

SGS Economics & Planning

Consulting Capability

2010



SGS
Economics & Planning



Introducing SGS

SGS Economics and Planning Pty Ltd (SGS) is a firm of urban and regional economists and planners with offices in Canberra, Brisbane, Hobart, Melbourne, Perth and Sydney. It has a core professional staff of 56 (consultants) and has been in continuous operation since 1990.

SGS provides advice to shape policy and investment decisions in favour of sustainable urban and regional development. Directors and staff take pride in contributing to good management and good governance through rigorous research, creative analysis of policy options and sound advice on policy implementation. Our advice is based on high quality information and expert understanding of the economic and social environment.

Since 1990 SGS has grown strongly, achieving an average annual growth rate in turnover of 18%. We have diversified the firm's skills, from a base focused on strategic planning, statutory planning, urban and regional economics and transport planning, to include econometric modelling and geographic information systems, market research and corporate strategic planning.

Core services

SGS specialises in:

- Project Evaluation and Impact Assessment;
- Public Policy Research and Evaluation;
- Economic Development;
- Corporate, Strategic and Business Planning;
- Cultural, Recreational and Tourism strategic and business planning;
- Housing Policy;
- Infrastructure Funding and Co-ordination Policy;
- Strategic Land Use Planning; and
- Training Services.

Our Vision

To be Australia's premier independent consulting firm positively affecting urban and regional futures.

Our Strengths

Experience

SGS is one of the longest-established specialist urban economics, strategic and policy planning firms in Australia. Our clients are Australia-wide and overseas, and cover the public, private and non-profit sectors.

Skills

Consultants at SGS have complementary qualifications and wide experience in both the public and private sectors. The firm employs economists, urban and regional planners, geographers, financial analysts, sociologists and statisticians.

Innovation

We design our approach to each project creatively, using a range of disciplines to open new insights to policy and strategy issues. We think creatively about the solutions we offer our clients that emerge from our research and analysis.

Service

Our senior personnel are directly involved in projects and readily accessible to clients. Our junior and middle ranking consultants are encouraged to manage projects, develop ideas, provide solutions and relate directly to our clients.

Cutting edge analysis

We are leading contributors to debate on economic development, urban management, strategic planning and housing policy. We run quarterly seminars on issues of relevance to our cities and regions and produce a regular newsletter 'Urbecon' which disseminates information of issues that have evolved from our work

Cost effectiveness

SGS is large enough to offer a comprehensive range of services, but is not weighed down by bureaucratic structures. We keep our overheads low and our fees competitive.

Public Policy Focus

SGS is a wholly commercial and independently owned consulting business which has maintained a long standing focus on public policy.

In addition to the analysis and advice which SGS develops in the course of its consulting assignments, the firm fosters debate on major public policy issues through a variety of internally and externally oriented channels. These include:

- The regular hosting of free seminars for clients, staff, contacts and friends of SGS[1];
- Provision of pro-bono teaching services for universities;
- Operation of an intern program, involving both international and local students;
- The publication of self-funded monographs on contemporary planning and sustainability issues; and
- The publication of a quarterly bulletin entitled 'Urbecon'. which acts as a compendium of SGS's work, featuring extracts and commentaries on the firm's assignments and other research activities.

Econometric and Spatial Modelling Capacity

SGS is distinguished in the Australian market place by its capacity to offer clients spatial modelling and strategic planning skills 'under the one roof'. SGS commenced operations as a mainly land use planning consultancy, but over the past decade it has developed a formidable in house capacity in spatial econometric modelling. The firm is now widely acknowledged for its insightful construction of mathematical and economic models to probe a wide variety of public policy issues including; regional economic forecasting and impact analysis; infrastructure funding; population forecasting; retail market share analysis; cost benefit analyses and demand profiles for cultural institutions.

The firm's staffing now exhibits a rich and creative mix of economists, econometricians, social policy analysts, mathematicians and software engineers, geographers, land economists and town planners.

Prior to expanding its in-house modelling capacity, SGS undertook these aspects of its consulting assignments via partnerships or sub-contracting arrangements with Universities or other specialist consultants. Whilst this served the purposes at hand at the time, the firm is now aware of the value which can be added to its consulting advice by having the modellers working directly with the policy analysts and planners. Both sets of disciplines learn from the direct interaction, leading to a higher quality service for the client.

Many of SGS's models are crafted in response to particular assignment requirements, as opposed to application of inflexible 'off the shelf' tools.

Our Operating Principles

We aspire to be leaders in our key knowledge areas, to continuously learn, create new knowledge and contribute to intellectual debate on urban and regional policy issues.

While operating as an integrated organisation, we are responsive to the needs of clients in different nations, states and regions through local practice management in our separate offices.

Our staff and resources are coordinated and distributed to maximise financial efficiency, and deliver our services in the most effective way.

We uphold the highest professional and ethical standards.

We want the working environment in SGS to be both challenging and supportive. We aim for each member of the firm to find their working life rewarding, and have the opportunity to achieve to the best of their ability.

We aim to maximise the productivity and professional development of all staff.

We aim to provide equal opportunity as an employer, and to provide a high level of health and safety in our working environments.

Quality Assurance

SGS is committed to continuous improvement, quality work and best practice. Our commitment to quality assurance is reflected in the work we do and the satisfaction of our clients. To ensure a quality service and product, SGS takes measures including:

- Guaranteed involvement by Directors in project work;
- Investment in office technology to permit full work process integration even when consultants are operating from remote locations;
- Rigorous tracking of internal and external communications;
- Maintenance of comprehensive records;
- Willingness to modify work programs subject to client needs in the course of projects (even fixed fee projects) where circumstances warrant; and
- Commitment to project outcomes and methodologies that can stand up to rigorous independent examination.

SGS Projects

Project Evaluation and Impact Assessment

SGS specialises in financial and economic feasibility studies for both public and private sector clients. We have considerable strengths in cost benefit analysis, cost effectiveness analysis, and financial and econometric modelling, as well as the background knowledge and research to use these techniques appropriately. Some recent projects completed include:

Pearl -Qatar Masterplan



An international team headed by Parsons International (Engineering) produced a Masterplan outlining the development of a 400-hectare artificial island in the Arabian Gulf, off Doha. The plan encompassed 10 residential precincts, housing about 8,000 residents in a mix of villas, townhouses, low rise and high rise apartments. Four precincts included retail and community facilities and three international standard hotels.

SGS provided market and economic analysis of the \$4.2 billion project. The SGS market assessment covering residential, retail and hotel uses included a review of the market context, competing developments, demand assessment based on published data and market surveys and indicative pricing. Economic feasibility analysis examined the viability of the project based on residual land value compared to the cost estimates to develop the island and infrastructure.

SGS has also had an ongoing role in the initial stages of implementation through more detailed assessment of pricing, market response to different product and financial modelling, as the refined design has allowed more exact costing.

Impact Assessment of Mining– Christmas Island

Christmas Island is an Australian Territory located in the Indian Ocean some 2,500km north east of Perth. The island has a delicate ecosystem and is home to many species of flora and fauna that cannot be found elsewhere on Earth. 63% of the island is national park and it is only developed for urban purposes along the eastern coast, with a population of 1,500. The main and dominant industry on the island is phosphate mining, the leases of which are administered by Christmas Island Phosphates, a 70% community owned company. Estimates indicate that, should further mining leases not be granted, mining operations will cease in 3-5 years.



