

2025 Strategic Plan



ACT
Government

**CITY
RENEWAL
AUTHORITY**

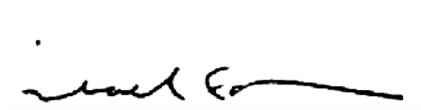


City Renewal Authority Strategic Plan 2018-25

The City Renewal Authority is charged with the revitalisation of central Canberra, covering the designated City Renewal Precinct, which spans Dickson, Northbourne Avenue, Haig Park, Civic and West Basin. Our strategic plan through to 2025 takes its lead from the ACT Government's vision for the city, to be *'one of the world's great innovation, creative and arts cities while remaining the world's most liveable city'*, and its related strategies and policies (see also Our context).

This plan states the authority's vision and mission and then defines the strategic goals and objectives required to achieve them. It sets the priorities and defines how our resources will be used to ensure that the authority and other stakeholders are working to achieve common goals and establishes organisational agreement to the intended outcomes and allows assessment of our results. It will be reviewed and updated annually.

The City Renewal Authority's board and dedicated staff are both excited and challenged by the opportunity to stimulate Canberra through a renewed centre. We are not a planning authority; instead our role is to facilitate, collaborate, influence and bring ideas and excellence to the renewal of some of the most important and most loved parts of our city. We encourage your participation, look forward to your support and commend this strategic plan to you.



Dr Michael Easson AM
Board Chair



Mr Malcolm Snow
Chief Executive Officer

Acknowledgement of Country

The Australian Capital Territory (ACT) is Ngunnawal country. The ACT Government acknowledges the Ngunnawal people as the traditional custodians of the Canberra region.

The region is a significant meeting place to the Ngunnawal and surrounding Aboriginal Nations who have gathered here for thousands of years.

The City Renewal Authority acknowledges and respects the Aboriginal and Torres Strait Islander people, their continuing culture and the contribution they make to the life of this city and this region.

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Cover image

Stewart Thaung, operator of Mandalay Bus.

A Braddon icon famous for serving Burmese cuisine to Canberra's night owls.

Our vision

Our precinct will be the vital heart of a dynamic and internationally competitive city, cherished by its people.

Our mission

We will contribute economic growth and diversity to Canberra's city community by delivering, people-focused, design-led, sustainable and commercially astute projects and programs using sound management processes.



Guiding principles

We believe and are committed to the following guiding principles in our work:

Community – Our community and stakeholders are at the heart of everything we do. We will talk, listen and act according to this principle and deliver public benefit through all of our activities.

Best practice urban design – We expect excellence in urban design. We will lead thinking, action and evidence-based practice to transform the quality of the precinct so it is recognised as a national urban benchmark.

Vibrant places – We will enliven our precinct. We will increase its attractiveness and opportunities for social and business interaction through well-considered place programs, creative interventions and events.

Efficient and effective delivery – Our activities will meet best practice in project and program design, management and reporting and will be delivered on time, in budget and with superior quality.

Financial, social and environmental sustainability – We believe in and apply triple-bottom-line ethics and practices.

Innovation – We will look over the horizon. We will encourage innovation and embrace leading-edge technology in all of our activities.

Exemplary governance, transparency and accountability – We will conduct our activities in a strategic, transparent and accountable way, meeting compliance standards and requirements, winning the trust of our stakeholders and the community.

Our people – Our people are our engine room. We will ensure diverse and inclusionary practices, and create and conserve employment opportunities within an organisational culture that supports seamless delivery of our programs.

Values – We will be an exemplar in our relationships with other government agencies and our stakeholder community. We will uphold the ACT Public Service values of respect, integrity, collaboration and innovation.

Our work

Strategic goals

Our strategic goals to 2025 are distilled from the *City Renewal Authority and Suburban Land Agency Act 2017* and informed by our mission statement, guiding principles and the ongoing feedback and inspiration from our stakeholders. The five strategic goals are:

Goal 1

Curation of high-quality places and precinct development, taking a people-focused and design-led approach.

Goal 2

Facilitation of new and diverse investment into the precinct.

Goal 3

Application of robust and innovative social and environmental sustainability principles and programs that will underpin precinct-wide renewal.

