



Department of Planning, Industry and Environment

Strategic Business Plan

Planning Ministerial Corporation

July 2020

Find out more

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Executive summary

The unique role of the Planning Ministerial Corporation

The Planning Ministerial Corporation (PMC) was established under the *Environmental Planning and Assessment Act 1979* (EP&A Act) and is administered by the Office of Strategic Lands within the Department of Planning, Industry and Environment.

The EP&A Act enables PMC to make strategic land investments that are:

- important to planning for NSW
- beyond the focus of any single agency or level of government
- independent of budget cycle and associated milestones
- timed to benefit the state's return on investment
- conducive to promoting the social and economic welfare of the community and creating a better environment.

Contribution to Greater Sydney

Since the release of the previous Strategic Business Plan in 2017, PMC has continued to play a critical role in helping to deliver the Green Grid and network of green open public spaces across Greater Sydney. It also supports the delivery of key infrastructure through the acquisition of strategic lands. PMC has continued to acquire strategic lands for biodiversity corridors and other multiuse purposes.

Shifting strategic context

Since 2017, the strategic context for PMC has changed due to a variety of factors.

- Machinery-of-government changes occurred in July 2019 that saw PMC become part of the newly formed NSW Department of Planning, Industry and Environment.
- The NSW Government introduced a revised set of Premier's Priorities and State Outcomes reflecting its shift in focus towards:
 - sustainability of the natural environment
 - the sustainable use of resources
 - the sustainability and resilience of local environments
 - greening the state.

A number of key plans were also introduced that provide important context and direction, including:

- the Greater Sydney Commission's *A Metropolis of Three Cities—the Greater Sydney Region Plan*, which outlines a 40-year vision for Greater Sydney to make it more productive, livable and sustainable for future generations
- the 'Ten Directions' and five 'District Plans' to enable implementation of the 40-year vision for the Greater Sydney Region at a district level
- *Future Transport 2056* from Transport for NSW
- *State Infrastructure Strategy 2018—2038* from Infrastructure NSW
- *The Pulse of Greater Sydney*, which provides the first comprehensive monitoring and reporting framework for Greater Sydney
- the inaugural *Department of Planning, Industry and Environment Outcomes and Business Plan* from March 2020.

Revised Strategic Business Plan

This new Strategic Business Plan for PMC is the result of the review of the 2017 Strategic Business Plan, which has been revised to align to a new strategic context. This includes minor revisions to PMC's vision, purpose and goals.



Vision

PMC's revised vision is to be the effective land bank for NSW, acquiring, holding and managing strategic resources to confer state and community benefit.



Purpose

PMC's revised purpose is to improve the liveability of NSW through the strategic acquisition of land to facilitate green and open space, infrastructure and places.



Goals

PMC's revised goals are:

- **Goal 1**—Enable the provision of open space, public spaces and the Green Grid
- **Goal 2**—Co-create community benefit by repurposing government-owned land and property
- **Goal 3**—Support the delivery of strategic infrastructure
- **Goal 4**—Improve the operational and financial sustainability of PMC.

Funding the revised Strategic Business Plan

PMC currently funds its acquisition program through the divestment of surplus lands, the Sydney Region Development Fund and debt financing.

PMC will need to secure additional funding to deliver this plan for Sydney and Regional NSW. Options include the review of development funds, biobanking credits, grants and debt financing, and other mechanisms as agreed by the government.

The unique role and contribution of the PMC

Broad statutory powers and role

The EP&A Act provides PMC with broad powers to:

- acquire land
- subdivide and consolidate land
- manage, improve, lease and sell land
- otherwise deal with land for the purposes of the EP&A Act.

The role of PMC is to:

- acquire land of strategic importance to the state
- acquire land early enough so as to capture its value
- hold acquired land until the ultimate owner is ready to commence delivery of project for which it was purchased
- perform some land management and maintenance activities for strategic lands that are retained
- transfer and/or divest strategic lands to their final owner, such as a council or another government agency.



The powers and role of PMC enable the Planning Minister to make strategic land investments that are:

Important for state planning

The EP&A Act covers a range of planning purposes for the state, including the provision of land for public purposes, such as green, open and community space; roads and rail corridors; protection of the environment; economic use and development of land; the provision of communication and utility services; the provision of community facilities; and the provision of affordable housing. PMC is therefore able to deliver against the shifting priorities of the state.

Beyond the focus of any single agency or level of government

Reflecting the minister's responsibility for strategic planning for the state, strategic land investments made by PMC can help realise important benefits beyond the responsibility of a single agency or level of government. Such benefits include biodiversity corridors and unlocking land that has multiple owners.

Independent of budget-cycle time frames

PMC can acquire or divest identified land at any time, irrespective of planning and budget-cycle time frames, therefore enabling it to secure land strategically for medium- and long-term projects.

Timed to benefit the state's return on investment and manage social impact

Early acquisition of land for future projects enables the state to capture value in a market in which land values continue to escalate. It also allows the state to manage social impacts in high-growth areas, allowing communities time to adjust to proposed land uses for public and community purposes.

PMC stakeholder groups

With its unique role and powers, supports and provides services to a wide group of stakeholders.



Enabling NSW Government strategic-planning priorities

PMC enables the Planning Minister, broader Department of Planning, Industry and Environment and other NSW Government agencies to:

Realise public and community benefit of lands and property held by government

Consistent with the objects of the EP&A Act, PMC can pursue investments that facilitate a public or community benefit. It has a particular focus on green and open space. It aims to provide amenity and recreation, protect ecological values, and provide and repurpose land for sustainable and affordable housing. It also provides land for other specific planning purposes in line with government priorities.

Acquire strategic lands

PMC may use its authority to acquire land by agreement, compulsory process or any other manner.

Improve and repurpose land ahead of its transfer to the ultimate owner

PMC manages and improves land for its intended planning outcomes, which can involve rezoning, land amalgamation, removing or constructing buildings, providing or relocating utilities and constructing roads. Once improvements are complete and/or the agency is ready to commence its project, PMC then transfers the land to its ultimate owner.

Achieve Premier's Priorities and State Outcomes

The broad scope and unique powers of PMC can support strategic priorities that are both immediate and long-term in nature, whether they be for strategic response or longer term planning purposes.

For PMC's statutory powers and responsibilities, refer to Appendix.



Planning Ministerial Corporation contribution to shaping Sydney

1951–2020



69 years

For 69 years, PMC has been acquiring land for the benefit of Greater Sydney



9,000 ha

acquired for regional and national parklands



\$68 million

PMC contribution to direct funding for open-space-improvement programs since 1990



21,500 ha

The total area of all land purchase by PMC since 1951



240 km

PMC contribution to roads and rail lines






\$4.6 billion

The total value of land purchased by PMC since 1951 in today's dollars

Planning Ministerial Corporation 2017 Strategic Business Plan outcomes

PMC developed its inaugural Strategic Business Plan in 2017. Three goals formed the cornerstones of that plan.

 <p>Goal 1</p>	<p>Play a key role in the delivery of the Green Grid</p>	<ul style="list-style-type: none">• Secure land for an interconnected network of green space through acquisition or other planning mechanisms• Explore innovative ways to use land—for example, biobanking and multiuse
 <p>Goal 2</p>	<p>Support the delivery of strategic infrastructure</p>	<ul style="list-style-type: none">• Acquire land for transport corridors and schools in greenfield sites• Identify transition uses for public benefit or to support further investments• Assess the viability to support additional portfolios or linear corridors over time
 <p>Goal 3</p>	<p>Enable the government's strategic-planning priorities</p>	<ul style="list-style-type: none">• Consider a range of strategic projects consistent with the EP&A Act



Goal 1

Play a key role in the delivery of the Green Grid

Over the past three years, PMC has played a critical role in helping to deliver Sydney's Green Grid and network of green open public spaces. PMC has acquired land for biodiversity corridors and other multiuse purposes. It has also identified sites for biobanking that contribute to improved amenity and liveability for residents and the broader community.

