SuperTown Growth Plan Toolkit

Guide to preparing a

SuperTown Growth Plan

2011-12

(To be read in conjunction with the Regional Centres Development Plan (SuperTowns) Framework document)

This document has been prepared by the SuperTowns Implementation Team (Implementation Working Group), which represents the following agencies: Regional Development and Lands, Department of Planning, LandCorp, Western Australian Local Government Association; and a representative of the six Regional Development Commissions and nine Local Governments that are involved in the 2011-12 SuperTowns program.

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1. Introduction

This document provides a practical guide to preparing a SuperTown Growth Plan. Local Governments, with the support of Regional Development Commissions and other State Government agencies, are required to prepare a SuperTown Growth Plan for towns selected as part of the Regional Centres Development Plan, also known as SuperTowns.

It is recognised that preparing a SuperTown Growth Plan document is new to Western Australia and this toolkit is intended to assist practitioners and others involved in the preparation process.

This toolkit has been prepared by the SuperTowns Implementation Team (Implementation Working Group), and should be read in conjunction with the *Regional Centres Development Plan (SuperTowns) Framework* document for a full understanding of this regional development initiative.

The SuperTowns Steering Committee guides and facilitates the SuperTowns program with the overall governance structure linking state, regional and local levels of government. The program provides for new levels of support for Local Governments, Regional Development Commissions, and other agencies involved in the initiative.

A dedicated SuperTowns Division has been established within the Department for Regional Development and Lands and is supported by staff of the Department for Planning and LandCorp.

Ongoing regional and local marketing and attraction initiatives will be initiated to help promote living and investing in SuperTowns and regional WA.

2. Context of the SuperTowns Initiative

SuperTowns is a multi-faceted approach to regional social and economic development with stimulus funding through one program requiring the support of many agencies and activities, as Figure 1 illustrates.

Figure 1: Key Inputs into the SuperTowns Planning Context

- Royalties for Regions funding is available to SuperTowns to align local and regional strategic planning with State policy and strategic objectives, and to help leverage funding for transformational projects that will unlock the growth potential of individual SuperTowns and regions.

- The SuperTowns program will support the preparation of SuperTown Growth Plans for each town and their catchment areas. These plans will become powerful tools for investment and growth, by responding to local visions for growth, and providing implementation pathways to achieve these aspirations. To do this, these Growth Plans will target actions across a number of key focus areas necessary for sustainable growth, such as economic development, infrastructure provision and affordable housing.

- Preparation of Strategic Community Plans by local governments will closely align with this process. To reduce duplication of effort, Appendix Two “Aligning Elements of

SuperTowns Growth Plan with a Strategic Community Plan and Local Planning Strategy", demonstrates the synergies that can be gained whilst developing a SuperTown Growth Plan.

- Aligning local integrated planning and land use planning with regional strategic planning activities will also support the preparation of Regional Investment Blueprints and Regional Economic Development Strategies by Regional Development Commissions, and the development of Regional Planning and Infrastructure Frameworks by the Western Australian Planning Commission.

3. What is a SuperTown Growth Plan?

A SuperTowns Growth Plan builds on, without replacing, existing statutory requirements and sets the direction for population expansion for each community. It is a project plan that can be used by all levels of government and the private sector, which sets out the scope and schedule of deliverables required over time to implement the vision of a SuperTown.

A Growth Plan is a portfolio of documents tied together by the Growth Plan schedule. Actions and proposed projects may form separate documents and should be referenced and prioritised into one complete Feasible Implementation Program.

It will:

- be an adaptive project plan, as well as a Feasible Implementation Program to facilitate growth of the SuperTown;
- build on existing statutory requirements for local governments to develop integrated strategic planning frameworks, resulting in the development of a Strategic Community Plan which will set up a distinctive vision with objectives for growth and development within the local government area, and prepare local planning strategies as part of a town planning scheme review;
- incorporate population growth opportunities – social, economic, man-made and natural environment, and spatial growth strategies – and a Growth Plan schedule (or Feasible Implementation Program);
- address the key focus areas of the SuperTowns program as outlined in the Framework document;
- provide a common action agenda for all SuperTowns delivery partners; and
- be endorsed by the local government, relevant Regional Development Commission (RDC), Western Australian Planning Commission (WAPC) and the SuperTowns Steering Committee.

The focal point of a SuperTown Growth Plan will be the Feasible Implementation Program, which will contain a Growth Plan schedule. Applying project management methodology, it is a schedule of deliverables such as actions, initiatives and projects required to implement the local vision, objectives and strategies. It should highlight the critical path to meeting these

