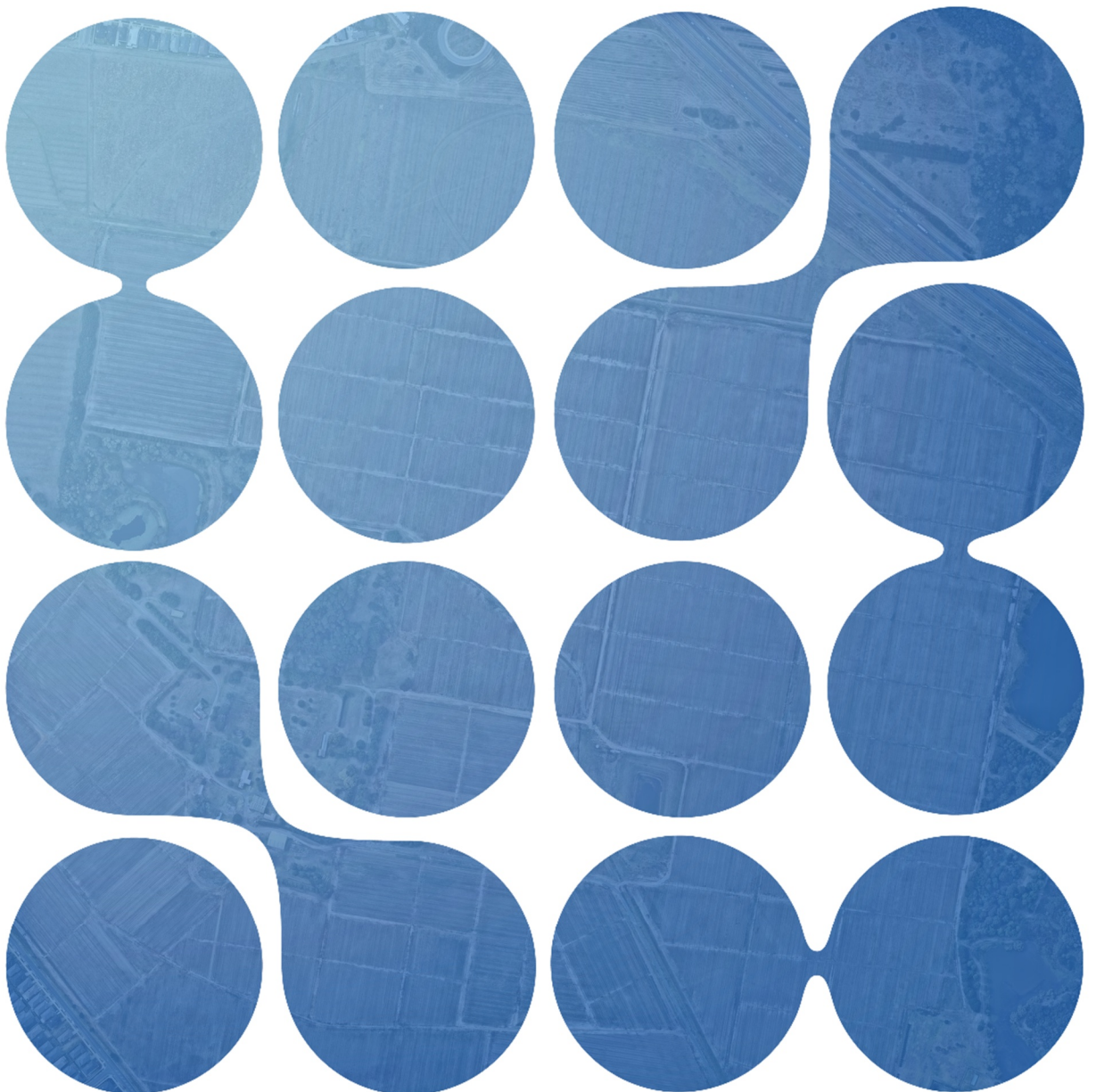


Economic expert witness statement

Casey Planning Scheme Amendment C288
Minta Farm PSP

Prepared for The Minta Group
4 April 2018



Deep End Services

Deep End Services is an economic research and property consulting firm based in Melbourne. It provides a range of services to local and international retailers, property owners and developers including due diligence and market scoping studies, store benchmarking and network planning, site analysis and sales forecasting, market assessments for a variety of land uses, and highest and best use studies.

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Document Name

TMG report - Casey Am C288 - Economic expert statement - J Ganly
- 4 Apr 18

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This report should be read in its entirety, as reference to part only may be misleading.

Contents

1	Introduction	1
1.1	Background	1
1.2	Instructions	3
1.3	Approach	3
1.4	Expert witness details	5
2	Amendment C288	7
2.1	Overview	7
2.2	Minta Farm PSP	10
3	TMG proposal	17
3.1	Introduction	17
3.2	Key elements	17
3.3	Comparison to exhibited PSP	20
3.4	Rationale	22
3.5	Employment	27
3.6	Deliverability	31
4	Submissions	35
4.1	Introduction	35
4.2	Local residents and businesses	36
4.3	Casey City Council	36
4.4	Cardinia Shire Council	38
4.5	DEDJTR	39
5	Conclusions	42

Appendices

Appendix A Curriculum Vitae for Justin Ganly

Appendix B Casey Am C60, Economic Expert Witness Statement

**Appendix C Selected slides from TMG's Proposal as presented at the
VPA on 19 March 2018**

Tables + Figures

Table 1—Anticipated employment creation within employment precinct	15
Table 2—TMG Land Use, Floorspace and Employment Forecasts	29
Figure 1—Minta Farm PSP area	8
Figure 2—Minta Farm PSP and Permit Application Areas	9
Figure 3—Future Urban Structure	10
Figure 4—Land Use Budget	11
Figure 5—Estimated Residential Dwelling Yield	13
Figure 6—Town Centres and Employment	14
Figure 7—Anticipated Employment Creation	15
Figure 8—Projected Employment Quantum (employment precinct)	16
Figure 9—TMG Proposed Urban Structure	18
Figure 10—TMG Proposed Applied Zone Provisions	19
Figure 11—TMG Proposed Specific Land Use Provisions for Urban Core Precinct	19
Figure 12—Proposed Urban Structure Comparison	20
Figure 13—Comparison of Employment, TMG Proposal and Exhibited PSP	21
Figure 14—TMG Concept Masterplan	23
Figure 15—TMG Employment Sub-Precincts Overview	24
Figure 16—TMG Urban Core Design Principles	25
Figure 17—TMG Innovation Quarter Design Principles	26
Figure 18—TMG Town Centre Urban Design Principles	26
Figure 19—TMG Urban Core City Block Study	31
Figure 20—TMG Innovation Quarter Block Study	32
Figure 21—TMG Town Centre Layout	33

1

Introduction

1.1 Background

- ⁰¹ I have been instructed in this matter by Norton Rose Fulbright, acting on behalf of The Minta Group (“TMG”) in relation to proposed Amendment C288 (“Am C288”) to the Casey Planning Scheme.
- ⁰² Am C288 has been prepared by the Victorian Planning Authority (“VPA”) which is the planning authority for Am C288.
- ⁰³ The Amendment is to implement the Minta Farm Precinct Structure Plan (“PSP”) which is to guide the development of approximately 285 ha of land as a residential and employment precinct.
- ⁰⁴ The Amendment is a combined planning permit application and planning scheme amendment under section 96A of the Act.
- ⁰⁵ Minta Farm is located with the suburb of Berwick, 45 km south-east of the Melbourne CBD.
- ⁰⁶ The PSP area is generally bounded to the north by the Princes Freeway, to the east by Cardinia Creek, to the south by Grices Road and to the west by Soldiers Road.
- ⁰⁷ Am 288 will introduce the Urban Growth Zone Schedule 14 (“UGZ14”) to the Casey Planning Scheme (“Scheme”) and apply it to the PSP area.

⁰⁸ The Amendment then seeks to:

- *Amend Clause 22.01 to include the Minta Farm Local Town Centre and Local Convenience Centre.*
- *Insert Schedule 14 to Clause 37.07 Urban Growth Zone (UGZ) into the Casey Planning Scheme and rezone part of the land from UGZ (no schedule) to UGZ Schedule 14 (UGZ14). Schedule 14 to the UGZ sets out the land use and development controls for the PSP area and requires land use and development within the PSP area to be generally in accordance with the Minta Farm PSP;*
- *Rezone part of the PSP area from UGZ (no schedule) to Rural Conservation Zone (RCZ) being land within Conservation Area 36 and generally located along the eastern boundary of the PSP area;*
- *Apply Schedule 6 to the Environmental Significance Overlay (ESO6) to the land zoned as RCZ;*
- *Insert Schedule 2 to the Incorporated Plan Overlay (IPO2) into the Casey Planning Scheme and apply it to the land zoned as RCZ;*
- *Amend the schedule to the Heritage Overlay to include the application of HO209;*
- *Apply Heritage Overlay Schedule 209 (HO209) to part of one land parcel;*
- *Increase the extent of Schedule 1 of Public Acquisition Overlay (PAO1) to allow for the intersection of O'Shea Road and Soldiers Road;*
- *Amend the Schedule to Clause 52.17 to identify native vegetation exempt from requiring a planning permit within the PSP area;*
- *Amend the Schedule to Clause 61.03 to update the relevant Planning Scheme maps;*
- *Amend the Schedule to Clause 66.04 to include a referral provision to the Victorian Planning Authority; and*
- *Amend the Schedule to Clause 81.01 to include a new incorporated document titled "Minta Farm Precinct Structure Plan, October 2017".*

1.2 Instructions

My instructions in this matter were provided to me by letter dated 31 January 2018 as follows:

Our client wishes to engage you to:

- (1) review the Amendment documents and background materials;*
- (2) confer with instructing solicitors and counsel where necessary;*
- (3) prepare an expert report which:*
 - (a) explains your involvement in the project;*
 - (b) explains your opinion of the jobs that can be accommodated within the proposed employment precinct; and*
 - (c) analyses the master plan for the proposed employment precinct, being prepared by Dean Landy of CHC, in terms of its ability to accommodate those jobs; and*
- (4) if necessary, appear at Planning Panels Victoria at the hearing commencing 16 April 2018 for the purpose of presenting your expert opinion concerning these matters.*

1.3 Approach

Background

⁰⁹ I have been engaged as Minta Farm's project economist by TMG since June 2011.

¹⁰ During that time I have advised and assisted TMG on a number of matters in relation to Minta Farm including:

- Land use planning;
- Employment forecasts;
- Retail floorspace forecasts;
- Dwelling and population forecasts;
- Case study identification;
- Interpretation of economic-related planning policy changes; and
- Development of the alternative master plan proposal to be considered by the Panel considering Am C288.

¹¹ I have assisted in the preparation and delivery of a number of presentations at the VPA (and formerly the GAA) regarding TMG's development vision and rationale for Minta Farm. The first of these presentations was made in November 2011 and the last in March 2017.

¹² I also prepared an economic expert statement for TMG in relation to Amendment C50 (“Am C50”) to the Casey Planning Scheme in November 2013. My focus in that statement was on matters of relevance to Minta Farm within the proposed Amendment with my conclusions being:

- *The GAA’s designation of Business with Residential for Minta Farm is based upon sound market fundamentals and will deliver an integrated business and residential community which is ideal for the City of Casey.*
- *Where required, Am C50 should be amended to reflect such a designation.*

¹³ My expert statement prepared for Am C60 is included at Appendix B of this statement.

Am C288

¹⁴ In responding to my instructions I have, amongst other things, done the following:

1. Visited the site and surrounds.
2. Reviewed the Amendment documentation.
3. Reviewed submissions made to the proposed Am C288 by interested parties.
4. Reviewed all relevant background documents.

1.4 Expert witness details

¹⁵ The following expert witness details are provided as required in Planning Panels Victoria's *Guide to Expert Evidence*.

Name and address of expert

Mr Justin Ganly
Managing Director
Deep End Services Pty Ltd
Suite 304, 9-11 Claremont Street
South Yarra Victoria 3141

Expert's qualifications and experience

- Graduate Diploma of Applied Finance & Investment, Securities Institute of Australia.
- Bachelor of Engineering (Chemical) (First Class Honours), University of Melbourne.
- Managing Director of Deep End Services since 2003.
- Retail and property consultant for KPMG, Coopers & Lybrand and Coles Myer from 1993 to 2003.

A full CV is included at Appendix A.

Expert's area of expertise to make report

- Thorough understanding of commercial, industrial, retail and residential land use and development patterns throughout Victoria.
- Employment analysis.
- Demographic analysis.
- Population and land use forecasting.
- Activity centre network planning.
- Detailed understanding of PSP development principles.

Other significant contributors to the report

None.

Instructions that defined the scope of the report

My instructions were received from Norton Rose Fulbright on 31 January 2018 as detailed in Section 1.2 of this statement.

Facts, matters and assumptions upon which the report proceeds

Stated in relevant sections of this statement.

Documents, materials and literature used in preparing this report

Stated in relevant sections of this statement.

Summary of the opinions of the expert

- My conclusions can be summarised as follows in relation to Casey Amendment C288:
 1. A key objective of Minta Farm is to deliver 10,000+ high value jobs.
 2. The exhibited PSP has been developed in conjunction with the key stakeholders and is, in large part, satisfactory.
 3. However, the last-minute increase in gross land area within the employment precinct (from 62 ha to 83 ha) has taken an area which was already too big and spread it in a way which cannot support a modern, walkable, vibrant and attractive business community.
 4. The Proposal prepared by TMG has been built from the bottom up as the result of a rigorous master planned process and it is a significant enhancement of the exhibited PSP. It embraces lessons from elsewhere in Australia and around the world to implement a framework which is structured enough to ensure linkages and permeability but flexible enough to allow for adaptation over the development lifespan of the project.
 5. The employment precinct within the Proposal will deliver more employment on less land (11,734 jobs on 52.0 gross ha) compared to the exhibited PSP (10,953 jobs on 82.8 gross ha).
 6. The increased job density is a reflection of higher development densities, efficiencies and integration of a new residential community.
 7. In many ways, it is not appropriate to compare the totality of the Proposal's development possibilities with those which have been delivered previously in Australia (most obviously by focussing on backward looking job density ratios).
 8. Rather, the focus must be on the building blocks and realising how these are, individually, feasible in the Minta Farm context but only when supported by the key considerations of urban design, walkability, liveability and interactivity which are inherent within the Proposal.
 9. The temptation of many of the submitters has been to rely on the old paradigm that more land will mean more jobs at Minta Farm. In my opinion this is not the case and, in the same way that it has finally been admitted that "heavy industry" is not appropriate for the site, the VPA, Council and other interested parties should acknowledge that the Proposal's vision for delivering 10,000+ jobs at Minta Farm is to be preferred to that of the exhibited PSP's.

Provisional opinions not fully researched

- None.

Questions outside the expert's expertise

- None.

Report incompleteness or inaccuracies

- None.

2

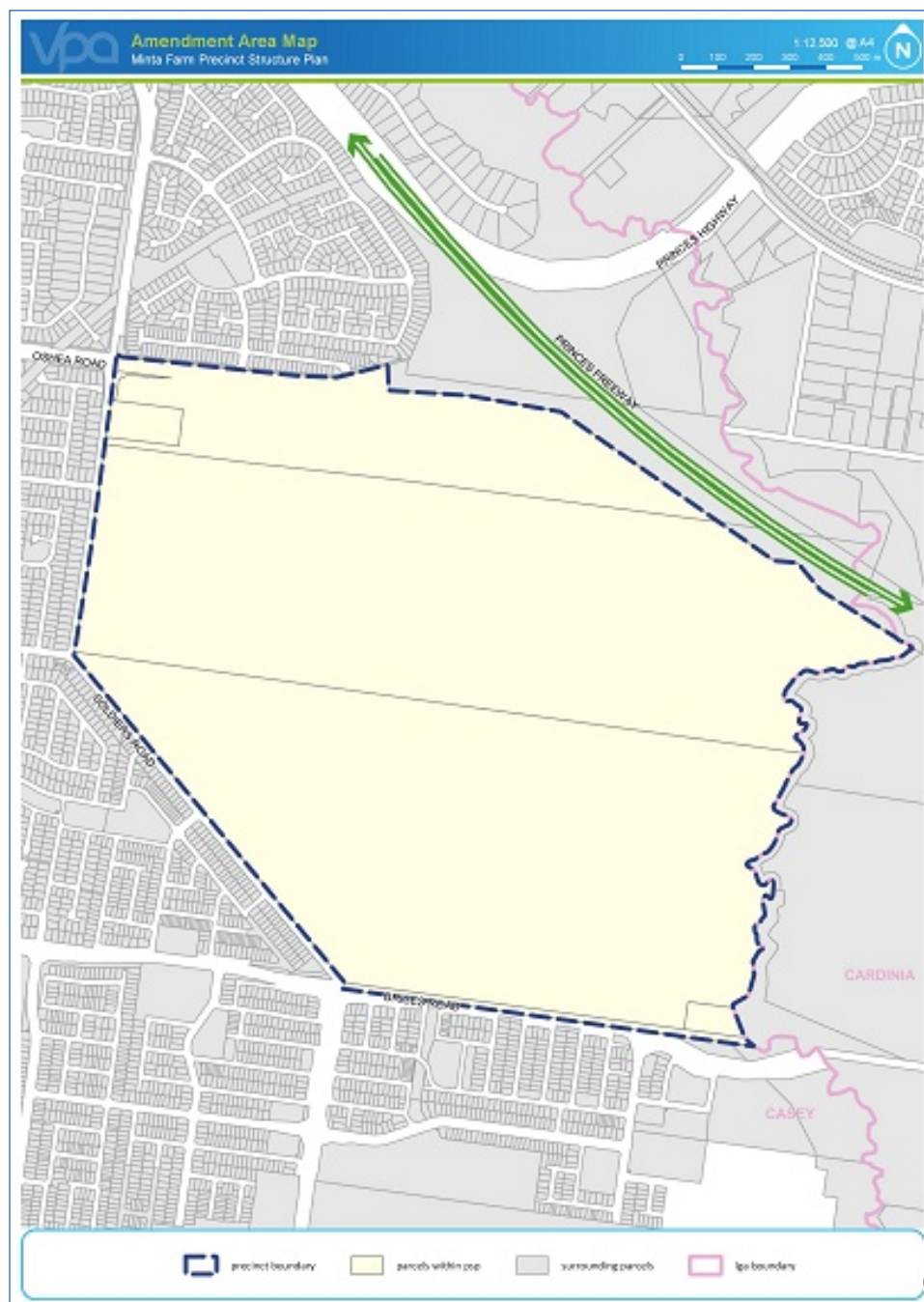
Amendment C288

2.1 Overview

- ¹⁶ Am C288 applies to the approximately 285 ha of land identified on Figure 1 as being the Minta Farm PSP area.
- ¹⁷ TMG owns the northern portion of the Minta Farm PSP area (approximately 171 ha), with Stockland announcing in January 2017 that it will purchase the southern portion of the PSP area (approximately 114 ha) with settlement due in July 2019.
- ¹⁸ Stockland intends to develop its land primarily for residential purposes.
- ¹⁹ The permit application (PInA00384/17) being considered in conjunction with the planning scheme amendment in Am C288 is for Stockland's first intended multi-lot staged residential subdivision at Minta Farm.
- ²⁰ The land which is the subject of the permit application is shown on Figure 2.