Key PMC contributions since 2017 include:

- 476.4 hectares of land acquired for regional open space, at a value of \$49.1 million
- The acquisition of Fernhill Estate for \$33.785 million, to deliver open space to support growth in Western Sydney
- The PMC's funding of 20 Metropolitan Greenspace Program grants, totalling \$4 million, to 13 councils across Greater Sydney and the Central Coast to improve existing open space through embellishment
- The registration of five sites for biobanking
- The acquisition of a number of properties under the Coastal Lands Protection Scheme, including properties at Salamander Bay, Nambucca Heads and Coffs Harbour





Goal 2

Support the delivery of strategic infrastructure

PMC has continued to help shape the natural and built infrastructure of Greater Sydney through important strategic partnerships with government agencies, such as Transport for NSW and the NSW Department of Education.

In working with these partners, PMC has:

- reserved and acquired key transport corridors, enabling connections between growing districts and precincts
- identified sites for providing utilities infrastructure
- identified and secured sites for new schools in greenfield areas.

Key PMC contributions since 2017 include:

- WestConnex—St Peters junction and M5 tunnel duplication
- Mona Vale Road—Ingleside widening





Goal 3

Enable the government's strategic-planning priorities

Over the past three years, PMC has supported the NSW Government with delivering a range of priority strategic-planning projects.

These projects include:

- Fernhill Estate, Mulgoa—delivers community benefit, heritage, biodiversity and environmental conservation
- 25 Watson Street, Putney—delivers community benefit, reconciliation and heritage preservation
- Littoral rainforest—delivers community benefit and environmental conservation
- Hadley Park—delivers heritage protection



Planning Ministerial Corporation contribution to Greater Sydney



Littoral rainforest

In 2019, PMC acquired more than 10,000 square metres of littoral rainforest near Newport as part of a \$4.6 million joint investment by the NSW Government and Northern Beaches Council.

The acquisition ensures that the pristine ecological area, including endangered rainforests, is preserved for the next generation and that the people of NSW have access to public open space.

Two specific parcels of land, 62 Hillside Road and 85 Hillside Road, were acquired by PMC and co-funded by NSW Government and the Northern Beaches Council through the \$100 million Strategic Open Space Acquisition Program.



Fernhill Estate, Mulgoa, NSW

In 2018, PMC acquired Fernhill Estate to preserve it for future conservation and public open space. Fernhill Estate has a history dating back to the 1830s and sits next to Mulgoa.

The estate comprises a heritage-listed homestead, another home and outbuildings, gardens, lakes, paddocks, equine facilities and a 2 km horserace track. It combines heritage, regional open-space opportunities and is a gateway to Blue Mountains National Park.

In June 2020, PMC established a walking tour at Fernhill Estate for the local community.



Hadley Park

PMC purchase of the state-heritage-listed Hadley Park in 2019 ensured that an important part of Western Sydney history would be protected, preserved and eventually opened up to the public.

Hadley Park is the remnant of a large-scale rural colonial landscape and is one of a collection of properties that demonstrates the development of the Castlereagh community from the colonial period to today.



Biodiversity Offsets Scheme (biobanking)

The 2017 plan identified biobanking as a key direction and opportunity for PMC to enhance biodiversity conservation on PMC land. It is also a chance to generate tradeable credits and revenue for funding further acquisitions or offsetting government developments.

Following the release of the plan, PMC assessed its portfolio to identify land suitable for the Biodiversity Offsets Scheme (biobanking). Five pilot sites have since been certified for biobanking agreements that provide permanent protection and management of biodiversity on PMC land.



25 Watson Street, Putney

In 2018, PMC purchased 25 Watson Street, Putney, for its historical and cultural significance as the potential burial site of Woollarawarre Bennelong. This purchase represented an important step in preserving the culture, history and achievement of Bennelong as a representative of Aboriginal people.

The NSW Government, given the site's significance, is committed to taking all the appropriate steps to ensure that it is managed in a way that is respectful and in line with community values.



Bringelly Road and Camden Valley Way

Bringelly Road and Camden Valley Way are major road links through the South West Growth Area. Roads and Maritime Services (now Transport for NSW—Roads and Maritime) was tasked with the upgrade of both roads to cater to the area's increasing population. At the time of construction of the Glenfield-to-Leppington rail line, the agency had progressed the widening of Camden Valley Way and the upgrade of the intersection with Bringelly Road. The upgrade also included the realigned and widening of Bringelly Road.

PMC, as the landowner on one corner, made land available for both road-widening projects while the railway line was being constructed on land acquired by PMC. The road project involved PMC providing land for a water-detention basin, Bringelly Road realignment and widening of Camden Valley Way. It also involved the development of an intersection into PMC surplus land, which the organisation will investigate for a residential subdivision.

Planning Ministerial Corporation list of major acquisitions

PMC has made a number of key strategic land acquisitions across Greater Sydney and parts of regional NSW.



Major additions to national parks

Sydney is fortunate to have access to environmentally sensitive remnant bushland. PMC has purchased large areas of the current national park estate, including:

- Blue Mountains National Park
- Cattai National Park
- Garigal National Park
- Georges River National Park
- Ku-ring-gai Chase National Park
- Lane Cove National Park
- Royal National Park



Local open spaces

In partnership with local councils, PMC has reserved and purchased smaller parks and recreation areas, including:

- Japanese Garden, Auburn Botanic Gardens
- Beaman Park, Earlwood
- Bella Vista Farm
- Burwood and Ashbury brick pits
- Cabramatta Sports Ground
- Canterbury Golf Course
- Georges River Golf Course
- HV Evatt Park, Lugarno
- LM Graham Reserve, Fairlight
- Mobbs Lane Reserve, Epping
- Morreau Reserve, Rooty Hill
- Picken Oval, Croydon Park
- Woodville Public Golf Course



Coastal headlands and beaches

PMC has acquired oceanfront lands to help protect prominent headlands, ensuring public access to beaches and protecting sand dunes, including:

- Avalon headland
- Bungan Beach
- North Cronulla Beach
- North Narrabeen coast
- Turimetta headland, Warriewood
- Wanda Reserve and Beach
- Whale Beach headland



Foreshores and waterways

The waterways in the Sydney region, particularly Sydney Harbour, offers great potential as major recreational resources. PMC has acquired foreshore areas and parks to improve public access and use, including:

- Balls Head, Waverton
- Blackwattle Bay, Glebe
- Brays Bay Reserve, Rhodes
- Chipping Norton Lakes
- Duck River lands, Auburn
- Harold Reid Reserve, Middle Cove
- Kelly's Bush, Hunters Hill
- Kirribilli waterfront
- Little Manly Point
- Mort Bay, Balmain
- Putney Park
- Sawmillers Reserve, McMahons Point
- Sugarloaf Bay, Middle Harbour
- Woronora River frontage



Park embellishments and grants programs

PMC has helped fund and administer a number of open-space-improvement programs. These primarily focus on capital works and result in direct improvements to land already purchased for community use, including:

- Coastal Lands Protection Scheme
- Cooks River Foreshore improvements program
- Greening Western Sydney
- Metropolitan Greenspace Program
- Parramatta River Foreshore improvements program
- Sharing Sydney Harbour Access Plan
- Littoral rainforest—delivers community benefit and environmental conservation



Transport corridors

PMC has and continues to purchase land for the Sydney arterial-road network and significant rail corridors, including:

