

Business Plan

2010 - 2011

a partner in
creating sustainable and
liveable new communities in
Melbourne's growth areas

MISSION

To be an active partner in creating sustainable and liveable new communities in Melbourne's growth areas.

OUR VALUES AND BEHAVIOURS

The GAA aims to demonstrate the following values in its work with its partners to establish liveable and sustainable communities in Melbourne's growth areas. The behaviours of the GAA and its staff in the conduct of its operations are outlined below.

VALUE	BEHAVIOURS
Leadership:	We provide clarity and certainty, develop new and innovative solutions to problems, provide authoritative advice and lead by example to get things done and make a positive difference.
Partnership:	We work in collaboration with our stakeholders through genuine consultation, sharing of information, and harnessing their expertise and resources.
Professionalism:	We act with honesty and openness, are accountable for our actions, are respected for our expertise and high quality and balanced advice.
Responsiveness	We are aware of the needs of our stakeholders and strive to provide a high level of service and advice at all times.



BUSINESS PLAN 2010 - 2011

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INTRODUCTION

MINISTER FOR PLANNING

The Growth Areas Authority reports to the Minister for Planning, the Hon. Justin Madden MLC, in the Victorian Government and during the reporting period was a portfolio agency with the Department of Planning and Community Development. The Growth Areas Authority was established under the Planning and Environment (Growth Areas Authority) Act 2006.



CHAIRMAN'S MESSAGE

Melbourne continues to grow faster than any other Australian city. During 2009/10 it is estimated that our population increased by approximately 80,000. In excess of 1,200 people a week are making Melbourne their home. The Government has recognised this by increasing Melbourne's Urban Growth Boundary so as to now be able to accommodate 284,000 new homes in Melbourne's growth areas over the coming decades.

The role of the Growth Areas Authority in master planning our new suburbs is more important than ever, and in partnership with Local and State Government and the Development Industry we are starting to see positive results from our co-ordinated efforts.

The expansion of Melbourne's urban growth boundary (UGB) encompassing 43,600 hectares (60% of which is suitable for development), will enable us to plan for a Melbourne of 5 million, providing affordable housing and a quality of life without equal in Australia.

During the year ahead we aim to complete nine precinct structure plans encompassing over 44,500 residential lots and over 1,200 hectares of employment land.

In addition we are working with our partners to ensure that our new suburbs will be 'of the 21st century', with learning centres, social and community infrastructure, jobs close to home and real housing choices to meet diverse expectations and the needs of individuals and families of all ages and backgrounds.

We look forward to another year of progress and achievement.




Chris Banks AM
Chairman
September 2010

CHIEF EXECUTIVE OFFICER'S REPORT

The biggest development project in Australia today is the creation of Melbourne's newest suburbs. Over the next 20 years this will see the sustainable development of housing, employment and leisure spaces for a population double the size of Canberra. The Victorian Government's implementation of Planning Scheme Amendment VC68, the creation of Growth Areas Infrastructure Contribution (GAIC), and a streamlined growth area planning process are necessary to ensure that Melbourne's newest suburbs will be both affordable and sustainable.



However, we need to recognise that as Melbourne grows, growth area planning must evolve to meet the changing requirements of people in the 21st century in Australia. This includes meeting the ongoing shifts in community structure, with total households being comprised of changing proportions of families, couples, singles and other household types.