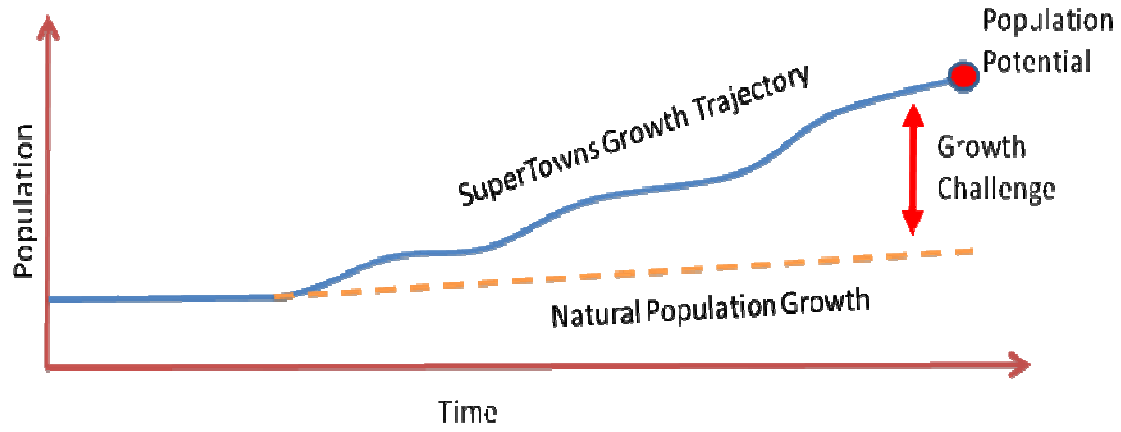
requirements by identifying the delivery pipeline of transformative projects essential to overcoming impediments to growth and promoting expansion.

The Growth Plan schedule provides the local inter-agency SuperTown project team and all levels of government with a project management tool to guide delivery over the long term. It is also central to monitoring performance and outcomes achieved through the delivery of the SuperTown Growth Plan, addressing and activating key population thresholds and trigger points for further action and investment.

The format for the Growth Plan needs to be consistent across all towns, and will be a prerequisite for SuperTowns project funding. This approach enables government and the private sector to streamline, identify, assess and prioritise projects and funding. This will provide confidence and surety for investors, and ensure priorities and any subsequent government funding proposals and allocations provide maximum value, are more transparent and accountable, and accord with the SuperTowns strategic objectives.

Scenario planning should be used to investigate options for achieving the aspirational vision and population potential, using the business as usual approach as a baseline position. This is because the population potential will not necessarily be achieved through organic growth alone. Figure 2 illustrates the challenge in achieving growth above natural population levels promoted under the SuperTowns program. The SuperTown Growth Plan will need to demonstrate how the challenge will be met and how the population potential will be achieved through delivery of the Growth Plan schedule.

Figure 2: Addressing the “Growth Opportunity” – Growth Scenario Planning



The SuperTown Growth Plan adopts a vision led approach and recognises that towns and regions act as complex systems. This acknowledges that elevating growth to achieve towns with a greater, more viable critical mass requires the delivery of a combination of strategies and initiatives across the key focus areas and beyond, such as:

- identifying natural advantages and responding to local circumstances and vision, which will help to promote a more distinctive identity for the town, and enhance its competitive advantages;
- delivering sustainable economic development strategies and initiatives, which are essential to drive industry growth and diversification and employment growth necessary to attract investment and people to live in the town/region;
- lifting the level of services required by people throughout their lives, which provides an important incentive for people and families to move to and remain in a town/region;
- the provision of affordable land and housing, which allows people working in or near a town to live permanently in a town/region;
- minimising development constraints and being supportive of new development reduces financial risk, which will help to attract private sector developers and investors; and
- boosting a town's population and customer base whilst providing a more functional town centre will promote a stronger local economy, which will improve the viability and variety of local businesses and services.

As these themes are interlinked, they will require coordinated action across a broad front by a variety of stakeholders across government and the private sector. This is why a SuperTown Growth Plan adopts an integrated, vision-led approach which should respond across all sectors and levels.

4. Use of the SuperTown Growth Plan

The aim of the SuperTown Growth Plan is to position the town for investment, growth and ongoing whole-of-government support. It will help to facilitate strong alignment at local, regional and state levels, and direct action and investment required for effective collaboration, coordination and delivery. Preparation of the plan will mean that for the first time, many towns will have a comprehensive investment and growth pathway for the future.

The SuperTown Growth Plan is a tool to transform the SuperTown from its current status into a regional centre, allowing the community to clearly outline to Government and the private sector what is needed to be considered for improving the level and quality of future facilities and service delivery, including the built form, housing, public open space, infrastructure, level of urban amenity, as well as the range and type of services that are expected of a regional centre of excellence.

The Growth Plan should be a "living document", and adapted over time as new information comes to light and circumstances change.

Preparing the plan will form part of the broader alignment process within government, and will require relevant endorsement at local, regional and state levels.

This will help direct proposals through established channels to coordinate government action and investment, such as the Ministerial Taskforce on Land Availability, Land Availability Working Group (LAWG) and the Infrastructure Coordination Committee (ICC).

At a local level, the plan will influence operational and workforce plans and inform business cases for funding. It may also provide the context for updating local planning strategies and policies, and undertaking local planning scheme amendments.

SuperTown Growth Plans will build on existing statutory requirements for Local Governments to (refer to Appendix One):

- develop integrated strategic planning frameworks, aligned with Strategic Community Plans which set a distinctive vision and objectives for growth and development, and
- prepare local planning strategies, which inform local planning schemes, and other planning policies.

