
- Establish people and customer focused spaces.
- Consider an integrated business model to future-proof the precinct.



Figure 11 Branding and wayfinding at entrance to Calibre.



Figure 12 Landscaping and bike parking at Calibre.

### 3.5 FROST

Goodman, the largest industrial property group listed on the ASX, turned to Frost, a brand and marketing collective, to design an environmental communications solution to build awareness of the business. Frost's approach was to be bold and deliver high visual impact. A series of installations in Australia and Asia played on Goodman's mantra of doing 'business outside of the square'. The sculptural interventions aim to convey 'Goodman as a progressive business with substantial experience'.

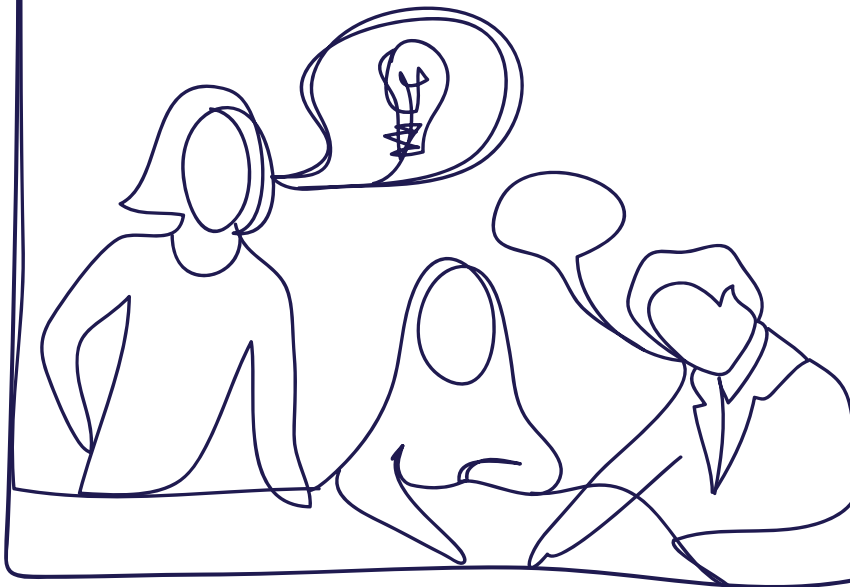
The installations are designed to surprise passers by with optical effects and provide around the clock brand awareness with integrated lighting. The series ensures flexibility with a modular design for re-use and transportation and considers translational universality, crucial to Goodman as a global company.

#### Key Learnings

- Install eye-catching gateway markers to establish brand identity and awareness of site location for passers by and visitors.
- Scale down global dispersion of installations to a site based distribution of key brand markers to create visual interest, aid wayfinding and develop precinct identity.



## 04 PLACE VISION





## 04. PLACE VISION

### 4.1 VISION STATEMENT

#### WHERE PEOPLE MATTER AND BUSINESS PROSPERS

Brighton Industrial Estate has come into its own and is widely recognised as a place where people matter and business prospers.

Employees and visitors feel welcome and safe in a site that values the pedestrian and fosters social interaction. They connect and mingle in activity nodes, join lunchtime recreation and invite friends to join in with special events.

The business network provides a governance role, supporting networking, fostering collaboration and stewarding the implementation of the vision.

A strong brand identity attracts attention and investment, driving economic growth for all precinct businesses and the wider community.

Businesses proudly maintain a high standard of presentation that continues to impress staff, visitors and prospective tenants.



## 4.2 VISION THEMES

The following themes and objectives provide a framework to guide the suite of strategic actions.



### OPEN & WELCOMING

- Create an immediately recognisable identity.
- Enhance entry experience through landmark entry statements, landscape and wayfinding. Attract interest from entrepreneurs, investors and new tenants.
- Provide warm welcome to new arrivals.



### FUNCTIONALLY EVOLVING

- Maintain industrial function, complimented with amenity and diversified land use.
- Establish a recognisable brand to grow the narrative of place.
- Embrace the unique local history and highlight through creative interpretation. Celebrate local characters and share their stories.



### PEOPLE FOCUSED

- Create places for people, filled with life and activity.
- Activate vacant land through ephemeral events and use.
- Connect employees and visitors through social events to cultivate place attachment and grow social capital.



### WITH DIRECTION

- Establish new strategic networks and alliances.
- Develop skills workforces skills through partnerships between industry and educational institutions.
- Cultivate a thriving '18-hour' opportunity zone, attractive to entrepreneurs, investors and employees.