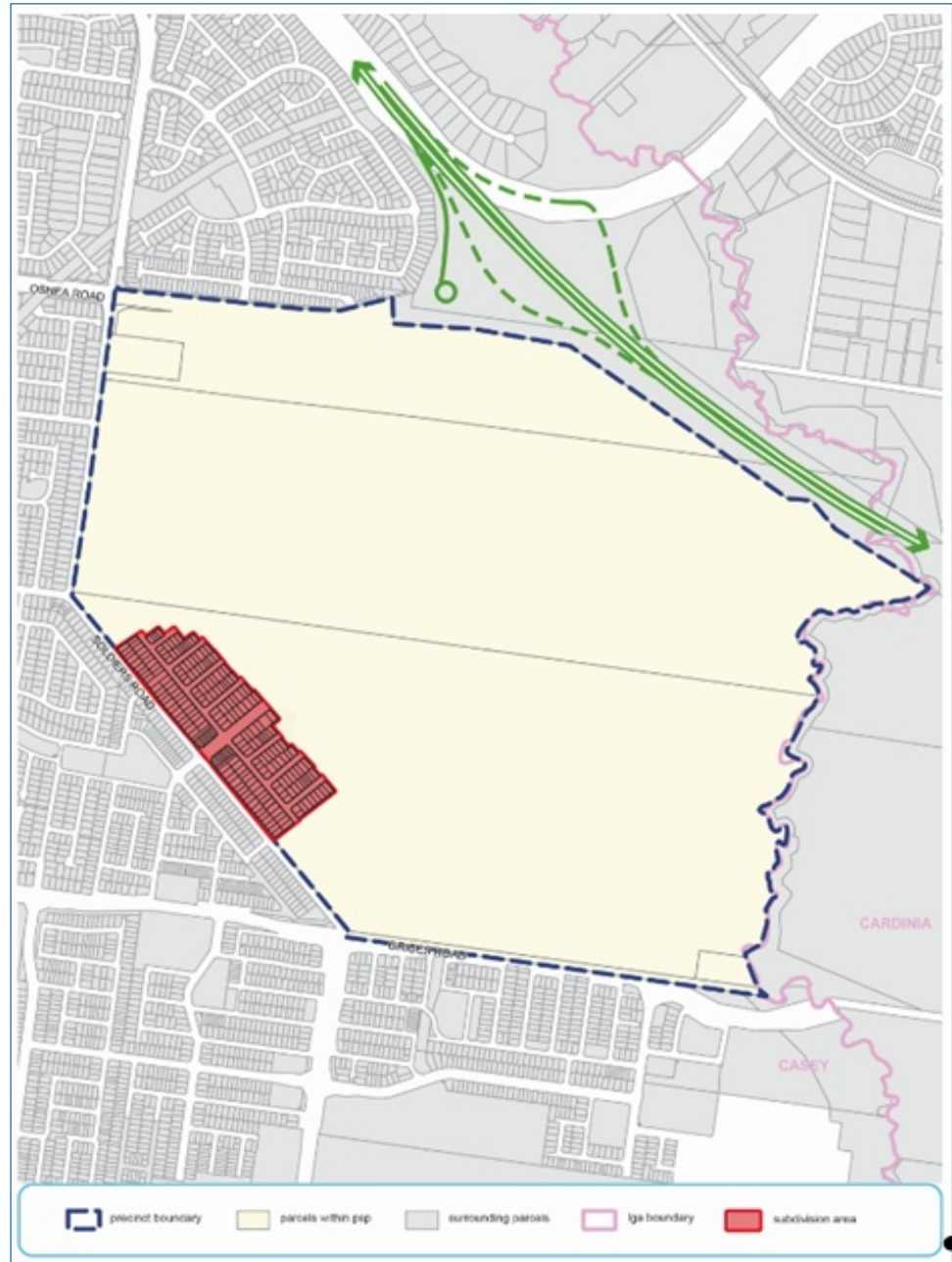
**Figure 1—Minta
Farm PSP area**

Source: VPA
(Explanatory Report)



**Figure 2—Minta
Farm PSP and
Permit Application
Areas**

Source: VPA
(Explanatory Report)



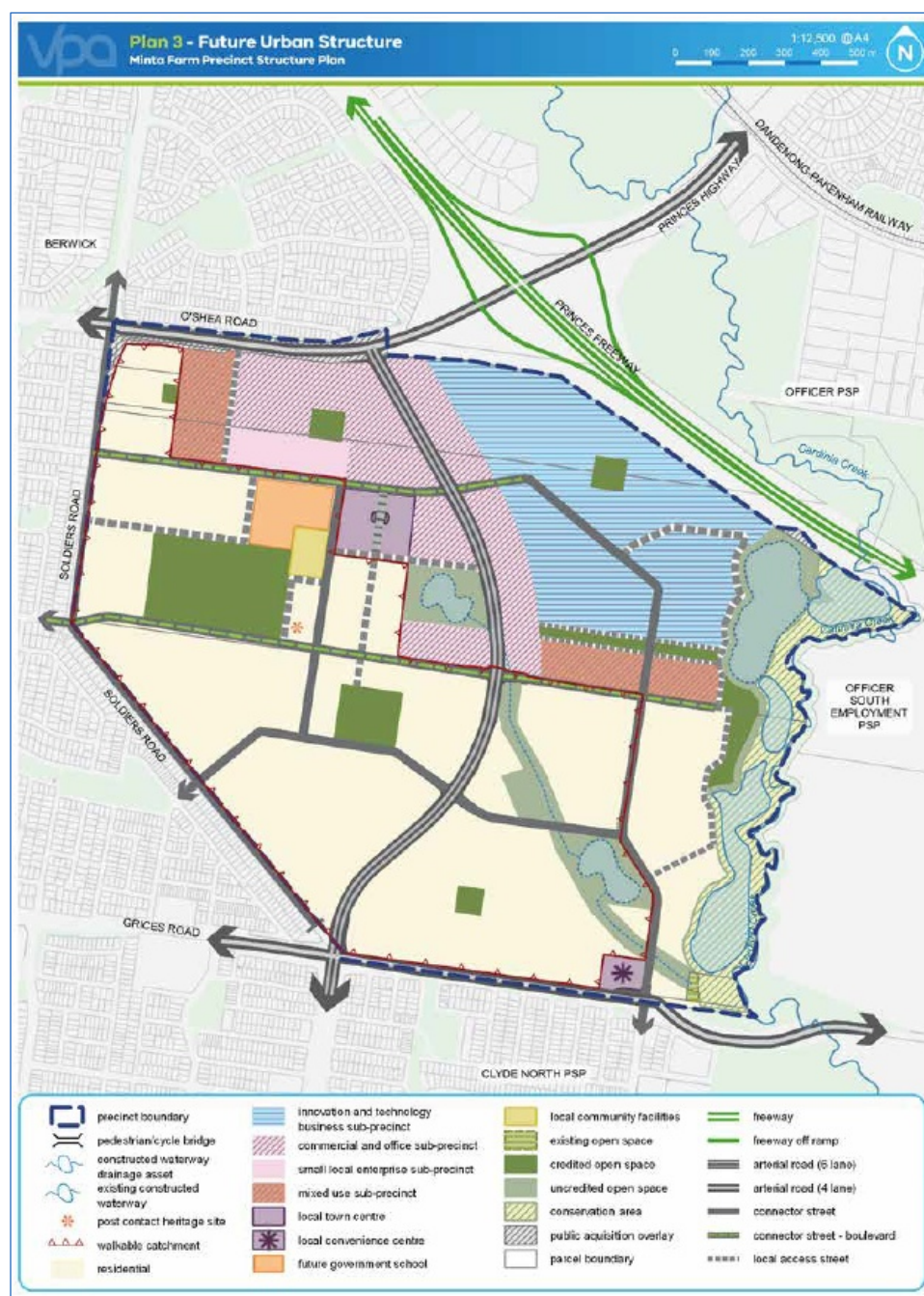
2.2 Minta Farm PSP

²¹ The exhibited Minta Farm PSP is dated October 2017.

²² Contained within the PSP is the VPA's vision for Minta Farm's development from a land use perspective as presented in the Future Urban Structure (Figure 3).

Figure 3—Future Urban Structure

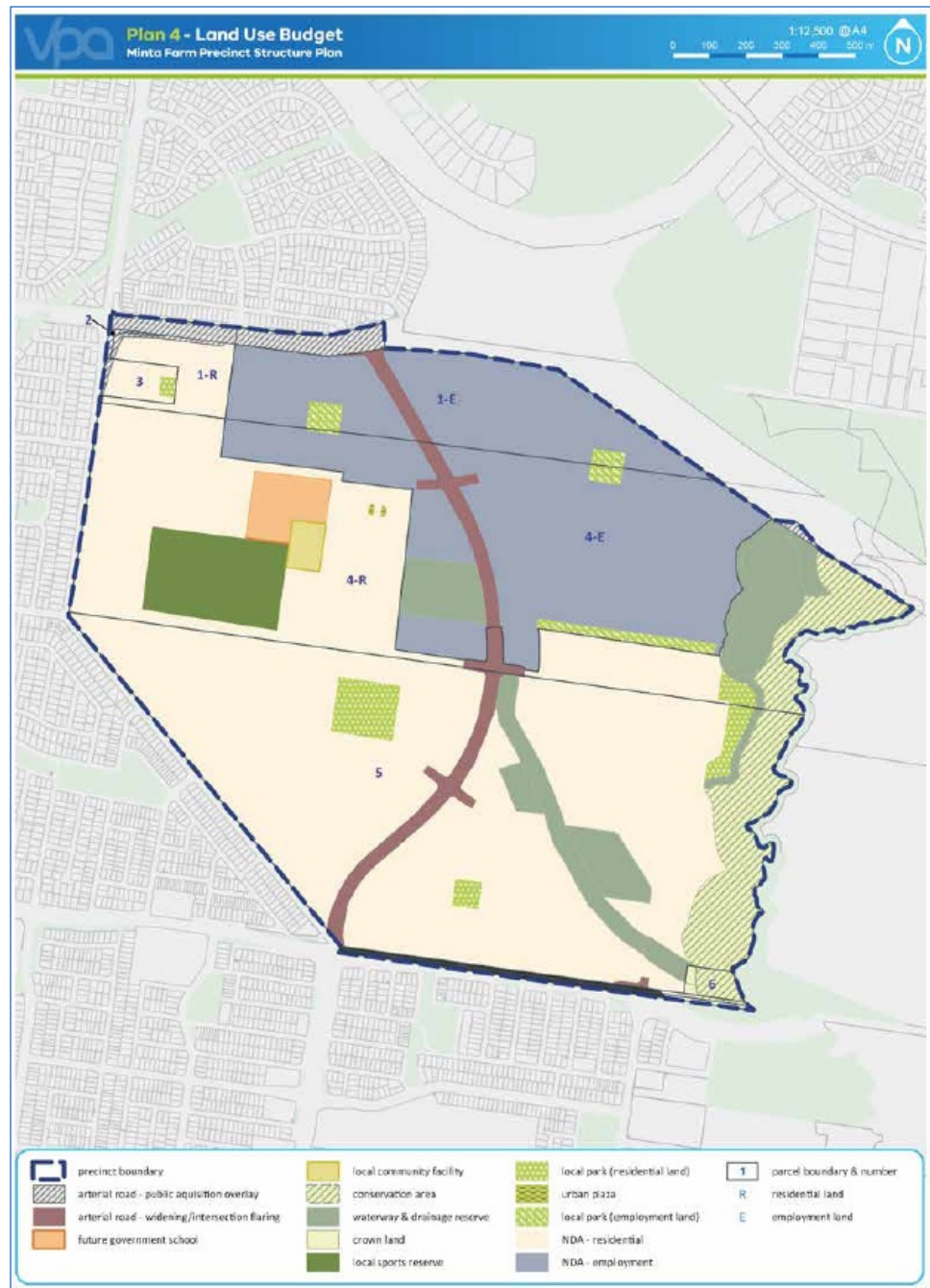
Source: VPA
(Exhibited PSP)



²³ Land budgets within the PSP are based upon the Land Use Budget plan at Figure 4.

Figure 4—Land Use Budget

Source: VPA
(Exhibited PSP)



²⁴ The PSP then sets out expected land use budgets as follows:

• Total PSP area	284.77 ha	(100%)
• Less:		
• Arterial roads	15.68ha	
• Community & education	4.70 ha	
• Open space	53.79 ha	
• Sub-total	74.17 ha	
• Gives net developable area	210.60 ha	(74%)
• Allocated:		
• Residential	141.80 ha	(50%)
• Employment	68.80 ha	(25%).

²⁵ The gross area of the employment precinct is 82.8 ha, which can be calculated by summing the figures in the column headed “Projected Units in PSP” in Table 5 (Anticipated Employment Creation) in the PSP.

²⁶ As stated in TMG’s submission regarding the exhibited PSP:

Immediately prior to exhibition of the PSP, following many months of intensive discussions between VPA, TMG and Council to refine the employment vision for Minta Farm, the employment precinct was enlarged by some 25%, growing in scale from approx. 62ha to 83ha. This occurred without any discussion with stakeholders, and absent of any clear justification or evidence to support an increased land allocation. Interestingly, the 83ha employment footprint now proposed by the PSP is still intended to accommodate the same job numbers as proposed by earlier smaller footprints.

**Figure 5—
Estimated
Residential Dwelling
Yield**

Source: VPA
(Exhibited PSP)

- ²⁷ The residential development portion of the PSP area is expected to deliver 2,853 dwellings and capable of housing a population of 7,988 using the VPA's preferred average household size of 2.8 people per dwelling.
- ²⁸ Further detail on the expected location and types of residential dwellings to be delivered in the PSP area are provided within the Estimated Residential Dwelling Yield table at Figure 5.

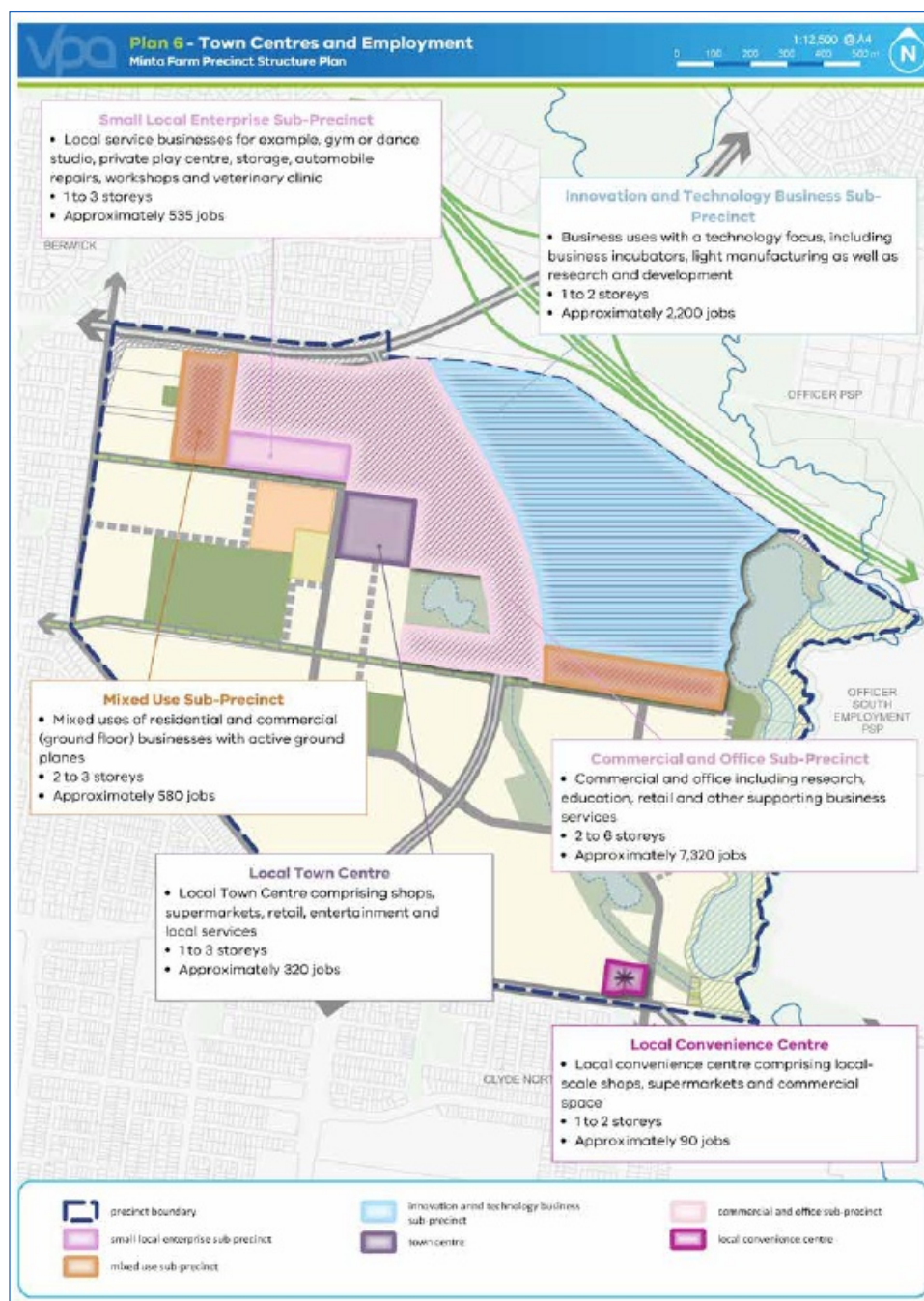
Table 3 Estimated Residential Dwelling Yield

RESIDENTIAL TYPE	NDA (HA)	DWELLINGS/ NDHA	DWELLINGS
Residential adjacent the local town centre	5.25	30	158
Residential adjacent the district park	9.46	25	236
Residential within walkable catchment (applied RGZ)	96.77	20	1,935
Residential outside walkable catchment (applied GRZ)	10.93	16	175
Residential in Transitional Housing area (applied GRZ)	4.37	11	48
Mixed use (applied MUZ)	10.40	20	208
Town centre and local convenience centre (applied C1Z)	4.63	20	93
Total	141.80	(average) 20.1	2,853
Anticipated population @ 2.8 persons per dwelling			7,988

- 29 Figure 6 below from the PSP sets out where employment sub-precincts are to be located, the types of businesses expected to locate within the sub-precincts, some built-form expectations and approximate numbers of jobs.

Figure 6—Town Centres and Employment

Source: VPA
(Exhibited PSP)



**Figure 7—
Anticipated
Employment
Creation**

Source: VPA
(Exhibited PSP)

³⁰ As shown in Figure 7, the PSP contemplates a total of 11,258 new jobs being created within Minta Farm.

Table 5 Anticipated Employment Creation

LAND USE	UNIT OF MEASURE	JOBS PER UNIT	PROJECTED UNITS IN PSP	JOBS
Council kindergarten	Jobs per centre	10	1	10
Community centre	Jobs per centre	10	1	10
Government primary school	Jobs per school	40	1	40
Private child care facility	Jobs per 100 places	15	1	15
Local town centre	Jobs per hectare	87	3.62	314
Local convenience centre	Jobs per hectare	87	1.00	87
Innovation and technology	Jobs per hectare	56	39.26	2,199
Office and commercial	Jobs per hectare	280	26.15	7,322
Small local enterprise	Jobs per hectare	158	3.40	536
Mixed use	Jobs per hectare	56	10.40	582
Home-based business	Jobs per dwelling	0.05	2,853	143
Total				11,258

³¹ Almost all jobs – i.e. 10,953 – are expected to be supported within the employment precinct as set out within Table 1.

**Table 1—
Anticipated
employment
creation within
employment
precinct**

Source: VPA

Land use	Gross area (ha)	Jobs (No.)	Job density (No./ha)
Office and commercial	26.15	7,322	280
Innovation and technology	39.26	2,199	56
Mixed use	10.40	582	56
Small local enterprise	3.40	536	158
Local town centre	3.62	314	87
Total employment precinct	82.8	10,953	132

³² The methodology and assumptions adopted by the VPA in arriving at the job projections for the Minta Farm PSP are set out within the report *Minta Farm Precinct Structure Plan, Employment Precinct Land Review* (“Land Review”) which was prepared by the VPA in October 2017 and was one of the background studies for the exhibited Am C288.

³³ The key inputs from the Land Review are set out on page 26 of that report as follows:

6.1 Land Take and Built Form

An area of 83 hectares (net) is recommended for the Minta Farm employment precinct.

Calculating the potential floor space for each sub-precinct was achieved using industry standards of:

- 70 percent of land would be developable, with the remaining 30 percent uses for with local roads as per current PSP practice.
- 45 to 50 percent building site coverage, as per current average industry practice.
- Average building heights of 1 to 4 storeys and specifically:
 - 2.0 storeys in the office sub-precinct (up to 6 storeys is encouraged with 2 storeys considered as average)
 - 1.2 storey for light industry
 - 2.0 storeys for SLEP
 - 1.0 to 1.1 storeys for both the mixed use and town centre areas (upper levels are expected to be residential and not included in the calculation)
 - 75 to 90 percent building floor space efficiency, allowing for internal circulation and public floor areas.

6.2 Jobs Density

An indicative job density for the Minta Farm employment precinct, as based on previous reports and case studies, is as follows:

- Commercial and office 20 square metres per job
- Light industrial 60 square metres per job
- Small local enterprise precinct 40 square metres per job
- Town centre 30 square metres per job
- Mixed use 50 square metres per job

³⁴ The Land Review then summarises how this methodology and the assumptions adopted results in total forecast jobs within the employment precinct at Minta Farm being 10,953 as set out within Figure 8.