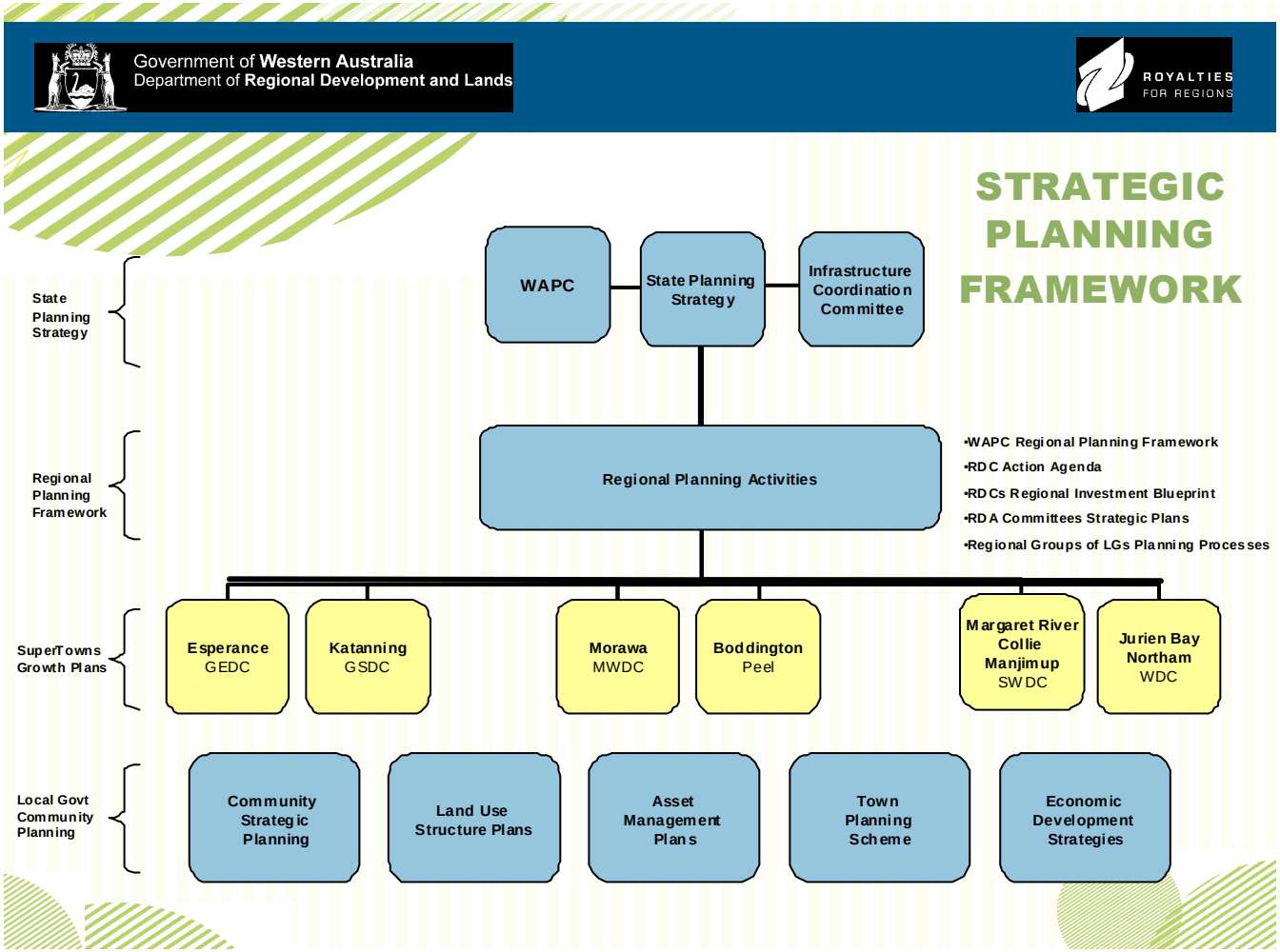
Within the regional context, SuperTown Growth Plans will also align with key regional level documents (refer to Figure 3):

- Proposed Regional Investment Blueprints (RDC)
- Proposed Regional Economic Development Strategies (RDC)
- Regional Planning & Infrastructure Frameworks (WAPC)

Within the national context, SuperTown Growth Plans should also be cognisant of Federal Government policies, projects and funding initiatives, and the input required at the local level from Regional Development Australia.

Consideration for how these processes align should be addressed when formulating the scope and preparation process for each document. In particular, SuperTown Growth Plans will inform regional priorities set out in regional investment blueprints, and regional and local economic development strategies should be prepared in unison where possible.

Figure 3: Integrating the Local SuperTown Growth Plan with Regional and State Planning Frameworks – Strategic Context



5. Key Elements of a SuperTown Growth Plan

The holistic and multi-level approach required for long term visioning and planning is illustrated in Figures 1, 3 and 4 of the Toolkit, and Figures 1 and 2 of the Framework document.