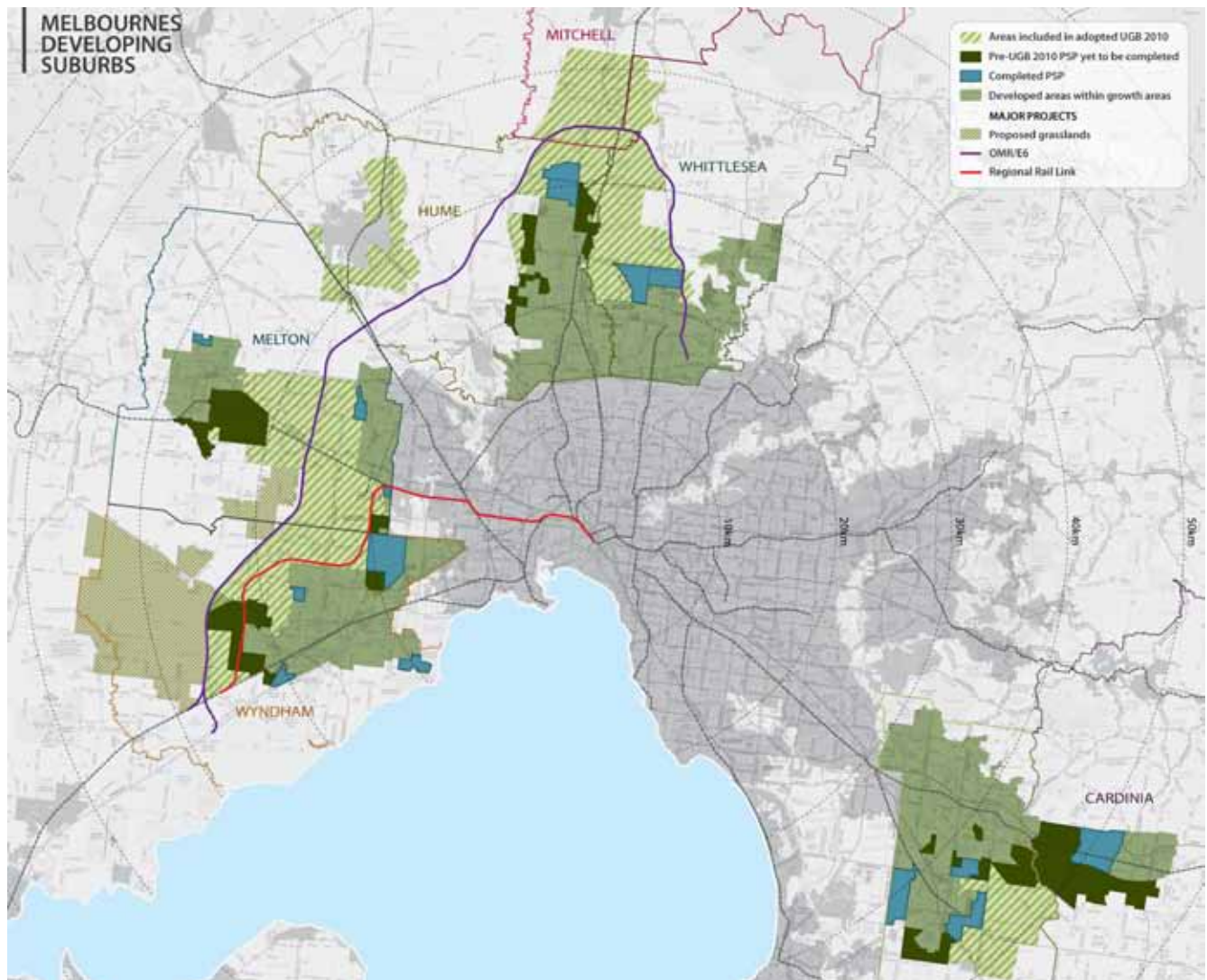
As well as providing a supply of quality housing at a level to ensure affordability, we must recognise that we can no longer build dormitory suburbs with car dependent "box and car park" shopping centres. Suburbs will be more complex, diverse communities, with real town centres that have good services, and are a focus for employment, learning and recreation as well as shopping. We need to reduce travel demand by providing more of those activities we need in our modern lives closer to the places where we live.

This is a target that must to be met to create a highly sustainable and vibrant Melbourne that continues to be one of the world's most liveable cities.

A handwritten signature in blue ink, which appears to read 'Peter Seamer'. The signature is stylized with a long horizontal line extending to the right.

Peter Seamer
Chief Executive Officer
September 2010

MAP OF GROWTH AREAS INCLUDING AUGUST 2010 URBAN GROWTH BOUNDARY CHANGES



DELIVERING ON OUR OBJECTIVES

The objectives of the GAA are listed in Section 46 AR of the Planning and Environment Act 1987. For each of the objectives, the GAA's scheduled activities for the coming twelve months, and also the priorities and plans for achieving these over the next three years, are outlined below.

Ensure that development in growth areas occurs in a coordinated and timely manner

One of the key activities of the GAA is to ensure an adequate supply of appropriately zoned land is available for the development of our newest suburbs. Without an adequate supply of zoned growth area land, the development of these areas is impossible to achieve in a co-ordinated and timely manner.

Over the next 12 months the GAA is planning to:

- Substantially complete Framework Plans for new Growth Areas within 12 months of the commencement of the framework planning process;
- Make substantial progress towards the following nine Precinct Structure Plans being gazetted by June 2011:
 - » Cardinia Road Employment PSP;
 - » Clyde North PSP ;
 - » Craigieburn R2 PSP;
 - » Greenvale North (R1) PSP;
 - » Greenvale West (R3) PSP;
 - » Manor Lakes PSP;
 - » Taylors Hill West PSP;
 - » Toolern PSP;
 - » Truganina South PSP.