Figure 8—Projected Employment Quantum (employment precinct)

Source: VPA Employment Precinct Land Review

		Commercial /Office	Light Industry	SLEP	Town Centre	Mixed Use	Summary
Land take	Net Developable Area (ha)	26.15	39.26	3.40	3.62	10.40	82.83
	Internal Road Area (%)	30	30	30	30	30	30
	Net Lot Area (Ha)	18.31	27.48	2.38	2.53	7.28	57.98
Built form	Built Form Coverage (%)	50	50	50	45	50	45 to 50
	Average Storeys	2.00	1.20	2.00	1.10	1.00	1.0 to 2.0
	Floor Space Efficiency (%)	80	80	90	75	80	75 to 90
	Net Floor Space (sqm)	146,440	131,914	21,420	9,407	29,120	338,301
Jobs	Job Density (sqm/job)	20	60	40	30	50	20 to 60
	Job Density (jobs/ha)	280	56	158	87	56	56 to 294
	Projected Job Number	7,322	2,199	536	314	582	10,953

3

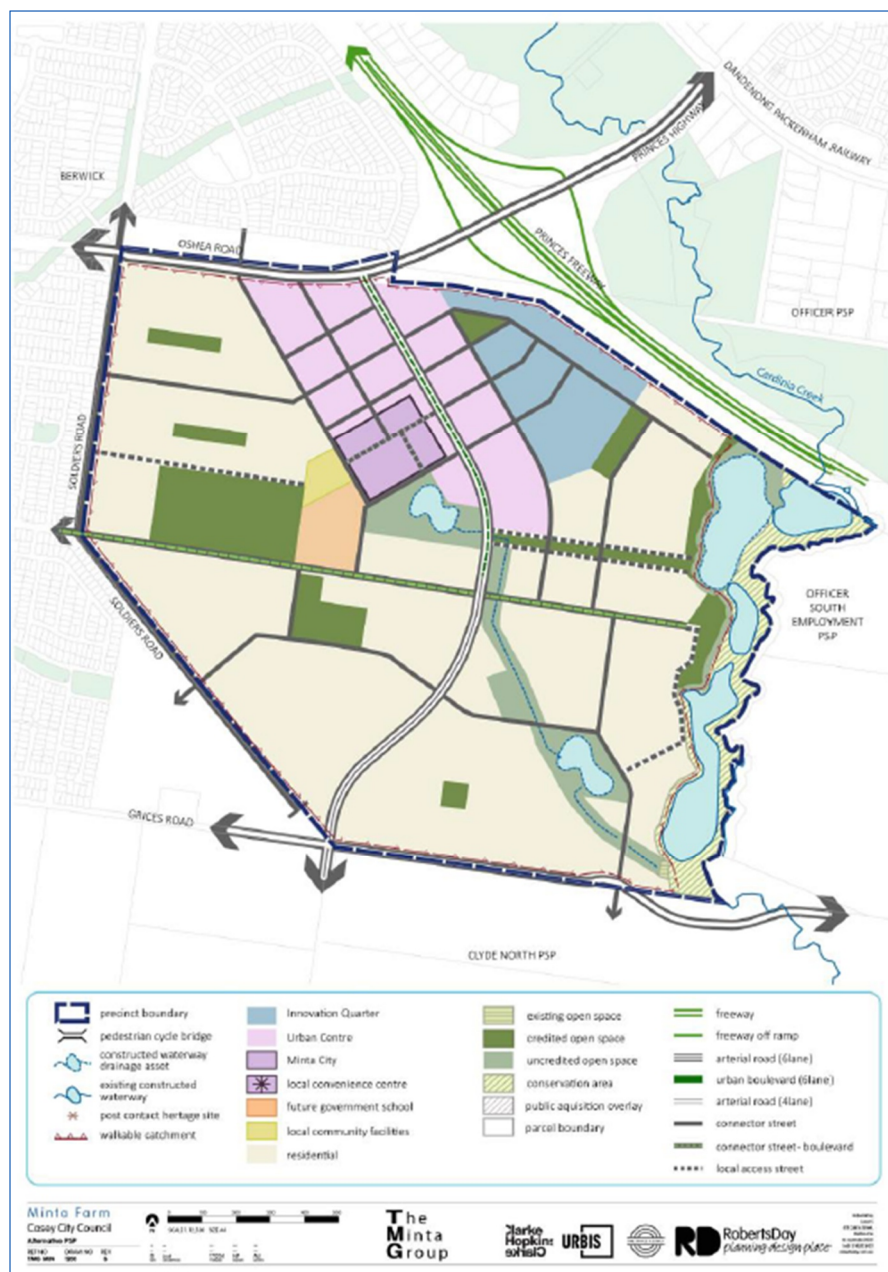
TMG proposal

- 3.1 Introduction** ³⁵ TMG prepared the document *Minta City Proposal, V5* (“Proposal”) on 14 March 2018.
- ³⁶ The Proposal was prepared in accordance with the Panel’s directions of 6 March 2018 and sets out TMG’s proposed changes to the exhibited PSP and associated controls.
- ³⁷ I was involved in the preparation of the Proposal and was part of the team which presented it to the VPA, Council and other interested parties at the VPA’s offices on 19 March 2018. I am instructed that a copy of the presentation will be available to the Panel but I have included the slides which I personally delivered to this statement at Appendix C.
- 3.2 Key elements** ³⁸ The Proposal is only focussed on TMG’s land holdings within the northern section of Minta Farm and does not address Stockland’s land to the south. I am instructed, however, that Stockland is supportive of the Proposal.
- ³⁹ The Proposal is, in most ways, an enhancement of the exhibited PSP in that adopts the general development form, placement of community facilities and large open space reserves and maintains key transport linkages.
- ⁴⁰ However, the Proposal differs from the exhibited PSP with respect to the proposed structure of the employment precinct – comprising three sub-precincts – and the uses which will be permitted and encouraged within this area.
- ⁴¹ The Proposal also requires the preparation of Urban Design Frameworks (“UDFs”) to help ensure the successful development of each of the three sub-precincts whereas the exhibited PSP does not.

⁴² The Proposal's urban structure for Minto Farm is shown in Figure 9.

**Figure 9—TMG
Proposed Urban
Structure**

Source: TMG
Proposal



⁴³ The Proposal's applied zone provisions are set out in Figure 10 and Figure 11.

**Figure 10—TMG
Proposed Applied
Zone Provisions**

Source: TMG
Proposal

Table 1: Applied zone provisions	
Residential on a lot wholly within a walkable catchment	Clause 32.07 – Residential Growth Zone
Town Centre	Clause 34.01 – Commercial 1 Zone
Urban Core	No applied zone provisions (refer Table 2)
Innovation Quarter	Clause 34.02 – Commercial 2 Zone
All other residential land	Clause 32.08 – General Residential Zone
North-south arterial road	Clause 36.04 – Road Zone Category 1

Figure 11—TMG Proposed Specific Land Use Provisions for Urban Core Precinct

Table 2 –Specific Provisions for Urban Core Precinct	
Section 1 - Permit not required	
Use	Condition
Food and drink premises	
Informal outdoor recreation	
Mail Centre	
Museum	
Office	
Postal Agency	
Railway	
Shop (other than Adult sex bookshop, Restricted retail and Supermarket)	Must adjoin, or be on the same land as, a supermarket when the use commences. The combined leasable floor area for all shop adjoining or on the same land as the supermarket must not exceed 500 square metres. The site must adjoin, or have access to, a road in a Road Zone.
Supermarket	The leasable floor area must not exceed 1800 square metres. The site must adjoin, or have access to, a road in a Road Zone.
Section 2 – Permit required	
Use	Condition
Agriculture (other than apiculture and intensive animal husbandry)	
Child care centre	
Dwelling	Must not comprise more than 20% of the area of the lot or street block as defined on any approved Urban Design Framework for the Urban Centre precinct. Must adjoin, or be on the same land as, a commercial or office use when the dwelling use commences.
Industry (other than Materials Recycling and Transfer Station) except Car wash, Refuse disposal Research and development centre, Rural industry and Transfer station) where the Section 1 condition is not met	Must not be a purpose shown with a Note 1 or Note 2 in the table to Clause 52.10. The land must be at least the following distances from land (not a road) which is in an applied Residential Zone, Commercial 1 Zone, land used for a hospital or education centre, or land in a Public Acquisition Overlay to be acquired for a hospital or education centre: <ul style="list-style-type: none"> The threshold distance for a purpose listed in the table to Clause 52.10 30 metres, for a purpose not listed in the table to Clause 52.10. Must not be a purpose listed in the table to Clause 52.10.
Use	Condition
Leisure and recreation (other than Informal outdoor recreation and Motor racing track)	
Medical Centre	
Place of assembly	
Residential Hotel	
Retail premises (other than Adult sex bookshop, Food and drink premises, Postal Agency)	
Tavern	
Utility Installation	
Warehouse	
Any other use not in Section 1 or 3	
Section 3 – Prohibited	
Use	Condition
Accommodation (other than Dwelling and Residential Hotel)	
Adult sex bookshop	
Brothel	
Camping and caravan park	
Corrective institution	
Intensive animal husbandry	
Motor racing track	
Refuse disposal	
Transfer Station	

Source: TMG Proposal

3.3 Comparison to exhibited PSP

- ⁴⁴ The differences between the urban structures in the exhibited PSP and in the Proposal are summarised within Figure 12, noting that the “employment footprint” within the Proposal should have been stated as 52 ha rather than 53 ha.

Figure 12—Proposed Urban Structure Comparison



Source: TMG Proposal

- ⁴⁵ The Proposal is based upon three sub-precincts within the employment precinct whereas the exhibited PSP is based upon five sub-precincts.
- ⁴⁶ Effectively, the Proposal's Urban Core sub-precinct would contain the uses contemplated within the exhibited PSP's Office & Commercial and Mixed Use sub-precincts and the Innovation Quarter sub-precinct would contain the Innovation & Technology and Small Local Enterprise sub-precinct uses.
- ⁴⁷ The designation of a Town Centre/Local Town Centre sub-precinct is common between the proposed structures.

⁴⁸ A comparison of the expected employment outcomes if shown within Figure 13.

Figure 13—Comparison of Employment, TMG Proposal and Exhibited PSP

TMG proposed PSP									Exhibited PSP (Table 5 - Anticipated Employment Creation)				
Precinct/land use	Gross area (ha)	Net area (ha)	Floorspace (sqm)				Total	Jobs (No.)	Precinct/land use	Unit of measure	Jobs per unit	Projected units in PSP	Jobs (No.)
			Office	Whouse	Retail	Other*							
Employment precinct									Employment precinct				
Urban core	30.0	16.4	145,920	0	0	11,680	157,600	8,669	Office and commercial	Jobs per hectare	280	26.15	7,322
									Mixed use	Jobs per hectare	56	10.4	582
									Sub-total	-	216	36.55	7,904
Innovation quarter	16.0	11.9	34,080	41,320	0	0	75,400	2,361	Innovation and technology	Jobs per hectare	56	39.26	2,199
									Small local enterprise	Jobs per hectare	158	3.4	536
									Sub-total	-	64	42.66	2,735
Town centre	6.0	n/a	3,900	0	13,000	3,073	19,973	705	Local town centre	Jobs per hectare	87	3.62	314
Total employ. precinct									Total employ. precinct				
52.0 n/a 183,900 41,320 13,000 14,753 252,973 11,734									- - - 10,953				
Balance PSP area									Balance PSP area				
Council kindergarten	-	-	-	-	-	-	-	10	Council kindergarten	Jobs per centre	10	1	10
Community centre	-	-	-	-	-	-	-	10	Community centre	Jobs per centre	10	1	10
Government primary school	-	-	-	-	-	-	-	40	Government primary school	Jobs per school	40	1	40
Private child care facility	-	-	-	-	-	-	-	15	Private child care facility	Jobs per 100 places	15	1	15
Local convenience centre	-	-	-	-	-	-	-	0	Local convenience centre	Jobs per hectare	87	1	87
Home-based business	-	-	-	-	-	-	-	193	Home-based business	Jobs per dwelling	0.05	2,853	143
Total balance PSP area	-	-	-	-	-	-	-	268	Total balance PSP area	-	-	-	305
Total PSP area									Total PSP area				
- - - - - - - 12,002									- - - 11,258				

Table 2: Comparison of anticipated employment creation under TMG and VPA future urban structures.

Table 2: Comparison of anticipated employment creation under TMG and VPA future urban structures.

Source: TMG Proposal

- ⁴⁹ In summary, TMG's employment precinct is designed to support 11,734 jobs from a gross area of 52.0 ha whereas the exhibited PSP contemplates 10,963 jobs from a gross area of 82.8 ha.
- ⁵⁰ The Proposal sets out a number of key reasons as to why it is designed to deliver 781 more jobs within the employment precinct than the exhibited PSP (and from 31 ha less of land). These are:
- TMG has a focus on high-value white-collar employment with 145,920 sqm of office floorspace within the Urban core precinct alone (and 183,900 sqm of such floorspace throughout the employment precinct). On the other hand, the VPA has more of a focus on "light industry" floorspace with a total of 153,334 sqm within the Innovation and technology and Small local enterprise land use areas (equivalent to Light Industry and SLEP in the table above).
 - TMG has integrated the VPA's Office & commercial and Mixed use land use areas into its Urban core precinct where heights are assumed as average 5 storeys for office buildings whereas the VPA assumes an average of 2 storeys.
 - TMG has integrated the VPA's Innovation and Technology and Small Local Enterprise land use areas into its Innovation quarter where building heights are 2-3 storeys whereas the VPA assumes 1-2 storeys.

- *TMG has planned for 13,000 sqm of retail floorspace plus other non-retail and office uses to be provided within the Town Centre whereas the VPA assumes 9,407 sqm of retail floorspace and nothing else.*
- *TMG is using a masterplan which allows for different built form coverage rates throughout all precincts but these will generally be significantly higher than the 45-50% assumed by the VPA.*
- *TMG's assumed employment densities are generally higher, with the most obvious example being office-based employment (i.e. 17.5 sqm per job compared to 20 sqm per job adopted by the VPA).*

3.4 Rationale

- ⁵¹ The Proposal has been developed from the “ground up” using the key principles of walkable urbanism and liveability to deliver a masterplan which is capable of achieving the key purpose of the employment precinct at Minta Farm, i.e. the delivery and support of 10,000+ high value jobs.
- ⁵² Put simply, the successful high-value business communities of the future must be vibrant and interactive places if they are to attract the workers they need as their engines.
- ⁵³ On this basis, it is my opinion that the land uses and controls which form the basis of the exhibited PSP have little chance of achieving the vision for Minta Farm’s employment precinct.
- ⁵⁴ The land area of 83 ha is simply too large to encourage walkability, with parts of the Innovation & Technology sub-precinct being up to 1.2 km from the edge of the Town Centre and the precinct spanning a distance of more than 2 km from east to west.
- ⁵⁵ The exhibited PSP also sets segregated land use areas within the employment precinct with use dictated by highly prescriptive, unrealistic and, in my opinion, clumsy controls.
- ⁵⁶ Further, residential development is prohibited in most parts of the PSP’s employment precinct, with only the Mixed Use sub-precincts at the edges allowing any such development and, then, only at upper levels.
- ⁵⁷ This is the antithesis of the planning and guidance required to deliver a new age employment precinct and it was against this backdrop that the Proposal was developed.

⁵⁸ The Proposal's Concept Masterplan is set out in Figure 14 and shows how the 52 ha employment precinct is designed as comprising three integrated sub-precincts (Urban Core, Innovation Quarter and Town Centre) which are based on a compact grid street pattern and seamless transition to the surrounding residential neighbourhoods.

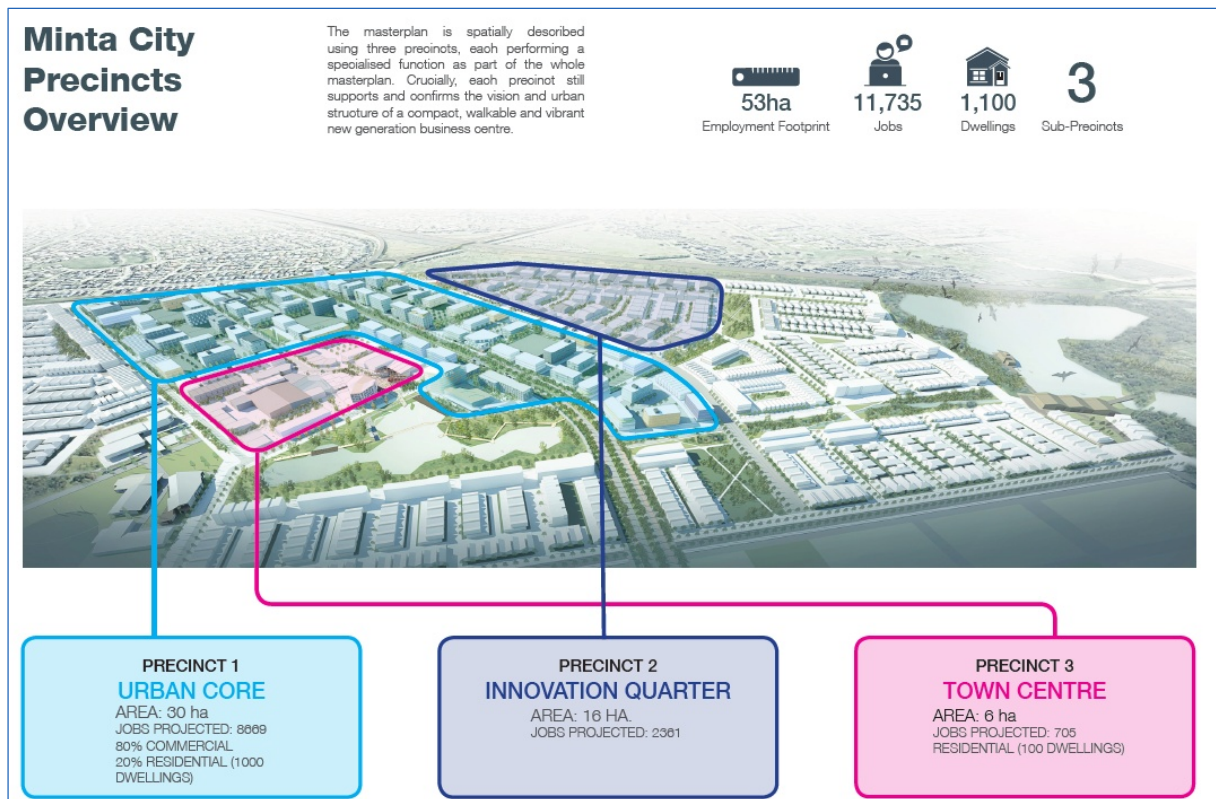
Figure 14—TMG Concept Masterplan



Source: TMG Proposal

⁵⁹ The key overall characteristics of the three sub-precincts are shown below in Figure 15 in more detail, with a significant point of difference from the exhibited PSP being the expectation that up to 1,100 dwellings could be developed within the employment precinct (1,000 in the Urban Core and 100 in the Town Centre).