- Bringelly Road realignment, widening and intersection upgrade and Camden Valley Way widening
- Castlereagh Freeway lands
- Eastwood-to-Macquarie Park reservation
- Erskine Park Link Road
- F6 corridor reservation
- Georges River Parkway reservation
- M2, M4, M5 and M7 motorways
- Mona Vale Road—Ingleside widening
- North West Rail Link Corridor
- South West Rail Link Corridor
- Wakehurst Parkway road widening
- WestConnex—St Peters junction and M5 tunnel duplication



Heritage sites

To retain important parts of the Sydney region's cultural heritage, PMC has acquired a number of heritage-listed sites and buildings, including:

- Camden Park Estate
- Elizabeth Bay House
- Fernhill Estate, Mulgoa
- Glenalvon House, Campbelltown
- Glenfield Farm
- Hadley Park
- Loder House, Windsor
- Mamre House, St Marys
- Rose Bay Cottage
- Rouse Hill Estate
- Tusculum, Potts Point



Town centres

Early land acquisition by PMC has enabled the building of town centres, including shopping centres and community facilities, as residents arrived, including:

- Minto Marketplace
- Mt Druitt Town Centre Reserve
- Rouse Hill Town Centre
- Warnervale Town Centre
- Wetherhill Park Shopping Centre



Industrial and employment areas

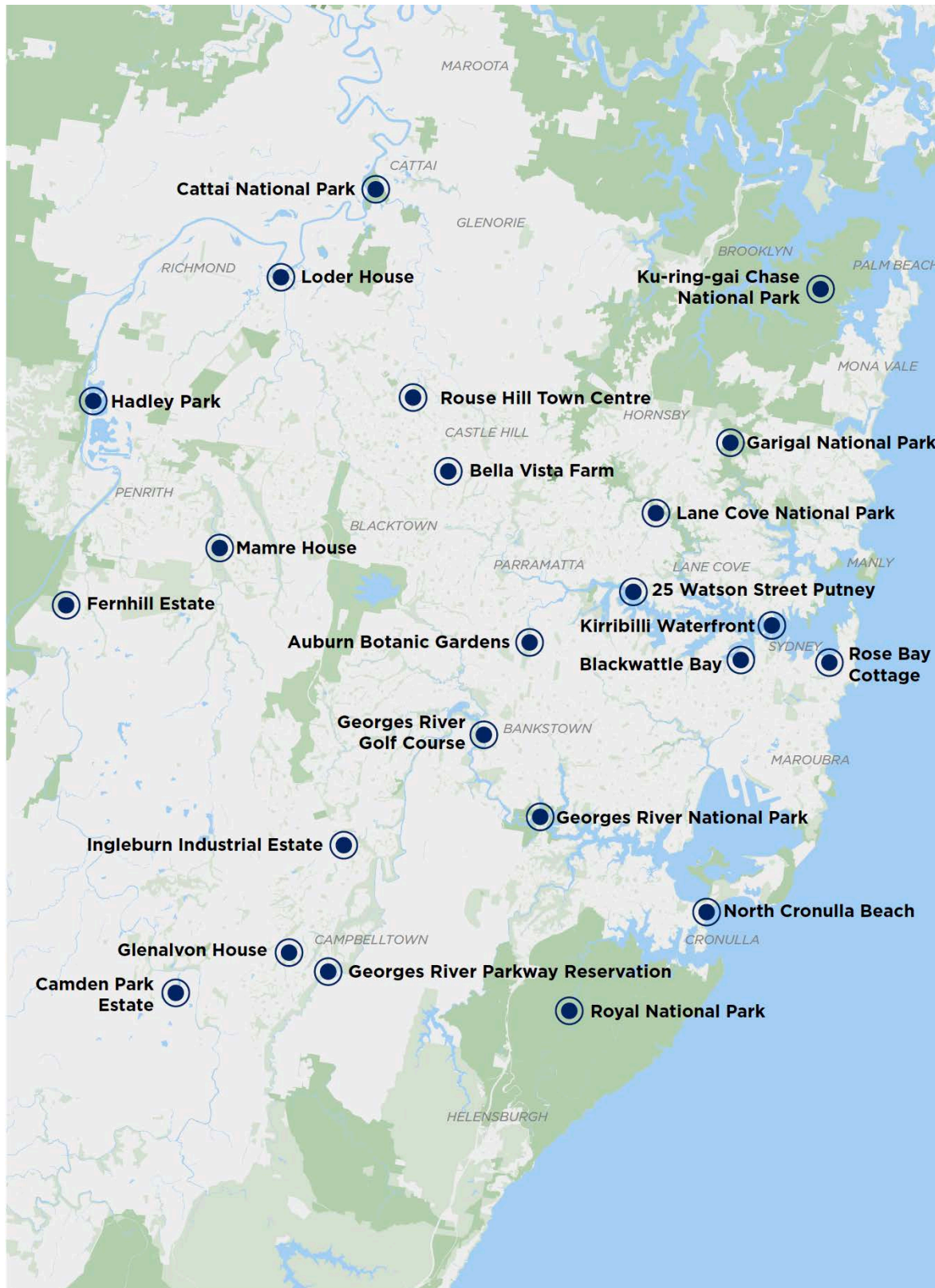
To ensure employment opportunities for local people, PMC undertook large-scale acquisitions at planned industrial areas, including:

- Ingleburn Industrial Estate
- Minto Industrial Park
- Mount Druitt Industrial Estate
- Somersby Industrial Estate



Location of key PMC acquisitions across Sydney

The following maps show the location of key PMC acquisitions across Greater Sydney.





Revised Planning Ministerial Corporation Strategic Business Plan 2020–24

Vision and purpose

Machinery-of-government changes in July 2019 saw PMC become part of the NSW Department of Planning, Industry and Environment. Coinciding with these changes, the Premier's Priorities and State Outcomes were also reviewed and refreshed. In response, PMC likewise reviewed and refreshed its vision, purpose and value proposition as well as the goals, actions and outcomes in its 2017 Strategic Plan.



Vision

PMC's vision is to be the effective land bank for NSW, acquiring, holding and managing strategic resources to confer state and community benefit.



Purpose

PMC's purpose is to improve the liveability of NSW through the strategic acquisition of land to facilitate green and open space, infrastructure and places.

PMC value proposition

PMC's unique role and legislative mandate provide it with:

- a purpose to deliver projects for public benefit
- a focus on planning outcomes that transcend individual agency service outcomes
- an ability to secure land for projects in the medium to long-term rather than a short-term focus
- powers to acquire land by agreement or compulsory acquisition
- the ability to hold land until it is needed by the ultimate owner
- the ability to acquire lands that the government has strategically identified.

PMC customer and stakeholder profile

PMC is committed to providing excellent customer service and engages with all customers and stakeholders in a way that is both respectful and transparent.

PMC provides its expertise and services to a diverse group of customers and stakeholders. The community, residents, businesses, visitors to NSW and future generations are the ultimate beneficiaries of PMC's activities, with the ability to enjoy and experience parklands, green and open community space and infrastructure.

PMC's external customers also extend to:

- landowners
- leaseholders
- landowner representatives
- local councils
- community and citizen groups.

Finally, to contribute to the Premier's Priorities and State Outcomes, PMC will continue to work in close collaboration with stakeholders from within the Department of Planning, Industry and Environment as well as from across NSW Government.



PMC services

PMC has a detailed understanding of Greater Sydney and is well-placed to advise and support the government's planning priorities in a way that is considered and effective.

PMC provides the following services to NSW Government:

- strategic input into plans and policies on the best ways to identify, acquire, manage and transform land
- acquisition and improvement of land, such as rezoning, amalgamation and development with partners
- land and property management, including conservation and biodiversity programs
- transfer of land to local councils and government agencies
- the divestment of surplus land
- spatial and land information
- temporary land activation
- grant funding and administration.