The priorities for this objective over the next three years are to:

- Complete the Framework Plans for the new growth areas;
- Complete the Precinct Structure Plans for the existing PSP preparation program; and
- Develop and start implementing the 2010 Precinct Structure Plan preparation program.

The completion of the residential Precinct Structure Plans (PSP) contained in the existing PSP program will provide land zoned for 90,000 residential lots or 250,000 people by the end of 2012.

Other priorities identified to assist in delivering the objective are:

- Further streamlining of growth area planning processes;
- The GAA conducting the role of Planning Authority for Growth Areas; and
- The GAA co-ordinating transport planning activities.

ENSURE THAT INFRASTRUCTURE, SERVICES AND FACILITIES ARE PROVIDED IN GROWTH AREAS IN A COORDINATED AND TIMELY MANNER

The provision of appropriate infrastructure and services in a timely manner is another critical objective of the GAA to ensure the continued development of the growth areas.

Over the next 12 months the GAA is planning to:

- Develop an Infrastructure Investment Plan (IIP) process covering all Growth Areas in partnership with other departments and councils by:
 - » Ensuring a robust up-to-date IIP process is in place to inform Council and Agency 2011/12 budget planning; and
 - » Developing the processes for the funding to be allocated from the Building New Communities Fund and the Growth Areas Public Transport Fund;
- Complete the Growth Areas Engineering Standards project by:
 - » Launching the Growth Areas Engineering Standards project by 30 June 2011.

The priorities for this objective over the next three years are to:

- Develop Infrastructure Plans for each Precinct Structure Plan;
- Work closely with growth area Councils on growth area infrastructure plans;
- Support and co-ordinate the Integrated Infrastructure Planning Committee;
- Develop and introduce standardised Engineering Standards for the growth areas;
- Work in conjunction with other agencies to identify and facilitate infrastructure required by new vehicle technologies;
- Integrate the provision of transport and road infrastructure with associated services;
- Schedule Precinct Structure Plan roll out to align with infrastructure provision;
- Work with other Government agencies to co-ordinate the implementation of education infrastructure; and
- Develop processes for the allocation of GAIC funding so as to align with timely infrastructure provision.

PROMOTE SUSTAINABLE DEVELOPMENT OF LAND IN GROWTH AREAS

Development in the growth areas needs to be sustainable from an economic, environmental and social perspective. The GAA's role in the activities aligned with this goal are broad, and many of the other GAA objectives also incorporate aspects of this goal.

Over the next 12 months the GAA is planning to:

- Implement the Native Vegetation and Aboriginal Cultural Heritage mapping projects in partnership with Department of Sustainability and Environment and Aboriginal Affairs Victoria for the new growth areas by:
 - » Completing the first stage of Aboriginal Cultural Heritage mapping by June 2011; and
 - » Completing the second stage of detailed native vegetation and fauna mapping by June 2011.
- Develop a strategy for promoting the sustainable development of employment areas in the growth areas.

The GAA's focus and priority over the coming three years will be in relation to environmental and infrastructure aspects of this objective and are to:

Environment

- Complete native vegetation mapping project for Framework Planning;
- Complete identified biodiversity mapping projects;
- Complete Aboriginal Cultural Heritage mapping processes;

Infrastructure

- Seek optimum transport solutions;
- Implement innovative solutions for resource consumption, e.g. water/energy.

PROMOTE HOUSING DIVERSITY AND AFFORDABILITY IN GROWTH AREAS

Over the next 12 months the GAA is planning to:

- Explore opportunities for streamlining the planning requirements for the provision of dwellings, on lots smaller than 300 square metres in the growth areas by:
 - » Investigating a streamlined planning solution for smaller dwellings within the growth areas by 30 June 2011.
- Incorporate a variety of densities and building types where possible in Precinct Structure Plans to be completed.

The GAA's priorities for this objective over the next three years are to:

- Implement Precinct Structure Plan Guidelines;
- Focus on the provision of a range of housing types within application of Precinct Structure Plan Guidelines; and
- Facilitate the provision of dwellings less than 300 square metres in size.

PROMOTE EMPLOYMENT OPPORTUNITIES IN GROWTH AREAS

The GAA as planning authority for the growth areas is able to significantly influence how land in the growth areas is to be used in the future. The GAA has taken an overarching approach to ensure that the Precinct Structure Plan process supports the broad GAA goal of one job per household to be met within all approved Precinct Structure Plans. This is to be achieved through the application of the Precinct Structure Plan guidelines to the Precinct Structure Plans still to be completed.