SGS was commissioned by Phosphate Resources Limited and Tallegalla Consultants to outline the likely economic impacts associated with the granting or non-granting of further phosphate mining leases on Christmas Island (outside the national park boundary). The economic impact report was part of a wider Environmental Impact Statement required to accompany the mining applications. The report's economic component documented economic and social impacts on Christmas Island and the broader economic and social impacts on the Australian economy associated with the granting or non-granting of the mining leases. The report also included discussions on opportunities for diversification and re-skilling CIP employees.

Southern Expressway – Oman



Parsons Transportation Group (PTG) was responsible for the detailed design and tender documents for the proposed 54.5km-long Southern Expressway in Muscat, Sultanate of Oman. Before formally committing to expressway funding, the Municipality of Muscat wished to appraise the socio-economic effects of the proposed expressway and to review possible funding options for project delivery.

SGS assessed the social and economic benefits to be gained from expressway via a social cost benefit assessment. This included advising on the rigour demanded by the evaluation technique, managing the data collection process and chairing discussions concerning the project's findings. Discounted cash flow and sensitivity analyses followed the quantification of project related economic, social and environmental costs and benefits.

SGS also developed a project financing model that contrasted the advantages and disadvantages of each of the financing regimes under 'toll' and 'no toll' scenarios, including fully public provision, full private provision and public private partnership arrangements.

Wadi Hanifah – Saudi Arabia



Ar-Riyadh Development Authority required a Comprehensive Development Plan for the Wadi Hanifa – the major watercourse adjacent to Riyadh, capital city of Saudi Arabia. As the economic specialist on an international consultant team led by Burro Happold Limited, SGS carried out a financial and economic analysis for projects forming part of the master plan.

SGS also prepared advice on the prioritisation of projects included in the strategy for the Wadi Hanifa, acknowledging that environmental enhancement and economic development opportunities were the principal goals underpinning the master plan. SGS also provided inputs to and attendance at a major workshop to explore the opportunities associated with the restoration and development of land within the Wadi.

In September 2003 the plan received the Top Honor Award from the Waterfront Center in Washington DC and in April 2004 the plan was presented to the United Nations Joint Commission for Sustainable and Economic Development. The plan has been acknowledged as an excellent model for practical environmental strategies that address one of the world's major development issues – the supply of clean water. The conservation strategies and the restoration and construction works identified in the plan as being required to re-establish the quality of this vital waterway are now being implemented.

Cost-Benefit Analysis of 'PlanFirst'



Planning NSW, the government department responsible for planning in the Australian state of New South Wales, was reforming the planning system through the preparation and implementation of regional planning statewide. It was also proposing other measures to improve the integration of the planning process. As part of Planning NSW's funding application to the State Treasury, a rigorous business case was required.

SGS investigated potential funding sources, established performance indicators and the benefits likely to flow from the program. Using econometric modelling outputs, SGS was able to estimate the impacts on government finances over a 20-year period. The business case produced a robust estimate of project costs and benefits, and demonstrated both a net increase in community welfare, as well as a net positive cash flow for Government in the medium term.

SGS's findings were highly influential in Planning NSW being able to secure Government funding for the rollout of regional plans. Report findings have been widely cited in making an economic case for strategic planning.

Development Feasibility: St Heliers Convent

St Heliers is one of the most intact 19th Century Catholic convents in Australia. It is located on extensive grounds on the banks of the Yarra River in inner-city Melbourne. The convent was used as a school and university campus following its decommissioning as a convent in the 1980s. Rationalisation of assets and operation by the university saw the convent being offered on the open market. While developers targeted the site for higher density housing, the local community had aspirations for the site to become a cultural and tourism destination for Melbourne.



The Victorian Department of Infrastructure sought input from a panel of stakeholders to determine the feasibility of establishing arts, culture and education based uses at St Heliers.

SGS was appointed as the panel's expert advisor, co-ordinating the work of specialist consultants and providing its own substantive input on financial feasibility and economic impact.

The panel’s report provided the information base on which the Government determined to dedicate the land to community uses.

Public Policy Research and Evaluation

SGS assists government to develop policy across a broad spectrum of portfolios beyond urban and regional issues, including education and training, science and innovation, arts and culture, local governance, ecological sustainability, competition, regulation and taxation reform. We also assist organisations to input into public policy review processes. Stakeholder consultation - surveying, interviewing, focus groups and workshops - is therefore a key strength of SGS, as is best practice identification and formulation.

Indicators of City Competitiveness Study - Sydney



The Committee for Sydney commissioned SGS to prepare a benchmarking study, to compare Sydney against ten other global cities based on indicators of competitiveness. SGS’s analysis employed a total of 35 indicators grouped under six dimensions of competitiveness including governance, connectivity, enterprise, innovation and creativity, culture and diversity, and liveability.

The Study provided Sydney with a measure for how well the city is performing and where improvements are required. As conclusions cannot be drawn from the indicators alone, a qualitative examination of the factors affecting the performance in each of the dimensions was undertaken to supplement the findings of the indicators. Together these two streams of research then provide a basis for distilling the challenges Sydney faces a global city.

Study into Land Values: Mildura Older Irrigation Area



The Sunraysia region is a nationally important centre for production of wine grapes, wine, dried vine fruit, table grapes, and citrus. The Mildura Older Irrigation Areas (MOIA) cover almost 14,000 ha of horticultural land within this region and are comprised by the three irrigation (or pump) districts of Mildura, Merbein and Red Cliffs. The MOIA’s long term viability as a horticultural region has been threatened by factors including drought, commodity prices and encroaching residential development. Until recently, land in the MOIA had tied with it a degree of ‘flexibility’ regarding the potential for residential use, resulting in housing and resident serving infrastructure through the area, and land values inflated well beyond their horticultural use value. Both of these results have acted to constrain land consolidation for horticultural

purposes, and therefore limit the economies that can be derived from scale - a key prerequisite for efficient horticultural production.

Mildura Rural City Council commissioned SGS in association with Regional Valuation Services (RVS) to assess the economic implications of a number of future planning control scenarios designed to constrain residential development in the MOIA. The study was to pay particular attention to the implications of future planning scenarios on land values and on overall economic activity levels in the MOIA and the broader region. SGS consulted with horticultural producers and industry experts and undertook a rigorous impact assessment process. This drew on local property valuation expertise to quantify land value impacts of the planning scenarios by lot size. SGS developed a tailored regional economic model to assess the economic implications of altered levels of horticultural production on the economy.

The study highlighted the strategic importance of horticultural activity in the MOIA and the negative impacts of ad hoc residential development. The Planning Minister later placed an interim ban on future residential development within the MOIA while Council considered a strategy for managing residential growth. The Mildura Older Irrigation Area: Study into Land Values received the Award for Rural and Regional Planning Achievement, PIA Awards for Planning Excellence (Victoria).