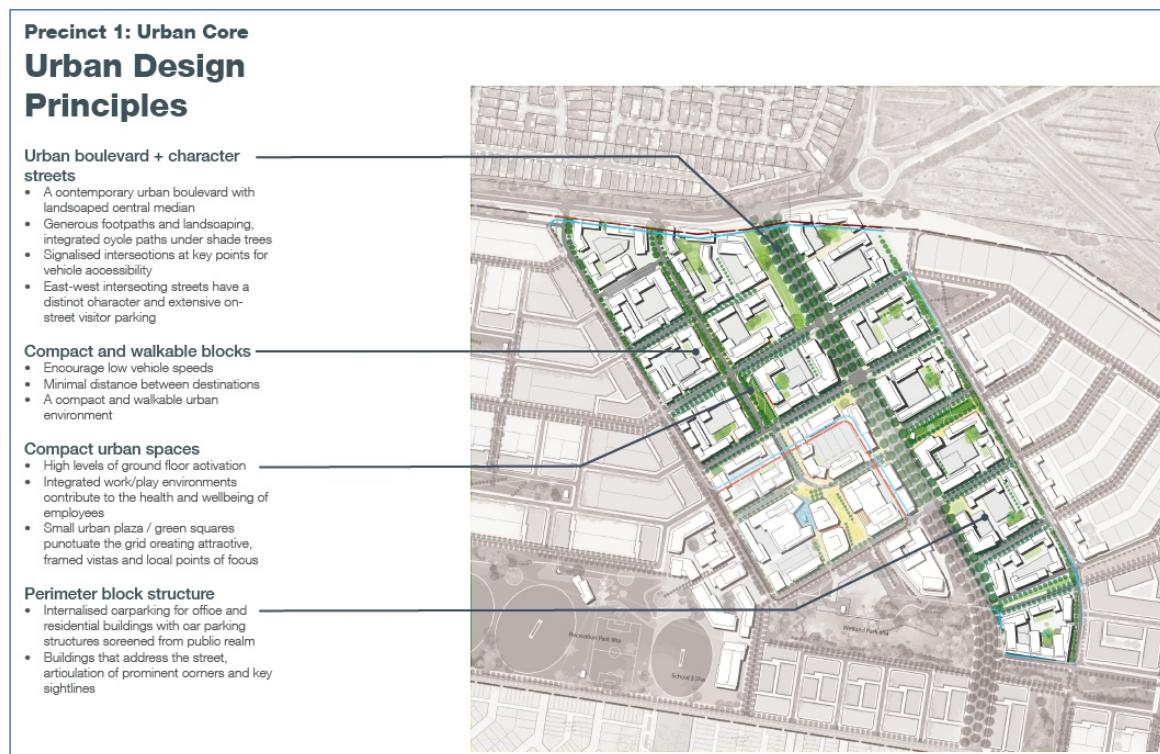
Figure 15—TMG Employment Sub-Precincts Overview



Source: TMG Proposal

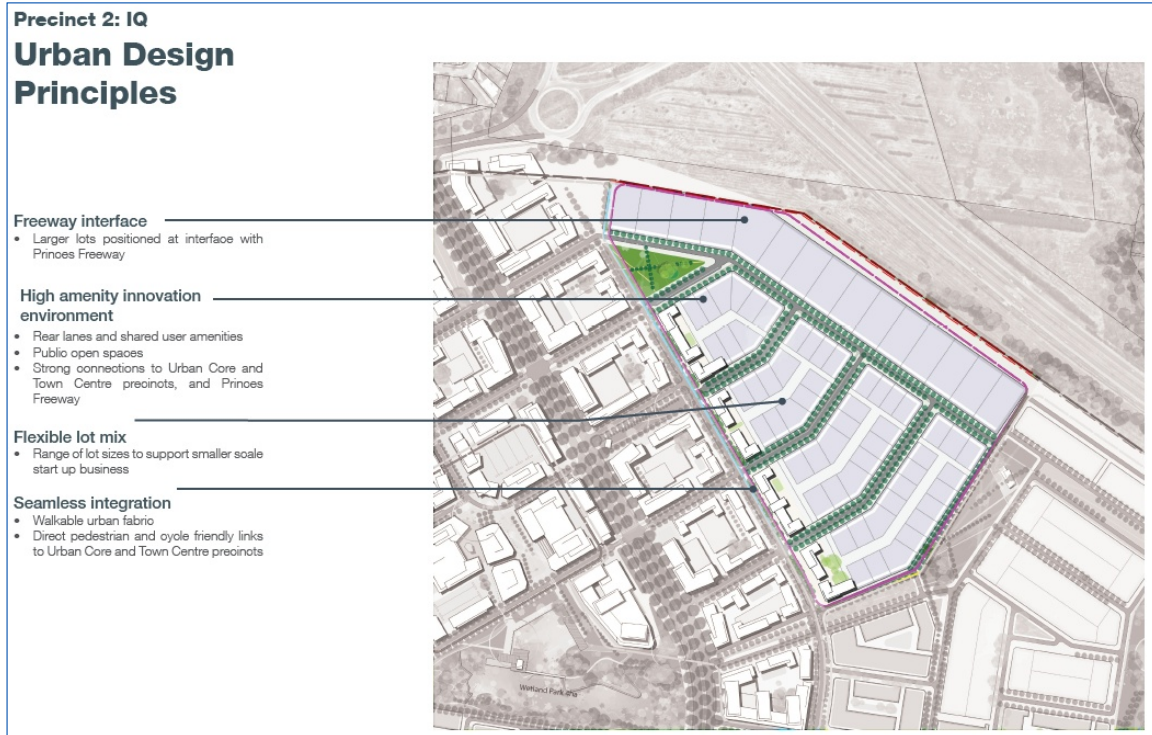
⁶⁰ The master planning team has used the experiences gathered on a recent study tour to the USA as well as lessons learned from case studies in Australia and elsewhere in the world to inform the detailed urban design of each of the three sub-precincts within the Proposal. The principles which guided such design are set out in Figure 16, Figure 17 and Figure 18.

Figure 16—TMG Urban Core Design Principles



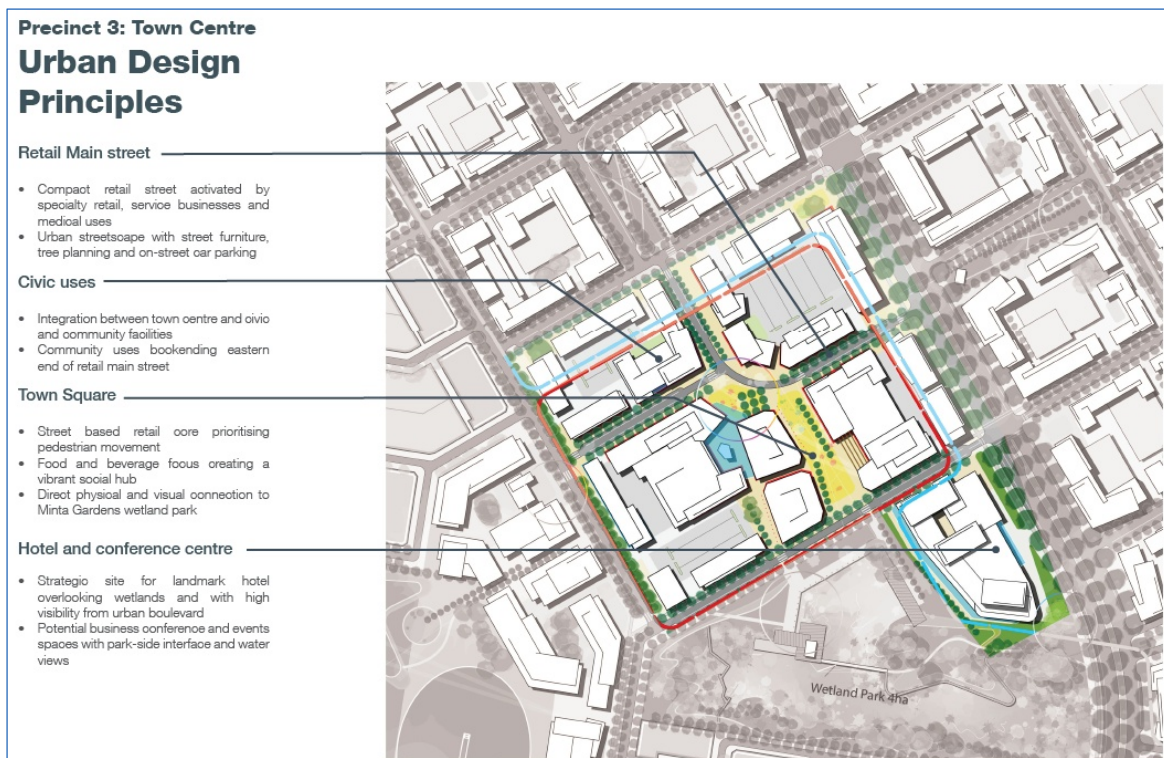
Source: TMG Proposal

Figure 17—TMG Innovation Quarter Design Principles



Source: TMG Proposal

Figure 18—TMG Town Centre Urban Design Principles



Source: TMG Proposal

3.5 Employment Assumptions

- ⁶¹ The employment capacity of the employment precinct within the Proposal has been determined using a number of assumptions.
- ⁶² The first step in the process was to use the urban design principles established by the master planning team and apply these to various possible built forms already in existence in suburban Australian settings to determine a set of building forms which could form the basis for development (particularly in the Urban Core and Innovation Quarter).
- ⁶³ The 30 ha Urban Core is designed to comprise 14 “City Blocks”, each with approximate dimensions of 130 metres by 90 metres and emulating best-practice dimensions of walkable and permeable city dimensions elsewhere in the world.
- ⁶⁴ The key assumptions for the Urban Core are then:
- 48 office buildings, with an average per building of:
 - 5 levels of office accommodation (with the expectation that the highest corporate-style buildings will be located on the urban boulevard, with heights gradually reducing for more boutique, often strata-titled buildings to the east and west)
 - 4,000 sqm GLA
 - 3,200 sqm NLA (i.e. 80% efficiency), allocated:
 - 3,040 sqm office
 - 160 sqm non-office (25% of ground level, providing active frontage)
 - 1 hotel building with conference facilities
 - 4,000 sqm
 - Employment densities:
 - Office 17.5 sqm NLA per job
 - Non-office 33.3 sqm NLA per job
 - Hotel/conference centre 100 jobs.

⁶⁵ The 16 ha Innovation Quarter has been designed to accommodate a mixture of lot sizes with larger lots at the Princes Freeway interface and typically smaller lots in the transition area to the Urban Core.

⁶⁶ The design and form of the buildings developed within the Innovation Quarter would be highly flexible, but with an expectation that the larger lots would be occupied by more corporate style operators with the upper level(s) of the offices in these buildings having views to the Dandenong Ranges to the north.

⁶⁷ The following assumptions have been made to enable employment calculations to be made for the Innovation Quarter:

- 14 large lots , with an average per lot of:
 - 3,600 sqm of land
 - Office
 - 3 levels
 - 1,500 sqm GLA
 - 1,200 sqm NLA (i.e. 80% efficiency)
 - Warehouse/manufacturing
 - 1 level
 - 1,100 sqm NLA
- 72 small lots , with an average per lot of:
 - 900 sqm of land
 - Office
 - 2 levels
 - 300 sqm GLA
 - 240 sqm NLA (i.e. 80% efficiency)
 - Warehouse/manufacturing
 - 1 level
 - 360 sqm NLA
- Employment densities:

• Office	17.5 sqm NLA per job
• Warehouse/manufacturing	100 sqm NLA per job.

⁶⁸ The third employment sub-precinct is the Town Centre.

⁶⁹ An as-of-right shop floorspace limit of 13,000 sqm is indicated within the exhibited PSP for the Town Centre. I view this as a reasonable entitlement given the residential and employment aspirations for Minta Farm and the existing network of higher-order activity centres within this part of Melbourne.

⁷⁰ However, I do not see a reason for scheduling as-of-right office floorspace as 2,600 sqm within the Town Centre. There is no 'science' behind this figure and, being in an area with an applied zone of Commercial 1, should be uncapped.

⁷¹ The masterplan also assumes a number of other non-shop uses being developed within the Town Centre, including civic facilities, a gym, swim school and cafes and restaurants.

⁷² The key assumptions for the Town Centre are then:

- 13,000 sqm NLA of shop floorspace, anchored by at least one supermarket and a fresh food hall
- 3,900 sqm NLA of office floorspace
- 3,073 sqm NLA of other floorspace
- Employment densities:
 - Shop 33.3 sqm NLA per job
 - Office 17.5 sqm NLA per job
 - Other 33.3 sqm NLA per job.

Job numbers

⁷³ Adoption of the indicated assumptions for the three sub-precincts leads to the conclusion that the employment precinct contemplated by the Proposal will support a total of 11,735 jobs at full development as shown in Table 2.

Table 2—TMG Land Use, Floorspace and Employment Forecasts

Precinct	Gross area (ha)	Net area (ha)	Employment generators (sqm NLA)				
			Office	Warehouse	Retail	F&B, hotel and other	Total
Precinct 1 - Urban core	30.0	16.4	145,920	0	0	11,680	157,600
Precinct 2 - Innovation quarter	16.0	11.9	34,080	41,320	0	0	75,400
Sub-total Precinct 1 and 2	46.0	28.3	180,000	41,320	0	11,680	233,000
Precinct 3 - Town centre	6.0	4.5	3,900	0	13,000	3,073	19,973
Total employment area	52.0	32.8	183,900	41,320	13,000	14,753	252,973
Proportion	-	-	73%	16%	5%	6%	100%

Precinct	Gross area (ha)	Net area (ha)	Jobs (no.)				Total	Job density (no./gross ha)	Job density (no./net ha)
			Office	Warehouse	Retail	F&B, hotel and other		Total	Total
Precinct 1 - Urban core	30.0	16.4	8,338	0	0	330	8,669	289	529
Precinct 2 - Innovation quarter	16.0	11.9	1,947	413	0	0	2,361	148	199
Sub-total Precinct 1 and 2	46.0	28.3	10,286	413	0	330	11,030	240	390
Precinct 3 - Town centre	6.0	4.5	223	0	390	92	705	118	156
Total employment area	52.0	32.8	10,509	413	390	423	11,735	226	358
Proportion	-	-	90%	4%	3%	4%	100%	-	-

Source: TMG Proposal

⁷⁴ Table 2 also shows that 90% of the jobs – i.e. 10,509 – will be supported within offices located throughout the employment precinct. These are the high value jobs sought by the VPA and Council and the projected number exceeds the target of 10,000.

⁷⁵ The additional jobs – i.e. 1,226 – will be supported within the warehouse/manufacturing uses in the Innovation Quarter, retail uses in the Town Centre and Urban Core and other uses such as hotel and civic which are also expected to be located in the Town Centre and Urban Centre. I estimate that approximately 60% of these jobs would be classified as “white collar” and 40% as “blue collar”.

⁷⁶ On this basis, the classification of jobs throughout the Proposal’s employment precinct would be as follows:

- White collar 11,244 (96%)
- Blue collar 491 (4%)
- Total 11,735 (100%).

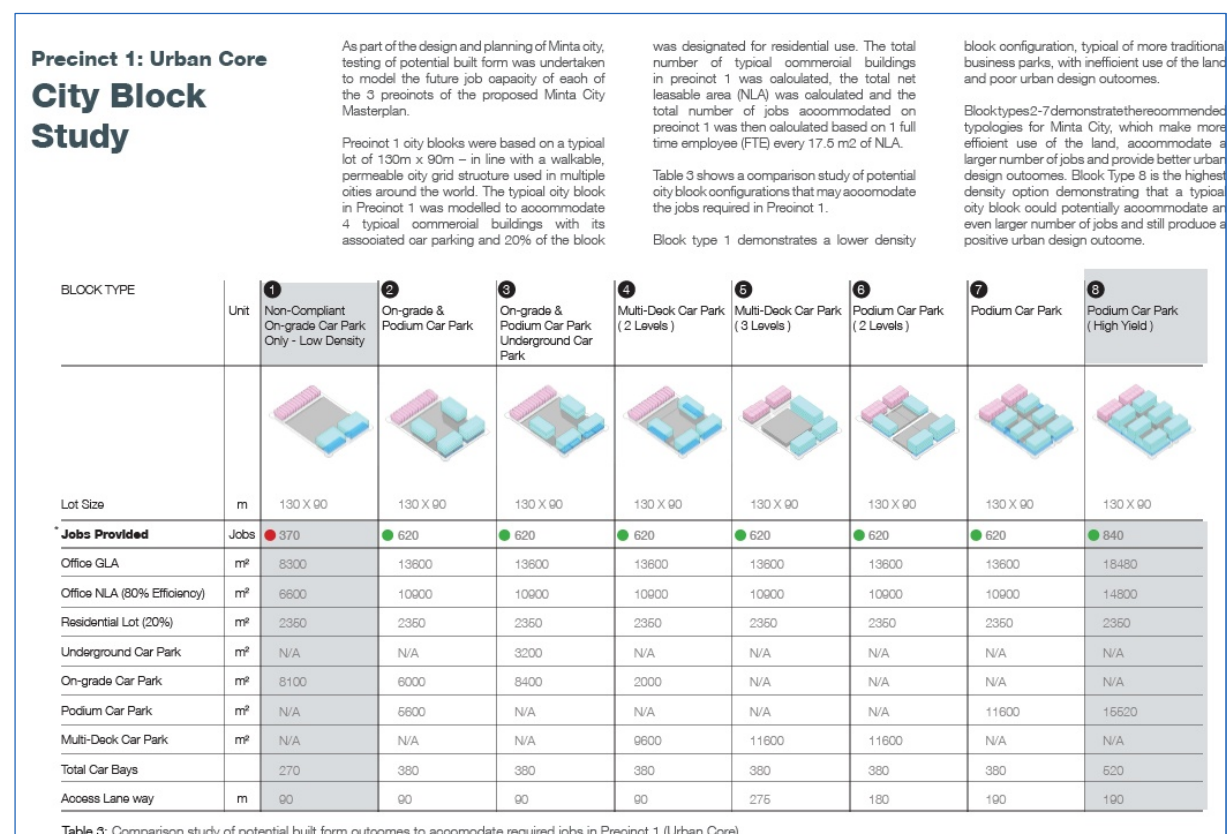
3.6 Deliverability ⁷⁷ The form of development required to achieve the Proposal's job forecasts has been extensively tested by the master planning team.

⁷⁸ This has also been carried out in conjunction with analysis of other critical required components to ensure the employment precinct truly functions as progressive, walkable urban environment which will be attractive to tenants, employees, residents and visitors alike. These other components include:

- Open space – both passive and active, with linkages to Cardinia Creek being vital;
- Roads, public transport, bike and walking trails;
- Loading and delivery options; and
- Parking.

⁷⁹ Figure 19 sets out a range of feasible delivery options for achieving anticipated office floorspace, dwellings (to a maximum of 20% of land area) and required car parking within a typical city block in the Urban Core.

Figure 19—TMG Urban Core City Block Study

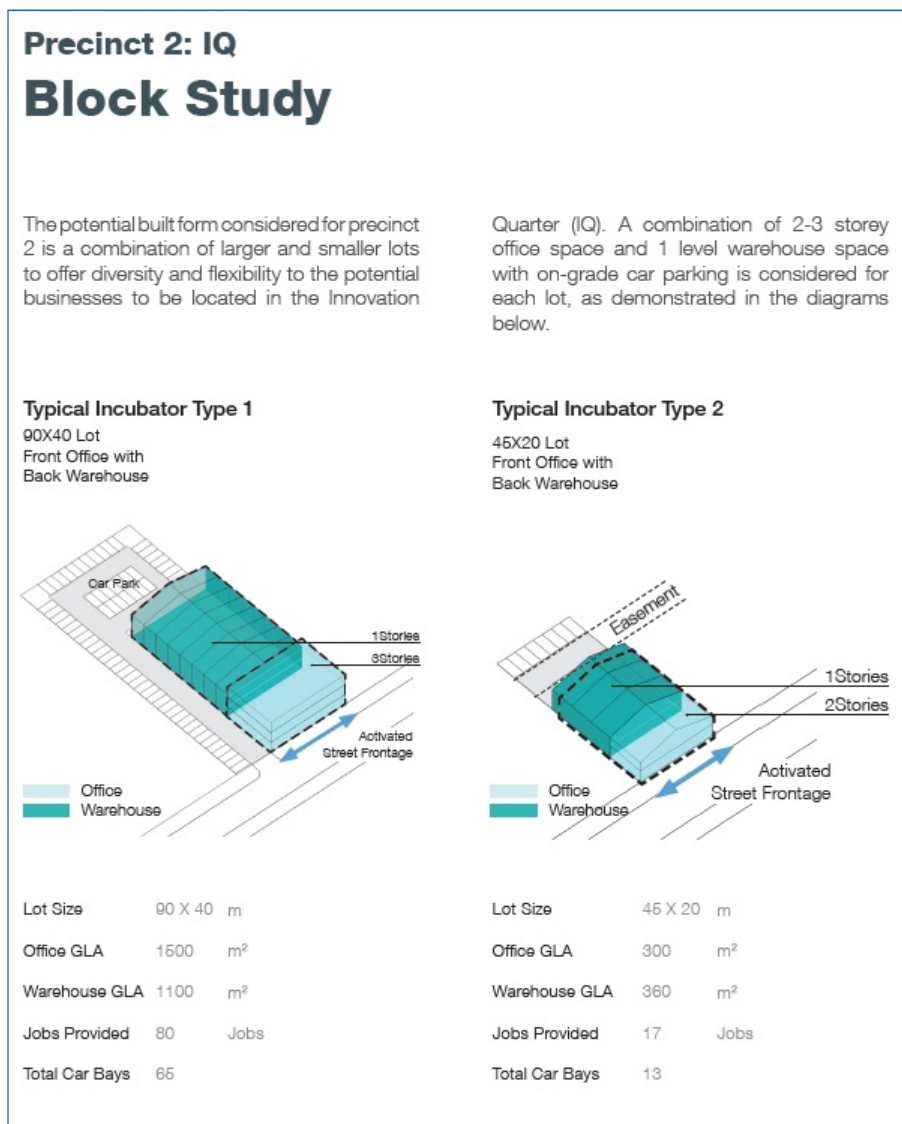


Source: TMG Proposal

⁸⁰ Similarly, typical development typologies have been developed for the Innovation Quarter (Figure 20) and for the layout of the Town Centre (Figure 21).