The GAA needs to gain more traction in the creation of a variety of real employment options in our new suburbs as this will underpin the whole success of these areas. For example congestion on Melbourne's roads and public transport alone will make it increasingly important that we accelerate quality employment opportunities in our new suburbs. This change will improve the quality of travel on our roads and public transport, and will encourage the use of counter cyclical travel where possible.

Acceleration of delivery of jobs close to home

A primary catalyst for this is the early establishment of a significant city hub as the focal point of our growth corridors. The establishment of a quality urban city centre and its related services creates the incentive for employers to establish offices in these locations. This is also a fundamental issue influencing where tertiary employment opportunities are created.

Over the next 12 months the GAA is planning to:

- Complete a detailed plan on how we can accelerate the development of employment in growth area town centres; and
- Facilitate employment in the growth areas by allocating appropriately located employment land within the Growth Areas Framework Plan and the Precinct Structure Plans.

The priorities for this objective over the next three years are to:

- Ensure zoning of sufficient industrial land;
- Identify and plan for future town centres;
- Encourage and facilitate co-location of facilities;
- Focus on City Centre creation;
- Facilitate development of office warehouses, and other employment generating buildings; and
- Work with the Growth Area Councils and Department of Innovation, Industry and Regional Development on local economic development opportunities.

ENSURE THAT LAND IS PROVIDED FOR COMMERCIAL AND INDUSTRIAL PURPOSES IN GROWTH AREAS IN A CO-ORDINATED AND TIMELY MANNER

The GAA works closely with the Department of Industry, Innovation and Regional Development to achieve the above objective.

Over the next 12 months the GAA is planning to:

- Through the Framework Planning process identify future industrial zones for Melbourne with appropriate integration of transport planning ;
- Facilitate Agency/Council strategic and development planning to enable agreement on scope, priority and justification for Council and Agency Infrastructure projects;
- Investigate better ways of creating town centres to provide more white collar employment in the new suburbs; and
- Identify commercial/retail zones for Melbourne's future suburbs in the Framework Planning process.

The priorities for this objective over the next three years are to:

- Ensure sufficient industrial zoned land;
- Continue with comprehensive integrated planning of industrial precincts;
- Facilitate the creation of opportunities for small/medium/ large footprint employers; and
- Co-ordinate activities with those of Department of Innovation, Industry and Regional Development.

FOSTER THE DEVELOPMENT OF COMMUNITIES IN GROWTH AREAS

Much of work and activity of the GAA is focused on achieving this objective as an outcome for Melbourne's Newest Suburbs.

Over the next 12 months the GAA is planning to:

- Continue to implement the Precinct Structure Planning Guidelines by producing and disseminating Precinct Structure Planning Guideline Notes on specific topics which will enhance the liveability of Melbourne's newest suburbs;
- Continue to investigate ways to create family friendly communities; and
- Work with the Department of Planning and Community Development in strengthening communities in the new suburbs.

The priorities for this objective over the next three years are to:

- Develop opportunities for the facilitation of learning places;
- Implement Precinct Structure Plans in accordance with Precinct Structure Planning Guidelines; and
- Maintain focus on the creation of pedestrian friendly centres.

INTEGRATE LAND USE AND TRANSPORT TO ENABLE THE COORDINATED PROVISION OF A SUSTAINABLE TRANSPORT SYSTEM FOR THE BENEFIT OF THE COMMUNITY

The GAA will work closely with the Department of Transport and Department of Planning and Community Development to implement this new objective.

Over the next 12 months the GAA is planning to:

- Ensure that the implementation of the GAIC and the Growth Areas Public Transport Fund is conducted efficiently.

The priorities for this objective over the next three years are to:

- Ensure transport alternatives are planned for in Precinct Structure Plans;
- Develop strategies for minimising total travel arising from Melbourne's newest suburbs;
- Ensure the processes for the administration of the Growth Areas Infrastructure Contribution and Growth Areas Public Transport Fund and Building New Communities Fund are developed and implemented;
- Ensure Infrastructure Plans are developed for each PSP;
- Work closely with Councils on growth area infrastructure plans;
- Support and co-ordinate the Integrated Infrastructure Planning Committee;
- Work in conjunction with other agencies to identify and facilitate infrastructure for emerging vehicle technologies; and
- Integrate the provision of transport and road infrastructure, with associated services.