Werribee Plains Energy Research Study: Towards Zero Emissions



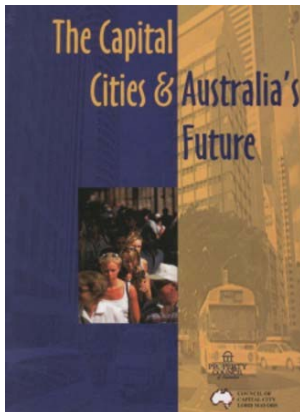
SGS and Kinesis were engaged by the Australian Conservation Foundation (ACF), in conjunction with the Western Alliance for Greenhouse Action (WAGA), in August 2009 to undertake a research study into the greenhouse emissions and emission reduction solutions for the Werribee Plains Study Area, a region covering seven local government areas between Melbourne and Geelong.

The state Government had developed a vision to transform the Werribee Plains region into a global leader in water management and sustainable development. But actions towards greater environmental sustainability in the region needed to be set within a strategic framework, that was underpinned by research. To develop such a regional sustainability framework, The Australian Conservation Foundation (ACF), commissioned research in four areas: the Energy Research study, Towards Zero Net Emissions, is one module. The other modules address water, biodiversity and transport.

Using available data and the International Local Government Greenhouse Gas Emissions Analysis Protocol framework the study estimated a set of greenhouse gas emissions for 2006 and projected them out to 2020. The study report outlines, for the first time, the scale and source of greenhouse gas emissions within the Werribee Plains (the Study Area) and established a holistic policy platform to address the Study Area's greenhouse gas emissions. The report also highlights a range of possible solutions which can be implemented to reduce greenhouse

emissions. At the request of the client, the report outlines a strategy to move the Study Area to Zero Net Emissions by 2020.

Capital Cities and Australia's Future



The Property Council of Australia and the Council of Capital City Lord Mayors needed to understand how Australian cities influenced the nation's future prosperity. SGS was commissioned to produce a public discussion paper addressing this relationship.

SGS's research highlighted that capital cities play a driving role in economic development as they help capture world trade in business services, improve manufacturing competitiveness, bolster technological innovation capacity and enhance Australia's cultural tourism offer. The discussion paper, published in 2000 as "The Capital Cities and Australia's Future" was used successfully to ensure that capital cities receive their fair share of public infrastructure investment.

In 2006 the CCCLM recommissioned SGS to frame a case for a National Cities Policy, recognising that a new study was needed to address the broader priorities of the Commonwealth Government, after the introduction of the GST. SGS's 2006 work included estimation of the productivity benefit for the Australian economy in achieving better functioning capital cities. As a part of this, SGS undertook a 'productivity impact assessment' of programs relevant to the formulation of a National Capital Cities Policy, including taxation and governance reforms, infrastructure programs and regional development initiatives. SGS researched, evaluated and documented Australian Government-CCCLM partnership models under which the Australian Government would fully or part fund the nominated projects (or projects like them) in return for demonstrated contributions to the Australian Government's economic, social, cultural and environmental objectives. From this SGS prepared a draft National Capital Cities Policy.

Population Futures Scoping Paper

Australian Academy of Technological Sciences and Engineering (ATSE) and Business Council of Australia (BCA) required expert input into population futures and environmental constraints as part of its research program.

In response, SGS was able to identify the environmental constraints attaching to population growth in Australia and provide an assessment of technological, behavioural, pricing and settlement planning interventions which could be used to manage population-related environmental issues.



SGS's work on this project was groundbreaking in that it: presented a first principles assessment of population size and environmental conditions; listed a full spectrum of environmental concerns; and assessed a wide range of policy interventions to address these concerns. The paper has been used as a reference document in various summits and debates including the population policy summit organised by the Victorian Government.

The paper received a Planning Institute of Australia Victorian Division President's Award.

Financing Local Infrastructure



The Department of Transport & Regional Services, the Australian government department responsible for regional economic development, wanted to improve local government's access to private sector finance for infrastructure delivery. It funded the "Financing Local Government Infrastructure Study" to collect base information on the options available for, use of, and barriers to private sector financing of local government

infrastructure. The information was to inform the preparation of an infrastructure financing manual for local government. SGS was chosen to carry out the study.

SGS reviewed published literature, surveyed local government across Australia and facilitated workshops with infrastructure investors and local government. The study findings differentiated between the 'funding' and 'financing' of infrastructure and outlined mechanisms of private sector involvement in infrastructure delivery. The existing use of private sector financiers in municipal infrastructure delivery is subsequently outlined, as are:

- guidelines for the 'appropriate' involvement of the private sector given the natural monopoly and public good characteristics of infrastructure services;
 - the perceived barriers to increased public/ private risk sharing; and
 - case studies of successful public private financing of infrastructure.
- The study concluded with recommendations regarding how a private sector financing manual for local government should be drafted.

The Australian government has published the study on its website as a resource for councils.

Economic Development

SGS assists local, regional and national economic development by providing robust models of export driven prosperity. We take a practical approach to action planning, with an emphasis on achievable milestones and clear assignment of implementation responsibilities. The firm is active at the leading edge of research into industry clusters, and the links between economic growth and improving urban environment and liveability.

Ar-Riyadh Economic Development Strategy – Saudi Arabia



**ArRiyadh Development
Authority**

Ar-Riyadh is the capital city of Saudi Arabia. The Ar-Riyadh Development Authority is the entity responsible for the planning and development of Ar-Riyadh city in economic, social, cultural, constructional and environmental terms.

As part of an overall strategic plan for the city, the Development Authority sought expert input in the preparation of its economic development strategy.

SGS led an international team in the development of forecasts for population, employment, gross and regional product, as well as infrastructure funding and sequencing models as inputs to the strategy. SGS also led the option evaluation task by developing an integrated goals-achievement/ cost-effectiveness evaluation model, which allowed decisions on the preferred plan to be documented and transparent. The work, which required an SGS presence in Ar-Riyadh for almost a year, has been well received by the Development Authority. It led to SGS being invited to lead an international team to prepare the city's ICT strategy.

Southern Malaysian Investment Overview



Bandar Nusajaya is a development site of 23,780 acres situated in the southern region of the Malaysian Peninsula (Johor Darul Takzim), which will be developed over the next 20 years to house between 600,000 and 800,000 residents. Moreover, the site will be the new State capital of Johor.

Prolink Development Sdh Bhd commissioned an overview of the development and investment environment, in order to establish some development policies for Bandar Nusajaya and prioritise infrastructure investment opportunities for private investors.

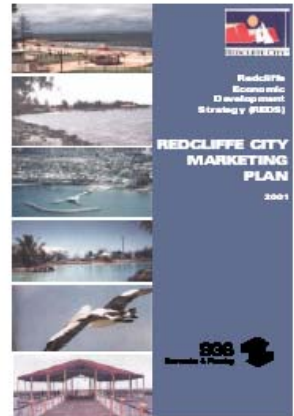
SGS's overview included a profile of the social and economic environment at an international, national, state and local level, the demands that would soon develop due to the rapid growth of Johor's population and the employment, and basic infrastructure opportunities required to service this population. Synergistic investment opportunities associated with the Port of Tanjung Pelepas and Senai Airport were also profiled, as were opportunities identified by nearby

Singaporean interests. A physical development policy overview, identifying initiatives that ProLink Development could follow to optimize development potential, was also included. The sectors that would enjoy preferential treatment by the Malaysia Government were prioritized as development opportunities.