## 4.3 ACTIONING VISION THEMES

A holistic place-led approach includes 4 key interrelated components:

**1. Placemaking:** Set a locally grounded, strategic placemaking vision and pathway of actions to help make the vision become reality.

**2. Management:** Place governance and oversight by a local business network, made up of people with a vested interest in the Estates success, will cultivate a socially and economically dynamic precinct.

**3. Activation:** Activation of vacant space is critical. A place must have people in order to feel safe, attractive and comfortable. People attract people. People create sticky places that invite people to stop and linger longer.

**4. Narration:** Storytelling and narrative will cultivate and celebrate the new brand identity through social media presence, brand messaging and place marketing to strengthen pride in identity.

### Hardware & software

This Strategy considers place hardware and software - two equally important attributes within holistic placemaking.

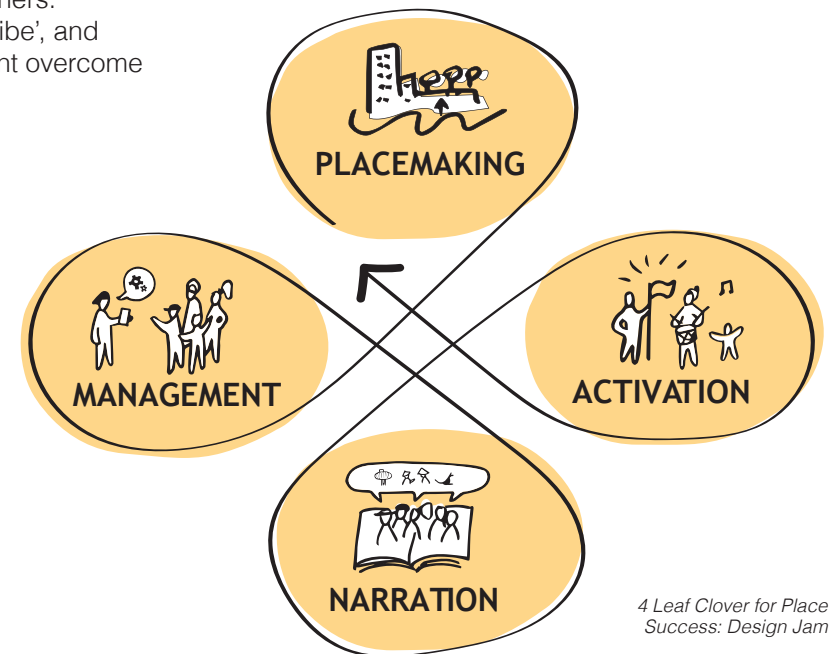
The hardware includes physical assets such as streets, signage, seating, roads and other elements typically included asset management and capital works programs. While vital, these elements fail to bring heart and soul to place. Build it and they will come doesn't work anymore.

The software of place is less tangible, but includes system of operation, behavioural economics and social architecture. It engages with human behaviour, activation, social/cultural norms, local economics and interaction between residents, traders, property owners, visitors and others. This contributes to sense of welcome, 'vibe', and emotional attachment to place. But it cant overcome large scale physical challenges alone.

### The importance of good governance

Governance of places can be challenging, with many stakeholders involved in the management or lack of management. The current culture and structure of government and civic infrastructure sometimes is the greatest obstacle to successful placemaking initiatives.

The following section articulates detailed actions that deliver on the vision themes over the short, medium and long term.



4 Leaf Clover for Place Success: Design Jam





## 05 STRATEGIC PLACEMAKING ACTION PLAN

## 5.1 ACTION SUMMARY TABLE

The Strategic Action Plan has been summarised in the following matrix. The numbered actions respond directly to a vision /theme and have been grouped according to implementation priority to ensure the early delivery of 'very high' priority actions.


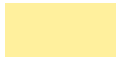


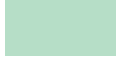








	Very High Priority	High Priority	Medium Priority	Low Priority
OPEN & WELCOMING	<b>1. Consistent Maintenance</b> <b>2. Landmark entrance experience</b> <b>3. Road verge landscaping</b>	4. Business frontage guidance 5. Wayfinding	6. Art wall	7. Integrated lighting upgrade
PEOPLE FOCUSED	<b>8. Update Mobile Food Vendor Policy</b>	9. Food truck Fridays 10. Walking tracks 11. Social club 12. Lunchtime seating nooks	13. Amenity and activity nodes	14. Activate vacant land 15. Biodiversity zones 16. Ashburton Creek recreation zone 17. Connective footpath upgrades
FUNCTIONALLY EVOLVING	<b>18. Implementation of new name &amp; brand narrative</b>		19. Truck parking	20. Define car parking 21. Embed interpretation
WITH DIRECTION	<b>22. Workforce development</b> <b>23. Specific Area Plan</b> <b>24. Business network</b>	25. A new prospectus	26. Ambassador program 27. Business network website	28. Town centre location 29. Marketable recruitment services