DISCHARGE GOVERNANCE ACTIVITIES

The GAA has an obligation to the Victorian Community to ensure that it conducts its affairs and operations in accordance with Government's standards and expectations.

Over the next 12 months the GAA will ensure that it:

- Conducts the financial operations of the organisation in a controlled and transparent manner by:
 - » Producing the annual report by the end of September each year with no qualifications in the Audit Report; and
 - » Providing notification to the affected land owners of the potential GAIC liability attaching to their land.
- Conducts Authority meetings in accordance with legislative requirements by:
 - » Holding at least six Authority Meetings each financial year.
- Measures the outcomes set out in the GAA ResourceSmart Environmental Strategy by:
 - » Annually reporting on the outcomes of the GAA ResourceSmart Environment Strategy actions.
- Discharges its Risk Management obligations annually by:
 - » Including the completed Risk Management Attestation in the Annual Report.

ABOUT THE GAA

MEMBERS OF THE AUTHORITY

The Growth Areas Authority is overseen by a highly experienced board that brings a broad range of disciplines including planning, development, economics, financial management, education and housing. Chaired by Chris Banks, five Authority members were appointed by the Minister on 1 September 2008. Three of these, Chris Banks, Felix Blatt and Frank King were re-appointed and two new members, Ann Keddle and Ian Munro, were appointed. Di Fleming joined the Authority in November 2007. The Authority reports to the Minister for Planning, the Hon. Justin Madden MLC.

A profile of each board member is below.



CHRIS BANKS AM (CHAIRMAN)

Chris Banks AM brings more than four decades of high-level experience in the housing and urban development industry culminating in his eleven years spent as Chief Executive Officer of AV Jennings, and Managing Director of Delfin for nine years.



FRANK KING (DEPUTY CHAIR)

Frank King is a former Deputy Secretary of the Department of Treasury and Finance. He is President of the Emergency Services Superannuation Board and Chairman of the Centre for Adult Education. He brings to the GAA board an appreciation of the process of government.



FELIX BLATT

Felix Blatt, formerly Chief Advisor Project Management for Rio Tinto, is a Project Management consultant and has extensive experience in infrastructure development and managing major engineering projects.



DI FLEMING

Di brings experience across education, greenfield development and digital design. Di is Director of Accelerated Knowledge Technologies Pty Ltd, Vice President Africa Australia Business Council (Vic) and former founding Director of Digital Harbour Pty Ltd with associate professorships at RMIT and Melbourne Universities. Ms Fleming is a recipient of the Telstra Business Woman of the Year Award (Vic).



ANN KEDDIE

With extensive experience within the industry, Ann Keddle is a Director of Ann Keddle Architects. She is also a sessional member of VCAT and a member of the Priority Development Panel and Planning Panels Victoria.



IAN MUNRO PSM

Ian Munro brings to the Board expertise in aligning government and business to achieve investment and jobs growth. In particular, Ian has a detailed understanding of the critical role of land supply and planning in economic development. Ian is a council member of the Victorian Environment Assessment Council and was formerly Deputy Secretary/CEO of Invest Assist in the Department of Innovation, Industry and Regional Development.

OUR ORGANISATION

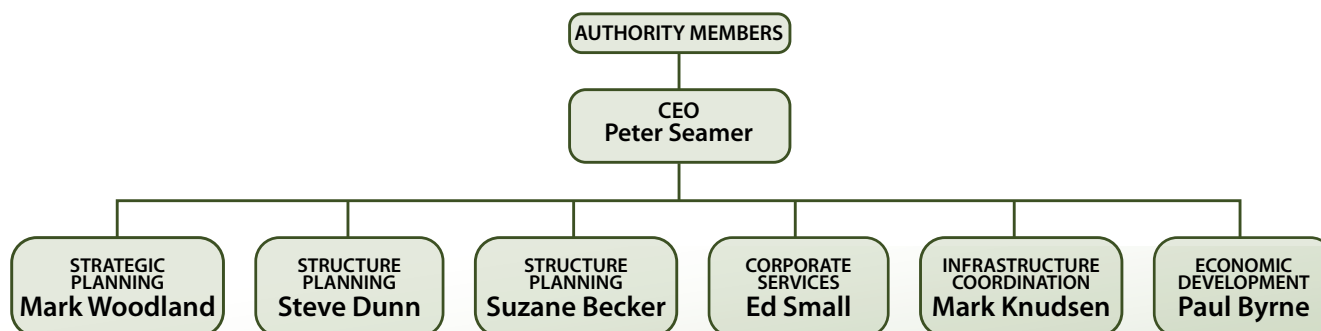
The GAA currently has a complement of 53 FTE staff supported by some contract employees to help meet work targets and to provide expert assistance in key areas.