Redcliffe Economic Development Strategy

The City of Redcliffe is home to approximately 50,000 people and is located 45 minutes north of Queensland’s capital city, Brisbane. As part of its role in managing services to the City, the Council required a multi-faceted economic development strategy that directed sustainable city development.

SGS’s in-depth statistical research and analysis, and consultation program informed the production of a Tourism Strategy, Marketing Plan and Implementation Plan. Following Council and community endorsement, SGS was retained to assist with the implementation of projects identified for immediate action. This work included the facilitation of three ‘Inspiration Evenings’ and the provision of advice on a preferred model for managing Redcliffe’s economic development functions. A key outcome was the publication and delivery of an information paper entitled, “Delivery of Economic Development Services to the City of Redcliffe”.



The Strategy was awarded a Certificate of Merit in the ‘Social and Community Based Planning’ category at the 2002 Planning Institute of Australia Awards of Excellence.

Spencer Street Station Development



Southern Cross Station (formerly Spencer Street Station), in central Melbourne, plays a key role in linking regional and metropolitan rail services, as well as providing a CBD base for future rapid transit links to the city’s international airport. The Victorian State Government called for expressions of interest to redevelop the station – with an estimated project cost in excess of \$300 million.

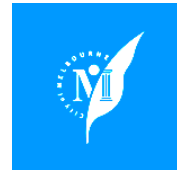
ABN AMRO, Leighton Consulting and Daryl Jackson Architects invited SGS to help them shape a bid for the project. In association with Reda Cliff Urban Renewal, SGS was able to provide a ‘Macro Urban Context’ strategy which ensured that the consortium’s proposals were fully integrated with State, metropolitan and local development policies. The ‘Macro Urban Context’ detailed how the Station could fulfil its potential as a ‘Civic

Destination', 'Transport Mecca', 'Catalyst for Regional Development' and an 'Integrating Link between Docklands and the CBD'.

SGS provided the 'headlines' for the consortium's bid and demonstrated to the tender evaluation panel that the consortium had a thorough understanding of the State's aspirations for the redeveloped station. SGS's work was a significant factor in Civicnexus winning the right to redevelop the station. The redeveloped station, renamed Southern Cross, was opened in 2006.

Knowledge City Strategy

City Plan 2010 is Melbourne City Council's primary planning strategy, setting out a vision for development over the next 10 years.



As part of the City Plan's 'Innovative and Vital Business City' theme, the Council required a study of those factors involved in developing and maintaining a knowledge city, and a set of strategic actions for realising this vision.

SGS determined a number of pre-requisites for knowledge city development. Namely, a state economy with sufficient critical mass to support world competitive specialisation, dependable regulatory institutions, responsive and creative bureaucracies, and high quality of life to attract and retain knowledge workers.

SGS put forward factors for continued success: skills, research excellence, networks of commercial influence, competitive & collaborative business culture, connective infrastructure, market access & awareness, and an inclusive, open and tolerant society. To help Council take constructive action for securing a knowledge city, SGS provided prioritised strategy options and developed a collaborative model for implementation.

Queensland Creative Industries Strategy

Queensland Department of State Development commissioned the preparation of the Queensland Creative Industries Strategy to promote and facilitate the development of Creative Industries in Queensland over the next 10 years and beyond. The study produced a document for use by the Queensland government and industry stakeholders. The Creative Industries Strategy employed a cluster framework to provide the State with an economic analysis and an associated action plan that will provide strong support for Creative Industries in Queensland. (With ICF Consulting).



Corporate and Business Planning

SGS uses a range of analytical, forecasting and consultative techniques to assist organisations with corporate and business planning. We have worked with both government and non-government organisations, and have considerable expertise with non-commercial but socio-economically justifiable ventures.

Ar-Riyadh ICT Strategy – Saudi Arabia

Following SGS's involvement in the preparation of an economic development strategy for the city, the Ar-Riyadh Development Authority sought SGS leadership of a team of international consultants in the preparation of an strategy and business plan to position the city as a leading ICT Centre by 2020.

In effect, the Development Authority required a strategy which would help the city to catch-up, keep-up and get ahead in ICT development.

SGS was able to review trends and issues facing the ICT industry locally, nationally and globally. This included reviews of Ar-Riyadh's, Saudi Arabia's and the Gulf Co-operative Nation Council's economies and detailed market research activity. SGS was able to develop the key strategies of: 'ICT Business Clustering and Networking' programs and the establishment of a 'Research & Development and Technology Transfer' program. Numerous reforms were also proposed.

Asset Management Planning/ Modelling



The Victorian Government Department of Justice required a methodology for determining the asset requirements of the Department and linking this to the Department's Corporate Plan and the Government's policy agenda.

SGS was able to establish explicit links through the application of the methodology by Departmental business units. The forecasting model was then used to determine funding requirements. The methodology has allowed annual funding to be meaningfully determined and the reliance on redundant depreciation style methods abandoned. Under a 5 year scenario of accelerated replacement of dysfunctional assets, the model estimates a potential saving of \$36 million over the next 14 years, assuming no change in output requirements. The model also enables assessments to be made of the funding required by year, business unit and asset type and has a forecasting function as well as means for estimating next year's budget needs.

Cultural, Recreational and Tourism strategic and business planning

SGS undertakes strategic business planning and feasibility studies for museums, galleries, parks and gardens, cultural tourism, recreation and other cultural facilities.

Business Plan, Masterplan and Business Case for Historic Railway



Puffing Billy is an iconic tourism asset for the Victorian community, celebrating the history and operations of the narrow-gauge steam railway nestled within the Dandenong Ranges. Emerald Tourism Railway Board, the operators of Puffing Billy, commissioned SGS to review Puffing Billy's market environment and operations. SGS's analysis revealed that significant efforts were required to focus the Railway on the total visitor experience, to support the traditional business, and to maintain and replenish infrastructure.

The business plan scoped out three possible investment scenarios in terms of the composition and level of support from government and benefactors. After working with the Railway to scope out these scenarios, SGS tested them in terms of their financial and broader socio-economic implications.

The preferred scenario provided the Railway with a framework for moving to a sustainable financial position over the long term. It also identified ways of broadening Puffing Billy's market positioning, and showed how regional tourism yields could be lifted through increasing quality accommodation in the region, and collectively improving the link between Puffing Billy patrons and other regional attractions. SGS's work also established that from a broader community perspective, the preferred scenario would not only generate significant economic activity in the local economy, but also represent a good return on community capital, with a benefit cost ratio of 5 to 1. The Business Plan 2009-2014 thus set key development directions and initiatives for securing PBR's future.

Emerald Tourist Railway Board later commissioned SGS to prepare a masterplan for the Railway, highlighting how the business development initiatives developed earlier in the Business Plan would be expressed in a physical sense along the rail corridor. The Railway Corridor Masterplan communicated the development vision for the Railway to external stakeholders and investors, noting that funding for the large scale initiatives presented robust investment opportunities for public and private sector entities.

Following the business planning process, it was clear that significant efforts were required to ensure the Railway's long term survival. SGS prepared a full business case for a multi-million dollar investment from State Government and the private sector into Puffing Billy. The Business

Case met both the specifications of Victorian State Government's Gateway process and the Victorian Treasury's guidelines.