Goal 4

Be a strong, strategic, influential and capable organisation.

Goal 5

Demonstrate exemplary accountability and transparency in governance and compliance.

A renewal program and sustainability strategy have been prepared to help focus the authority in the implementation of these goals. The *City Precinct Renewal Program* summarises an area-by-area response to the built form, and outlines the social and economic potential of the City Renewal Precinct. The *City Renewal Authority Sustainability Strategy* takes the lead from ACT Government sustainability objectives and sets stretch targets for social and environmental sustainability within the precinct.

Actions arising from these plans comprise a large part of the response to our strategic goals.

Goal 1:

Curation of high-quality places and precinct development, taking a people-focused and design-led approach.

Strategic objective

- 1.1 Deliver the designated suite of projects included in the annual *Statement of Intent*.
- 1.2 Advance renewal through timely delivery of 2018-19 projects included in the *City Precinct Renewal Program*, with a focus on demonstration and transformative projects.
- 1.3 Foster commercial, creative, and entrepreneurial enterprises and activities, which generate active, social and business exchange.
- 1.4 Achieve urban design excellence and development innovation as part of our people-focused outcomes through our active participation in precinct planning and stakeholder advocacy.
- 1.5 Embed a place making approach, including the requirement for the submission of place propositions, in all new development proposals within the precinct.
- 1.6 Ensure the arts, in all its forms, enriches the development and experience of the precinct.
- 1.7 Prioritise the delivery of exceptional, inclusive and green public spaces.
- 1.8 Prioritise safe and easy access and connections across the precinct.
- 1.9 Enrich all of our activities through exemplary engagement with our stakeholders and community.

Goal 2:

Facilitation of new and diverse investment into the precinct.

Strategic objective

- 2.1 Create and strengthen the necessary conditions to support inward national and international investment opportunities.
- 2.2 Contribute to the attraction of workers, residents and visitors to the precinct on the basis of new place propositions and new opportunities for social and commercial exchange and connectivity.
- 2.3 Foster cross-sectoral collaboration in achieving our social and economic outcomes within the precinct.

Goal 3:

Application of robust and innovative social and environmental sustainability principles and programs that will underpin precinct-wide renewal.

Strategic objective

- 3.1 Achieve the stretch targets of the approved sustainability strategy.
- 3.2 Demonstrate the benefits of the integration of sustainability in place renewal through demonstration and pilot projects.
- 3.3 Promote and advocate for innovation and best practice in sustainable urban design and development.
- 3.4 Collaborate with community, and public and private stakeholders, to achieve our social and environmental sustainability outcomes.
- 3.5 Fully integrate affordable housing across our development projects.
- 3.6 Support and facilitate significant shifts to active travel modes.

Goal 4:

Be a strong, strategic, influential and capable organisation.

Strategic objective

- 4.1 Exercise influence in as many forums as possible and build collaborative commitment to support precinct renewal.
- 4.2 Provide professional and personal development opportunities to maximise team performance and build capacity.
- 4.3 Ensure the right mix of skills are available and applied through a workforce plan.
- 4.4 Foster a supportive and positive team culture with a focus on shared goals and outcomes.
- 4.5 Develop and apply business systems that enable successful outcomes.

Goal 5:**Demonstrate exemplary accountability and transparency in governance and compliance.****Strategic objective**

- 5.1 Achieve full compliance in meeting relevant statutory and legislative obligations.
- 5.2 Effectively implement, monitor and continuously improve the risk management framework.
- 5.3 Maintain effective and timely board communications and reporting against the strategic plan and its financial performance.
- 5.4 Ensure resources are evaluated and managed to meet our strategic goals.
- 5.5 Align the organisation's effort with an annual review of outcomes and strategic goals.