The following table details expected staffing arrangements for the coming year:

STAFF	2010/11	2009/10
Executives	6	6
Non executive	47	47
TOTAL	53	53

The organisation is structured around 5 major activities (6 teams). The teams are organised to optimise the GAA in conducting its activities in the following areas:

- **Precinct Structure Planning** activity is handled by two separate teams to deliver the production of the existing PSP program within the tight timeframe of 2012. These two teams work in partnership with the growth area councils to complete PSPs for land within the existing UGB in accordance with the agreed timetable.
- **Strategic Planning** team is responsible for framework planning matters and biodiversity and cultural heritage.
- **Infrastructure Coordination** team is responsible for working closely with other agencies to ensure that infrastructure in the growth areas is planned and provided in a co-ordinated and timely manner.
- **Economic Planning** team is responsible for the coordination of economic research activities, including developing planning and design approaches for town and city centres incorporating housing affordability, sustainability and climate change initiatives.
- **Corporate Services** team is responsible for good governance (including the finance and administrative functions), and incorporating the implementation and administration of the GAIC.



BUDGET

The Authority has approved the following budget and projections for 2010-2011 and has endorsed in-principal the financial projections for the subsequent two years:

INCOME

	2010/11 \$ m	2011/12 \$m	2012/13 \$m
Appropriation	4.9	4.9	4.9
Interest	0.4	0.2	0.1
Commonwealth Government Grant	0.7		
Other Contributions			
• Appropriation PSP (2 Yrs)	5	5	
• Appropriation PSP (2 years remaining)	1.3	1.1	
• Other	0.2		1.2
Total Income	12.50	11.20	6.20

