

2025 Strategic Plan

December 2019 update



ACT
Government

**CITY
RENEWAL
AUTHORITY**



City Renewal Authority Strategic Plan 2018-25

The City Renewal Authority is charged with revitalizing the city centre of Canberra covering the designated City Renewal Precinct which spans Dickson, Northbourne Avenue, Haig Park, Civic and Acton. 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 short-term priorities and defines how our resources will be used to ensure that the Authority and other stakeholders are working to achieve common goals. It also establishes organisational agreement to the intended outcomes and allows continuous 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 support the liveability of Canberra through a renewed city centre. We are not a planning authority, as the enabling statutory planning powers are administered by the Environment, Planning and Sustainable Development Directorate (EPSDD). 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

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 implementing people-focused, design-led, sustainable and commercially astute projects and programs using sound management processes.

Guiding principles

We believe in and are committed to applying 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 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 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, on budget and to a 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 by encouraging innovation and embracing leading-edge practices in all 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. At all times we are ethical and inclusive in how we conduct our business and relationships.

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 and economically 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 which 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 (EPSDD)*.

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 effective urban renewal and revitalisation.

The Authority is a portfolio agency within the Environment, Planning and Sustainable Development Directorate (EPSDD). As a referral agency to the ACT Planning Authority we collaborate with EPSDD 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 and externally with the National Capital Authority to build collaborative commitment that supports exemplary precinct renewal. The 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.

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 share a common ambition 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 acknowledges and responds to these stated aspirations through the implementation of a comprehensive program of renewal projects and actions.

Area of urban renewal responsibility

The Territory Government has an unequivocal ambition to strengthen the social and economic vibrancy of the defined City Renewal Precinct (Figure 1 below). 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 has adopted a place-based Precinct Renewal Program, which will be the catalyst for achieving exemplary renewal outcomes that fully achieve our triple bottom line outcomes.