# OPPORTUNITY MAPS

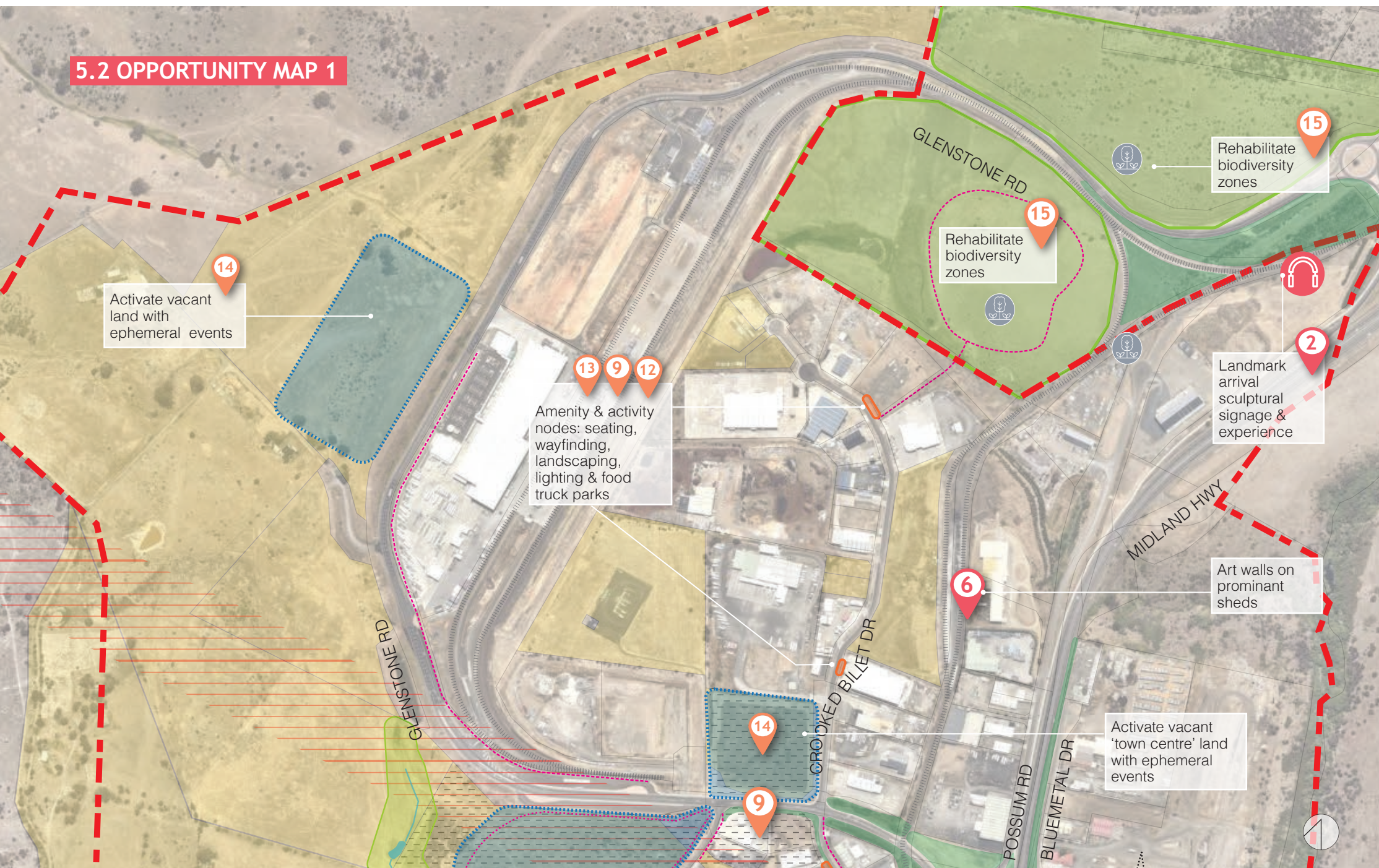
The following opportunity maps are designed to provide spatial guidance for the Strategic Action Plan. The maps are not intended to be urban design plans and should be used as a reference only.