Each SuperTown Growth Plan will include a Feasible Implementation Program, which includes a summary of the context analysis, vision and objectives; the core strategies for achieving the vision and objectives; summaries and maps showing spatial planning requirements, governance requirements (including monitoring and review) and the Growth Plan schedule of deliverables to achieve the vision and objectives.

It is recognised that local governments will vary in terms of the level and complexity of planning which they have already undertaken. Consequently, Growth Plans can either be prepared from zero baseline data (i.e. "from scratch"), or build on existing baseline data and strategic planning, to be consolidated into a portfolio of documents tied together by the Growth Plan schedule. The Growth Plan should outline work that is yet to be completed and provide timeframes and priority for completion.

If local governments have addressed any or all of the matters required in a SuperTown Growth Plan through other plans or strategies, there will be no requirement to repeat this work. Rather the document should reference or include these actions and prioritise them into one comprehensive Feasible Implementation Program.*

Figure 4 illustrates the activities that are likely to be required to inform a Growth Plan schedule, which will need to be actioned simultaneously and in a coordinated way in order to drive town development and growth.

** Note: there are a number of terms that may be used by different professions to refer to an implementation schedule such as Feasible Implementation Program (FIP), Feasible Implementation Program or Growth Plan Schedule. These terms may be used inter-changeably in this document.*

Figure 4: Elements of a SuperTown Growth Plan *

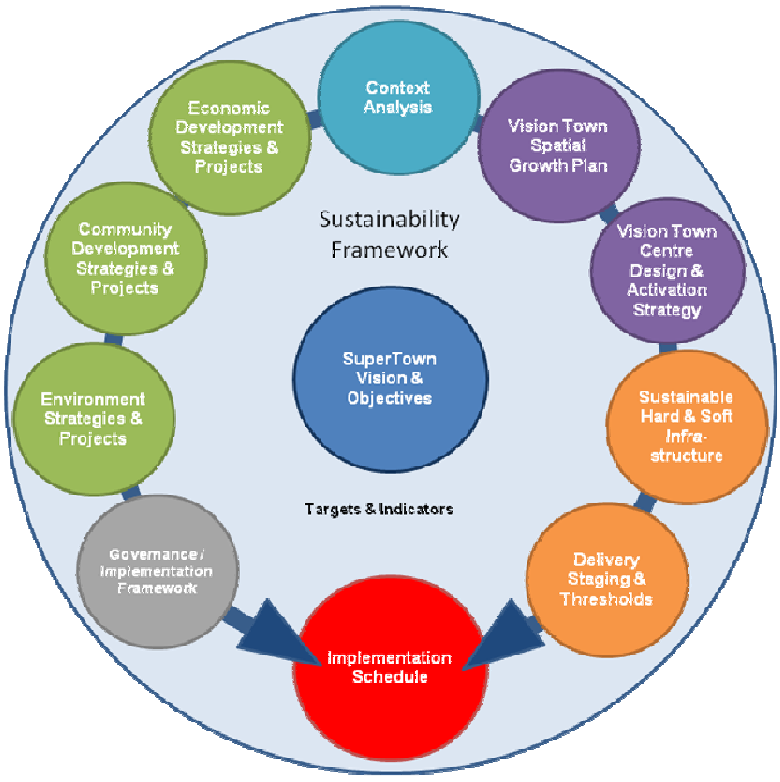


Table One provides a template that describes the key elements that should be included as a minimum in the final Growth Plan. Appendix One provides a checklist which can be used to guide the development of the SuperTown Growth Plan.

Table One: Template of what is required in a SuperTowns Growth Plan

1. Governance Arrangements for Growth Plan Preparation

Sets out program governance arrangements (refer to SuperTowns Framework, page 21)

2. Context Analysis

A range of analysis is required to establish a baseline situation, identify challenges and opportunities for growth, inform the SuperTown vision and objectives, identify scenarios, and set out strategies and proposals to achieve the vision. Key analysis includes:

- Strategic planning context and assessment to identify key requirements, drivers and opportunities. This should include an assessment of infrastructure, agency strategic and operating plans to identify current intentions.
- Economic assessment to identify issues, opportunities, needs, employment requirements and potential growth options, strategies and proposals. This may include approaches such as supply chain assessment and technology roadmaps to support innovation.
- Retail and commercial assessment to define needs, viable uses and floor space requirements.
- Property assessment to ascertain market opportunities and realities, demand, supply, financial viability issues and potential development projects.
- Land and property audit to determine land availability and development constraints and opportunities.
- Environmental assessment to identify issue and opportunities including development constraints and opportunities at a catchment area scale.
- Community assessment to identify social needs, issues, opportunities, options and responses – this may include market surveys to inform resident attraction strategies.
- Infrastructure audit and sustainable infrastructure assessment, including information and communication technology (ICT).
- Social service and infrastructure gaps and requirements, including requirements at key demand or population thresholds.
- Physical infrastructure gaps and requirements to meet growth needs (which includes determining the level and standard of services), considering future sustainable infrastructure options, as well as the infrastructure requirements at key demand or population thresholds and development stages.
- Urban, land use and built form assessment to identify issues and opportunities and requirements such as to promote sense of place, town centre vibrancy, and density and housing requirements at key demand or population thresholds.
- Identify any formal requirements and approval processes that the SuperTown Growth Plan needs to meet.