**Figure 20—TMG
Innovation Quarter
Block Study**

Source: TMG
Proposal



**Figure 21—TMG
Town Centre
Layout**

Source: TMG
Proposal

TMG's Proposed Town Centre



Potential Urban Design Outcomes

- Integrated around open space and wetlands
- People-focused, pedestrian-only plaza
- High density development with active upper level uses and integrated carparking

Timeframe

- ⁸¹ Development of the Minta Farm employment precinct cannot commence until O'Shea Road is extended and connected to the Monash Freeway. I am instructed that it will be 3-5 years before this occurs.
- ⁸² It is my opinion that full development of the Minta Farm employment precinct as contemplated in the Proposal will take 20-30 years after the O'Shea Road infrastructure is in place.
- ⁸³ In making this assessment, I am mindful of the time taken to fully develop Melbourne's first comparable project, albeit considerably smaller in scale, being University Hill (i.e. approximately 20 years).
- ⁸⁴ I also point out that the strategic work for the Minta Farm employment precinct was initiated in 1997, i.e. more than 20 years ago.
- ⁸⁵ Much has changed since then and much will change in the next 20+ years.
- ⁸⁶ What is evident, however, is that a compact, walkable and integrated business community, which includes residents within its fabric, will be required to ensure successful delivery over whatever time period the market decides is appropriate.

4

Submissions

4.1 Introduction ⁸⁷ The VPA exhibited Am C288 from about 19 October 2017 until 4 December 2017.

⁸⁸ I have been provided with a redacted version of the submissions along with the VPA's "working draft" of responses to submissions dated 13 March 2018.

⁸⁹ It would appear from these documents that a total of 51 submissions were made, with 39 of these made by local residents (and one by a local business).

⁹⁰ Other submissions were made by:

- Councils:
 - Casey
 - Cardinia
- State departments:
 - DEDJTR
 - DET
 - DEWLP
- Landowners:
 - TMG
 - Stockland
- Others:
 - EPA
 - Transport for Victoria
 - Melbourne Water
 - CFA.

⁹¹ I will address the submissions which address areas within my expertise in the balance of this section of my statement.

4.2 Local residents and businesses

Issues

- ⁹² Most of the concerns raised in these submissions related to traffic and construction management issues.
- ⁹³ A number of residents considered the development of employment generating land would further contribute to traffic issues and some consequentially questioned the scale and/or height of such development.
- ⁹⁴ Submission 4 was made by a retailer operating at Eden Rise Shopping Centre (2.5 km west) and questioned floorspace details for the Town Centre.
- ⁹⁵ Submission 30 suggested a stronger focus on “high-tech” industry and that architectural controls be put in place for the employment precinct.

Response

- ⁹⁶ I will not comment on traffic issues as they are beyond my area of expertise.
- ⁹⁷ As I have stated earlier, I believe the as-of-right shop floorspace allowance of 13,000 sqm to be appropriate for the Town Centre.
- ⁹⁸ The Proposal integrates UDFs for all three sub-precincts of the employment precinct and will encourage better built form outcomes.

4.3 Casey City Council

Issues

- ⁹⁹ The City of Casey’s undated submission considers a number of issues. Those of relevance to me are generally contained within Part (A), 3. Employment Land.
- ¹⁰⁰ Despite Council being satisfied with the goal of developing an employment precinct which will accommodate 10,000+ jobs, the key issues contained within the submission are:
- The proportion of land within the PSP area which is to be set aside for employment purposes;
 - The “high” job densities adopted within the PSP;
 - The amount of land set aside for office development;
 - Over-reliance on “longer-term” office based development rather than “shorter-term” light industrial opportunities; and
 - No timeframe for development expectations being provided.
- ¹⁰¹ As a result, Council submitted that it may be necessary to allocate more land to employment and to change the focus to light industry rather than office development to ensure the desired employment outcome.

¹⁰² Some of the issues are encapsulated within the following on page 7 of the submission:

It should be noted that whilst the South East Growth Corridor Plan designated the Minta Farm precinct as “Business with Residential”, less than one third of developable land has been designated as employment land within the exhibited PSP. Consequently, the draft PSP relies upon high job densities to achieve its target of delivering 11,258 jobs (see Table 1). In particular, the job density for the allocated office and commercial land is considerably high, relative to other suburban office development. Additionally, the allocation of 26.15ha to office and commercial development represents a significant amount of land relative to the current (and likely) future market for office and commercial development within the Minta Farm precinct.

¹⁰³ The remaining issues are captured within the following on page 8 of the submission:

Unfortunately, the Minta Farm PSP – Employment Land Review (October 2017, VPA) fails to consider market drivers in its analysis of the future potential employment capability of Minta Farm, nor any timing for the future development to eventuate. While the planning designation and zoning provides a structure of what type of development can be built, it will be private sector development (driven by a return on investment, risk and numerous other market dynamics) that will determine what is delivered in the employment precinct and when.

Council has engaged Lucid Economics to address this gap. Their preliminary analysis finds that the exhibited PSP represents an aggressive aspiration for a mixed use employment precinct, particularly with the land allocated for commercial and office uses and the job densities used.

Response

¹⁰⁴ In my opinion, Council’s submission is largely predicated on backward-looking research which fails to recognise the pace of change in development activity in places as diverse as Caribbean Gardens, Williams Landing and Essendon Fields in suburban Melbourne alone.

¹⁰⁵ Many of the issues are related to more land being set aside for less-intensive blue-collar focussed employment. This is exactly what Casey does not require, given that:

- The region is almost in balance with respect to demand for and supply of manufacturing jobs but a significant exporter of jobs in all office-based sectors (refer to Appendix C for further details); and
- There are substantial tracts of industrial land available within the adjacent SSIP.

¹⁰⁶ I am instructed that Rhys Quick’s statement will address these issues in significantly more detail.

¹⁰⁷ The job densities delivered by the Proposal are higher than those in the exhibited PSP.

¹⁰⁸ I have already described how the job numbers have been calculated and densities derived. They are, in my opinion, achievable given the framework of the Proposal, rather than by comparing to other existing precincts which have been developed using old-world principles.

¹⁰⁹ On this point, I note that the VPA's approved East Werribee PSP has, at its heart, 25 ha of Town Centre land which is to support 13,900 jobs at a rate of 556 jobs per gross ha. This is well in advance of the comparable Urban Core in the Proposal which supports 8,669 jobs from 30 ha at a gross rate of 289 jobs per gross ha.

¹¹⁰ It is clear that the VPA was assuming significantly more intensive development at East Werribee than it or Council believes can be achieved at Minta Farm.

¹¹¹ Returning to Council's submission, I do agree that:

- The private sector will largely drive development;
- Different sub-sectors will respond in different ways; and
- Some forms of development could take longer than others.

¹¹² It is therefore vital that the PSP be delivered as per the TMG Proposal to ensure the long-term employment vision for Minta Farm is realised.

¹¹³ As I have stated earlier, I believe full development of Minta Farm's employment precinct will take 20-30 years to complete after the O'Shea Road infrastructure is in place. There can be no mistaking that this is a long-term project.

4.4 Cardinia Shire Council Issues

¹¹⁴ In relation to employment issues, Cardinia's submission of 15 December 2017 is that:

- The Am C219 changes at Cranbourne West will result in the loss of employment land within Casey
- Any loss of such employment land should be 'made good' elsewhere within Casey; and
- There should be no reduction in the area of land allocated for employment purposes as exhibited for Am C218.

¹¹⁵ Specifically, the following is stated:

Cardinia is strongly concerned about Amendment C219 and its influence on Minta Farm Precinct Structure Plan and what impact it will have on the Officer South Precinct Structure Plan to secure a sustainable and prosperous future. Cardinia Shire Council would not support the reduction of any Commercial land in Minta Farm Precinct Structure Plan.

It is submitted that any loss of job numbers within the City of Casey through Amendment C219 should be reallocated into future PSPs of Casey to support the existing allocation of jobs set out through the growth corridor plans. It is also noted that the growth corridor plans should also be updated to reflect any changes since their adoption. The reliance, which seems to be building on Cardinia Shire Council to provide for a large majority of jobs

on top of what Cardinia is already expected to deliver has not been investigated.

Response

¹¹⁶ I will not address the issue of suggested reallocation of jobs from one PSP to another.

¹¹⁷ However, it is clear that Cardinia is focussed on securing development lands for local residents. As it is also a large net exporter of white collar jobs, I would suggest that the development of Minta Farm as per the Proposal should be viewed as positive for Cardinia residents.

¹¹⁸ The suggestion of ‘more of the same’ is, on the other hand, particularly disappointing in the context that Cardinia contains the SSIP which is to be served, in part, by the higher value jobs to be housed at Minta Farm.

4.5 DEDJTR

Issues

¹¹⁹ DDEJTR’s submission was made on 4 December 2017.

¹²⁰ At the outset, it is noted that DEDJTR offered “qualified support” of Am C228.

¹²¹ Also, the replacement of “heavy industry” with “light industry” through the application of the Commercial 2 Zone was supported.

¹²² However, the submission sets out concerns relating to:

- The proportion of the PSP’s land area which is set aside for employment purposes being less than 50% when “Previous iterations of VPA and DEDJTR planned for land supply in the Growth Corridors based on ‘Business with Residential’ have (sic) requisite land use allocations of 50% residential; 25% business and 25% industrial”;
- Employment targets being based upon relatively high job densities and requiring “supportive planning provisions, with development evolving over a medium to longer term timeframe”;
- Minta Farm’s requirement to deliver jobs across a range of “employment types”, including manufacturing which was said to have added approximately 40,000 jobs last year, making it the fastest growing sector in the State; and
- All remaining Commercial 2 land being consumed within Dandenong by 2021-22 with resulting transferral of demand to other areas within the region.

¹²³ As a result, DEDJTR does not support “any further reduction in land allocation for business and industry purposes”.

Response

¹²⁴ I make the following observations regarding the issues raised.

¹²⁵ First, I note the following from the Land Review in relation to the proportion of land to be set aside for employment purposes within Business with Residential areas (noting this is sourced from page 13 rather than page 7 as stated in the DEDJTR submission):

The SEGC earmarks the Minta Farm PSP area as business with residential, otherwise known as mixed use. The reports prepared in support of the GCP provided two broad classifications for employment land (see Figure 5) as described in the Growth Areas Authority report of 2012 as follows:

- *Mixed use for office, research and development and associated manufacturing facilities.*
- *Industrial areas for industry, logistics and service trades and specifically:*
 - *Larger industrial estates, typically 200 hectares and more, with very good freeway and arterial road access and designed to provide for metropolitan, national and international markets.*
 - *Smaller industrial estates, typically around 20 hectares, to provide for service trades and designed to provide for the needs of smaller businesses serving local markets.*

Within the SEGC plan, no figures are set on the expected land use ratios within the various mixed use precincts. The figures used to plan for infrastructure at the broader corridor level were a nominal 1:1 ratio of business to residential, with the latter comprising an average density of 15 to 20 dwellings per hectare for standard and higher densities respectively. These figures are high level and subject to industry changes and site specific variations at the PSP level. For example, as planning standards continue to evolve, current practice would be for higher density areas to provide up to 25 dwellings per hectare. Similarly, state policy and technology continues to change sector trends and needs within the employment markets. As acknowledged by the GCP, it is anticipated that the PSP process will entail more detailed land use and infrastructure planning to determine the land use splits suited to each PSP at the time of its preparation.

¹²⁶ This neatly summarises the fact that each Business with Residential site should be assessed on its merits and the employment solution devised for each location will differ significantly.

¹²⁷ I am also not aware of DEDJTR's suggested 50/25/25 land use allocation being used for anything other than high-level modelling purposes.

- ¹²⁸ Second, the implementation of UDFs and other improved planning controls – including revised applied zones and tables of uses – will help to ensure higher job densities are met and that the medium to long term success of the employment precinct is ensured.
- ¹²⁹ Third, manufacturing is not a growing job sector within Victoria.
- ¹³⁰ In fact, 23,000 jobs were lost in the Manufacturing sector in Victoria between November 2016 and November 2017 (ABS cat no. 6291.0.55.003, Table 5).
- ¹³¹ Over the course of the same year:
- A total of 109,000 jobs were created in Victoria;
 - Manufacturing’s share of employment fell from 9.8% to 8.8%; and
 - Employment in just one of the sectors which would supply jobs for the offices at Minta Farm – Professional, Scientific and Technical Services – increased by 45,000 and its share of employment went from 8.4% to 9.5% (and therefore past Manufacturing’s share for the first time).
- ¹³² Since November 1997 (i.e. 20 years ago, at the time of the genesis of the C21 Business Park strategic thinking):
- Victorian employment has increased by 1.15 million;
 - Manufacturing employment has declined by 59,000 and its share of jobs has almost halved from 16.4% to 8.8%; and
 - Professional, Scientific and Technical Services employment has increased by 153,000 and its share of jobs has increased from 7.4% to 9.5%.
- ¹³³ A focus on manufacturing jobs at Minta Farm is a focus on a declining industry in an inappropriate location.
- ¹³⁴ Finally, the Proposal will supply 16 ha of Commercial 2 land within the Innovation Quarter. The amenity afforded operators within this sub-precinct will be markedly different to that available elsewhere within the South-East region in locations such as Thompsons Road.
- ¹³⁵ Increasing the land available within the Innovation Quarter will, however, be counterproductive as it will harm the walkability and interaction features introduced via the strategic thinking inherent in TMG’s Proposal.
- ¹³⁶ Indeed, the common thread in many of the submissions – and inherent in the VPA’s last minute decision to increase the employment precinct’s gross land area from 62 ha to 83 ha – is a larger ‘land take’ for the employment precinct to somehow ensure its goal of delivering 10,000+ high value jobs.
- ¹³⁷ It is my opinion that the distinct danger of increasing the area would be dangerous as it would destroy the ability to be able to deliver a compact, walkable, liveable and desirable employment precinct for the communities of the future. It could also result in Minta Farm’s residential population being less than 8,000 which is considered the minimum necessary for a self-sustaining community.
- ¹³⁸ Indeed, the gross area for the employment precinct should be decreased to 52 ha as contemplated by the Proposal.

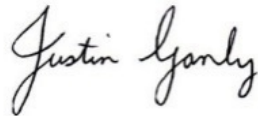
5

Conclusions

¹³⁹ My conclusions can be summarised as follows in relation to Casey Amendment C288:

1. A key objective of Minta Farm is to deliver 10,000+ high value jobs.
2. The exhibited PSP has been developed in conjunction with the key stakeholders and is, in large part, satisfactory.
3. However, the last-minute increase in gross land area within the employment precinct (from 62 ha to 83 ha) has taken an area which was already too big and spread it in a way which cannot support a modern, walkable, vibrant and attractive business community.
4. The Proposal prepared by TMG has been built from the bottom up as the result of a rigorous master planned process and it is a significant enhancement of the exhibited PSP. It embraces lessons from elsewhere in Australia and around the world to implement a framework which is structured enough to ensure linkages and permeability but flexible enough to allow for adaptation over the development lifespan of the project.
5. The employment precinct within the Proposal will deliver more employment on less land (11,734 jobs on 52.0 gross ha) compared to the exhibited PSP (10,953 jobs on 82.8 gross ha).
6. The increased job density is a reflection of higher development densities, efficiencies and integration of a new residential community.
7. In many ways, it is not appropriate to compare the totality of the Proposal's development possibilities with those which have been delivered previously in Australia (most obviously by focussing on backward looking job density ratios).

8. Rather, the focus must be on the building blocks and realising how these are, individually, feasible in the Minta Farm context but only when supported by the key considerations of urban design, walkability, liveability and interactivity which are inherent within the Proposal.
 9. The temptation of many of the submitters has been to rely on the old paradigm that more land will mean more jobs at Minta Farm. In my opinion this is not the case and, in the same way that it has finally been admitted that “heavy industry” is not appropriate for the site, the VPA, Council and other interested parties should acknowledge that the Proposal’s vision for delivering 10,000+ jobs at Minta Farm is to be preferred to that of the exhibited PSP’s.
- ¹⁴⁰ In arriving at my conclusions, I have made all the inquiries that I believe are desirable and appropriate and no matters of significance which I regard as relevant have, to my knowledge, been withheld from the Panel.



JUSTIN GANLY
Managing Director, Deep End Services
4 April 2018

Appendix A Curriculum Vitae for Justin Ganly

Current Position	Managing Director, Deep End Services Pty Ltd
Previous Positions	<p>Associate Director, KMPG February 1999 – June 2003</p> <p>National Real Estate Analyst, Coles Myer January 1998 – February 1999</p> <p>Managing Consultant, Coopers & Lybrand Consultants August 1993 – December 1997</p> <p>Senior Consultant, Andersen Consulting January 1990 – July 1993</p>
Academic Qualifications	<p>Graduate Diploma of Applied Finance and Investment Securities Institute of Australia, 2003</p> <p>Bachelor of Chemical Engineering (First Class Honours) University of Melbourne, 1989</p>
Professional Affiliations:	<p>Board Member, MAB Corporation Advisory Board</p> <p>Member, Property Council of Australia</p> <p>Associate Member, Large Format Retail Association</p> <p>Member, Victorian Planning & Environmental Law Association</p> <p>Member, Urban Land Institute</p>
Skills / Attributes:	<ul style="list-style-type: none"> • Experienced economic expert • Well-developed modelling and forecasting skills • Clear and thorough communicator in both written and verbal presentations • Experience in dealing with all major retailers in Australia and New Zealand • Detailed knowledge of all major property classes within Australia and New Zealand • Developing knowledge of markets in Asia, USA and the Middle East • Well known in the business community via involvement with clients and through regular commentary in publications such as the <i>Australian Financial Review</i>, <i>The Australian</i>, <i>The Age</i> and the <i>Sydney Morning Herald</i>

Professional Experience:

Managing Director, Deep End Services (July 2003 – current)

Justin established Deep End Services in July 2003 and now employs thirteen staff based in Melbourne and one based in Sydney

Deep assists clients with a common requirement - the need to quantify the effects of the location of their business or property on sales, profitability, growth and income.

“DEEP” represents three core service areas:

- Demand Evaluation
- Economics
- Planning

Within each of these three areas, Deep End Services provides consulting advice to retailers, property owners, property developers and others such as financial institutions, infrastructure providers and industry associations. The products offered included:

- Store network planning and sales forecasting
- Acquisition due diligence
- Feasibility analysis
- Economic impact assessment

Deep’s property clients include:

- AMP, Australand, Axiom Properties, Brookfield Multiplex, Cbus Property, Charter Hall Retail REIT, Development Victoria, Dennis Family Corporation, Hamton, Harvey Norman, ISPT, Lend Lease, MAB Corporation, Macquarie Bank, Mirvac, Orica, Pellicano, Stockland, Villawood, Walker Corporation and Westfield

Deep’s retail clients include:

- ALDI, Anaconda, Baby Bunting, Beacon Lighting, Clark Rubber, Coles, Costco, Gazal Group, Harris Scarfe, Noni B, Officeworks, Orotan, Petbarn, Pillow Talk, Spotlight, The Good Guys and Woolworths

Deep’s other clients include:

- Archer Capital, InterContinental Hotels Group, KPMG, Large Format Retail Association, Medibank Private, Melbourne Racing Club, Newcastle Permanent Building Society, NSW Department of Planning & Environment, Reading Entertainment and Westpac

**Professional
Experience Cont’:**

Associate Director, KPMG (February 1999 - 2003)

Based in Melbourne, but working on assignments throughout Australia and New Zealand, Justin worked closely with Bernard Salt, Australia’s leading business demographer, to provide consulting services to clients requiring independent assistance on retail, property, demand and/or demographic issues.

Services and clients at KPMG and Coopers & Lybrand Consultants included:

- Planning & litigation support (AMP, Coles, Myer, Macquarie CountryWide)
- Shopping centre development (AMP, Gandel, Leda, Macquarie CountryWide)
- New location feasibility studies (Bunnings, Melbourne Museum, Reading Cinemas)
- Store location network strategies (Freedom Furniture, Barbeques Galore, Rebel Sport)
- Demand analysis (Strandbags, Just Jeans, Jeans West)
- Specialty store micro-siting (Australia Post, Terry White, Strandbags).

National Real Estate Analyst, Coles Myer (January 1998 - 1999)

Employed as Coles Myers’ National Estate Analyst in a position within the Shared Services team based at Tooronga in Melbourne.

The key responsibilities in this position were the development of store sales forecasting models for all major Coles Myer brands (including Myer Grace Bros, Kmart, Target, Coles and Bi-Lo) plus delivery of sales forecasts for proposed new or refurbished stores for use in capital allocation decisions.

Managing Consultant, Coopers & Lybrand Consultants (August 1993 - December 1997)

Employed as a Managing Consultant in C&LC’s Property Group, which comprised up to 40 staff located in offices in Melbourne, Sydney, Brisbane, Adelaide and Canberra.