## OPPORTUNITY MAPS LEGEND

-  Site boundary
-  Vacant land
-  Transmission lines easement
-  Key ephemeral events space
-  Road verge to activate
-  Walking track
-  Connective footpaths
-  Biodiversity zone
-  Activity node
-  Specific Area Plan
-  Landmark
-  Wayfinding
-  Planting & landscaping



## 5.2 OPPORTUNITY MAP 1



Adjoins map 2



## 5.3 OPPORTUNITY MAP 2

Activate vacant land with ephemeral seating & events

Amenity & activity nodes: seating, wayfinding, landscaping, lighting & food truck parks

Ashburton Creek recreation zone

Potential new town centre location

Art walls on prominent sheds

Amenity node with seating, wayfinding & lighting

Road verge landscaping for vibrancy and sense of arrival

Amenity & activity node: seating, wayfinding, landscaping, lighting & food truck park

Landmark arrival sculptural signage & experience





# STRATEGIC ACTION PLAN

The following actions respond directly to the vision and themes and have been ordered according to priority from very high to low.

## ACTION PLAN LEGEND

<b>Priority:</b>	<b>L*</b> Low	<b>M*</b> Medium	<b>H*</b> High	<b>VH*</b> Very high
<b>Timeframe:</b>	<b>1</b> 1 year	<b>2</b> 2 years	<b>3</b> 3 years	
<b>Cost:</b>	<b>\$</b> Under \$5K	<b>\$</b> \$5K-15K <b>\$</b>	<b>\$</b> \$15K-50K <b>\$</b> <b>\$</b>	<b>\$</b> \$50K-100K <b>\$</b>

## 5.4 OPEN AND WELCOMING

### Objectives:

- Create an immediately recognisable identity.
- Enhance entry experience through landmark entry statements, landscape and wayfinding.
- Attract interest from entrepreneurs, investors and new tenants.
- Provide warm welcome to new arrivals.

1

VH\*

\$

\$

1

### Consistent maintenance

Establish a regular system of maintenance including slashing/mowing and rubbish pickup.

**Responsibility of**  
Council

2

VH\*

\$

\$

\$

1

### Landmark entrance experience

Install a high impact, visually interesting entrance marker such as sculptural installation or a 'big thing' in three key locations. Implement recognisable entry landscape treatment at both the north and south entrances.

**Responsibility of**  
Council  
State Growth

3

VH\*

\$

\$

\$

1

### Road verge landscape

Improve amenity by planting trees and installing landscape in key locations. Create a secondary gateway and continue to develop the arrival experience.

**Responsibility of**  
Council  
State Growth

## ACTION PLAN MEASURES

- Annual experience & perception survey over the 3 year timeframe.
- Quarterly business network reporting on actions, outcomes and budget spending over the 3 year timeframe.
- Track increase of site sales, development applications and # of new tenants.

4

H\*

\$

1

**Business frontages guidance**  
 Develop a simple guidance document with clear recommendations for business owners to create a good front of house experience, with high amenity, clear signage, and designated visitor car park areas, with the mess moved to back of house outside of sitelines.

**Responsibility of**  
 Council  
 Business network




5

H\*

\$

\$

2

**Wayfinding**  
 Install appropriate wayfinding at road intersections and ensure street names are clear and visible.

**Responsibility of**  
 Council  
 State Growth



6

M\*


\$

\$

2

**Art wall**  
 Engage quality street artist to deliver creative murals on highly visible shed faces clearly visible from the Midland Highway. Co-led funded by Council & land owners

**Responsibility of**  
 Council  
 Land owners



7

L\*

\$

\$

3

**Integrated lighting upgrade**  
 Install street lighting to improve overall safety in the evenings. Integrate new lighting with entry signage and wayfinding nodes.

**Responsibility of**  
 Council  
 State Growth




## 5.5 PEOPLE FOCUSED

### Objectives:

- Create places for people, filled with life and activity.
- Activate vacant land through ephemeral events and use.
- Connect employees and visitors through social events to cultivate place attachment and grow social capital.

#### 8 Update Mobile Food Vendor Policy

VH\*



1

Review the Mobile Food Vendor policy to include the Estate as a priority location for mobile food vendors.

**Responsibility of**  
Council



#### 9 Food truck Fridays

9



1

Implement a designated food truck system and associated parking spaces with rotational bookings. A weekly food truck lunch option will help bring people together and foster place attachment.

**Responsibility of**  
Council  
Business network



#### 10 Walking tracks

10



1

Develop a walking track around the estate and along the creek to provide unique pedestrian routes during lunchtimes and generate community interest. Track marked via pavement stickers.