PMC service benefits

The kinds of benefits derived from the services that PMC delivers to its external customers and other NSW Government stakeholders include:

- value capture and maximisation of social benefit of project delivery in high-growth areas through early acquisition of land
- value uplift by improving land while in PMC ownership
- allowing agencies to focus on their core services rather than land acquisition and management
- managing social impact through medium- to long-term planning and acquisition horizons.

Shifting strategic context

The strategic context for PMC has shifted

A variety of factors influence the strategic context for PMC, all of which have been taken into account in the review and revision of the 2017 Strategic Business Plan.

Population projections continue to forecast significant growth for Sydney and regional NSW. The population in urban areas around Sydney and in regional NSW will increase by 425,000 to 3,500,000 by 2041. Greater Sydney's population is estimated to grow to approximately 7.1 million by 2041.

Premier's Priorities and State Outcomes have been reshaped to prioritise and heighten the need to deliver more housing, services and infrastructure for citizens and the community.

A series of strategic land-use, transport and infrastructure plans, developed to enable the Premier's Priorities and State Outcomes, have been published to act as a guide for teams charged with delivery responsibility. These include:

- the Greater Sydney Commission's *A Metropolis of Three Cities—The Greater Sydney Region Plan*, which outlines a 40-year vision for Greater Sydney to make it more productive, livable and sustainable for future generations
- the 'Ten Directions' and five 'District Plans' to enable implementation of the 40-year vision for the Greater Sydney Region at a district level
- *Future Transport 2056* from Transport for NSW
- *State Infrastructure Strategy 2018—2038* from Infrastructure NSW
- *The Pulse of Greater Sydney*, which provides the first comprehensive monitoring and reporting framework for Greater Sydney
- the inaugural *Department of Planning, Industry and Environment Outcomes and Business Plan* from March 2020, to which PMC has aligned its priorities, goals and outcome measures for the next three years.

At the time of writing this revised strategic plan, the state has been significantly impacted by drought conditions, fires, COVID-19 and ongoing challenges concerning housing supply.

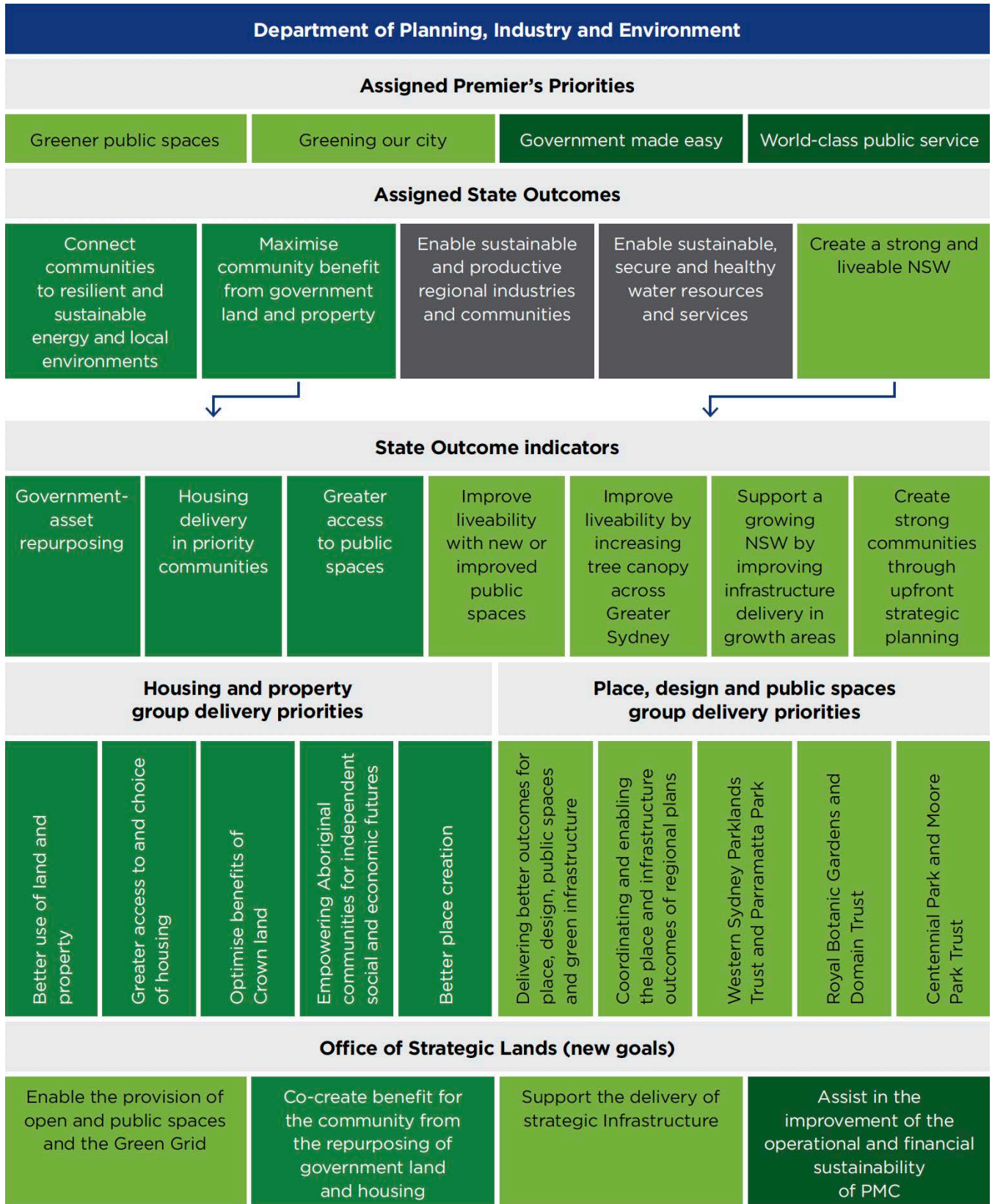
PMC has realigned its strategic plan to the new Premier's Priorities:

- **Greener public spaces:** Increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10% by 2023
- **Greening our cities:** Increase the tree canopy and green cover across Greater Sydney by planting one million trees by 2022.

PMC has also aligned its strategic plan to a set of new State Outcomes centred on:

- maximising community benefit from government land and property
- creating a strong and livable NSW.

New strategic context for PMC



References

- Premier's Priorities and state priorities
- Department of Planning, Industry and Environment Business and Outcomes Plan 2020.