The Melbourne operation was responsible for providing consulting advice to clients involved in retail, property ownership and property development in Australia, New Zealand and South East Asia. This group transferred to KPMG in early 1998.

Senior Consultant, Andersen Consulting (January 1990 - 1993)

Employed as a Senior Consultant in the Systems Integration Group in the Melbourne office and was involved in systems installation such as the design and installation of a retail property management system in Auckland.

Appendix B Casey Am C60, Economic Expert Witness Statement

Appendix C Selected slides from TMG's Proposal as presented at the VPA on 19 March 2018

TMG Future Urban Structure job calculations

Precinct	Gross area (ha)	Net area (ha)	Employment generators (sqm NLA)					Total
			Office	Warehouse	Retail	F&B, hotel and other		
Precinct 1 - Urban core	30.0	16.4	145,920	0	0	11,680	157,600	
Precinct 2 - Innovation quarter	16.0	11.9	34,080	41,320	0	0	75,400	
Sub-total Precinct 1 and 2	46.0	28.3	180,000	41,320	0	11,680	233,000	
Precinct 3 - Town centre	6.0	4.5	3,900	0	13,000	3,073	19,973	
Total employment area	52.0	32.8	183,900	41,320	13,000	14,753	252,973	
Proportion	-	-	73%	16%	5%	6%	100%	

Precinct	Gross area (ha)	Net area (ha)	Jobs (no.)					Job density (no./gross ha)	Job density (no./net ha)
			Office	Warehouse	Retail	F&B, hotel and other	Total	Total	Total
Precinct 1 - Urban core	30.0	16.4	8,338	0	0	330	8,669	289	529
Precinct 2 - Innovation quarter	16.0	11.9	1,947	413	0	0	2,361	148	199
Sub-total Precinct 1 and 2	46.0	28.3	10,286	413	0	330	11,030	240	390
Precinct 3 - Town centre	6.0	4.5	223	0	390	92	705	118	156
Total employment area	52.0	32.8	10,509	413	390	423	11,735	226	358
Proportion	-	-	90%	4%	3%	4%	100%	-	-

Comparison to exhibited PSP

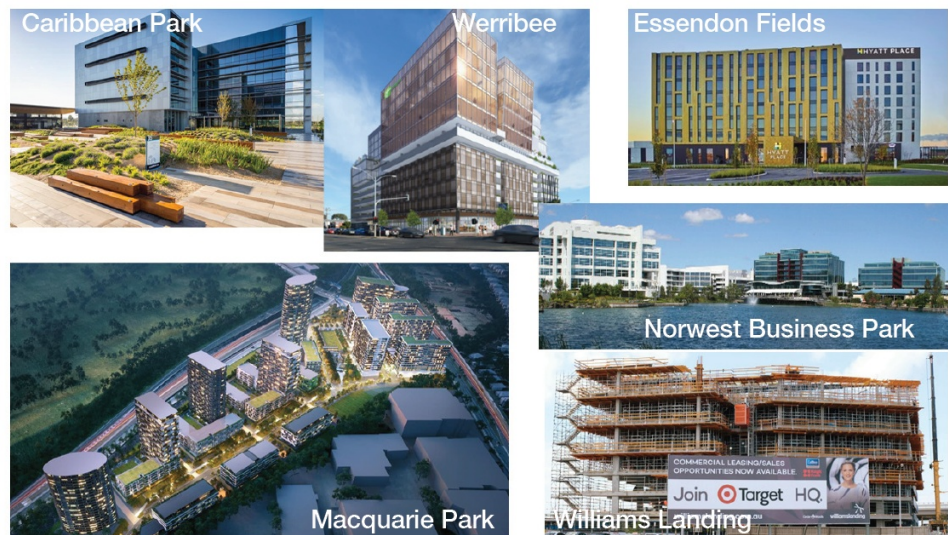
TMG proposed PSP										Exhibited PSP (Table 5 - Anticipated Employment Creation)				
Floorpace (sqm)														
Precinct/land use	Gross area (ha)	Net area (ha)	Office	W/ house	Retail	Other*	Total	Jobs (No.)	Jobs per gross area	Precinct/land use	Unit of measure	Jobs per unit	Projected units in PSP	Jobs (No.)
Employment precinct										Employment precinct				
Urban core	30.0	16.4	145,920	0	0	11,680	157,600	8,669	289	Office and commercial	Jobs per hectare	280	26.15	7,322
										Mixed use	Jobs per hectare	58	10.4	582
										Sub-total	-	219	36.55	7,904
Innovation quarter	16.0	11.9	34,080	41,320	0	0	75,400	2,361	148	Innovation and technology	Jobs per hectare	58	36.29	2,199
										Small local enterprise	Jobs per hectare	168	3.4	536
										Sub-total	-	64	42.68	2,735
Town centre	6.0	4.5	3,900	0	13,000	3,073	19,973	705	118	Local town centre	Jobs per hectare	87	3.82	314
Total employ. precinct	52.0	32.8	183,900	41,320	13,000	14,753	252,973	11,734	226	Total employ. precinct	-	132	82.8	10,953
Balance PSP area										Balance PSP area				
Council kindergarten	-	-	-	-	-	-	-	10	-	Council kindergarten	Jobs per centre	10	1	10
Community centre	-	-	-	-	-	-	-	10	-	Community centre	Jobs per centre	10	1	10
Government primary school	-	-	-	-	-	-	-	40	-	Government primary school	Jobs per school	40	1	40
Private child care facility	-	-	-	-	-	-	-	15	-	Private child care facility	Jobs per 100 places	15	1	15
Local convenience centre	-	-	-	-	-	-	-	0	-	Local convenience centre	Jobs per hectare	87	1	87
Home-based business	-	-	-	-	-	-	-	193	-	Home-based business	Jobs per dwelling	0.05	2,853	143
Total balance PSP area	-	-	-	-	-	-	-	268	-	Total balance PSP area	-	-	-	305
Total PSP area	-	-	-	-	-	-	-	12,002	-	Total PSP area	-	-	-	11,258

*Comprises Food & Beverage, Hotel and Other Non-Retail

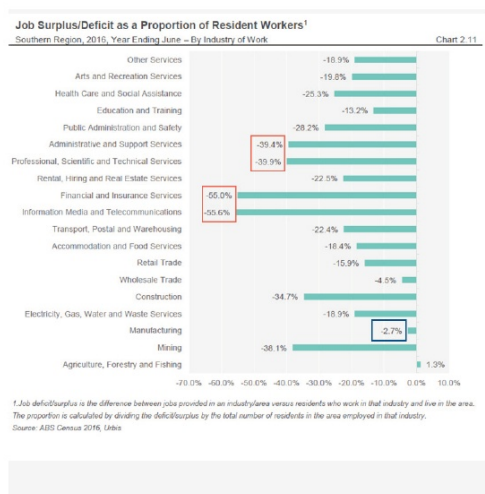
Key Reasons for Differences

- Overall, the TMG scheme supports 744 more jobs (i.e. an increase of 7% compared to the exhibited PSP) with 781 more jobs in the Employment Precincts
- The TMG scheme achieves this by:
 - Adopting a stronger focus on white collar rather than blue collar employment, in line with Casey's needs
 - Acknowledging current and future trends of more efficient workspaces, with less floorspace required per job
 - Integrating, rather than segregating, uses within precincts
 - Allowing for more dense development (greater heights and more extensive site coverage, including a range of parking solutions)
 - Contemplating full build out of the Town Centre

Suburban land development continues to intensify



Focus on the jobs needed by Casey



- Rhys Quick's statement for Casey Am C219 provides important context
- The focus of Minta Farm must be on addressing the outflow of the higher value white collar jobs, not Manufacturing (and similar)
- The scale of what is contemplated is achievable but only if:
 - Old paradigms are thrown out – employment must co-exist with retail, social and residential
 - Infrastructure is in place
 - Activation helps lead development
 - Minta Farm is just one piece of the employment puzzle for Casey and Melbourne's Southern Region



Minta Farm

Amendment C50 Casey Planning Scheme Economic Witness Statement

Justin Ganly

11 November 2013

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Project Code DM1406
Date 11 November 2013

Disclaimer

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Table of Contents

1. Introduction.....	1
1.1 Approach	1
1.2 Abbreviations.....	1
1.3 Expert witness details.....	2
2. Amendment C50	5
2.1 General	5
2.2 Minta Farm	8
3. Minta Farm	13
3.1 Current situation.....	13
3.2 Council's direction	14
3.3 GAA/MPA direction.....	17
3.3.1 Corridor Report.....	18
3.3.2 C21 Employment Report.....	19
3.3.3 The South East Corridor Plan	21
3.4 Plan Melbourne direction.....	23
3.5 My recommendation	24
4. Conclusion	27
Appendix 1 Curriculum vitae for Justin Ganly	28

1. Introduction

1. This statement examines issues relating to the possible future development of the land known as Minta Farm in Berwick.
2. The statement has been prepared, on instruction from Norton Rose Fulbright Australia, for I Marshall Baillieu who is the owner of Minta Farm (referred to, having regard to the involvement of family in the management and development of Minta Farm, as “the Minta Farm Landowners”).
3. The statement is to assist the Panel formed to consider Amendment C50 (“Am C50”) to the Casey Planning Scheme (“Scheme”).

1.1 Approach

4. The tasks completed in the preparation of this statement have included:
 - Inspecting Minta Farm and the surrounding region;
 - Reading and considering relevant background documents to Am C50; and
 - Reading, considering and analysing a number of other relevant documents produced for the former Growth Areas Authority and the State Government.

1.2 Abbreviations

5. The following abbreviations are used in this statement:

Am C50	Casey Planning Scheme Amendment C93
C21 Employment Report	<i>Employment Planning for C21 Business Park, Economic Input to Precinct Structure Plan</i> , Essential Economics for the GAA, 27 August 2010
C21 Update	<i>Casey C21 – Building a Great City</i> , City of Casey, 2011
Casey C21 Strategy	<i>Casey C21 - A vision for our future strategy</i> , City of Casey, 2002
Corridor Report	<i>Casey Corridor Growth Area, Economic Development and Employment Analysis, Draft Report</i> , Essential Economics for the GAA, 24 July 2009
Council	Casey City Council
GAA	Growth Areas Authority
ha	Hectare
MPA	Metropolitan Planning Authority
MSS	Municipal Strategic Statement

PSP	Precinct Structure Plan
SA2	Statistical Area 2
Scheme	Casey Planning Scheme
sqm	square metre

1.3 Expert witness details

The following expert witness details are provided in accordance with the *Planning Panels Victoria Guide to Expert Evidence*.

Name and address of expert

Mr Justin Ganly
 Managing Director
 Deep End Services Pty Ltd
 Suite 304 / 9-11 Claremont Street
 South Yarra Victoria 3141

Expert's qualifications and experience

- Graduate Diploma of Applied Finance & Investment, Securities Institute of Australia.
- Bachelor of Engineering (Chemical) (First Class Honours), University of Melbourne.
- Managing Director of Deep End Services since 2003.
- Retail and property consultant for KPMG, Coopers & Lybrand and Coles Myer from 1993 to 2003.
- A full CV is included at **Appendix 1**.

Expert's area of expertise

- Preparation and presentation of economic expert witness evidence.
- Provision of feasibility analysis and masterplanning advice for property owners and developers of all forms of property.
- Forecasting of demand for office floorspace, industrial land and residential dwellings.
- Determination of economic impacts due to development of new facilities.
- Development of activity centre network plans in both established and growth areas.

Expert's expertise to make report

- Detailed knowledge of activity centre networks and employment corridors within Melbourne.
- Numerous appearances as an expert witness before Planning Panels and Advisory Committees considering a range of PSPs and mixed use development proposals.
- Involvement with the Minta Farm PSP project team since June 2011.

Instructions that defined the scope of the report

My brief was provided in writing by Norton Rose Fulbright Australia on behalf of the Minta Farm Landowners on 29 October 2013 with instructions as follows:

Our client wishes to engage you to:

- 1) review Amendment C50 and the background materials in your brief;*
- 2) confer with instructing solicitors and counsel where necessary;*
- 3) prepare an expert report; and*
- 4) if possible (as discussed), appear at the Panel hearing of this matter for the purpose of presenting your expert opinion concerning economic matters.*

Facts, matters and assumptions upon which the report proceeds

- None unless otherwise stated.

Documents, materials and literature used in preparing this report

- Stated in relevant sections of my report.

Identity of the person who carried out any tests or experiments relevant to this report

- None.

Summary of the opinions of the expert

- The GAA's designation of Business with Residential for Minta Farm is based upon sound market fundamentals and will deliver an integrated business and residential community which is ideal for the City of Casey.
- Where required, Am C50 should be amended to reflect such a designation.

Provisional opinions not fully researched

- None.

Questions outside the expert's expertise

- None.

Report incompleteness or inaccuracies

- None.

2. Amendment C50

2.1 General

6. Am C50 has been prepared by the City of Casey ("Council") as the Responsible Planning Authority for the amendment.
7. Am C50 applies to all land within the City of Casey.
8. As stated in the Am C50 Explanatory Report:

The proposed amendment seeks to amend the Local Planning Policy Framework (LPPF) of the Casey Planning Scheme by introducing a new Municipal Strategic Statement (MSS) at Clause 21 (Clauses 21.01 to 21.22) and replacing all Local Planning Policies at Clause 22 with a new suite of local policies (Clauses 22.01 to 22.10).

Consequential changes are also proposed to be made to three overlay schedules, being the Significant Landscape Overlay – Schedule 1 (Casey Foothills), Development Plan Overlay – Schedule 16 (Heatherton Road Mixed Use Precinct) and Development Plan Overlay – Schedule 17 (Commercial Development – 55 Kangan Drive, Berwick).

The replacement of Clause 21 is based on a comprehensive review of the MSS, linking Council's MSS with the strategic land use objectives and actions articulated in the Casey C21 - A vision for our future strategy ("Casey C21 Strategy"), which was adopted by Council on 3 September 2002. This strategy is currently being updated to reflect population changes and other trends that have occurred within the municipality since 2002, and streamlined to better articulate Council's strategic objectives.

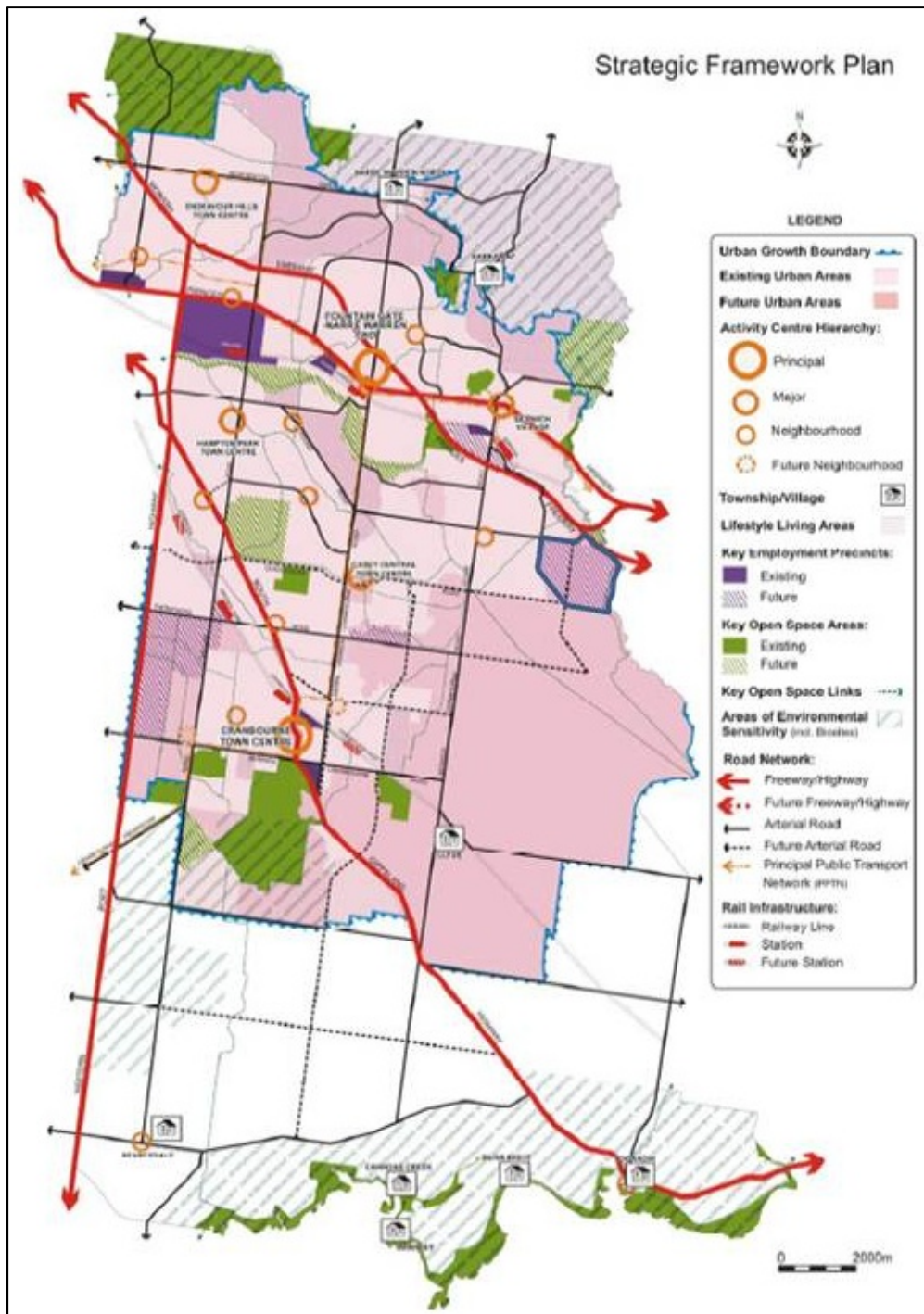
9. Am C50 was exhibited in February and March 2011.
10. An update of the Casey C21 Strategy was prepared in 2011 and adopted by Council in July 2011. The updated report was called *Casey C21 – Building a Great City* ("C21 Update") and the version I have (which was appended to the memo 71-1-4-1C50 of 18 September 2012 prepared by Planning & Development at Council to consider submissions made to Am C50) is stamped "draft" and dated 23 May 2011.
11. The C21 Update was therefore not available at the time that Am C50 was exhibited.
12. The Am C50 Explanatory Report lists the following documents as being the key strategic inputs in formulating the new MSS at a local level:
 - *Casey Housing Strategy, City of Casey, 2005.*
 - *City of Casey Activity Centres Strategy, City of Casey, in association with Ratio Consultants Pty Ltd, 2006.*
 - *City of Casey Council Plan 2009-2013, City of Casey, 2009.*
 - *City of Casey Open Space Strategy, City of Casey, in association with EDAW (Aust.) Pty Ltd, 2000.*

- *City of Casey Population Forecasting Review, City of Casey, in association with Ratio Consultants, 2007.*
 - *Various development plans, structure plans and other location-specific strategic plans/documents.*
13. The Am C50 Explanatory Report also lists the following documents as being the key strategic inputs in formulating the new MSS at a State level:
- *Melbourne 2030: Planning for sustainable growth, Department of Infrastructure, 2002.*
 - *Melbourne 2030: A Planning Update – Melbourne @ 5 Million, 2008.*
 - *Casey-Cardinia Growth Area Framework Plan, Department of Sustainability and Environment, 2006.*
 - *Victoria's Native Vegetation Management: A Framework for Action, Department of Natural Resources and Environment, 2002.*
14. Amendment C50 sets out the following Reference Documents to the Scheme at Clause 21.22:
- *Casey-Cardinia Growth Area Framework Plan, Department of Sustainability and Environment, 2006.*
 - *Casey C21: A vision for our future, City of Casey, 2002.*
 - *Casey Heritage Strategy, City of Casey, 2001.*
 - *Casey Heritage Study, 2004.*
 - *Casey Housing Strategy, City of Casey, 2005.*
 - *Census 2006, Australian Bureau of Statistics, 2006.*
 - *City of Berwick Heritage Conservation Study, City of Casey, 1993.*
 - *City of Casey Activity Centres Strategy, City of Casey, in association with Ratio Consultants Pty Ltd, 2006.*
 - *City of Casey Arterial Roads Tree Strategy, City of Casey, 2003.*
 - *City of Casey Biodiversity Enhancement Strategy, Ecology Australia Pty Ltd, 2003.*
 - *City of Casey Conservation Strategy, City of Casey, in association with Environment Link Pty Ltd, 2002.*
 - *City of Casey (Cranbourne Knox) Heritage Study 1998.*
 - *City of Casey Council Plan 2009-2013, City of Casey, 2009.*
 - *City of Casey Greenhouse Strategy – Local Action Plan, City of Casey, 2002.*
 - *City of Casey Waste Management Strategy, City of Casey, 2000.*
 - *City of Casey Open Space Strategy, City of Casey, in association with EDAW (Aust.) Pty Ltd, 2000.*