**Responsibility of**  
Council  
Land owners



#### 11 Social club

H\*



2

Establish a rotating social club for workers to gather that is overseen by the business network. Social events could include monthly knock off drinks, gatherings to welcome new tenants, seasonal activities, lunch walks & fun runs.

**Responsibility of**  
Business network



#### 12 Lunchtime seating nooks

H\*



2

Install outdoor seating and shelters around the precinct to provide workers with social nooks during lunchtimes. Seating areas may integrate interpretive elements and be sited to capture views of the surrounding mountains. Seating nooks could be sponsored/co-funded through partnerships & businesses.

**Responsibility of**  
Council  
Business owners



#### 13 Amenity and activity nodes

M\*



1

Create points of visual interest and nodes of improved amenity at road intersections and several wide verges that integrate wayfinding, landscaping and seating. Pedestrian friendly nodes will create visual interest, human visibility and help connect the precinct.

**Responsibility of**  
Council  
Land owners





**14 Activate vacant land**

**L\*** Introduce ephemeral events on weekends and evenings to activate vacant land and generate community interest in the site as a unique, local destination. Events could include a food truck festival, car boot sales, farmers markets, makers or flea market sales.

**\$**

**\$**

**2**

**Responsibility of**  
Council  
State Growth  
Business network





**15 Biodiversity zones**

**L\*** Rehabilitate biodiversity zones and integrate recreational trails and information / interpretational signage.

**\$**

**\$**

**Responsibility of**  
State Growth  
Land owners  
Community groups

**3**



**16 Ashburton Creek recreation zone**



**L\*** Undertake creek restoration working bees. Implement trails and seating along the creek to engage workers and the community with place and facilitate healthy recreation. Opportunity to explore co-led, co-funding relationships and collaborate with local schools on educational programs.

**\$**

**\$**

**3**

**Responsibility of**  
Council  
Land owners  
Schools  
Community groups

**17 Connective footpath upgrades**


**L\*** Upgrade and introduce footpaths around the precinct to facilitate a pedestrian network, connecting orphan footpaths and nodes cohesively.

**\$**

**\$**

**Responsibility of**  
Council  
State Growth

**3**

## HAPPY EMPLOYEES



Business thrives when people thrive. Scandinavian countries, known to be some of the happiest countries in the world, have a word for the feeling of happiness at work:

**ARBEJDSGLAEDE**, pronounced AR-bus-good.

When employees are happy at work, there is:

- Increased employee morale, engagement, creativity, collaboration and productivity
- Increased employee retention
- Happier clients and customers
- Increased social capital and social responsibility
- Stronger connection to place.

## 5.6 FUNCTIONALLY EVOLVING

### Objectives:

- Maintain industrial function, complimented with amenity and diversified land use.
- Establish a recognisable brand to grow the narrative of place.
- Embrace the unique local history and highlight through creative interpretation.
- Celebrate local characters and share their stories.

18

VH\*

\$


\$

1

**Implementation of new name & brand narrative**

Actions included in Brand Strategy & Concepts, which will accompany and compliment this document.

**Responsibility of**  
Council



19

M\*

\$

\$


\$

3

**Truck parking**

Designate an area for truck parking on Glenstone Road. Treat the area as a rest stop for truck drivers passing through Brighton.

**Responsibility of**  
State Growth  
Council  
Land owners



20

L\*

\$


\$

2

**Define new car parking**

Clearly delineate car parking around the precinct and on properties through line marking and signage. Encourage businesses to provide information on customer car parking spaces.

**Responsibility of**  
Council  
Business owners  
Land owners



21

L\*

\$

\$


\$

3

**Embed interpretation**

Embed creative interpretation, highlight curious remnants and unique stories of the sites past through activity nodes and walking tracks to build the site's identity.

**Responsibility of**  
Council  
Business network



## 5.7 WITH DIRECTION

### Objectives

- Develop workforces skills through partnerships between industry and educational institutions.
- Establish new strategic networks and alliances.
- Cultivate a thriving '18-hour' opportunity zone, attractive to entrepreneurs, investors and employees.

**22 Workforce development**

**VH\*** Engage stakeholders to determine skills gaps in their current and future employees and foster strategic partnerships with local educational institutions. Develop direct pathways to employment through apprenticeship programs.

**\$**

**1**

**Responsibility of**  
Workforce Development Coordinator  
South Central Trade Training College  
Business owners



**23 Specific Area Plan**

**VH\*** Develop a Specific Area Plan for the whole site that articulates planning controls for hospitality (cafés & bars), craft production/ manufacture & ancillary retail, brewery/ distilleries with ancillary bar use, function centres, trade focused education institutions, fitness centres, general retail (if trade/industry/hardware related), motels, and green industry (controls tbc).