Measures of success

Non-financial

Statement of Intent

- City Renewal Authority project indicators
- City Renewal Authority effective governance indicators
- City Renewal Authority risk management indicators
- Precinct visitation
- Number of activities produced or facilitated that are rated positively by participants
- Positive public sentiment
- Positive stakeholder sentiment
- Increased awareness of City Renewal Precinct projects and place experiences
- Economic impact of increased resident, visitor and worker population in the precinct

Financial

Statement of Intent

- **Gross profit** - The gross profit is used for internal purposes to provide comparatives across projects and time periods.
- **Revenue on land sales** - Land sales revenue will become a key financial indicator when we begin to make land sales in the out years.
- **Appropriated capital works expenditure** - This indicator reflects our significant capital works program, the delivery of which is inextricably tied to our success.

The table below details the targets to 2021-22.

	2018-2019	2019-2020	2020-2021	2021-2022
Land sales revenue (\$million)	0.000	14.130	32.710	32.710
Gross profit margin on land sales	0.00%	40.39%	39.75%	39.75%
Appropriated capital works expenditure (\$million)	18.118	22.508	5.888	0.000

Additional organisational measures

The authority will ensure that whole-of-organisation operational expenditure and revenue approved budget is achieved.

Risk management

We are committed to ensuring that all business and operational processes are underpinned by an effective risk management process.

The City Renewal Authority's risk management framework provides the foundation and organisational arrangements for how risk is managed across the authority. This framework assists in achieving objectives and ensures risk management processes are embedded consistently. It integrates the process for managing risk into the authority's overall governance, strategy and planning, management, reporting processes, policies, values and culture.

Strategic risks and responses are outlined within the framework and take account of internal and external factors that may affect the authority's ability to effectively deliver its program.

We will ensure a sound and proactive culture of risk management exists in the organisation and that processes are implemented to support continuous improvement and review, including:

- Regular assessment of risk management processes to identify opportunities for improvement.
- Regular reviews of models, frameworks, and standards used in other organisations and directorates to ensure that our framework continues to reflect contemporary best practice.
- Ongoing training and development for relevant teams and staff to ensure they are equipped with a sound knowledge and skills base.
- Inclusion of, and measurement against, performance measures relating to the authority's risk management and other key governance processes.

Our context

The City Renewal Authority was established on 1 July 2017 by the *City Renewal and Suburban Land Agency Act 2017* with the stated aim of promoting and facilitating the orderly and efficient delivery of new residential, commercial and industrial development. We will achieve this by promoting community-led urban renewal that is socially sustainable, while applying innovative environmental and urban design approaches. We will support, encourage and facilitate public and private sector investment and achieve community participation in developing and implementing our stated actions.