- *City of Casey Population Forecasting Review, City of Casey, in association with Ratio Consultants, 2007.*
- *City of Casey Stormwater Management Plan, City of Casey, in association with Kellogg Brown & Root Pty Ltd, 2004.*
- *Guidelines for Environmental Management Code of Practice – Onsite Wastewater Management, EPA Victoria, 2008.*
- *Heritage of the City of Casey – Historic Sites in the former Cranbourne Shire, City of Casey, 1996.*
- *Melbourne 2030: A Planning Update – Melbourne @ 5 Million, Department of Planning and Community Development 2008.*
- *Melbourne 2030: Planning for sustainable growth, Department of Infrastructure, 2002.*
- *Port Phillip and Western Port Native Vegetation Plan, Port Phillip and Westernport Catchment Management Authority, 2006.*
- *Port Phillip and Western Port Regional Catchment Strategy 2004-2009, Port Phillip and Westernport Catchment Management Authority, 2004.*
- *South Eastern Regional Waste Management Group Waste Management Plan, South Eastern Regional Waste Management Group, 1999.*
- *Victoria's Native Vegetation Management: A Framework for Action, Department of Natural Resources and Environment, 2002.*

2.2 Minta Farm

15. The Minta Farm land is referred to a number of times in the exhibited documents relating to Am C50.
16. The Strategic Framework Plan is illustrated on page 4 of Clause 21.02 and copied as follows (with Minta Farm highlighted with a blue border):

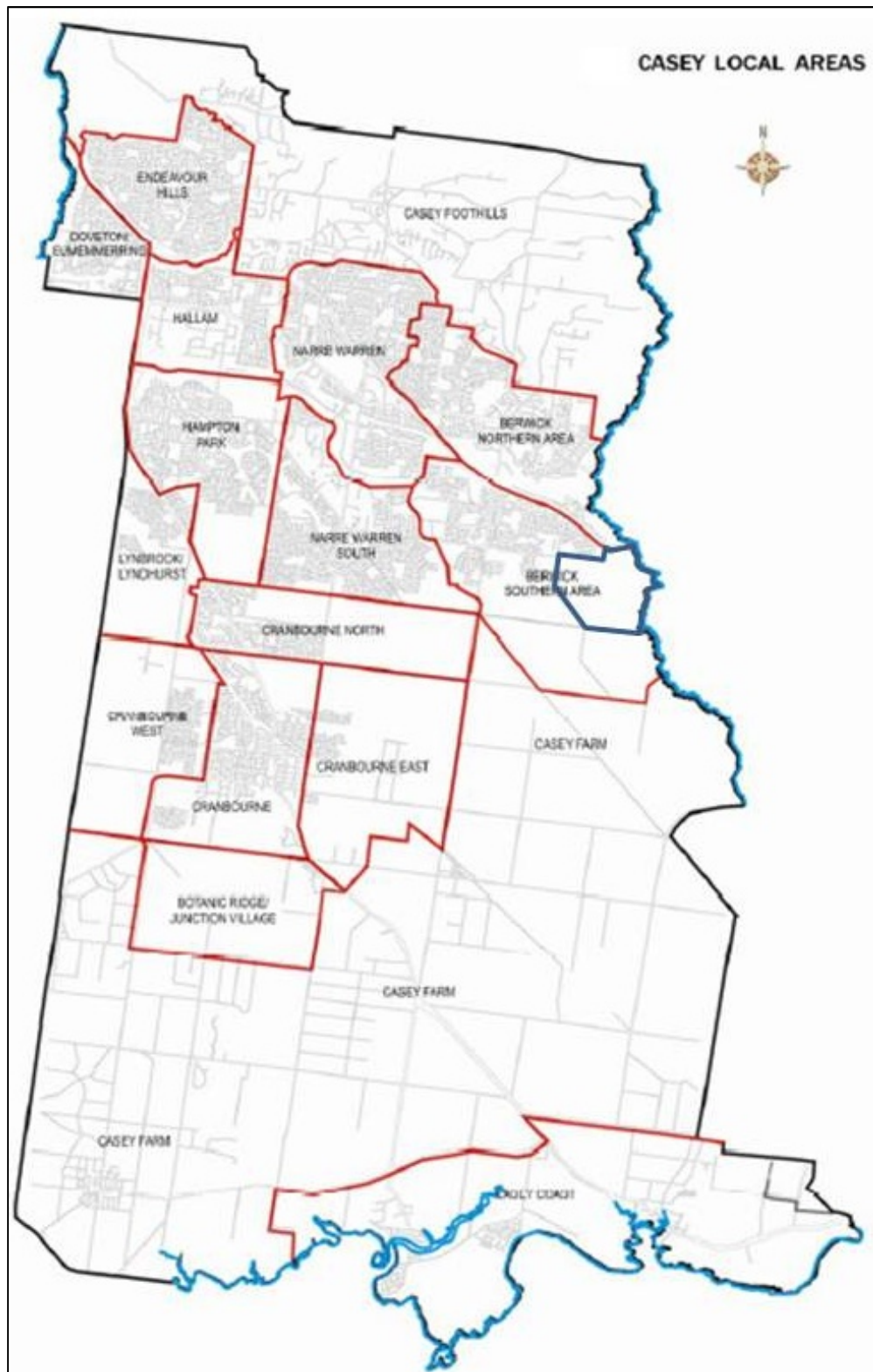


Source: City of Casey

17. The plan shows that the Minta Farm land is almost entirely designated as “Key Employment Precinct – Future” with a small section at the northern edge of the land designated as “Existing Urban Area”. That area is already included in the Residential 1 Zone and is not part of the Minta Farm precinct.
18. Clause 21.03 sets out the “thematic approach” intended to be used in Clause 21.
19. Theme 3 is “Developing Casey’s economic advantages” and the first objective of this theme is:

To develop a diverse economic base and facilitate the creation of knowledge-based jobs in Casey.
20. Two strategies are provided to achieve this objective:
 - *Diversify the local economic base; and*
 - *Establish diverse, integrated employment precincts.*
21. Listed as one of five actions under the second of these strategies is:
 - *Facilitate the development of the ‘C21 Business Park’ in Berwick as a high-amenity, integrated business park that incorporates office, research, manufacturing, learning and living precincts.*
22. The C21 Business Park is designated for the Minta Farm land.
23. Clause 21.04 sets out the “local area approach” which is to be integrated with the thematic approach in Clause 21.

24. The City of Casey is divided into 17 areas as follows (with Minta Farm highlighted with a blue border):

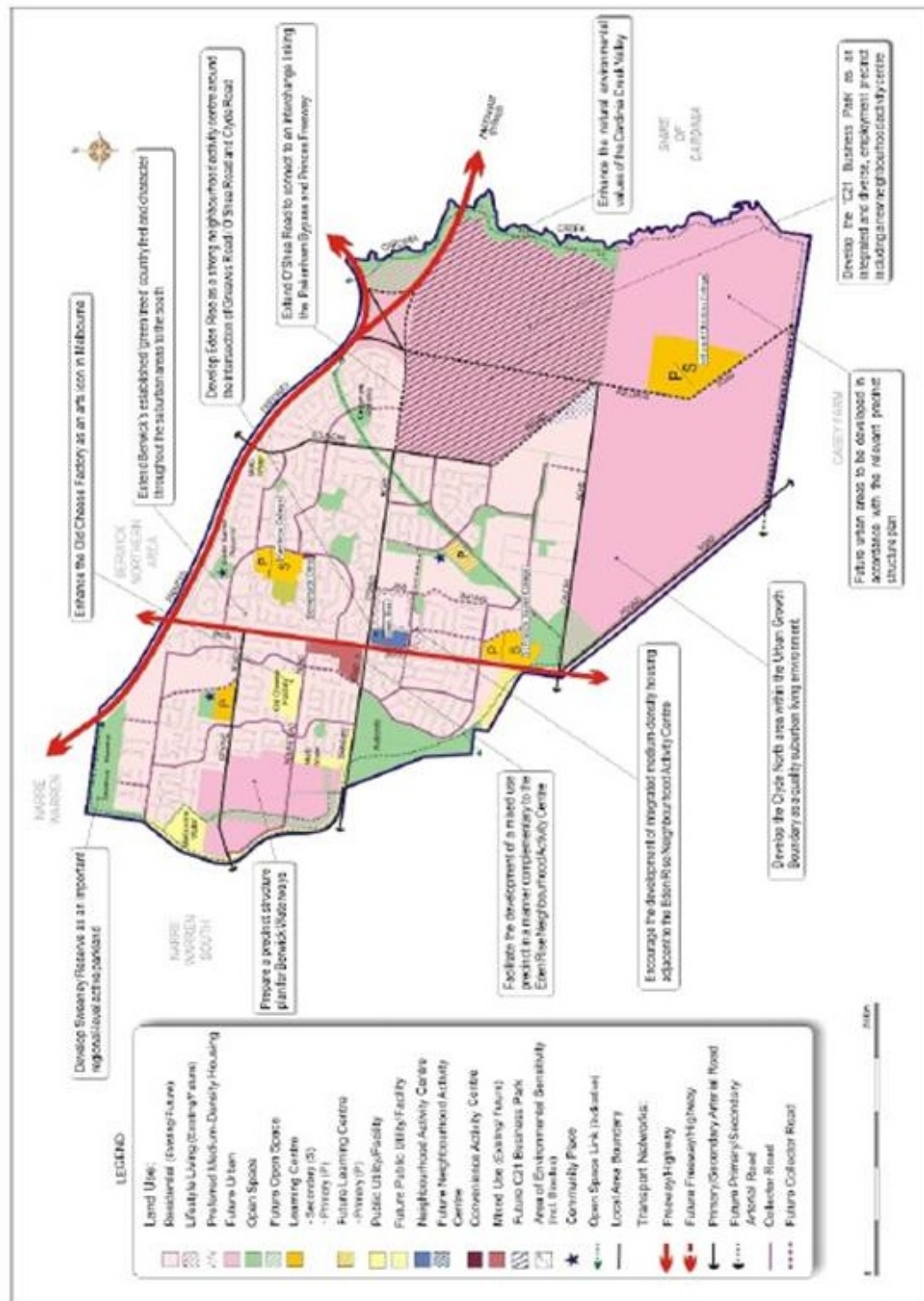


Source: City of Casey

25. It is apparent that Minta Farm is located within the Berwick Southern Area.

26. Clause 21.06 deals with the Berwick Southern Area and the following map is provided at Clause 21.06-5:

21.06-5 Berwick Southern Area Local Area Map



Source: City of Casey

27. A text box on the Berwick Southern Area Map points to the hatched area (i.e. designated as Future C21 Business Park) of Minta Farm and includes the words:

Develop the 'C21 Business Park' as an integrated and diverse employment precinct including a new neighbourhood activity centre.

28. The northern part of Minta Farm is indicated for Future Urban use on the Berwick Southern Area Map. That area is already included in the Residential 1 Zone and is not part of the Minta Farm precinct.
29. An email from Liam Hodgetts, Manager of Strategic Development at the City of Casey to Marshall Baillieu on 29 October 2013 states that an amended map will be provided to the Panel which labels Minta Farm as the "Minta Farm Business Park" and that the land will be indicated as Future Urban along with an annotation that it will be subject to a future PSP.
30. Eight objectives for the Berwick Southern Area are set out at Clause 21.06-2. Of direct relevance to Minta Farm is:

To create a new key employment precinct that creates a "job-rich" urban environment.

31. Thirteen strategies for the Berwick Southern Area are then set out at Clause 21.06-3. Of direct relevance to Minta Farm is:

Develop the 'C21 Business Park' as an integrated and diverse employment precinct for the Berwick region, incorporating a future neighbourhood activity centre.

32. Finally, implementation measures for the Berwick Southern Area are set out at Clause 21.06-4.
33. Under "Use of policy and the exercise of discretion" is the following key directive:

Ensuring that the future use and development of land is generally in accordance with the Berwick Southern Local Area Map.

34. Likewise, under "Further strategic work" is:

Preparing a precinct structure plan for the proposed 'C21 Business Park'

3. Minta Farm

3.1 Current situation

35. Minta Farm is located at 2-128 Soldiers Road, Berwick.
36. The site is bordered by residential dwellings and the Princes Freeway to the north, Cardinia Creek to the east, Grices Road to the south and Soldiers Road to the west as shown below:



Source: Nearmap (as at 18 October 2013)

37. Minta Farm comprises a total area of 287.4 ha.
38. The 6.2 ha northern section of the site is in the Residential 1 Zone, has been sold and is being developed for residential purposes.

39. The remaining 281.2 ha of Minta Farm is in the Urban Growth Zone. This land is being farmed as it has by the Baillieu family for the past 80 years.
40. Minta Farm's topography varies across the site as show on the map below:



Source: Bosco Johnson (23 February 2011)

41. The northern and eastern portions of the site are generally quite flat with a slight fall to Cardinia Creek.
42. However, the balance of the site is undulating, with the farm's homestead located on a hill which is 20 metres above the level of Cardinia Creek. The typical gradient on this hill is approximately 7%.

3.2 Council's direction

43. Council's intent for the future use of Minta Farm has been articulated in the Am C50 documentation as discussed in the previous section of my statement.
44. It is perhaps best encapsulated by the statement at Clause 21.03 to [my emphasis added]:

Facilitate the development of the 'C21 Business Park' in Berwick as a high-amenity, integrated business park that incorporates office, research, manufacturing, learning and living precincts.

45. Much of the local strategic input to Council's intent is to be found within the Casey C21 Strategy which was adopted by Council in September 2002 but developed between 1998 and 2002.

46. The Casey C21 Strategy is provided in three volumes as follows:
- Volume 1 Summary (A3 format)
 - Volume 2 Detail
 - Volume 3 Background information and research.
47. Volume 1 sets out the 12 themes which are assessed as being critical to the future development of Casey.
48. Of these, the C21 Jobs theme is the most relevant to Minta Farm, with the guiding statement being:

Facilitate the creation of C21 jobs in Casey.

49. Guidance as to the nature of C21 jobs is provided in the same section of Volume 1:

As we move into the 21st Century, one vision is gaining increasing support; jobs of the future will be based around knowledge.

These knowledge, or C21 jobs, are footloose, in that traditional attractors, resources and transport hubs will no longer be the driving location parameters. What is becoming evident is that C21 jobs are linked to areas of high liveability. More importantly, as knowledge jobs grow, those communities that do not actively work towards attracting them will be left behind.

50. To help facilitate the creation and support of such jobs, the Casey C21 Strategy advocates the establishment and ongoing development of the “Casey C21 jobs corridor”.
51. In Volume 2 (page 27) this corridor is defined as being located as follows:

... along the multiple freeway, highway and railway corridor from Dandenong in the west to Pakenham in the east.

52. The C21 Business Park is linked with the Casey C21 jobs corridor within the C21 Actions on page 193 of Volume 2 where the following are listed as action items for various authorities within this corridor [my emphasis added]:

Amend the Municipal Strategic Statement and the Activity Centres Strategy to:

- *acknowledge the direction towards the creation of the CTP;*
- *identify the future opportunity for the Casey C21 Business Park;*
- *identify longer-term commercial redevelopment opportunities along the corridor;*
- *and, identify the significance of the Fountain Gate/Narre Warren CBD.*
- *Ensure any review of the SEGA (South East Growth Area Plan) addresses this issue.*

55. It is noted that the only other specific mention of the C21 Business Park in Volume 1 is on page 26 under Activity Centres where the following is listed:

Investigation of the development of a C21 Business Park which is to be linked to the successful development of the Casey Technology Park. The C21 Park would provide for a quality business and elaborately transformed manufacturing developments in a high amenity setting.

56. However, Volume 2 provides further guidance as to why Minta Farm was chosen as the location for the C21 Business Park.

57. The specific identification is found on page 148 within the C21 planning principles to capitalise on “Large tracts of undeveloped land” which is listed as goal 4 within “Building on Casey’s Advantage” as follows [my emphasis added]:

- *Plan for a large new industrial area in Cranbourne West.*
- *Plan for a large new C21 Business Park south of O’Shea Road as shown in the C21 Plan.*
- *Ensure an appropriate provision of service industry activities throughout the City.*
- *Ensure new precincts include design guidelines that ensure their physical amenity*

58. It is worth noting at this point that there is no guidance provided within the Casey C21 Strategy as to how many jobs are to be housed within the C21 Business Park.

59. The absence of a jobs target is in contrast to page 25 of Volume 2 where targets of at least 10,000 jobs for the Casey Technology Precinct and of at least 20,000 jobs for the Fountain Gate/Narre Warren CBD are suggested.

60. Also, no guidance is provided as to how much land is to be set aside for specific purposes within the C21 Business Park. Indeed, there appears to have been little or no work done regarding market fundamentals which would support the C21 Business Park.

61. It is against this backdrop that the GAA’s work is invaluable.

3.3 GAA/MPA direction

62. The Growth Areas Authority (“GAA”) – and now the Metropolitan Planning Authority (“MPA”) – has responsibility for the preparation of the Precinct Structure Plan (“PSP”) for Minta Farm.

63. The GAA engaged Essential Economics to prepare a number of reports in relation to growth area employment planning in the late 2000s.

64. Within the Casey region were two reports of specific relevance to Minta Farm:

- *Casey Corridor Growth Area, Economic Development and Employment Analysis, Draft Report, 24 July 2009 (“Corridor Report”); and*
- *Employment Planning for C21 Business Park, Economic Input to Precinct Structure Plan, 27 August 2010 (“C21 Employment Report”).*

65. A key guiding principle in both reports was the GAA's desire to create one new job for each new household in Melbourne's growth corridors.

3.3.1 Corridor Report

66. The Corridor Report was commissioned by the GAA to assist with preparing the Minta Farm PSP, as well as PSPs for Clyde North, Cranbourne North Stage 2 and Botanic Ridge. The report focussed on economic development and employment analysis within each of these areas in the context of the GAA's jobs target and the specific nature of the corridor.
67. The Corridor Report makes some salient observations on page 75 as follows:

However, circumstances have changed since the preparation of Casey C21 in 2002; in particular, very significant tracts of land have been identified in the Officer-Pakenham corridor to accommodate a wide range of commercial and industrial land uses. This competing land is well-located with regard to transport infrastructure, and can be developed relatively cheaply given that it is generally very flat and unencumbered. In many ways the employment land in the Officer-Pakenham corridor better reflects the strategies and principles contained in Melbourne 2030 (which was prepared after the completion of Casey C21), especially in relation to the ability to provide public transport access. In contrast the C21 Business Park is encumbered by both its topography (with a hill in a central position on the site) and the location of flood-prone land to the east. Although the interchange at O'Shea Road provides it with easy access to the Princes Freeway, the C21 Business Park is not well-served by public transport services; in particular, it is not served by heavy rail infrastructure.

In these circumstances, the intentions for the C21 Business Park, as described in Casey C21, are likely to be overly-ambitious, having regard for market pressures and property market competition from other developments.

Furthermore, the expansion of the UGB south of Thompsons Road has been identified by the GAA as providing the opportunity for a large new employment corridor in this location, on land which is unencumbered, relatively flat and easy to develop. This new precinct would build on the proposed freight routes through Casey-Cardinia, and would generate significant new employment opportunities.

68. In relation to residential development at Minta Farm, the Corridor Report makes the following observation on page 76:

The topography of the land also lends itself to high quality residential development, with good views to the south and east. Importantly, this represents an opportunity to diversify and enhance the housing product in the region, and attract people with business development and managerial skills who may influence the location and extent of office investment in the local area.

69. Taking these and other factors into account, the Corridor Report recommended development at Minta Farm consisting of:
 - Employment uses 85 ha
 - Residential development 174 ha
 - Encumbered land 31 ha.
70. In terms of developable land, this report therefore recommended that 33% be used for employment and 67% for residential.
71. The Corridor Report suggested that the employment land should comprise:
 - A “corporate office park” of 5-10 ha and containing 60,000 sqm of office floorspace; and
 - 75-80 ha of business park/campus-style lower intensity uses.
72. This land was estimated to support 4,875 jobs.
73. A Neighbourhood Activity Centre (“NAC”) with retail floorspace of between 3,000 sqm and 5,000 sqm would support a further 75 jobs while medical and community (80 jobs) and home-based employment (180 jobs) would take the total for Minta Farm to 5,210 jobs.
74. The Corridor Report assessed the residential development land as being capable of delivering 1,445 dwellings and a residential community of approximately 4,000 people.
75. Minta Farm would therefore comfortably meet its employment target of a new job for each new household with a surplus of 3,430 jobs (i.e. 4,875 jobs for 1,445 dwellings).