**\$**

**1**

**Responsibility of**  
Council




**24 Business network**

**VH\*** Establish a governance network of business owners, Council representatives and other relevant parties who will work to grow and support the Estate. Establish budget line (25k per year) for a period of 3 years to fund networking activities, events and other actions.


**\$**

**\$**

**\$**

**1**

**Responsibility of**  
Council  
Business & land owners  
Business owners



**25 A new prospectus**

**H\*** Develop a prospectus to promote and market the sites proposed town centres and uses as articulated in the Specific Area Plan action.

**\$**

**1**

**Responsibility of**  
Council




**26 Ambassador program**

**M\*** Develop or align with an ambassador program that sustains strategic partnerships with schools and industry through promotion and education.

**\$**

**2**

**Responsibility of**  
Workforce Development Coordinator  
Local schools  
Business network



**27 Business network website**


**M\*** Business network website with business directory, updated business listings and precinct map.

**\$**

**\$**

**2**

**Responsibility of**  
Business network



28

### Town Centre location

L\*

\$

2

Ideal location for 'town centre' land use by introducing cafe/hospitality/bakery style offering for workers and truck drivers. Town centre may feature typical 'street edge' treatment, pedestrian amenity, outdoor dining etc with car parking located to side and rear of buildings, encouraging people to stop and linger.

**Responsibility of**  
Land owner



29

### Marketable recruitment services

L\*

\$

3

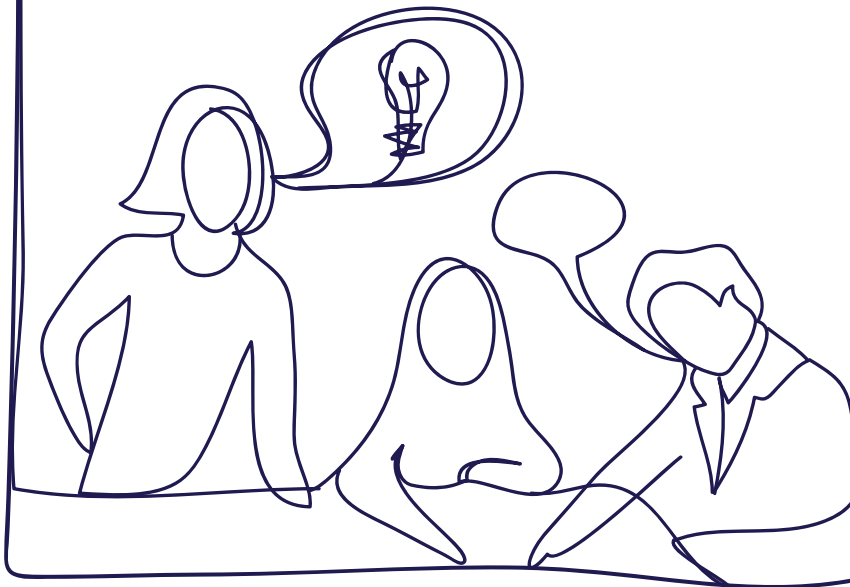
Attract new investment to the precinct by offering embedded workforce development opportunities and streamlined recruitment services.

#### Responsibility of

Workforce Development Coordinator  
Business network



## 06 VISUALISATIONS





## 6.1 ENTRY STATEMENT

Entry experience was highlighted as a key improvement opportunity within community engagement and stakeholder conversations. The large scale nature of the industrial environment means that typical entry walls and landscaping will be lost and too easily overlooked.

### “WE NEED A BIG TRUCK, LIKE THE BIG BANANA IN QUEENSLAND”

A high impact, landmark entrance marker, such as large-scale sculptural installation, will help put the Brighton Industrial Estate on the map and is recommended in three key locations. Positioned to be visible from the Midland Highway and within the Estate the landmarks will help shape emerging identity and assist locals as an orientation device. “Where do I pick up my Ikea delivery? You can’t miss it. Take the exit just before the [big thing]”.

Easy to maintain entry landscape treatment, featuring art elements, boulders and resilient native species, to be installed at both the north and south entrances enhancing the sense of arrival.



## 6.2 EPHEMERAL EVENTS

Vacant land, with few people and little human oversight often suffers from undesirable use, such as illegal dumping of rubbish, hoon behaviour, vandalism and more.