3. Vision and Objectives

- Aspirational vision that reflects on current circumstances (i.e. the baseline situation) and articulates the long term aspirations of the community and stakeholders (30 - 40 years), and the role and function of the town in a regional context.
- Objectives that set out how the vision will be achieved.
- Population potential (e.g. 10,000 people) and trajectory, which achieves a viable critical mass and assists with hard and soft infrastructure planning (use of scenarios).
- Targets and indicators, compiled as a "checklist"; and methods for monitoring and review - this will also assist with evaluation of the SuperTown Growth Plan and subsequent business case proposals.

4. Economic, Social and Environmental Strategies

- The Plan should identify the key economic, social and environmental strategies that are required to achieve the overall vision.
- Local economic development strategies will tie in with regional economic development strategies, supporting the local agenda for place-making, business attraction and job growth. Delivered in tandem, these will be key to promoting employment growth above natural population growth trends. Importantly, they should also provide the basis for spatial planning and identification of the location, size and staging of commercial and industrial areas.
- The strategies should consider the three strategic objectives; the five principles; and the nine key focus areas of the SuperTowns program, as described in the Framework document (see pages 5, 21 and 22).
- Other considerations should include
  - marketing and communications strategies; and
  - ongoing sustainability factors.

Note: The SuperTown Growth Plan may only need to set out core strategies that articulate the narrative, and set the direction for achieving the vision and growth – more detailed strategies and initiatives may be set out in separate documents and may need to be developed over time.

5. Spatial Plan(s)

- Illustrates growth areas and key land-use and other projects over the short, medium and long term. Projects may include new residential, commercial or industrial growth areas, hard infrastructure location, and development projects or opportunities.
- The plan should also illustrate development staging.
- Towns that already have up-to-date, long term planning strategies should be able to use these as a basis for preparing the town spatial plan.
- May include precinct spatial plans as required.

6. Town Centre Design and Activation Strategy

- Masterplan for town centre revitalisation.
- Strategies and initiatives to activate the town centre in line with "place-making" principles.

- The plan should also illustrate development staging.

7. Hard and Soft Infrastructure Requirements

- Schedule of hard and soft infrastructure requirements, including sustainable infrastructure options, required at a local, sub-regional, regional or state levels to facilitate growth.
- Plans illustrating key infrastructure networks and requirements.
- Technology options and opportunities.

8. Delivery Staging and Thresholds

- Program that sets out the deliverables required at key population thresholds
- Should be reflected in development staging plans

9. Feasible implementation program/schedule

- Summary of the context analysis, vision and objectives
- Summary of core strategies for achieving the vision and objectives
- Summary of spatial planning requirements
- Priorities **
- Project descriptions
- Scope, cost and funding sources
- Staging and timing, including for large and high value individual projects if required
- Contingencies and sequencing
- Roles and responsibilities
- Delivery mechanisms
- Marketing and promotion
- Outcomes
- Summary of governance framework requirements including performance measures and monitoring requirements

**note: identified priorities should form the basis of business cases for further funding.

10. Governance Arrangements and Implementation and Delivery

- sets out detailed governance, endorsement, implementation, monitoring and review arrangements appropriate to delivering the implementation program/schedule.

(NOTE: at a local level, the local government strategic community planning process should be used as a minimum for ongoing monitoring and review.)

6. Scoping the SuperTown Growth Plan

The scoping process is critical to informing how a Growth Plan will be prepared and the resources required. The preparation process will need to pay careful attention to how information is interwoven to ensure the Growth Plan is integrated properly.

The scoping process should be based on an assessment of existing strategic planning against the SuperTowns program vision and objectives, identify gaps and how they will be managed, determine priorities and develop a schedule to undertake the strategic planning processes to bring the SuperTown Growth Plan together.

The scoping process should challenge current assumptions about a town's future, promote visionary thinking, and ensure that the work required to meet the objectives of the SuperTowns program is undertaken during the preparation process.

It is critical to acknowledge that a Growth Plan that is initially endorsed will in many instances identify further studies and strategies which are required to be undertaken in order to meet the long term SuperTowns outcomes. For example, a SuperTown may identify in its Growth Plan the need to develop an environmental strategy for their community. It is recognised that such a strategy may take additional time and resources. Consequently, the Feasible Implementation Program should be seen as a "living document" and continue to be reviewed and refined and should also refer to any other plans, strategies or attachments relevant to the SuperTown Growth Plan.