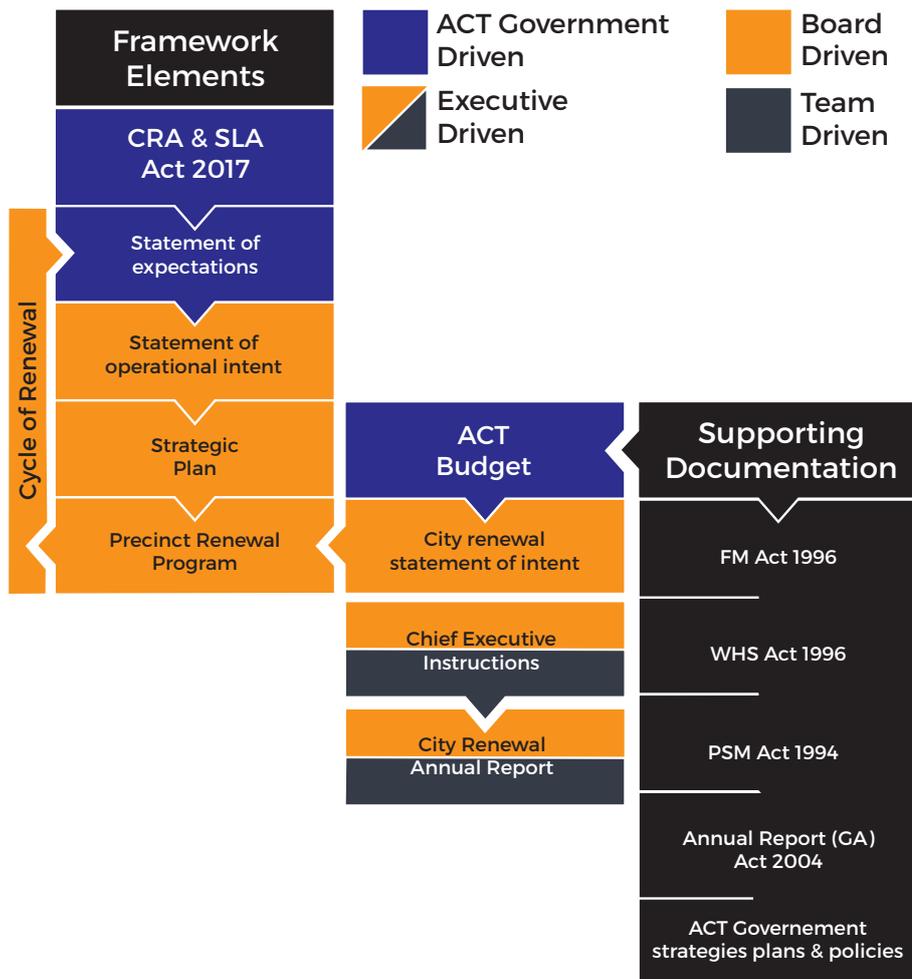
Governance

The *City Renewal Authority: Corporate Governance (EPSDD), Document [3465-3362-0489]* articulates the broader strategic policy environment that must be considered in all our decision making. The authority operates within the context of several pieces of legislation described in the *City Renewal Authority: Corporate Governance (Environment, Planning and Sustainable Development Directorate)*.

We are governed by an independent board, established by the ACT Government. The board is responsible for the efficient and effective management of our resources in a way that achieves our vision by setting our strategic direction and reviewing our whole performance in achieving urban renewal and revitalisation.

The authority is a portfolio agency within the Environment, Planning and Sustainable Development Directorate. As a referral agency to the ACT's planning authority we collaborate with the directorate in jointly achieving exemplary built outcomes. We work with other areas of the ACT Government, including the Suburban Land Agency, Transport Canberra and City Services Directorate and externally with the National Capital Authority to build collaborative commitment that supports successful precinct renewal.

The City Renewal Authority also has an obligation to, and benefits from, working within ACT whole-of-government and Environment, Planning and Sustainable Development Directorate portfolio frameworks and policies. Consequently, the *City Renewal Authority Strategic Plan 2018-25* sits within a broader context as illustrated in Figure 1.



**FIGURE 1:
STRATEGIC ALIGNMENT**

Our stakeholder community

The authority serves a broad community of stakeholders with a variety of interests. We recognise the wealth of knowledge our stakeholders possess and that their involvement will add value and expertise to everything we do.

Our stakeholders are local, national and international. They come from the government, not-for-profit, academic and commercial sectors, and include professional and volunteer organisations. They are from diverse demographic and cultural backgrounds. All our stakeholders have hopes for Canberra as a great place to live, work, visit and play.

We will continue to engage with stakeholders and respond to their input at every opportunity because we believe that successful places reflect the ideas and aspirations of the whole community.

We know as a result of previous and ongoing consultation that our community want to see Canberra as:

A city of people – placing people at the centre of decision making.

A creative city – supporting and promoting the Canberra creative sector by including art and culture in major projects.

An active city – activating the city precinct through best practice place making that embraces a community-focused approach.

A sustainable city – commitment to positive economic, social and environmentally sustainable outcomes for Canberra.

A connected city – design and development that puts people at the centre.

A progressive city – building a city that achieves its full potential.

Our strategic plan responds proactively to these stated aspirations through the implementation of a comprehensive program of projects and actions.