As evidenced by Crime Prevention through Environmental Design (CEPTED) methodologies direct or indirect presence of other people, especially lots of other people, both discourages illicit use and increases people's sense of security which in turn encourages more people to use the space.

Activating vacant land through occasional ephemeral events (event applications limited to 4 times per year), on weekends and in evenings, will generate community interest, reduce inappropriate use and help shape a new 'story' for the Brighton Industrial Estate.

Events could be family focused, featuring food, music and entertainment and could include a food truck festival, car boot sales, farmers markets, junkyard sales, maker faires, car club meet ups and beer festivals. Annual agreements could be entered into with land owners. Insurance, portable toilets and the likes would remain the responsibilities of the event organiser.





## 6. 3 ACTIVITY NODE

Consultation feedback described the Estate as a 'diamond in the rough' and 'not a place for people,' featuring low amenity across the board. This results in businesses operating as islands, people staying indoors and avoiding the public realm, with little intermingling. Business frontage presentation and 'care factor' is variable.

By creating key hotspots of improved amenity at road intersections and verges that integrate wayfinding, landscaping and seating, the human experience will be improved without 'breaking the bank'.

Pedestrian friendly nodes will create visual interest, draw people out of buildings and help connect the precinct. Seating and shelters will provide workers with social nooks during lunchtimes.

Creative interpretation, highlighting industrial themed remnants and unique stories of the sites past will reinforce the site's unique identity. Seating nooks could be sponsored/co-funded through partnerships & businesses.

Activity nodes to be complimented by designated food truck locations/system. A rotating weekly food truck lunch option will help bring people together, activate public spaces and foster place attachment.





## 6.4 BUSINESS NETWORK

Building relationships with businesses in the Brighton Industrial Estate will be crucial to supporting the local community and economic development and aligning skills development with future business workforce needs.

Establishment of a Brighton Industrial Estate Business Network, and associated budget line (re recommend 25k per year over a 3-year timeframe) with membership including property owners, business owners, Council representatives and other relevant parties who will work together to oversee the Estate.

We recommend the group be administered by the Workforce Development Coordinator with a Chair elected by the group.

Activities the Business Network could support include:

- Establish a rotating social club for workers. Social events could include monthly knock off drinks, gatherings to welcome new tenants, seasonal activities, lunch walks & corporate fun runs.
- Participate in an ambassador program that sustains strategic partnerships with schools and industry.
- Participate in workforce development opportunities and streamlined recruitment services.



## 6.5 TOP 10 TIPS FOR GOOD BUSINESS FRONTAGE PRESENTATION

**In the eyes of customers, perception is everything. This includes everything from the name of a business, brand and logos, the maintenance of landscape, condition of signs and the many ways your image is projected.**

The following top 10 tips provide guidance to improving business presentation to make Brighton Industrial Estate a place that people feel proud of.

You only get one chance to make a good first impression. Customers perceptions are formed within the first 10 seconds of interacting with brand image and business, so let's make sure it is a positive one!

The time is NOW to create some small changes in your business, be it new or old, that will produce positive results for you, your staff, your customers and the Brighton Industrial Estate.

The simple goal is, provide a welcome mat out front and keep the mess out back!

### 1. WELCOME MAT OUT FRONT

Your front of house presentation is a 'welcome mat' for your customers. Provide an arrival experience that is memorable and represents the image you want associated with your business' brand.

### 2. OPEN FRONTAGE

Don't hide behind an ugly security fence. Providing an open frontage will allow oversight of property front during out of hours, making it safer and more attractive. Locate security fence back from the front edge of the property.

### 3. BUSINESS SIGNAGE

Provide clear business signage, attached to building or free standing, sharing name of business & what you do.

Sign should be large enough that it is readable by passing traffic and lit at night to get the attention of potential customers you might miss during the day.

We recommend you sign includes:

- Clear business name and branding
- Information on what your business does
- Contact details
- High contrast graphics
- Informative graphics

### 4. LANDSCAPE & MAINTENANCE

Small areas of landscaping and improved amenity to the front of the property will create visual appeal. Integrate staff seating areas into these areas of higher amenity. Happy staff = better productivity!

### 5. VISITOR CAR PARKING AREA

Do you provide visitor and disability car parking areas? Ensure these are clearly signposted for customers and ensure they are not used for staff car parking.

### 6. PEDESTRIAN ACCESS

It is not cool to make people walk on roadways, particularly when they are regularly used by trucks and heavy vehicles. Pedestrians need their own access to your business premises. This will create a safe environment and encourage people to get out and walk at lunchtime.