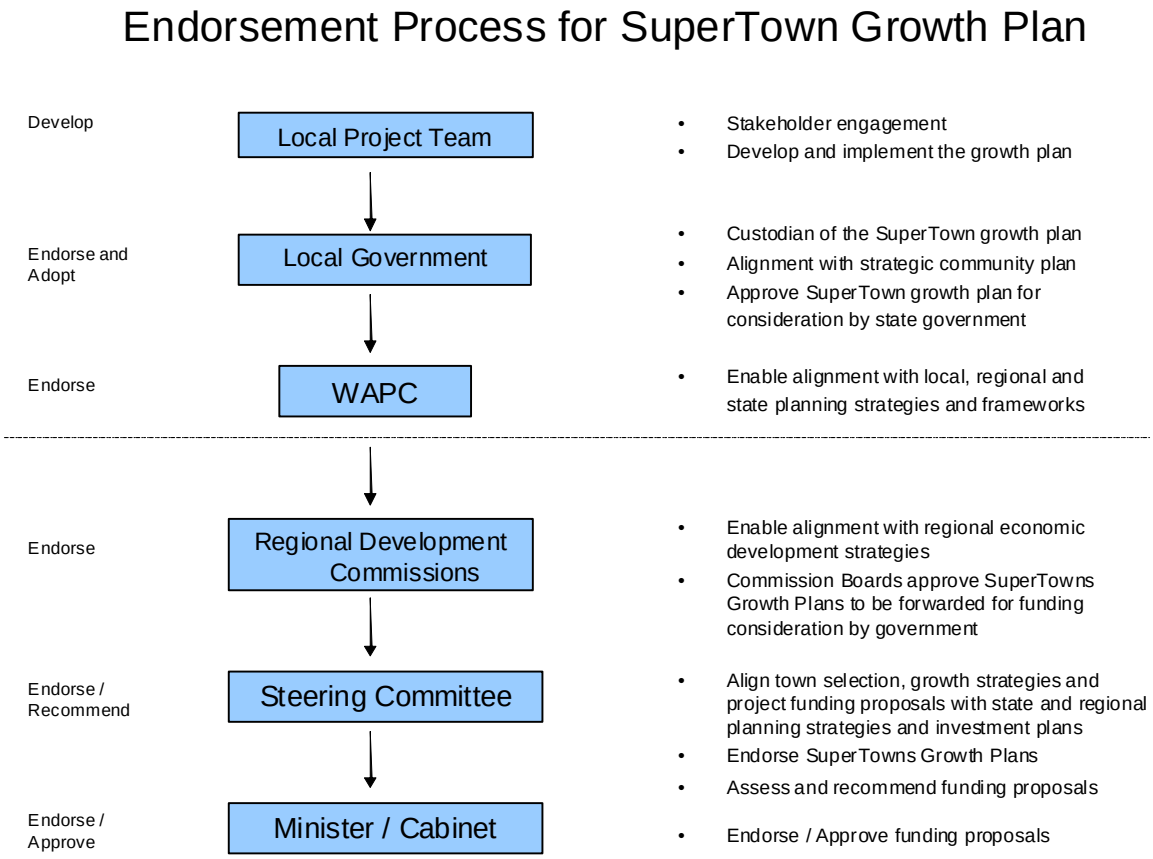
7. Endorsement of the SuperTown Growth Plan

Once the local SuperTown Project Team has completed the draft SuperTown Growth Plan, it will need to be endorsed by the Local Government, the WAPC, the relevant RDC and the SuperTowns Steering Committee. Local Governments are also encouraged to inform their surrounding Local Governments.

The Steering Committee will review the draft plan to ensure it meets the requirements of a SuperTown Growth Plan, and addresses the strategic objectives and key focus areas of the SuperTowns Framework.

Figure 5 shows the endorsement process for the SuperTown Growth Plan.

Figure 5



8. Next Steps

Once the SuperTown Growth Plan has been endorsed by the relevant stakeholders, the local SuperTown Project Team should commence implementation of the SuperTown Growth Plan. This could include developing a business case and funding proposals for priority projects to the SuperTowns program and other sources as appropriate.

Appendix 1: The following is a checklist that can be used to guide SuperTown Growth Plan development and requirements

Table One

	Information required	Existing work that is in process or completed that addresses this (date & relevance)	Gaps identified and new work required
1.	Town profile and regional context (including surround local governments and communities)		
2.	Community profile including: • Population status • History trends; and • Key issues and opportunities • Catchment communities		
3.	Economic profile including: • Employment • Opportunities and constraints • Regional context		
4.	Social infrastructure assessment		
5.	Physical infrastructure assessment and related services a) Water servicing		

	Information required	Existing work that is in process or completed that addresses this (date & relevance)	Gaps identified and new work required
	• Capacity • Current status • Capital works strategies and plans • Sustainable options b) Power servicing • Capacity • Current status • Capital works strategies and plans • Sustainable options c) Sewer servicing • Capacity • Current status • Capital works strategies and plans • Sustainable options d) Telecommunications • Landline • Internet • Mobile phone e) Transport assessment • Roads and capacity • Car parking • Foot and cycle paths		

	Information required	Existing work that is in process or completed that addresses this (date & relevance)	Gaps identified and new work required
	• Public transport • Airport • Rail • Capital works strategies and plans • Transport modelling f) Other		
6.	Environment profile and due diligence assessment, such as drainage, flora and fauna, geotech, and opportunities and constraints		
7.	Urban / built form and infrastructure profile and opportunities and constraints		
8.	Governance profile and opportunities and constraints		
9.	Long term community vision for growth (should include regional context)		
10.	Sustainability framework		
11.	Population growth potential and trajectory (including service catchment)		
12.	Subject area spatial plan that		