Feasibility and Marketing Plan for Indigenous Gallery and Cafe



Njernda Aboriginal Corporation engaged SGS to prepare a feasibility study and business plan for a commercial indigenous art gallery and bush tucker cafe in the old court house in Echuca (an historical river port town in regional Australia). Dhungala, the Murray River Gallery and Café, is designed to provide an indigenous cultural experience and to add to the tourism attraction of the region. It will be a catalyst for a number of indigenous business enterprises.

The study involved market research, concept development, costing, revenue forecasts, financial modelling, options testing and preparation of a business plan for a preferred concept. An economic impact appraisal was included in the study which was carried out in close consultation with stakeholders.

The study found Dhungala would tap into the human capital and economic strengths Indigenous people have made in art, hospitality and construction, diversify the indigenous economy and encourage commercial businesses. Besides allowing artistic expression, it would transmit culture, and empower and network Indigenous people. The gallery and café will also be significant to the regional and state economy, by showcasing and developing a nascent Victorian Indigenous arts industry. Dhungala will also fill a gap in visual arts facilities in the municipality, strengthen the tourism offering of Echuca, and convert an underutilised but unique building (the historic law courts) for entrepreneurship and tourism purposes.

SGS and 3D also helped Njernda apply and obtain the majority of the required funding from the State Government. The project received a Commendation for Social and Community Planning at the PIA Awards for Planning Excellence (Victoria) in 2007

Business Plan and Business Case for the Australian Garden

Royal Botanic Gardens (RGB) proposed to develop the 'Australian Garden', a uniquely Australian garden interpreting Australian flora and landscapes, near Cranbourne, south-east of Melbourne. In 1998 SGS helped RGB develop a business plan setting the strategy for the development and marketing of the gardens as a major tourist and leisure recreation attraction. SGS carried market research and economic feasibility analysis, to inform the plan.



In 2001 RBG again retained SGS, to review the Business Plan. As a result of a change in Government, the RBG needed to determine the impact on the Australian Garden's overall tourism offer if it was developed in stages, as opposed to a single stage project. To this end, SGS facilitated focus groups and administered face-to-face interviews to determine the attractiveness of alternative options to consumers, and the community willingness to pay for each option. These results were translated into a financial impact statement and a preliminary cost benefit analysis.

Australian Garden Stage 1, a fee for entry recreation and cultural experience including 100,000 Australian native plants in many different landscape displays, was almost completed by 2005. RBG was planning for Stage 2 to complete the story of the progression of the Australian Garden from central Australia to the eastern seaboard with its coastal, urban focus and was seeking funding from State Government. RBG commissioned SGS to undertake an assessment of Stage 2 to support an ERC funding submission. For this Business Case, SGS updated the financial and cost-benefit analysis, reviewing the substantive background work already done (including three previous studies carried out by SGS). SGS later updated the 2005 information in the Business Case, when more recent data became available.

The Australian Garden Stage 1 opened in 2006, and construction of Stage 2 is underway.

Feasibility of tourism facilities in heritage area, Riyadh's Al Doho Quarter



SGS undertook a feasibility study for the development of tourism and related facilities as part of the urban renewal of Al Doho quarter in Riyadh, capital city of Saudi Arabia. The Al Doho area is the original heart of Riyadh with extensive mud-brick buildings that, in many instances, have fallen into a significant state of disrepair. It is one of the most significant heritage areas in Riyadh but it suffers from significant socio-economic disadvantage.

The main objective of the study was to prepare a master plan for the conservation, enhancement and redevelopment of Al Doho, which respects the important heritage value of the area. SGS's role in this project was to evaluate the feasibility of proposed redevelopments including a hotel, a craft centre with exhibition gallery and shops, a family restaurant and restoration of residences and development of apartments.

The feasibility analysis produced a Net Present Value (NPV) and Internal Rate of Return (IRR) for the overall redevelopment and for each component. The analysis also provided an estimate of the subsidies (if any) required in the initial stages to achieve a NPV of zero. These subsidies represent the investment required by the government to achieve the broader, non-financial benefits related to heritage protection and improved conditions for the existing community that would flow from the redevelopment. Shankland Cox led the consultant team for the Master Plan project.

Business and Marketing Plan for a Museum of Modern Art

The Heide Museum of Modern Art was a relatively small but historically significant facility in Melbourne's suburbs. The Museum's Board sought to establish Heide as a 'must see' attraction in Melbourne's cultural landscape. In order to do this, the Board and Management needed to map out a strategy to achieve national recognition.



In the first instance, SGS was able to clarify the Museum's mission – focussing on artists of the 40s and 60s with a corresponding reduction in emphasis on contemporary art. The change in show mix and the clarity of the museum's purpose resulted in stronger visitation and revenue flows.

SGS also worked with the Board and staff to identify a 3-stage process by which the capacity and impact of the museum might be elevated. The first stage involved integration of the art gallery with a historic house on the museum grounds. The second targeted the addition of additional gallery space. The third focussed on integrating the museum experience with the surrounding parkland. SGS was able to provide detailed costing and implementation strategies for each of these stages. As a result of the work, Stage 1 was completed and the Board was successful in attracting considerable additional resources from private sector and State and Commonwealth Government for later stages. The new gallery opened in 2006.

Housing Policy

SGS has an unrivalled knowledge of housing assistance policy through its longstanding involvement with housing agencies across Australia and internationally. We evaluate options dispassionately and recommend strategies which expand social and other housing assistance in the most financially effective way. Working in close consultation with stakeholders, we ensure our recommendations can be effectively put into practice.

Review of Housing Renewal Processes



In 2000, Housing New Zealand (HNZ) undertook a review of its procedures for social housing delivery and approaches to housing renewal.

SGS provided advice to assist in this policy reform. The advice included an overview of the recent Australian experience in project selection, prioritising and evaluation and on procedures

for scoping individual projects with a distinction made between aspects of asset renewal and community renewal.

As a direct outcome of the SGS input, HNZ have developed renewal strategies incorporating the advice provided and have commenced a number of projects, including Glen Innes in Auckland. The work has emphasised the need for a holistic approach and the inclusion of all stakeholders. While the prospects for direct private sector involvement were rigorously tested, the projects are proceeding in partnerships between HNZ and the relevant local government bodies.



Aboriginal Housing Modelling



ATSIC (the Aboriginal and Torres Strait Islander Commission) required expert modelling and housing policy advice as inputs to the development of the ATSIC 10 year Strategic Plan for Indigenous Housing. This included modelling to forecast development of the indigenous housing sector under alternative

policy and budget scenarios.

SGS was able to develop a model designed to test various funding scenarios including capital / recurrent funding splits. The main objective was to identify the optimal funding allocation that allows the portfolio to be adequately maintained, while at the same time expanding the portfolio. This was achieved with an 'optimiser function' built into the model. Key assumptions in the model were the depreciation rate of the houses and the rents collected. Policy scenarios tested included an emphasis on 'new builds' versus spreading funding resources more evenly.

Using the SGS model, ATSIC was able to test the implications for the future state of the portfolio under multiple scenarios. In carrying out the analysis, the need for supplementary interventions to address critical factors such as depreciation rates were identified. The analysis concluded that an over-emphasis on capital funding at the expense of maintenance is counter-productive and ultimately results in a contraction of the portfolio.