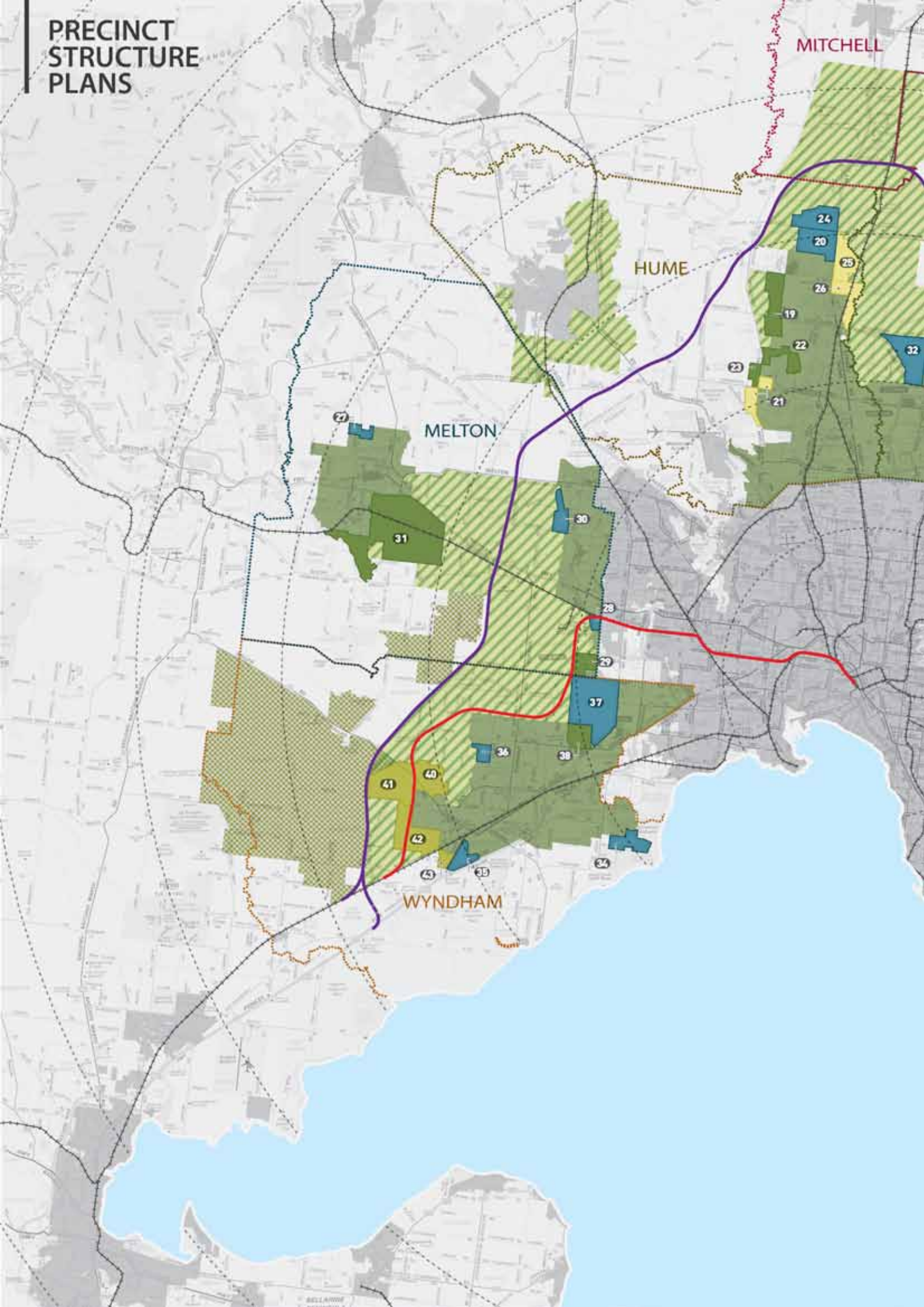
EXPENDITURE

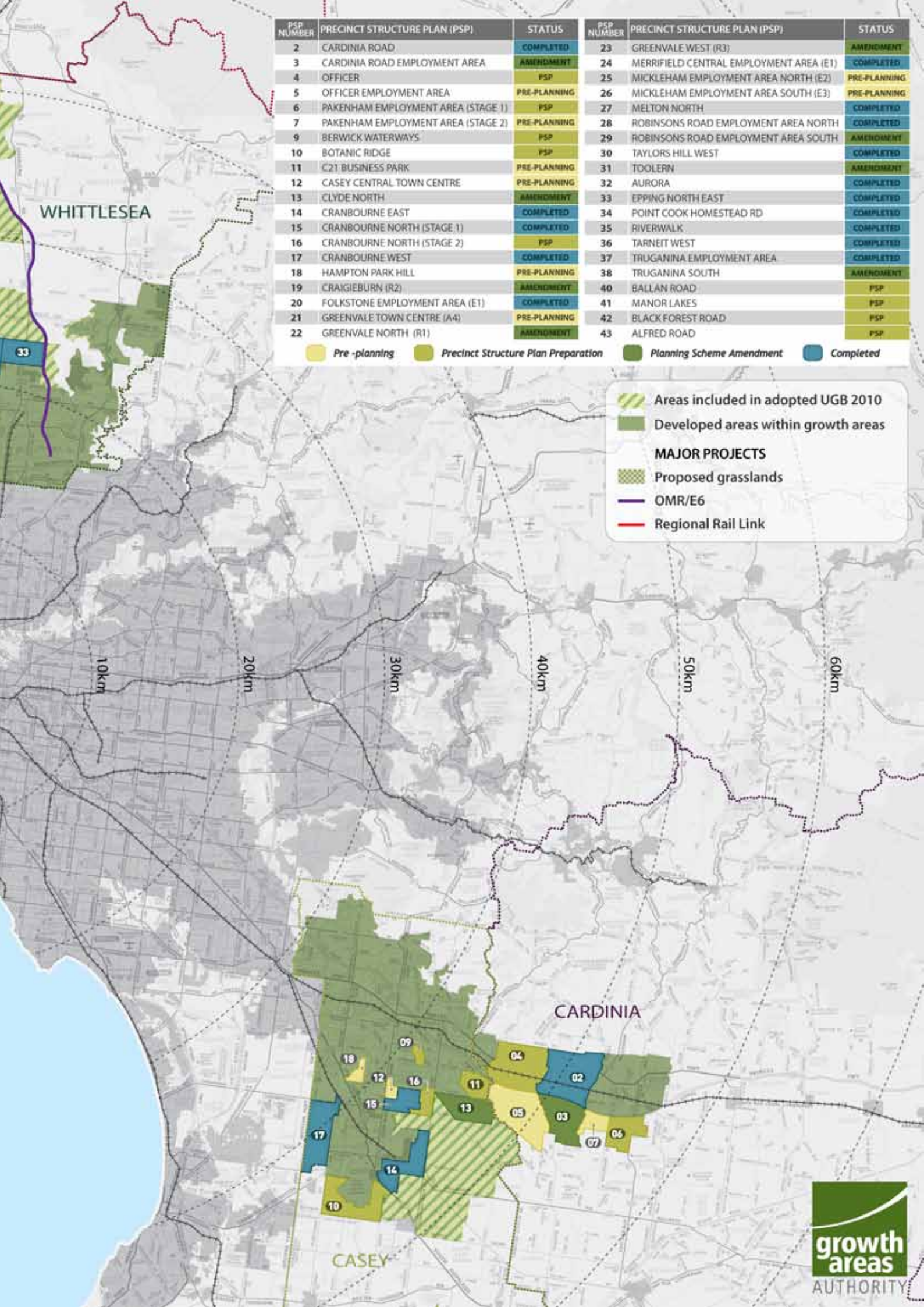
	2010/11 \$ m	2011/12 \$m	2012/13 \$m
Executive	0.8	0.8	0.7
Corporate services	2.3	2.4	2.5
Planning Policy & Strategy	3.1	2.2	2.2
Structure Planning	7.8	6.8	5
Infrastructure Coordination	1.1	1.1	1.1
Total Expenditure	15.10	13.30	11.50
Net operating income (expenditure)	-2.6	-2.1	-5.3
Accumulated funds Brought Forward (Forecast)	10.2	7.6	5.5
Accumulated Funds at the end of the Period	7.60	5.50	0.20