	Information required	Existing work that is in process or completed that addresses this (date & relevance)	Gaps identified and new work required
	identifies: • Key activity nodes • Linkages and synergies • Key projects • Development and growth strategies etc		
13.	Townsite area spatial plan and strategies that identify: • Future growth areas for residential, retail/commercial, industrial and other land uses • Urban form / structural elements including new transport linkages • Location of social and other infrastructure requirements • Precincts • Density requirements • Key projects • Staging • Development and growth strategies etc		
14.	Town centre spatial plan and strategies that identify • Land uses • Precincts • Urban form / structural elements • Location of social and other infrastructure requirements • Key projects • Staging		

	Information required	Existing work that is in process or completed that addresses this (date & relevance)	Gaps identified and new work required
	• Place activation and management strategies etc		
15.	Social Infrastructure and services requirements (all agencies) • Health • Education • Fire and emergency • Law and order • Staging • Population requirements and thresholds		
16.	Property assessment • Property overview • Market demand • Market supply		
17.	Community development strategies		
18.	Economic development strategies • Trends • Competitive advantages • Analysis e.g. Supply chain analysis • Market gaps / failures • Industry/trade requirements • Employment/workforce requirements and possible future prospects • Opportunities and constraints • Spatial and enabling infrastructure		

	Information required	Existing work that is in process or completed that addresses this (date & relevance)	Gaps identified and new work required
	requirements (including utilities as well as housing and social infrastructure) • Strategies and initiatives		
19.	Environmental strategies		
20.	Built form and infrastructure strategies		
21.	Governance structure and strategies • Existing local / regional groups • Possible future groups and structures • Implementation requirements		
22.	Marketing and communications strategy		
23.	Feasible implementation program • Actions, strategies, initiatives and projects • Delivery mechanisms • Roles and responsibilities • Cost and funding sources • Timing		
24.	Up to date Local Planning Strategy (is it co-terminus with SuperTown		

	Information required	Existing work that is in process or completed that addresses this (date & relevance)	Gaps identified and new work required
	Growth Plan boundaries)		
25.	Up to date Local Planning Scheme		
26.	Up to date other materials, plans and strategies necessary to inform the SuperTowns Growth Plan. These may not necessarily be required to implement the SuperTowns Growth Plan.		

Appendix 2: Aligning Elements of a Super Towns Growth Plan with a Strategic Community Plan and Local Planning Strategy

The following two tables highlight how SuperTowns can form an integral part of existing local government and statutory planning requirements, demonstrating there are many common activities that could be conducted simultaneously, potentially achieving efficiencies in resource allocation and timing, as well as adding value to these processes.

Table One: Aligning Elements of a SuperTowns Growth Plan, Strategic Community Plan and Local Planning Strategy

	Super Towns Growth Plan **(Local Project Team)**	**Strategic Community Plan** **(Local Government)**	**Local Planning Strategy and Town Planning Regulations 1967 (TP Regs)** **(Department of Planning and WAPC)**
Legislation / Driver	Required under SuperTowns program.	Required under *Local Government Act 1995.*	Required under *Planning and Development Act 2005.*
Goal / Level	Aspirational to achieve population potential.	Aspirational to achieve community vision and objectives.	Sets out the long-term land use planning directions for the local government (s12A of TP Regs). Applies State and regional planning policies (s12A of TP Regs).
Timeframe / Outlook	30 – 50 year time frame.	10 year time frame.	Applies State and regional planning policies (s12A of TP Regs), nominally 10-15 year timeframe but varying from area to area
Considerations	Consideration of quadruple bottom line.	Consideration of quadruple bottom line.	Provides the rationale for the zones and other provisions of the Scheme.
Community and Stakeholder Involvement	Developed through consultation with community reference group and local project team.	Developed through community consultation.	Draft to be adopted by LG, then requires certification by WAPC prior to advertising (s12B of TP regs).

	Super Towns Growth Plan (Local Project Team)	Strategic Community Plan (Local Government)	Local Planning Strategy and Town Planning Regulations 1967 (TP Regs) (Department of Planning and WAPC)
			Must be advertised for at least 21 days, with notices in newspapers and copies available for inspection. (s12B of TP regs). Must be circulated to any other persons or public authorities with a direct interest in the strategy (s12B of TP regs). LG must review submissions and adopt the strategy as it thinks fit to give effect to the submissions.
Resourcing	Establishes resource requirements to meet growth needs.	Gives consideration to resource requirements and limitations.	Establishes a list of implementation items to address in planning decision-making
Geographic Focus	Local and sub-regional focus with regional, state and national context.	Local focus with regional and state context.	Local focus – local government area.
Levels of Service	Identifies thresholds to trigger new/expanded services	Identifies service expectations.	Identifies required future services for essential and human services infrastructure.
Performance Measurement	Feasible Implementation Program sets targets, indicators, monitoring and review	Sets strategic performance indicators.	Ongoing monitoring of lot take-up, sub-division and development activity
Land Use Considerations	Identifies land-use options and long term requirements	Identifies land-use objectives	Determines land use and provides a strategic basis for planning decision-making.