3.3.2 C21 Employment Report

76. The C21 Employment Report followed on from the recommendations of the Corridor Report but provided more detail regarding potential development outcomes for Minta Farm.
77. The starting point, however, remained that the precinct should be developed for a mixture of employment and residential as summarised on page 31:

It is important to appreciate that the C21 Business park site was always identified as a potential location for both employment and residential development, and material in the C21 Strategy refers to the opportunity for a living/working precinct.

78. This is further emphasised on page 49:

Even acknowledging the desire to secure high employment outcomes for the site, it needs to be recognised that the land has always been envisaged as a mixed use precinct that accommodates high quality residential living. It is therefore important to ensure sufficient land is retained for residential development that will support a sustainable community; that is, a large enough population to support local services.

79. The C21 Employment Report also considered the existing and future supply of employment land in Casey-Cardinia in more detail. This included the Casey Technology Park – where development is often linked by Council to the success of Minta Farm – for which the following analysis is provided on page 32:

It is likely that the vision for CTP will be achieved over a lengthy time period, having regard for the current rate of business development, and the relatively scarce opportunities to attract specialist investment in research and development sectors.

80. Two scenarios for the development of Minta Farm were considered within the C21 Employment Report.
81. The first of these was referred to as the “Base Case” and this was based on “... long-term market conditions (supply, demand, competition etc.) and with regard to the specific attributes of the site”.
82. The second scenario considered was “Employment Maximisation”.
83. A summary of the outcomes of the two scenarios is provided below:

	Base Case		Employment Maximisation	
Component	Land/ floorspace	Jobs	Land/ floorspace	Jobs
Commercial office	10 ha 70,000 sqm	3,500	20 ha 140,000 sqm	7,000
Industrial	45 ha 250,000 sqm	1,650	60 ha 330,000 sqm	2,200
Other employment (niche)	40 ha 240,000 sqm	3,200	50 ha 300,000 sqm	4,000
Activity centre and associated	5 ha 9,000 sqm	225	5 ha 15,000 sqm	375
Sub-total	100 ha 569,000 sqm	8,575	135 ha 785,000 sqm	13,575
Residential	105 ha		70 ha	

84. Both scenarios allocated significantly more land to employment uses than contemplated in the Corridor Report (i.e. a range of 100ha to 135 ha compared to 85 ha).
85. However, whilst the Corridor Report examined the residential land in some detail and suggested 4,000 people could be accommodated on this land, there is little of such analysis contained within the C21 Employment Report.

93. Elsewhere within Casey, approximately 520 ha of Business with Residential land is designated south of Thompsons Road within Clyde North and Cranbourne East (the Thompsons Road Business Corridor). When combined with Minta Farm, there is therefore almost 800 ha of such land designated within the City of Casey.
94. No specific guidance is provided as to the role of Minta Farm within the South East Corridor, other than the comment on page 89 of the South East Corridor Plan that, in relation to the Officer-Pakenham Industrial/Business Corridor:

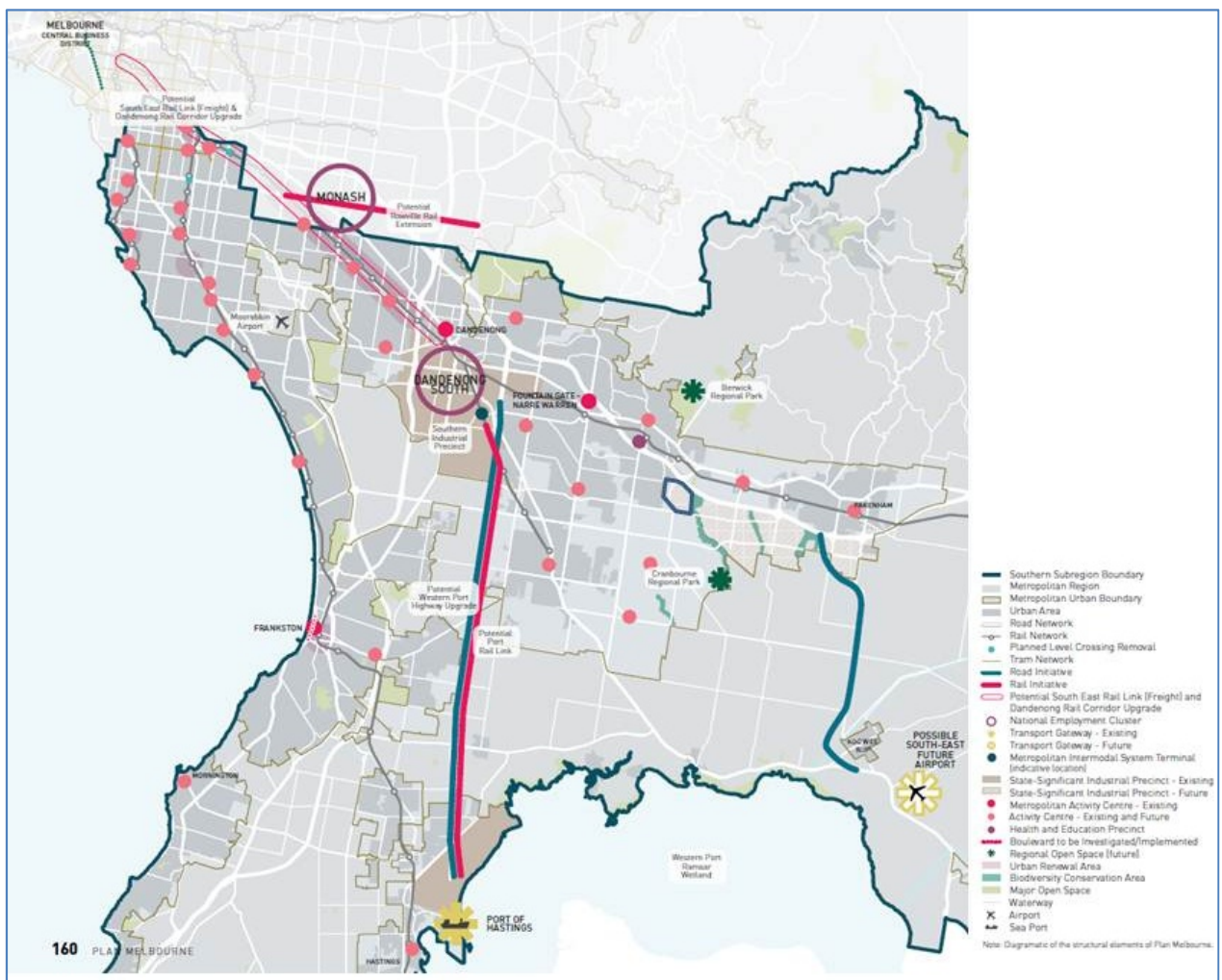
It will be anchored by high amenity business parks planned at Cardinia Rd to the east and Minta Farm to the west ...

95. However, the following selected statements of relevance are provided within Section 3 (The Growth Corridor Planning Principles in Detail) of *Growth Corridor Plans, Managing Melbourne's Growth*, June 2012:

- Principle 1: Create diverse and vibrant new urban communities
 - *New communities need to be planned to be of a sufficient population size to support the levels of infrastructure, services and jobs that residents need, with an aim to be as self sustaining as possible.*
 - *Typically, a neighbourhood of approximately 8,000 to 10,000 people is sufficient to support a good range of local service provision, including local shopping, primary health and education, community and recreation services.*
 - *Local neighbourhoods should provide a diversity of housing choices to meet a wide range of needs and lifestyles. The average residential density within local neighbourhoods is preferred to be at least 15 dwellings per hectare. Higher residential densities (i.e. 20 or more dwellings per hectare) should be prioritised in areas of higher accessibility and amenity such as Local Town Centres and close to public transport and parks.*
- Principle 3: Plan for local employment creation
 - *Business precincts are expected to deliver more intensive forms of employment generating uses in comparison to industrial areas. They will accommodate a wide range of employment generating uses including service industry, office and commercial activity, and research and development and some bulky goods (restricted retail).*
 - *Business precincts are expected to deliver minimum job densities in the range of 30-40 jobs per gross hectare, and this employment range will be used as a minimum guide for the preparation of PSPs in these locations and should be exceed where possible, particularly on sites of high strategic importance.*
 - *In some locations (as identified on the plan), these precincts may also include residential, cultural, recreational and civic uses as part of a broader mix of activities which support the overall employment activities. In such circumstances, these business precincts are expected to deliver minimum job densities in the range of 15-20 jobs per gross ha, and this employment range will be used as a minimum guide for the preparation of PSPs in these locations.*

3.4 Plan Melbourne direction

96. *Plan Melbourne* was released for public comment by the Victorian Government in October 2013.
97. The strategy will replace *Melbourne 2030* as the city's guiding planning policy document when it is finalised in 2014 (after consideration of submissions).
98. Melbourne is split into five planning subregions within *Plan Melbourne*.
99. Minta Farm is located within the Southern Subregion, with the map for this subregion shown below (and Minta Farm highlighted):



Source: *Plan Melbourne*

100. It is apparent that Minta Farm – along with the adjoining Officer Business with Residential precinct and Officer-Pakenham Industrial precinct – is designated as “State-Significant Industrial Precinct – Future”.
101. Unfortunately, Plan Melbourne provides very little guidance as to future land use and planning controls applicable to this precinct.

3.5 My recommendation

102. I have been part of the Minta Farm PSP consultant team since June 2011.
103. It is my opinion that the development of the site as envisaged by the GAA in the South East Growth Corridor Plan will deliver the most benefit for Melbourne's southeast.
104. I arrive at this opinion after:
 - Inspecting the site;
 - Inspecting surrounding employment and residential lands;
 - Reading all background material;
 - Interacting with the balance of the consultant team on planning, traffic, biodiversity, landscape and drainage issues;
 - Working on various iterations of potential development plans; and
 - Presenting these development plans and background research to the GAA.
105. One of these presentations took place on 21 November 2011.
106. The "History" section of this presentation considered many of the issues discussed already in this statement but included the following points:
 - *The C21 Business Park was to be closely associated with the development of the Casey Technology Park but this has not been successful with the private sector*
 - *The strategic focus has now shifted to being an integration of a high-amenity business park with surrounding high-quality residential use – now referred to as Minta Farm PSP11*
 - *Such a shift in focus is realistic and based on:*
 - *The slow uptake of land at the Casey Technology Park because of market fundamentals*
 - *An inability to compete with the large tracts of flat, cheaper and well-serviced land identified in the nearby Officer-Pakenham employment corridor which is more suitable for large-format warehouse, logistics and manufacturing uses*
 - *The topography of the site which renders large parts of it unusable for cost-effective industrial and office uses – this is also the case at University Hill where only the 20 ha of gateway land close to Plenty Road and the Northern Ring Road is used for office and warehouse purposes, with the balance of the sloping site to the east used for residential and open space purposes*

107. The development plan then presented to the GAA comprised the following:

Component	Size	Gross land budget
<u>Employment</u>		
Business park	100,000 sqm	20 ha
Restricted retail cluster	30,000 sqm	10 ha
Local town centre – retail	8,000 sqm	
Local town centre – non-retail	3,000 sqm	
Total	141,000 sqm	30 ha
Residential	2,150 minimum	
Population	6,000 minimum	

108. The plan incorporated:

- Well-spaced buildings in a business park at the north-eastern end of the site with gateway access to the Monash Freeway, views to the north and east and interaction with the Cardinia Creek wetlands;
- An adjoining town centre which bound together the business and residential communities;
- A restricted retail precinct close to the Monash Freeway at the northern end of the town centre; and
- A surrounding residential community close in critical mass to that identified by the GAA as being self sustaining.

109. Most importantly, the plan would deliver 6,080 jobs, with almost all of these being office-based and knowledge jobs.

110. To put this in context, there was only a total of 14,197 managers and professionals working within the City of Casey in 2011.

111. Across the entire Minta Farm site of 287 ha, the job delivery rate would be 21 jobs per gross ha and therefore above the subsequently-established minimum of 15-20 jobs per gross ha for Business with Residential Land.

112. The other critical test of one new job for each new household would also be easily met, with 6,080 jobs for 2,150 dwellings.

113. Quarantining further land for industrial or “niche” employment purposes as contemplated in the C21 Employment Report would, in my opinion, be counterproductive at Minta Farm.
114. Such land would have to compete with cheaper and more easily developed land in the predominantly flat Cardinia-Pakenham corridor, where heavy rail is also available.
115. The development of these types of uses would also have the effect of diminishing the appeal of Minta Farm for executive style housing. Such housing will be a critical catalyst to the business park opportunity being realised.
116. It is also vital that a viable self-sustaining residential community be allowed to develop at Minta Farm. The removal of more land for residential purposes will result in the local population dropping significantly below the 6,000 anticipated in November 2011 presentation.
117. I have been instructed that negotiations between the Minta Farm Landowners and the MPA in relation to the Minta Farm PSP, including areas for employment and residential and job targets, are ongoing.

4. Conclusion

118. The future development of Minta Farm was first formally contemplated by the City of Casey in the late 1990s.
119. The resulting Casey C21 Strategy recommended the land be set aside for employment purposes. There would appear to have been little or no market testing or consideration of the topography of Minta Farm which informed such a designation.
120. Subsequent market-based assessments carried out for the GAA have suggested that a significant portion of Minta Farm be developed for residential purposes and this was reflected in the "Business with Residential" designation given to Minta Farm in the South East Corridor Plan.
121. **My conclusion is that the GAA's designation of Business with Residential for Minta Farm is based upon sound market fundamentals and will deliver an integrated business and residential community which is ideal for the City of Casey. Where required, Am C50 should be amended to reflect such a designation.**
122. In arriving at this conclusion I have made all the inquiries that I believe are desirable and appropriate. No matters of significance that I regard as relevant have, to my knowledge, been withheld.

A handwritten signature in black ink that reads "Justin Ganly".

JUSTIN GANLY
Managing Director, Deep End Services
11 November 2013

Appendix 1 Curriculum vitae for Justin Ganly



Curriculum Vitae

Justin Ganly Managing Director

Current Position:

Managing Director, Deep End Services Pty Ltd

Previous Positions:

Associate Director, KPMG

February 1999 - June 2003

National Real Estate Analyst, Coles Myer

January 1998 - February 1999

Managing Consultant, Coopers & Lybrand Consultants

August 1993 - December 1997

Senior Consultant, Andersen Consulting

January 1990 - July 1993

Academic Qualifications:

Graduate Diploma of Applied Finance and Investment

Securities Institute of Australia, 2003

Bachelor of Chemical Engineering (First Class Honours)

University of Melbourne, 1989

Professional Affiliations:

Board Member, MAB Corporation Advisory Board

Board Member, The Good Foundation Advisory Board

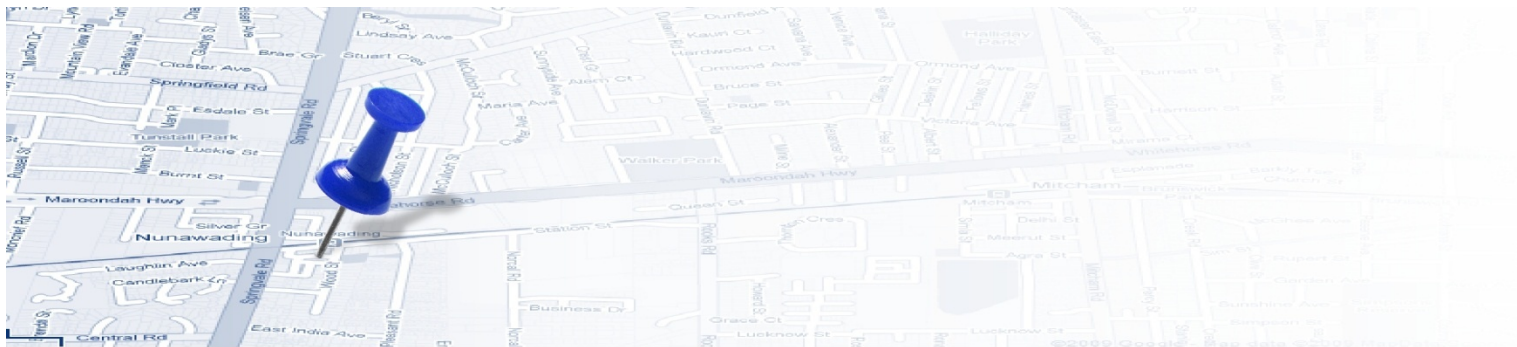
Member, Property Council of Australia

Associate Member, Bulky Goods Retailers Association

Member, Victorian Planning & Environmental Law Association

Skills / Attributes:

- Experienced economic expert
- Well developed modelling and forecasting skills
- Clear and thorough communicator in both written and verbal presentations
- Experience in dealing with all major retailers in Australia and New Zealand
- Detailed knowledge of all major property classes within Australia and New Zealand
- Developing knowledge of new markets in Asia, USA and the Middle East
- Well known in the business community via involvement with clients and through regular commentary in publications such as the *Australian Financial Review*, *The Australian*, *The Age* and *Business Review Weekly*.



Professional Experience

Managing Director, Deep End Services (July 2003 - current)

- Justin established Deep End Services in July 2003 and now employs fifteen staff based in Melbourne and two based in Sydney
- Deep assists clients with a common requirement - the need to quantify the effects of the location of their business or property on sales, profitability, growth and income. "DEEP" represents three core service areas:
Demand Evaluation
Economics
Planning
- Within each of these three areas, Deep End Services provides consulting advice to retailers, property owners, property developers and others such as financial institutions, infrastructure providers and industry associations. The products offered included:
 - ♦ Store network planning and sales forecasting
 - ♦ Acquisition due diligence
 - ♦ Feasibility analysis
 - ♦ Economic impact assessment
- Deep's property clients include:
 - ♦ Amcor, AMP, Australand, Brookfield Multiplex, Cbus Property, Charter Hall Retail REIT, Federation Centres, Harvey Norman, ISPT, Lend Lease, MAB Corporation, Macquarie Bank, Mirvac, Orica, Places Victoria, Stockland, Walker Corporation and Westfield.
- Deep's retail clients include:
 - ♦ ALDI, Anaconda, Baby Bunting, Beacon Lighting, City Farmers, Clark Rubber, Coles, Harris Scarfe, Masters, Pacific Brands, Spotlight, The Good Guys, Trade Secret and Woolworths
- Deep's other clients include:
 - ♦ ANZ, Crescendo Partners, InterContinental Hotels Group, KPMG, Large Format Retail Association, Medibank Private, Melbourne Racing Club, Newcastle Permanent Building Society and Reading Entertainment.

Associate Director, KPMG (February 1999 - 2003)

- Based in Melbourne, but working on assignments throughout Australia and New Zealand, Justin worked closely with Bernard Salt, Australia's leading business demographer, to provide consulting services to clients requiring independent assistance on retail, property, demand and/or demographic issues.
- Services and clients at KPMG and Coopers & Lybrand Consultants included:
 - ♦ Planning & litigation support (AMP, Coles, Myer, Macquarie CountryWide)
 - ♦ Shopping centre development (AMP, Gandel, Leda, Macquarie CountryWide)
 - ♦ New location feasibility studies (Bunnings, Melbourne Museum, Reading Cinemas)
 - ♦ Store location network strategies (Freedom Furniture, Barbeques Galore, Rebel Sport)
 - ♦ Demand analysis (Strandbags, Just Jeans, Jeans West)
 - ♦ Specialty store micro-siting (Australia Post, Terry White, Strandbags).



Professional Experience continued

National Real Estate Analyst, Coles Myers (January 1998 - 1999)

- Employed as Coles Myers' National Estate Analyst in a position within the Shared Services team based at Tooronga in Melbourne.
- The key responsibilities in this position were the development of store sales forecasting models for all major Coles Myers brands (including Myer Grace Bros, Kmart, Target, Coles and Bi-Lo) plus delivery of sales forecasts for proposed new or refurbished stores for use in capital allocation decisions.

Managing Consultant, Coopers & Lybrand Consultants (August 1993 - December 1997)

- Employed as a Managing Consultant in C&LC's Property Group, which comprised up to 40 staff located in offices in Melbourne, Sydney, Brisbane, Adelaide and Canberra.
- The Melbourne operation was responsible for providing consulting advice to clients involved in retail, property ownership and property development in Australia, New Zealand and South East Asia. This group transferred to KPMG in early 1998.

Senior Consultant, Andersen Consulting (January 1990 - 1993)

- Employed as a Senior Consultant in the Systems Integration Group in the Melbourne office and was involved in systems installation such as the design and installation of a retail property management system in Auckland.