Remote Housing Program Evaluation



The Central Remote Model (CRM) was a pilot program aimed at achieving cost efficiencies in the delivery of Indigenous Housing in a remote region of the Northern Territory, in central Australia. The CRM process centralized the planning and design of housing, resulting in communities being able to select from 6 standard housing

designs. The CRM process also allocated a project manager to manage and supervise all of the construction contracts.

The CRM pilot program aimed to coordinate construction programs for all grantee communities at the various sites in the Central Remote Region. It also tried to determine if there were net benefits in letting major contracts across several communities rather than a series of small contracts; whether using standard housing designs resulted in greater efficiency in construction; and if coordination of projects could provide enough project continuity to sustain local Indigenous building and maintenance teams in employment and in training.

The Indigenous Housing Authority of Northern Territory (IHANT) commissioned SGS to evaluate the CRM, to see whether efficiencies were achieved through centralizing housing design and consultation processes, and centralized project management. SGS reviewed available financial and other performance data, undertook substantial consultation and identified numerous financial impacts associated with centralization.

Housing Renewal Strategy

The Victorian Office of Housing required plans for housing renewal for four towns in the Latrobe Valley and specific urban design improvements in the target neighbourhoods with a budget of \$17million.

SGS prepared a strategy drawing on extensive input from residents and stakeholders (including staff from Office of Housing, Latrobe City Council and other participating agencies). The final plan received strong support from all levels and was adopted with few modifications.

It is expected that the plan will continue to ensure that housing need is met in the Latrobe Valley with a better balance of stock, size, and type, more appropriately distributed across the communities, while reducing the stigma and improving desirability in the target neighbourhoods. Early indications are that property values have already risen as a result of the neighbourhood renewal initiatives.



Infrastructure Funding and Co-ordination

SGS is at the forefront in both the development and application of local infrastructure funding principles. Practical outcomes of our work have included legislation, contribution plans, local infrastructure funding policies, detailed manuals and training.

Wider Economic Benefits of Transport Projects

SGS was commissioned by the Victorian Department of Planning and Community Development (DPCD) to carry out the first phase in an on-going research program. The concept of wider economic



benefits has entered the assessment lexicon for Australian transport infrastructure projects in recent years. Wider economic benefits are about the relationship between the density of jobs (agglomeration) and improved economic outcomes (increased Labour Productivity and Human Capital). This relationship can be used to identify external benefits that arise from the provision of transport infrastructure outside the standard transport appraisal. However the evidence base to support wider economic benefits for Australian projects is embryonic.

The research conducted during this project solved a number of the methodological and data issues encountered when assessing the wider economic benefits of transport projects. SGS's work provided input to the Infrastructure Australia prioritisation process.

Neighbourhood Renewal Community Infrastructure Needs Audit



The Neighbourhood Renewal Unit (NRU) within the Department of Human Services seeks to narrow the gap between disadvantaged communities in Victoria and the rest of the State. Community infrastructure plays an important role in the development of social capital, which is disproportionately significant in areas with limited financial capital. However, there were no straightforward methodologies for identifying gaps in Community Infrastructure in disadvantaged neighbourhoods.

The NRU commissioned SGS to provide a tool to identify outstanding community infrastructure requirements in Neighbourhood Renewal sites and using the tool, to audit the unmet community infrastructure requirements for five Neighbourhood Renewal areas. SGS reviewed relevant published literature and surveyed Neighbourhood Renewal Place Managers to identify the community infrastructure requirements of disadvantaged neighbourhoods in the Victorian context. A range of beneficial activities was identified and host facilities for each of the beneficial activities were then audited in a process which included community consultation.

SGS then applied the methodology to audit the unmet the community infrastructure requirements for the selected Neighbourhood Renewal areas. The audit reports identified deficiencies in the provision of community infrastructure, as well as providing the basis for detailed discussions with stakeholders about priorities and remedial action to overcome any gaps. The Audit tool is also flexible enough to be effective both at the formulative stages of a Neighbourhood Renewal initiative and as a planning review check.

Infrastructure Policy

The Australian Business Foundation (ABF) is the research arm of Australian Business Limited, a progressive peak body representing business interests. As part of their research mandate, ABF required an investigation of how 'imaginative approaches' to infrastructure could boost economic prosperity.



Through rounds of consultation, significant original research and in collaboration with NIEIR, SGS provided a positioning paper which examined the role that infrastructure improvement could have in unlocking the economic potential of Western Sydney, the Illawarra and the Hunter – the three industrial regions which surround Sydney. The paper advocated reform and policy development in the areas of: strengthening governance, boosting resources for regional infrastructure investment, connectivity infrastructure, and knowledge & learning infrastructure.

The final position paper succeeded in bringing together public and private infrastructure managers, users and stakeholders in the generation of fresh ideas about how to produce economic benefits through infrastructure beyond single regions, beyond professional specialities, and beyond portfolios of government.

Guidelines for Planning Social Infrastructure



SGS, together with Andrea Young Planning Consultants, Briggs and Mortar and Elliott Whiteing Pty Ltd, was commissioned by the Queensland's Office of Urban Management to develop social infrastructure planning guidelines for use in the South East Queensland context.

The project provided a non-statutory social infrastructure planning guideline for social infrastructure planning; articulated current and innovative funding options for land acquisition, establishment and operation of community facilities and services across the range of types of social infrastructure; and identified mechanisms for implementing the framework at a regional and sub regional scale. The project won the National Planning Institute of Australia's National Award for Planning Excellence in Social and Community Planning 2007. The Queensland government has published the guideline and it is available online at <http://www.dip.qld.gov.au/resources/guideline/ImplementationGuideline5.pdf>

Metropolitan Planning Strategy

In 2001, the Victorian Department of Infrastructure embarked on a major metropolitan planning project for Melbourne. This was the first review of metropolitan planning undertaken in the city for more than 10 years.

As a fundamental component of the project, the Department required advice on how a 'whole of government' implementation of the strategy might be achieved in practice. SGS was able to provide expert advice and identify three priority areas:

- Cross portfolio co-ordination of 'strategic infrastructure projects' – that is, those with a metropolitan shaping effect.



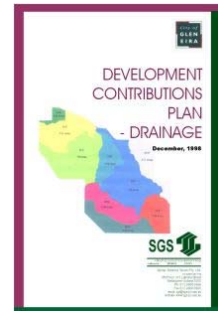
- Urban growth management at the urban fringe, focusing on the timely release of land for redevelopment and the optimal scheduling of local infrastructure.
- Place management models to address areas of chronic disadvantage or areas of great opportunity (e.g., metropolitan activity centres).

The Metropolitan Strategy entitled, "Melbourne 2030", was released in November 2002. Most of the SGS recommendations on implementation were adopted and are now being put into place.

Development Contributions Plan

The City of Glen Eira, a Melbourne municipality with a population of around 123,000 required the preparation of a municipal-wide Development Contributions Plan (DCP) for drainage works and related open space.

SGS was able to provide a DCP using the 'share of usage' cost apportionment method developed by SGS, which is now the State Government endorsed method (following its 2002 review of development contributions). The resulting DCP has now become a benchmark - being one of the first to be incorporated into a Planning Scheme in Victoria since the 1995 amendments to the Planning & Environment Act.



Strategic Land Use Planning

SGS has a strong record of strategic land use planning, outline development planning and structure planning - for cities, small precincts, town centres, new suburbs, greenfield and non-urban areas, specific land uses or infrastructure items. We take a multi-disciplinary approach using both our planning expertise and other complementary skills.