### 7. KEEP IT CLEAN

Keep the frontage clear of litter, rubbish and vandalism. If you have a 'smokers area' for staff, locate it to the side or back of business and provide appropriate bins for cigarette butts.

## 8. MESS OUT BACK

Locate 'messy' business operations to back of business, outside of line of sight. Allow space for safe collection of waste materials but locate to the side, instead of front, of the property.

## 9. LOADING AND SERVICING AREAS

In an ideal world loading areas should be located to the rear or side of the property away from the primary street frontage.

## 10. CAR PARKING AREAS

Don't hide behind a sea of carparking! in an ideal world, small visitor car parking areas are provided to the front of the building. Large areas of car parking would be better located to the side or back of the buildings.

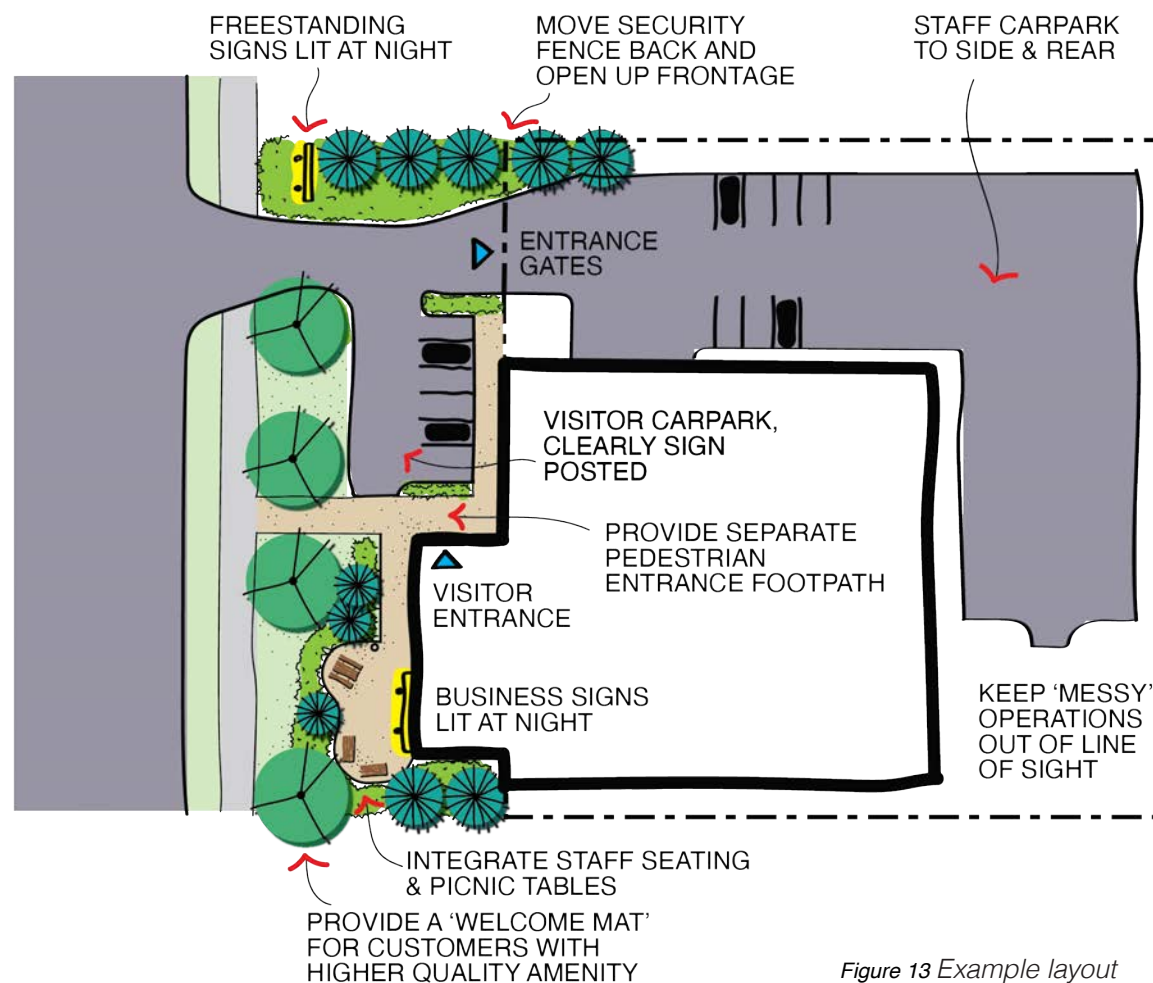


Figure 13 Example layout