Refreshed goals, actions and outcomes

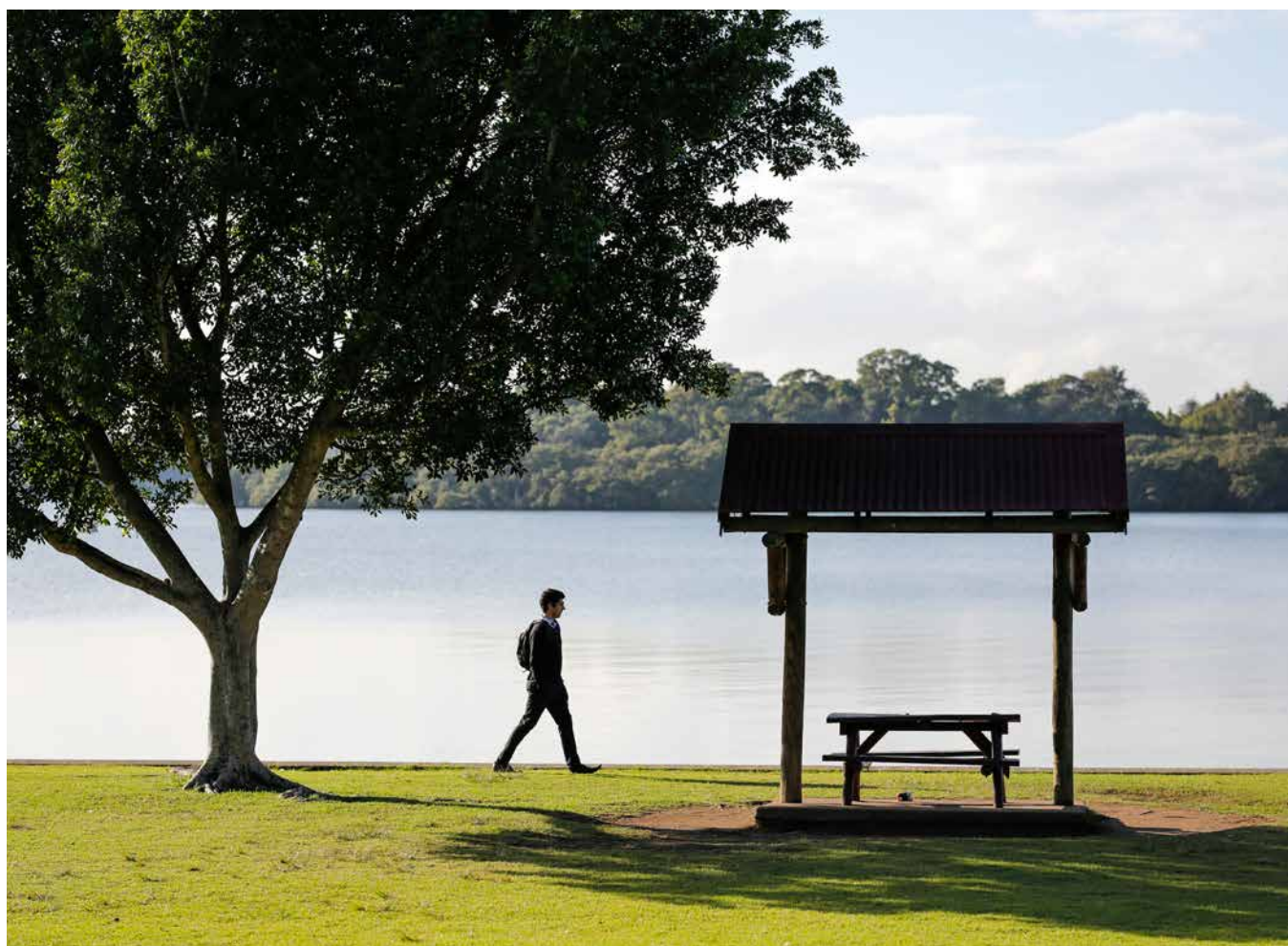
PMC has refreshed its goals, actions and outcomes in line with the new strategic context

The revised 2020 Strategic Business Plan for PMC refreshes the content of the 2017 Strategic Business Plan, which set the strategy for PMC for 2017–27, but with a focus on the first five years.

The revised plan covers the same planning period as the original, but has a focus on the next four financial years, ending June 2024.

The revised plan considers the role and statutory powers of PMC and the available capability and capacity within PMC. It aligns to the recently updated Premier's Priorities and State Outcomes assigned to the NSW Department of Planning, Industry and Environment.

The NSW Government's outcomes planning and budgeting framework has been used to guide the review and revision of the strategic plan.



The revised strategic plan identifies four goals for PMC. A total of 14 key directions support the delivery and achievement of these goals. Each goal includes a key direction and a list of actions.

Each of the four goals align but are not identical to the cluster outcomes set by the Department of Planning, Industry and Environment. The goals also include outcome measures that will need to be refined and negotiated with stakeholders as part of the planning cycle.

 <p>Goal 1</p>	<p>Enable the provision of open space, public spaces and the Green Grid</p>	<ol style="list-style-type: none"> 1. Support the delivery of greener open and public spaces and the Green Grid for the state of NSW. 2. Support strategic conservation planning. 3. Support and enable the establishment of the Greater Sydney Parklands. 4. Continue to contribute to the Coastal Lands Protection Scheme.
 <p>Goal 2</p>	<p>Co-create community benefit by repurposing government-owned land and property</p>	<ol style="list-style-type: none"> 1. Continue piloting new policy initiatives that contribute to housing supply. 2. Enhance and accelerate transfer of land for community benefit. 3. Enable creation of a healthier, more livable and greener Greater Sydney. 4. Activate key strategic PMC properties for community benefit.
 <p>Goal 3</p>	<p>Support the delivery of strategic infrastructure</p>	<ol style="list-style-type: none"> 1. Implement a model for PMC to support Transport for NSW in the reservation of long-term transport corridors in Sydney through the acquisition of priority lands. 2. Assist in the coordination and delivery of land acquisition for the Western Sydney Aerotropolis.
 <p>Goal 4</p>	<p>Improve the operational and financial sustainability of PMC</p>	<ol style="list-style-type: none"> 1. Secure the long-term financial viability of PMC. 2. Source and secure funding to meet the forward acquisition program for key projects. 3. Implement an improved strategic approach to acquisition and divestments.

Future goals



Goal 1

Enable the provision of open space, public spaces and the Green Grid

Enabling the provision of open and public spaces and the Green Grid have been a key focus area for PMC over many decades. PMC brings its expertise to this goal in all aspects of acquiring, managing and holding lands to transform them into spaces for enjoyment by the community. PMC will continue to play an integral role in delivering places that improve the livability of NSW.

The Green Grid

The Green Grid is a connected network of green and blue spaces, such as parks, bushland, playing fields, rivers, wetlands and the harbour.

The Green Grid is a visionary and iterative project that will take decades to deliver. It is at the early stages of implementation planning.

PMC's role as the state's land bank

PMC's role as the state's land bank will be critical in achieving this goal for NSW, particularly in contributing to new or improved public spaces and increasing the volume of green canopy. Through its ability to acquire, hold and divest strategically important parcels of land, PMC acts as both an enabler and facilitator and supports multiple agencies in delivering their objectives.

The Green Grid in Sydney and the regions

PMC has already played a key role in helping to deliver the Green Grid over the past three years. Delivering the Green Grid will remain a key direction for PMC.

Coastal Lands Protection Scheme

PMC is currently the only acquisition entity for the Coastal Lands Protection Scheme and will continue to support the Department of Planning, Industry and Environment through the strategic identification and acquisition of priority sites along coastal NSW.

National Parks and Wildlife Service

The NSW Government is seeking to expand the National Park estate by 200,000 ha. There is an opportunity for PMC to identify land from its existing portfolio that could be suitable for accelerated transfer to the National Parks and Wildlife Service.

Metropolitan Greenspace Program

PMC will continue to fund the Metropolitan Greenspace Program, which provides grants that assist local councils to invest in the links between local green spaces and to promote their use and enjoyment.