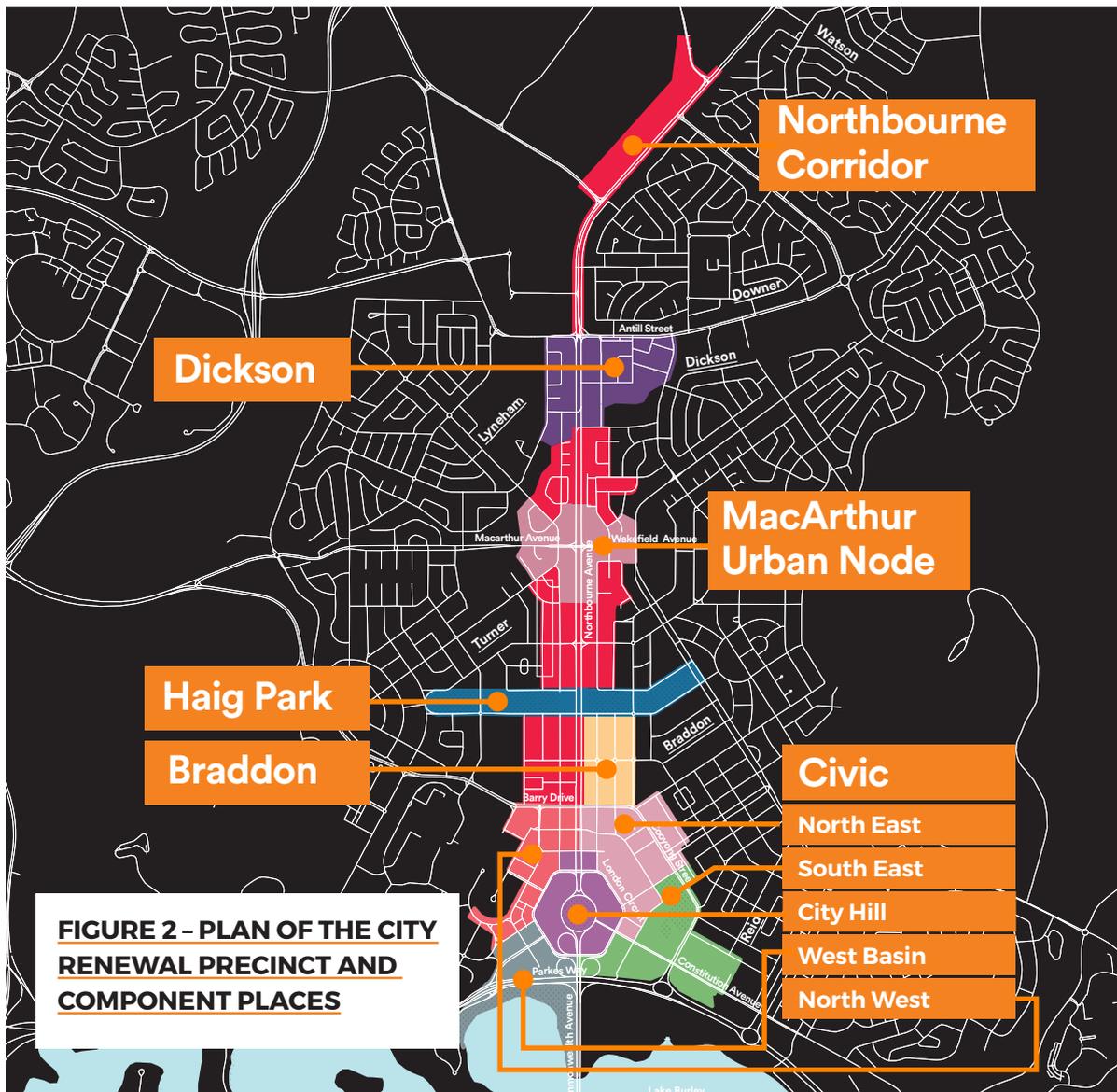
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Area of urban renewal responsibility / Precinct Renewal Program

The government has an unequivocal ambition to strengthen the social and economic vibrancy of the defined precinct (Figure 2). The renewal drivers, markets, economic roles, functions, movement and built-form patterns and development potential varies greatly across the precinct. Therefore, it is unrealistic to approach the renewal effort across the precinct in a single and undifferentiated way. As a result, the authority will implement an area based Precinct Renewal Program, which will be the catalyst for achieving exemplary renewal outcomes that fully achieve our triple bottom line objectives.



Document control

Document Control

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Revision

This strategic plan is to be reviewed and updated on an annual basis (or more frequently following any major changes to business operations and/or priorities) as part of the City Renewal Authority's business planning process.

Revision	Description	Date	Author
1.1	Board Approved	4 October 2018	CEO

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