Strategic Plan for City of Sydney: Sustainable Sydney 2030

Sustainable Sydney 2030 is the vision and strategic plan for the City of Sydney to provide a framework for action, advocacy and partnership over the next 20 years and beyond. SGS led a team of planning, transport, social, cultural, economic, environmental, design experts and architects to work collaboratively with the Council over 12 months. The draft strategic plan was developed from a strong foundation of consultation, research and analysis. It is a visionary approach responding to the challenges of climate change, positioning Sydney in a global economic environment, and ensuring that the City's liveability remains a competitive advantage.



The project began with detailed analysis of the city, to develop discussion papers. The analysis also encompassed a thorough benchmarking of national and international precedents of both strategic plans and visions and performance indicators. The outcomes of the analysis and the initial community and stakeholder consultations were included into a draft strategic vision. The draft vision, including principles, targets and strategies, was formulated and tested. This included the exploration of options and priorities, working collaboratively with stakeholders. All proposals were then evaluated to select the flagship projects and programs for further development.

The Strategic Plan includes a Vision, strategic directions, objectives, actions and targets and project ideas which translate the vision into reality. Following a period of public exhibition and comment, the Council reviewed and adopted the Sustainable Sydney 2030 strategy with its Vision and 186 initiatives. Actions within Sustainable Sydney 2030 have been embedded in the City's Corporate Plan. The City has committed to ongoing consultation with all stakeholders and will continue to work with State and Federal Government agencies to make Sustainable Sydney 2030 a reality.

Residential Intensification in Tramway Corridors



The Victorian Department of Planning and Community Development commissioned a planning, urban design and market feasibility research study into residential intensification in Tramway Corridors. The study was intended to contribute to the debate and understanding of the role of tramway corridors in meeting future housing needs, a central issue given recent higher revised population projections for metropolitan

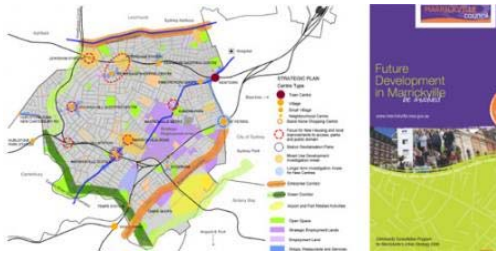
Melbourne. The project was led by SGS Economics and Planning, together with Design Urban and the City of Melbourne.

The project focused on developing a model to explore the capacity of tramway corridors to accommodate housing; identifying barriers and opportunities; identifying preferred urban design and built form outcomes; and evaluating the feasibility of development. The analysis was applied to two case study areas - tram corridors in Melbourne's inner north.

While the transport function of Melbourne's tramway network had been well appreciated in policy, the profound influence that trams could have on Melbourne's urban form had been less understood. The research identified four key conclusions. Firstly, there are different types of corridors each requiring distinct land use and transport responses. Secondly, street characteristics should inform urban design and built form. Thirdly, tramway corridors offer significant potential to contribute to both dwelling supply and local amenity and finally, development at higher densities in these areas was found to be feasible, although sensitive to building height, dwelling size and car parking. The project also showed ways of improving the development equation, and the valuable role tramway corridors can have in supporting future land use changes that improve metropolitan liveability and the overall supply of housing.

The 'Residential Intensification in Tramway Corridors' project gained PIA Victoria's 2009 Award for Urban Planning Excellence.

Marrickville Urban Strategy



Marrickville Council embarked on a comprehensive, Council wide strategic planning exercise after new legislation required Councils to prepare comprehensive Local Environmental Plans. SGS led a consultant consortium that worked with Council to prepare the Marrickville Urban Strategy, which had to respond to housing and employment targets at a local and sub-regional level set in the Metropolitan Strategy for Sydney. The Marrickville Urban strategy also had to recognise the many existing plans and strategies within the LGA, and review and address current local land use and zoning issues.

The consultant team identified local opportunities and constraints, carried out comprehensive research and used an innovative urban strategy model to inform decisions about housing and employment demand, supply and recommended targets. There was substantial community and stakeholder consultation: early on, to inform the development of the draft strategy and identify issues, challenges and opportunities. A second consultation stage focused on presenting a draft Urban Strategy and six Discussion Papers to gain community and stakeholder feedback on the directions proposed.

The resulting Marrickville Urban Strategy established detailed visions and strategic directions to planning issues within the Marrickville area over the next 25 years. It did so across the theme areas of housing and living, employment and economy, transport and access, environment and recreation, community and diversity and a healthier community. Council adopted the Urban Strategy and was then in a position to move forward with producing a new Local Environmental Plan LEP, founded on the Strategy, its detailed research and analysis, as well an extensive community input. The project won a Commendation for Urban Planning Excellence from the Planning Institute of Australia (NSW). (Project undertaken in conjunction with Architectus Sydney Pty Ltd and Community Solutions).

Stanwell and Environs Industrial Development Strategy



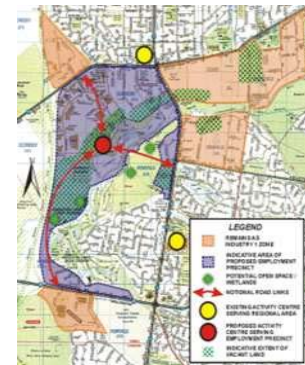
Following the proposed establishment of a nationally significant magnesium processing plant to the west of Rockhampton in Central Queensland, the State Government sought to identify and plan for associated manufacturing activities that would link with, support, and build on the existing facility.

SGS examined the local, regional and global economic environment before identifying feasible opportunities for industrial employment in the area. Industries able to benefit from a location in the vicinity of the Stanwell Power Station and the proposed magnesium processing plant were the key candidates. Their development requirements were identified and appropriate development control and implementation actions were nominated.

Scoresby Industrial/ Employment Precinct Review

The City of Knox required a review of industrial areas in the Scoresby and Rowville areas in outer eastern Melbourne.

Drawing on its expertise in strategic land-use planning and economic development, SGS was able to prepare a strategy to build on the strategic land-use, business and infrastructure advantages of the area, by developing a multi-purpose employment precinct to boost the number and range of jobs in a high quality environmental setting.



The City of Knox responded well to SGS's output and adopted the core recommendations. In a wider context, SGS's work on this project informed directions relating to employment zones and activity centres in the State Government's Metropolitan Strategy, "Melbourne 2030".

Training Services

SGS has worked in partnership with universities to prepare and deliver university level courses in urban management, infrastructure funding and economic evaluation techniques. In developing course material, SGS draws on a wide range of previous SGS studies, and additional research to identify recent policy and practice. Senior consultants who present course material provide the benefit of their experience in applying their key skills.

Management of Urban Systems

In 2000, 2001 and 2002, SGS was contracted by the University of Canberra to develop and present a month long course in the Management of Urban Systems - part of the course leading to the degree of *Graduate Diploma, Management and Master of Urban Management*. It was designed primarily for international students, who have included urban management and infrastructure practitioners from Asia and the Middle East. The unit covered: land (the development process), infrastructure networks (water supply, sewerage, waste water treatment, drainage, transport, energy and communications), 'soft sectors' (housing, health and education) and delivery mechanisms (contracting out, corporation and privatisation).