Goal 1: Key directions, actions and outcomes

Key direction 1: Support the delivery of greener open and public spaces and the Green Grid for the state of NSW

Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Assist in the delivery of open-space embellishment on PMC land in consultation with the broader Place, Design and Public Spaces Group Enable the delivery of the \$100 million strategic Open Space Acquisition Program by operating as the acquisition authority for land identified under the program Assist in the delivery of the Green Grid network by enabling initiatives that seek to connect green space to town centres, public-transport hubs and major residential areas Continue to fund and support the Metropolitan Greenspace Program Undertake a review of PMC land to identify strategic open space or future acquisitions that can support broader Department of Planning, Industry and Environment or NSW Government programs 	<ul style="list-style-type: none"> Number of hectares of land secured by PMC for contribution to the Green Grid in Sydney Number of hectares of land secured by PMC for contribution to greener open space in Sydney 	<p>Improve liveability with new or improved public spaces</p> <p>Lead: Provide new or improved green, open and public spaces across NSW</p> <p>Lag: Increase the proportion of homes within 10 minutes' walk of quality green, open and public space by 10% by 2023</p>

Key direction 2: Support strategic conservation planning

Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Secure land contributions for environmental conservation or open space. This may include land contributed by developers in growth centres or private landowners, such as those anticipated at Erskine Park Deliver environmental and biodiversity conservation on PMC land, including the Biodiversity Stewardship Program (biobanking) and biodiversity conservation (Erskine Park biodiversity corridor) Enable Department of Planning, Industry and Environment and other government agencies' biobanking programs, including: <ul style="list-style-type: none"> assessment, certification, interim management and transfer of biobanked land provision of advice and technical expertise to third parties on the establishment and management of biobanked sites 	<ul style="list-style-type: none"> Number of hectares of land contributions to environmental conservation or open space Number of hectares of land conserved under biobanking agreements Number of hectares acquired for conservation 	<p>Connecting communities to resilient and sustainable energy and local environments</p> <p>Lead: Number of hectares under effective management for conservation, including national parks and reserves, and private land</p> <p>Lag: The ecological carrying capacity of terrestrial habitat in NSW</p>

Key direction 3: Support and enable the establishment of the Greater Sydney Parklands

Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Develop a strategic acquisition program to facilitate the accelerated creation of new open and public spaces Work with the Western Sydney Parklands Trust to review remaining land to be acquired for contribution to the Western Sydney Parklands 	<ul style="list-style-type: none"> Number of hectares to serve as park or reserve in the Greater Sydney Parklands region 	<p>Improve liveability with new or improved public spaces</p> <p>Lead: Provide new or improved green, open and public spaces across NSW</p> <p>Lag: Increase the proportion of homes within 10 minutes' walk of quality green, open and public space by 10% by 2023</p>

Key direction 4: Continue to contribute to the Coastal Lands Protection Scheme

Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Work with the Department of Planning, Industry and Environment coastal-policy team to ensure areas identified for reservation by local councils align with priorities for coastal-land protection in the Green Grid. Prioritise acquisitions under the scheme Facilitate the consolidation of coastal lands through acquisition or other means to enable delivery of planned coastal priorities Consult with the NSW National Parks and Wildlife Service to facilitate the transfer of current PMC coastal land to increase the size of the national parks estate 	<ul style="list-style-type: none"> Number of hectares of land acquired under the scheme that align with coastal-land-protection priorities Number of hectares of land transferred to local or other government agencies for ongoing management 	<p>Connecting communities to resilient and sustainable energy and local environments</p> <p>Lead: Number of hectares under effective management for conservation, including national parks and reserves, coastal areas and private land</p> <p>Lag: The ecological carrying capacity of terrestrial habitat in NSW</p>





Goal 2

Co-create community benefit by repurposing government-owned land and property

PMC has a critical role to play in helping the government achieve its State Outcome to co-create community benefit from the repurposing of government-owned land and housing.

New housing initiatives

There is an opportunity for PMC to support and enable the piloting of new policy initiatives with the Department of Planning, Industry and Environment—Housing and Property to support an increase in the availability of affordable housing.

Five Million Trees program

The Department of Planning, Industry and Environment is helping councils across Greater Sydney to plant and register trees through the Five Million Trees for Greater Sydney Grant. Totalling more than \$5 million, 32 projects have been awarded funding. PMC will continue to work with the department and councils to support this program through the acquisition of strategic lands.

Activation of heritage properties

PMC has worked in collaboration with the NSW Government and the Department of Planning, Industry and Environment to acquire strategic lands that include heritage properties that can be reactivated to help create value from lands and property owned by the government. PMC will continue to support these strategic projects for the state.

Goal 2: Key directions, actions and outcomes

Key direction 1: Continue piloting new policy initiatives that contribute to housing supply		
Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Review PMC portfolio to identify land that could accommodate housing in the interim or long-term Explore and deliver pilot projects using PMC land to deliver emerging housing typologies and models, such as built-to-rent, Nightingale projects, Missing Middle housing, student housing, co-living and so on 	<ul style="list-style-type: none"> Number of hectares of land identified for interim social-housing projects Potential number of dwellings identified under housing projects 	<p>Housing delivery in priority communities</p> <p>Lead: Number of additional/upgraded homes planned in the one-to-three year pipeline in priority communities</p> <p>Lag: Number of additional/upgraded homes that have commenced construction in priority communities</p>
Key direction 2: Enhance and accelerate transfer of land for community benefit		
Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Work with local councils to accelerate the transfer of land currently under care, control and management agreements Continue to transfer land suitable for local open space to the relevant councils for their activation and management Consult with the NSW National Parks and Wildlife Service to facilitate the transfer of current PMC land to increase the size of the national parks estate Identify opportunities for enhanced strategic planning on PMC land to identify future long-term use and management entities 	<ul style="list-style-type: none"> Increase rate (%) in number of hectares of land transferred to local and other government agencies Number of hectares of land transferred to National Parks and Wildlife Service 	<p>Government-asset repurposing</p> <p>Lead: Amount of property and land assets identified in the one-to-three year pipeline for repurposing for community benefit</p> <p>Lag: Amount of property and land assets that have commenced construction for repurposing for community benefit</p>

Key direction 3: Enable creation of a healthier, more livable and greener Greater Sydney

Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Enhance reporting of tree planting on PMC land to the Five Million Trees program Undertake a review of PMC land holdings and identify sites that may contribute to pilot tree-planting sites 	<ul style="list-style-type: none"> Number of tree plantings on PMC land reported to Five Million Trees program Number of sites identified for pilot tree-planting sites 	<p>Liveability by increasing tree canopy across Greater Sydney</p> <p>Lead: Plant one million trees across Greater Sydney by 2022</p> <p>Lag: Increase tree canopy across Greater Sydney</p>

Key direction 4: Activate key strategic PMC properties for community benefit

Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Determine the future uses of key strategic PMC properties, such as Fernhill Estate, Penrith Lakes and the Bennelong Putney property Engage with stakeholders to identify options for activating alternative interim uses on PMC's heritage properties Explore and deliver pilot projects for opening PMC properties for public access 	<ul style="list-style-type: none"> Number of new sites transformed or repurposed for strategic priorities Total value uplift of repurposed site versus before repurposing (when held and managed by PMC) 	<p>Greater access to public spaces</p> <p>Lead: Number of new and enhanced public spaces in the one-to-three year pipeline in precincts being developed</p> <p>Lag: Number of new and enhanced public spaces that have commenced construction in precincts being developed</p>





Goal 3

Support the delivery of strategic infrastructure

PMC has acquired land for major roads, rail corridors and special-use corridors. It will continue to support the delivery of strategic infrastructure by:

- identifying and securing land for schools in greenfield areas as provided in the Schools Asset Strategic Plan
- acquiring priority land for transport corridors to be delivered in the medium- to long-term, subject to government approval and funding.

PMC will continue to explore opportunities for interim, transitional uses while holding land. It will contribute funds to reinvest in the management of PMC lands, to provide public and community benefit, or both.

Partnership with Transport for NSW

PMC will continue discussions with Transport for NSW regarding its role in acquiring priority land for transport corridors in the medium- to long-term. All future engagement and funding models with Transport for NSW will be subject to Cabinet approval.

Western Parkland City

The population of Western Parkland City is projected to grow from 740,000 in 2016 to 1.1 million by 2036, and to more than 1.5 million by 2056. The city will be established on the strength of the new international Western Sydney Airport and Badgerys Creek Aerotropolis. It will be a polycentric city capitalising on the established centres of Liverpool, Greater Penrith and Campbelltown-Macarthur.

New city-shaping transport and the airport will make the city the most connected place in Australia. A potential new east-west mass-transit corridor will connect the Western Parkland City to the Central River City. In the long-term, a potential Outer Sydney Orbital corridor will provide the city with direct connections to Greater Newcastle, Wollongong and Canberra. PMC will play a key role in helping to shape the city.