	Super Towns Growth Plan (Local Project Team)	Strategic Community Plan (Local Government)	Local Planning Strategy and Town Planning Regulations 1967 (TP Regs) (Department of Planning and WAPC)
Relationship to Land Use Planning	Develops Town Spatial Plan for short, medium and long term in line with vision for growth. It may be possible for the SuperTown Growth Plan to meet requirements of a Local Planning Strategy	Drives strategy development, including Land Use Planning.	s12 of the TP Regs requires that the local planning strategy shall contain an analysis of the investigations and surveys made during its preparation, and an explanation of the proposals, which are used to guide planning decision-making.
Land Use Output	Town Spatial Plan and Master Plan for town centre revitalisation and regional growth.	Key requirements and focus areas for Land Use Planning.	Local Planning Strategy that provides a basis for the statutory town planning scheme.
Subsequent Plans and Review	Develops implementation program/schedule. To incorporate review process, informed by Corporate Business Plan and other strategies identified in the Growth Plan	Informs development of Corporate Business Plan and Informing Strategies. Desk-top review required every 2 years. Renewal of plan required every 4 years	Provides a basis for future (identified) planning projects such as local structure plans, design guidelines or infrastructure investigations, informing strategies such as asset management, development plans, environmental management and state or regional plans.

Table Two: Summary of Key Activities for the Development of a SuperTowns Growth Plan, Strategic Community Plan and Local Planning Strategy

	Super Towns Growth Plan **(Local Project Team)**	**Strategic Community Plan** **(Local Government)**	**Local planning strategy** **(Department of Planning and WAPC)**
Governance	Establish governance framework.	Establish governance framework.	Governance framework established by statute and regulation.
Community and Stakeholder Engagement	Engage community, government and other stakeholders	Engage community.	Community engagement established by statute and regulation (note, this is minimum requirement, most Local Governments do more).
Research and Analysis	Research and Analysis: • Context • Social • Economic • Environmental • Civic Leadership • Existing Plans – Place Plans/Spatial Plans/ • Local/Regional/State/National/Global trends and inputs	Research and Analysis: • Context • Social • Economic • Environmental • Civic Leadership • Existing Plans – Place Plans/Spatial Plans/ • Regional/State/National inputs	Research and Analysis: • Context • Social • Economic • Essential services • Environment and culture • Civic Leadership • Existing Plans – Place Plans/Spatial Plans/ • Regional/State/National inputs
Vision Setting	Long Term visioning and priority setting – establish objectives.	Long Term visioning and priority setting – establish objectives.	Long Term visioning and priority setting – establish objectives.
Key Interdependencies	Identify through context analysis and alignment of local, regional and state planning activities, the development impediments, critical paths, aligning approval processes etc.	Identify key interdependencies that will inform subsequent plans (eg asset management, workforce management, finance, issue specific informing strategies).	Planning is a co-ordinating discipline involving the consideration of land use, community aspiration, legislative and policy requirements, essential and human service infrastructure needs.

	Super Towns Growth Plan **(Local Project Team)**	**Strategic Community Plan** **(Local Government)**	**Local planning strategy** **(Department of Planning and WAPC)**
Land Use Requirements	Establish key Town Planning requirements.	Establish key town planning requirements.	Includes a series of maps providing land use direction to guide planning decision-making.
Performance Measurement	Identifies program performance indicators	Establish key performance indicators.	Monitoring of lot activity, land supply and development activity. Also ABS population statistics (annual ERP figures and 5-yearly census)
Adoption	Council (s) adopt Growth Plan. SuperTowns Steering Committee, RDC and WAPC endorses Growth Plan. Cabinet to consider funding proposals arising from Growth Plan.	Council adopts Strategic Community Plan.	Council adopts Local Planning Strategy. WAPC endorses Local Planning Strategy.
Subsequent Planning / Review	A living document. Incorporate review process, aligned to Strategic Community Plan, which is informed by Corporate Business Plan and other strategies identified in the Growth Plan.	Use plan to inform Corporate Business Plan (& Growth Plan). Desk-top review required every 2 years. Renewal of plan required every 4 years	Planning legislation provides for a 5-yearly review cycle, for both strategy and scheme.

Appendix 3 –Useful References

- Pilbara Cities Approach and Royalties for Regions

  http://www.rdl.wa.gov.au/royalties/r4rpilbara/Pages/default.aspx

- Department of Planning

  List of planning guidelines and manuals

  http://www.planning.wa.gov.au/5131.asp

  Introduction to the WA planning system

  http://www.planning.wa.gov.au/publications/899.asp

- Local government integrated strategic planning

  http://integratedplanning.dlg.wa.gov.au/

- Evocities

  http://www.evocities.com.au/

- Regional Cities Victoria

  http://www.regionalcitiesvictoria.com.au/