To ensure the students had a locally relevant reference on urban management, SGS researched and wrote a comprehensive 145-page book of lectures "Managing Urban Systems – An

Introduction”, which was given to students. This book describes urban system sectors, relevant economic and financial theory, management models, and current policy and practices in Australia. SGS has a continuing advisory relationship with the University’s Centre for Developing Cities, principally through the appointment of Marcus Spiller as an adjunct Professor.

Transportation Systems and Planning

For the University of Canberra, SGS provided a four week course in transportation systems and planning, to Indonesian local government personnel. The course, funded by the Asian Development Bank, covered the nature and characteristics of transport services and the process of policy development. Techniques covered included financial analysis, cost benefit analysis and modelling. Examples of world best practice were reviewed and field placements were arranged. The emphasis was on practical solutions to Indonesian transportation problems.

Course in Cost Benefit Analysis

In 2003 SGS prepared and delivered a one-day training course in cost benefit analysis (triple bottom line assessment) for urban planners, in a joint venture with Melbourne University Private, one of Melbourne’s prestigious business universities. The course participants were urban and regional planning professionals. Course participants received accreditation from the Planning Institute of Australia.



The course was structured into six themes, covering: Cost Benefit Analysis in the Planning Process, Foundation Concepts, Identifying and Quantifying Benefits, Identifying and Quantifying Costs, Bringing the Analysis Together, and Evaluation of Case Studies.

Awards



Australia's peak planning professional organisation, the Planning Institute of Australia, has recognised the quality of SGS's work with commendations and awards for planning excellence over many years. Our awards include:

2010

Planning Excellence Award for Social and Community Based Planning (PIA ACT Division); *The President's Award for Planning Excellence* (PIA ACT Division)

Project: Healthy Spaces and Places National Policy Guide (developed in conjunction with TPG Town Planning and Urban Design as consultants to the Australian Local Government Association, National Heart Foundation and the Planning Institute of Australia)

Planning Consultant of the Year

PIA Awards for Planning Excellence (Victoria).

Award for Social and Community Planning

PIA Awards for Planning Excellence (Victoria)

Project: 'Dollars and Sense: Valuing Victoria's Public Libraries' (undertaken in conjunction with Environmetrics).

Commendation for Environmental or Conservation Planning

PIA Awards for Planning Excellence (Victoria)

Project: 'Werribbee Plains Energy Research Study' (undertaken in partnership with Kinesis).

2009

Planning Consultant of the Year, PIA Awards for Planning Excellence (Victoria).

Award for Rural and Regional Planning Achievement, PIA Awards for Planning Excellence (Victoria). Project: Mildura Older Irrigation Area: Study into Land Values'.

Award for Urban Planning Achievement, PIA Awards for Planning Excellence (Victoria). Project: 'Residential Intensification in Tramways Corridors' (undertaken in partnership with Design Urban and City of Melbourne).

President's Award, PIA Awards for Planning Excellence (Victoria). Project: 'Residential Intensification in Tramways Corridors' (undertaken in partnership with Design Urban and City of Melbourne).

2008

National Award for Planning Excellence in Social and Community Based Planning, Planning Institute of Australia. Project: SEQ Region 2005 – 2026 Implementation Guideline No 5: Social Infrastructure Planning.

Award for Urban Planning Achievement, PIA Awards for Planning Excellence (New South Wales).
Project: Sustainable Sydney 2030 Strategic Plan

Commendation for Social and Community Planning, PIA Awards for Planning Excellence (Victoria). Project: Neighbourhood Renewal Community Infrastructure Audit

Commendation for Media-Public/Professional, PIA Awards for Planning Excellence (New South Wales). Publication: Urbecon Newsletter

2007

Award for Excellence in Social and Community Based Planning, PIA (Queensland) Awards for Planning Excellence. Project: SEQ Region 2005 – 2026 Implementation Guideline No 5: Social Infrastructure Planning.

Commendation for Housing, PIA Awards for Planning Excellence (ACT). Project: 'Alternative Systems for Remote Indigenous Housing' report.

Commendation for Urban Planning Excellence, PIA (New South Wales) Awards for Planning Excellence. Project: Marrickville Urban Strategy.

Commendation for Social and Community Planning, PIA (Victoria) Awards for Planning Excellence. Project: Feasibility study and business plan for the Murray River Gallery and Café.

2006

Certificate of merit for Urban Planning Achievement, Planning Institute of Australia (Queensland) Awards for Planning Excellence. Project: Gold Coast Creative Industries Audit and Medium-term Strategy.

2005

Commendation, Housing, PIA (New South Wales) Awards for Planning Excellence. Project: Wollongong Housing Strategy.

Certificate of Merit, Rural and Regional Planning Achievement, PIA (Queensland) Awards for Planning Excellence. Project: Sunshine Coast Regional Economic Development Strategy and Knowledge Economy Strategy.

2004

Certificate of Merit, Housing, PIA (Queensland) Awards for Planning Excellence. Project: Valley Heart Master Plan.

Award for Excellence, Housing, PIA (Queensland) Awards for Planning Excellence. Project: Evaluation of the Central Remote Housing model

2003

Commendation, Urban Planning Achievement, PIA (Victoria) Awards for Planning Excellence.
Project: Ringwood Regional Centre Commercial Market Assessment and Ringwood Regional Centre Residential Market Assessment.

2002

Certificate of Merit, Social and Community Based Planning, PIA (Queensland), Awards for Planning Excellence. Project: Redcliffe Economic Development Strategy.

Presidents Award (Victoria), PIA (Victoria) Awards for Planning Excellence. Project: Population Futures report.

2001

High commendation for Planning Scholarship, PIA (Victoria) Awards for Planning Excellence.
Project: Managing Urban Systems – An Introduction” lectures and book.

High Commendation, Urban Planning Achievement, PIA (Victoria), Awards for Planning Excellence. Project: A new partnership: the Capital City and Regional Victoria.

Contacting SGS

web: www.sgsep.com.au

Brisbane

PO Box 1176
Level 9, 269 Wickham St
Fortitude Valley QLD 4006
Australia
Tel: 61 7 3124 9026
Fax: + 61 7 3124 9031
Email: sgsqld@sgsep.com.au

Canberra

Level 1, Sparta Building,
55 Woolley Street,
Dickson ACT 2602
Australia
Tel: 61 2 6262 7603
Fax: 61 2 6262 7564
Email: sgsact@sgsep.com.au

Hobart

Unit 2, 5 King Street
BELLERIVE TAS 7018
Australia
P: 0439 941 934
F: +61 3 6244 4154
Email: sgstas@sgsep.com.au

Melbourne

5/171 La Trobe Street
Melbourne VIC 3000
Australia
Tel: +61 3 8616 0331
Fax: +61 3 8616 0332
Email: sgsvic@sgsep.com.au

Perth

Suite 4, 1327 Hay Street
West Perth WA 6005
Australia
Tel: +61 8 9254 9962
Fax: +61 8 9254 9965
Email: sgswa@sgsep.com.au

Sydney

12/50 Reservoir St
Surry Hills NSW 2010
Australia
Tel: +61 2 8307 0121
Fax: +61 2 8307 0126
Email: sgsnsw@sgsep.com.au