EQUITY

	2010/11 \$ m	2011/12 \$m	2012/13 \$m
Net Equity	\$7.60	\$5.50	\$0.20

PRECINCT STRUCTURE PLANS





PSP NUMBER	PRECINCT STRUCTURE PLAN (PSP)	STATUS	PSP NUMBER	PRECINCT STRUCTURE PLAN (PSP)	STATUS
2	CARDINIA ROAD	COMPLETED	23	GREENVALE WEST (R3)	AMENDMENT
3	CARDINIA ROAD EMPLOYMENT AREA	AMENDMENT	24	MERRIFIELD CENTRAL EMPLOYMENT AREA (E1)	COMPLETED
4	OFFICER	PSP	25	MICKLEHAM EMPLOYMENT AREA NORTH (E2)	PRE-PLANNING
5	OFFICER EMPLOYMENT AREA	PRE-PLANNING	26	MICKLEHAM EMPLOYMENT AREA SOUTH (E3)	PRE-PLANNING
6	PAKENHAM EMPLOYMENT AREA (STAGE 1)	PSP	27	MELTON NORTH	COMPLETED
7	PAKENHAM EMPLOYMENT AREA (STAGE 2)	PRE-PLANNING	28	ROBINSONS ROAD EMPLOYMENT AREA NORTH	COMPLETED
9	BERWICK WATERWAYS	PSP	29	ROBINSONS ROAD EMPLOYMENT AREA SOUTH	AMENDMENT
10	BOTANIC RIDGE	PSP	30	TAYLORS HILL WEST	COMPLETED
11	C21 BUSINESS PARK	PRE-PLANNING	31	TOOLERN	AMENDMENT
12	CASEY CENTRAL TOWN CENTRE	PRE-PLANNING	32	AURORA	COMPLETED
13	CLYDE NORTH	AMENDMENT	33	EPPIING NORTH EAST	COMPLETED
14	CRANBOURNE EAST	COMPLETED	34	POINT COOK HOMESTEAD RD	COMPLETED
15	CRANBOURNE NORTH (STAGE 1)	COMPLETED	35	RIVERWALK	COMPLETED
16	CRANBOURNE NORTH (STAGE 2)	PSP	36	TARNETT WEST	COMPLETED
17	CRANBOURNE WEST	COMPLETED	37	TRUGANINA EMPLOYMENT AREA	COMPLETED
18	HAMPTON PARK HILL	PRE-PLANNING	38	TRUGANINA SOUTH	AMENDMENT
19	CRAIGIEBURN (R2)	AMENDMENT	40	BALLAN ROAD	PSP
20	FOLKSTONE EMPLOYMENT AREA (E1)	COMPLETED	41	MANOR LAKES	PSP
21	GREENVALE TOWN CENTRE (A4)	PRE-PLANNING	42	BLACK FOREST ROAD	PSP
22	GREENVALE NORTH (R1)	AMENDMENT	43	ALFRED ROAD	PSP

Pre-planning Precinct Structure Plan Preparation Planning Scheme Amendment Completed

- Areas included in adopted UGB 2010
- Developed areas within growth areas
- MAJOR PROJECTS
 - Proposed grasslands
 - OMR/E6
 - Regional Rail Link



Level 29, 35 Collins Street
Melbourne Victoria 3000

Telephone: 03 9651 9600
Facsimile: 03 9651 9623

www.gaa.vic.gov.au