Transition uses of lands

PMC currently has a small number of transition uses on land it holds for future use. These include commercial leases and horse agistments. There is an opportunity to develop a framework for a greater range of uses. These interim or transitional uses must be consistent with the objects of the EP&A Act and will depend on the intended purpose of the land and the anticipated length of time PMC will hold the land.

Any revenue generated will go towards reinvesting in the management of PMC lands or the acquisition of additional lands.

Cross-functional perspectives

There is an important opportunity for PMC to align with the strategic land acquisition and management plans of the agencies it supports—for example, where plans for green space or a town centre are near a transport corridor. PMC aims to work closely with existing Department of Planning, Industry and Environment specialists aligned to other NSW Government clusters and service portfolios to achieve this.

In addition, PMC has previously reserved land for linear or special-use corridors for a range of services, such as electricity, gas and water supplies. As the densification of Sydney increases, there may be a requirement to acquire and manage land for multiple purposes. PMC is well-positioned to assist with this.

Goal 3: Key directions, actions and outcomes

Key direction 1: Implement a model for PMC to support Transport for NSW in the reservation of long-term transport corridors in Sydney through the acquisition of priority lands		
Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Engage with Transport for NSW, the Department of Planning, Industry and Environment, and Treasury to develop an approved funding and financing mechanism Formalise through a legal agreement 	<ul style="list-style-type: none"> Land area identified for strategic infrastructure Land area secured by PMC for strategic infrastructure 	<p>Support a growing NSW by improving infrastructure delivery in growth areas</p> <p>Lead: Proportion of annual Special Infrastructure Contribution allocated to agencies to deliver priority infrastructure</p> <p>Lag: Annual publication of allocation of developer contributions in growth areas</p>
Key direction 2: Assist in the coordination and delivery of land acquisition for the Western Sydney Aerotropolis		
Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Define and confirm PMC's role in operating as the acquisition authority for the delivery of lands within the Western Sydney Aerotropolis Develop a new funding and financial model to manage the resources required to acquire, hold and transfer this land 	<ul style="list-style-type: none"> Land area identified to serve the aerotropolis Land area secured by PMC for the aerotropolis 	<p>Government-asset repurposing</p> <p>Lead: Amount of property and land assets identified in the one-to-three year pipeline for repurposing for community benefit</p> <p>Lag: Amount of property and land assets that have commenced construction for repurposing for community benefit</p>



Goal 4

Improve the operational and financial sustainability of PMC

Over the past three years, PMC has conducted a number of reviews with the assistance of suitably qualified consulting firms. These reviews focus on specific issues and risks that PMC must address to ensure its long-term viability.

These reviews have identified a number of key directions that PMC will address as an interdependent set of priorities over the next one-to-three years.



Goal 4: Key directions, actions and outcomes

Key direction 1: Secure the long-term financial viability of PMC		
Actions	Outcome measures	Premier's priorities link
<ul style="list-style-type: none"> Engage with the Department of Planning, Industry and Environment, and Treasury to develop an approved approach to funding and a set of funding mechanisms Engage with Transport for NSW, the Department of Planning, Industry and Environment, and Treasury to develop an approved approach to funding and a set of funding mechanisms for funding corridors Formalise all funding arrangements through a legal agreement 	<ul style="list-style-type: none"> Using external review findings concerning PMC funding arrangements, work with the Department of Planning, Industry and Environment and NSW Treasury stakeholders to resolve funding issues and secure the financial viability of PMC within the next 12 to 18 months 	<p>World-class public service</p> <p>Implement best-practice productivity and digital capability in the NSW public sector and drive public sector diversity by 2025</p>
Key direction 2: Source and secure funding to meet the forward acquisition program for key projects		
Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> Seek NSW Government funding for key strategic or significant acquisitions Introduce fee-for-service model to recover costs associated with the acquisition, holding and transfer of land on behalf of other government agencies 	<ul style="list-style-type: none"> Where PMC is directed to undertake projects on behalf of the state, funding will be secured before execution Introduce fee for service within the next 12 months 	<p>Improve liveability with new or improved public spaces</p> <p>Lead: Provide new or improved green, open and public spaces across NSW</p> <p>Lag: Increase the proportion of homes within 10 minutes' walk of quality green, open and public space by 10% by 2023</p>

Key direction 3: Implement an improved strategic approach to acquisition and divestments

Actions	Outcome measures	DPIE cluster outcomes link
<ul style="list-style-type: none"> • Develop a strategic acquisition program for the proactive identification of strategically significant land for purchase • Review land reservations to determine continued requirement for acquisition • Seek approval for PMC divestment plan 	<ul style="list-style-type: none"> • Develop the strategic acquisition program by June 2021 • Review land reservations by June 2021 to confirm which strategic lands should be retained, improved or divested • Accelerate divestment of surplus sites to fund strategic acquisition at an increased acquisition pace in the next 12 months 	<p>Improve liveability with new or improved public spaces</p> <p>Lead: Provide new or improved green, open and public spaces across NSW</p> <p>Lag: Increase the proportion of homes within 10 minutes' walk of quality green, open and public space by 10% by 2023</p>



Planning Ministerial Corporation funding arrangements

PMC currently funds its activities through debt financing, the Sydney Region Development Fund and the divestment of surplus lands. Additional funding will be required to deliver this plan. Funding mechanisms have been identified and PMC will work closely with its partners and the NSW Government to secure them.

PMC has been acquiring, managing and disposing of land for nearly 70 years. PMC's property and asset portfolio comprises approximately 6,200 lots of land that are distributed across 38 NSW local government areas. PMC's strategic-lands portfolio is distributed across NSW, with most in the Greater Sydney area.

The scale, diversity and geographical distribution of the PMC strategic-lands portfolio make it difficult to administer and manage on a strategic, proactive basis with current resources.

PMC has been operating as a self-funded entity since 1985 and has historically made minimal demands on the state budget.

PMC's current operating model has limits on the financial value of land and assets it can acquire each year, as well as on the value of the lands it will potentially divest or transfer each year. These limits currently constrain the rate at which PMC can acquire new land and divest land.

In some cases in which PMC has previously acquired land that now falls under surplus to NSW Government requirements, PMC can dispose of the land and retain some or all of the commercial sale proceeds. PMC also generates rental income from some of the property and assets it currently manages.

However, the funds that PMC generates from asset sales and rental income each year are insufficient to fund the cost of all the additional land that it is expected to acquire on behalf of the NSW Government and its agencies.

A strategic aim for PMC is to strengthen its funding model, thus enabling the government to invest taxpayer funds in other essential services.

To deliver this revised strategic plan, PMC will need to secure additional funding. This will likely comprise a combination of existing and new sources, including the Sydney Region Development Fund, continued reinvestment of proceeds from surplus land divestments and debt financing, and potentially biobanking credits and other mechanisms as agreed by the government.

PMC will also need to consider mechanisms to fund its operations in the regions. This may include grants, the creation of new regional-development funds, state infrastructure contributions, debt financing and biobanking.

PMC will work closely with partners and the government to secure appropriate, sustainable funding mechanisms to support its ongoing operations.



PMC's source of funding

PMC currently has a debt facility with TCorp. This debt facility was used to purchase land for the North West Rail Link Corridor and South West Rail Link Corridor, Erskine Park Link Road and the Green Grid.

PMC currently collects contributions from local councils within the Sydney region of approximately \$8 million a year through the Sydney Region Development Fund. These contributions are levied to assist in meeting interest payments on the original loan to purchase land for planning purposes.

PMC sells surplus land that is no longer required for the purposes for which it was acquired. The cashflow from the sale of the land is allocated to funding the delivery of the Green Grid.

Implementation roadmap

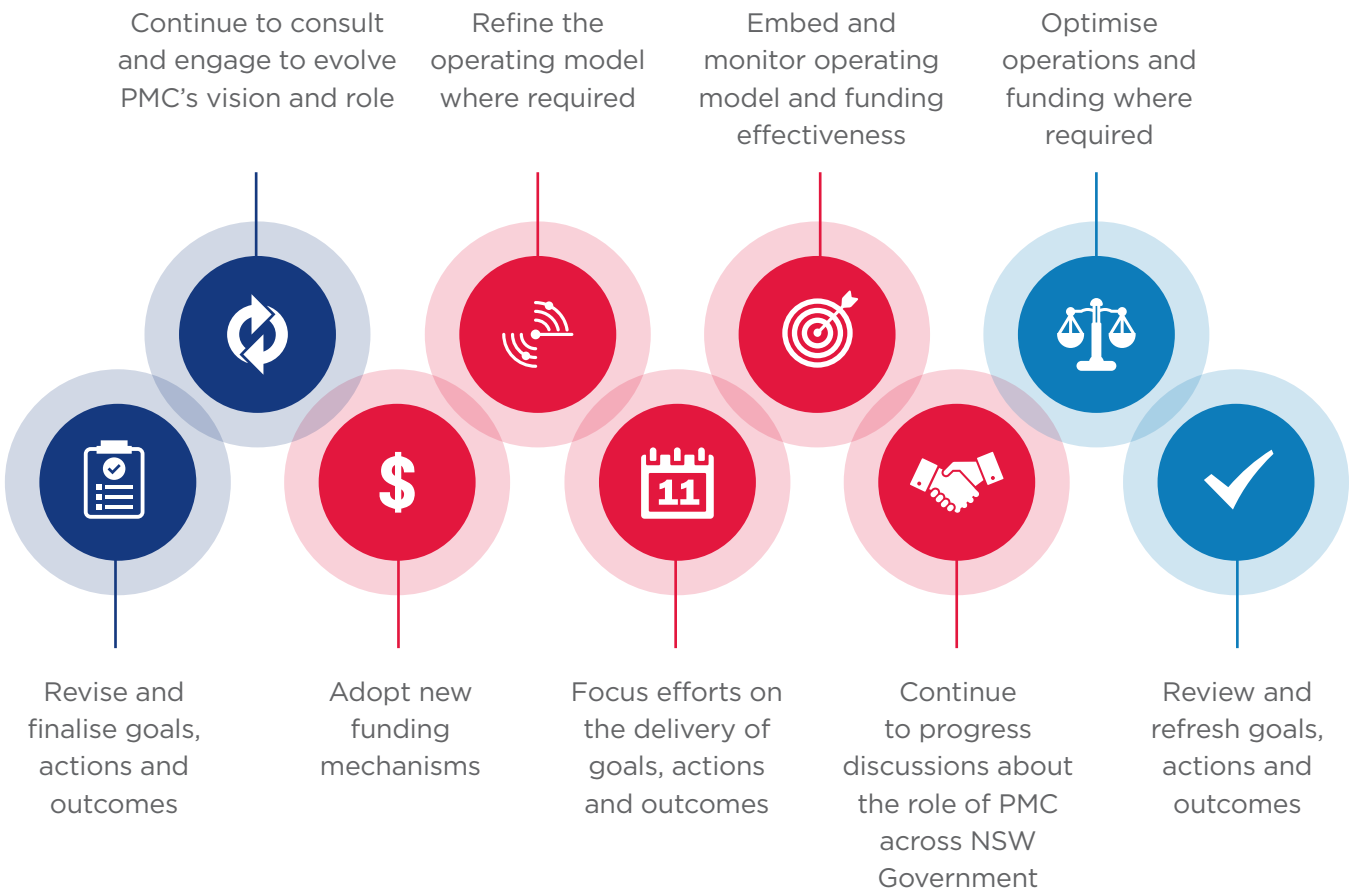
How we will implement the goals, actions and outcomes

We will implement the goals, actions and outcomes outlined in this refreshed strategic plan using a phased approach. They will be reviewed regularly with departmental stakeholders through governance-reporting mechanisms.

The implementation will take place in three phases:

- phase 1: 0-12 months
- phase 2: 1-3 years
- phase 3: 3+ years.

The following illustrates the high-level implementation roadmap.



● Phase 1 (0-12 months)

- Consult and engage
- Explore and adopt
- Revise and finalise

● Phase 2 (1-3 years)

- Focused delivery
- Embed and review
- Align and agree

● Phase 3 (3+ years)

- Evaluate and realign
- Asses and optimise



Appendix

Planning Ministerial Corporation statutory powers and responsibilities

The establishment of the Planning Ministerial Corporation

The minister has a number of functions under the EP&A Act. For the purposes of exercising those functions, the EP&A Act creates a corporation with the corporate name “Minister administering the Environmental Planning & Assessment Act 1979” (Division 2.2).

Power to acquire and deal with land

Schedule 2 specifically provides the corporation with the power to acquire land by agreement or by compulsory process in accordance with the *Land Acquisition (Just Terms Compensation) Act 1991*.

Acquisition is to be for the “purposes of the Act”. The purposes of the Act are informed by:

- the objects in s1.3
- the responsibilities of the minister under s2.1
- the functions of the corporation under Schedule 2.

Objects of the Act (s1.3)

The objects of the Act are broad. They appear in s1.3 and include:

- a. to promote the social and economic welfare of the community and a better environment by the proper management, development and conservation of the State’s natural and other resources
- b. to facilitate ecologically sustainable development by integrating relevant economic, environmental and social considerations in decision-making about environmental planning and assessment
- c. to promote the orderly and economic use and development of land
- d. to promote the delivery and maintenance of affordable housing
- e. to protect the environment, including the conservation of threatened and other species of native animals and plants, ecological communities and their habitats
- f. to promote the sustainable management of built and cultural heritage (including Aboriginal cultural heritage)
- g. to promote good design and amenity of the built environment
- h. to promote the proper construction and maintenance of buildings, including the protection of the health and safety of their occupants
- i. to promote the sharing of the responsibility for environmental planning and assessment between the different levels of government in the state
- j. to provide increased opportunity for community participation in environmental planning and assessment.

Responsibility of the minister (s2.1)

The minister is charged with the responsibility of promoting and coordinating environmental planning and assessment for the purpose of carrying out the objects of this Act. In discharging that responsibility, the minister has and may exercise the following functions:

- a. to carry out research into problems of environmental planning and assessment and disseminate information including the issue of memoranda, reports, bulletins, maps or plans relating to environmental planning and assessment
- b. to advise councils upon all matters concerning the principles of environmental planning and assessment and the implementation thereof in environmental planning instruments
- c. to promote the coordination of the provision of public utility and community services and facilities within the state
- d. to promote planning of the distribution of population and economic activity within the state
- e. to investigate the social aspects of economic activity and population distribution in relation to the distribution of utility services and facilities
- f. to monitor progress and performance in environmental planning and assessment, and to initiate the taking of remedial action where necessary.

The functions of PMC (Schedule 2)

The functions of the corporation are broad. They are set out in Schedule 2 of the Act and include:

- The corporation may, in such manner and subject to such terms and conditions as it thinks fit, sell, lease, exchange or otherwise dispose of or deal with land vested in the corporation and grant easements or rights-of-way over that land or any part thereof.

In addition, the corporation may:

- manage land, demolish buildings, provide for the location or relocation of utility services
- subdivide and re-subdivide land and consolidate subdivided or re-subdivided land vested in the corporation
- set out and construct roads on land
- cause work to be done on or in relation to any land for the purpose of rendering it fit to be used for any purpose
- dedicate any land vested in the corporation as a reserve for public recreation or other public purposes and fence, plant and improve any such reserve.



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