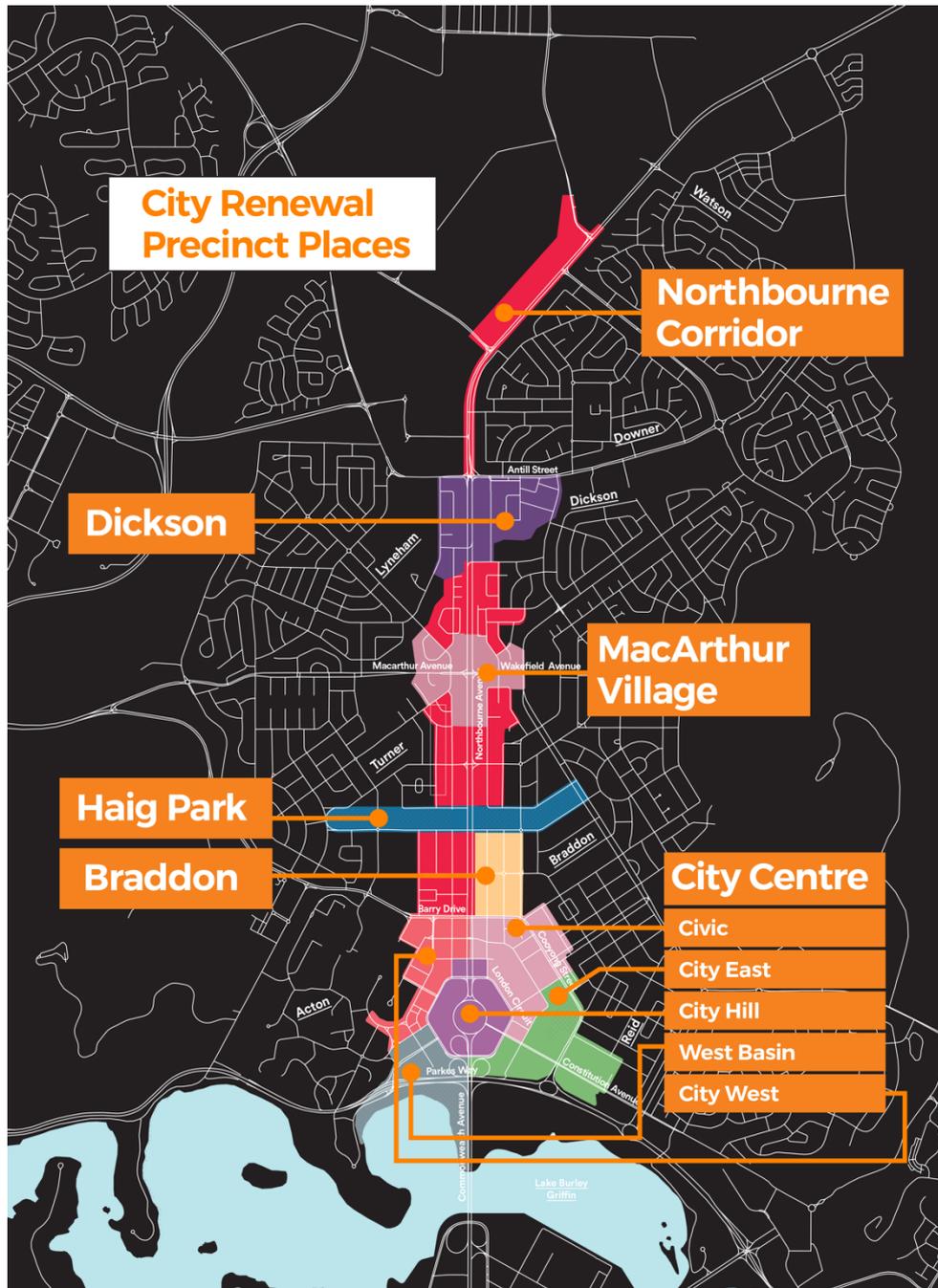


Figure 1: Plan of the City Renewal Precinct and component places

Our work

Strategic goals

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

- **Goal 1 – Operate as a strong, strategic, influential and capable organisation.**
- **Goal 2 – Curate high-quality places and precinct development, taking a people-focused and design-led approach.**
- **Goal 3 – Apply robust and innovative social and environmental sustainability principles and programs to underpin precinct-wide renewal.**
- **Goal 4 – Facilitate new and diverse economic investment into the precinct.**
- **Goal 5 – Demonstrate exemplary accountability and transparency in governance and compliance.**

To aid focus and ensure effective implementation according to these goals, the Territory Government has endorsed a precinct-wide renewal program. The *City Precinct Renewal Program* applies a place-based response to the physical, social and economic development of the city centre. The Program sets stretch targets across a range of success indicators. The progress of these are monitored and reported to Government on a quarterly basis.

The renewal initiatives arising from the Program together with the stated expectations of Government comprise a large part of the response to our Strategic Goals. The Strategic Objectives and Annual Priorities for each of our Goals are listed overleaf. For each of our Goals we apply measurable Key Performance Indicators which set clear targets that are monitored and reported to the Board on a bi-monthly basis.

2025 Strategic Goal	Strategic Objectives and Annual Priorities
<p>Goal 1:</p> <p>Operate as a strong, strategic, influential and capable organisation</p>	<p>1.1 Exercise influence in as many different forums as possible and build collaborative commitment to support precinct renewal across all program elements.</p> <p><u>2019/20 Priorities</u></p> <ul style="list-style-type: none"> • Collaborate with Environment Planning and Sustainable Development Directorate (EPSDD), Chief Minister Treasury and Economic Development Directorate (CMTEDD) and the National Capital Authority (NCA) on: <ul style="list-style-type: none"> - the formulation of the new Territory Plan with a focus on the timely realization of the updated City Plan, the early introduction of an apartment design code standards similar to State Environmental Planning Policy 65 in NSW, establishing an equitable development contribution regime for public benefit, the use of design competitions for new projects which results in “the best planning system in Australia” - in the short term, securing opportunities for these new approaches to be included in a Territory Plan Variation - the formulation and adoption of a City Hill Urban Design Framework to guide quality development outcomes - ‘Fast track’ the legislative provisions to enable the earliest possible implementation of the Sydney and Melbourne Building Revitalization Strategy - ensure better alignment of ACT Government expectations on the implementation of urban renewal policies - examine the retention and use of Lease Variation Charge revenue collected within the Precinct for funding public realm upgrades; and - facilitate the early resolution of the land transfer with the Commonwealth required to progress the Acton Waterfront • Influence the planning for, and lead the implementation of, the Deed of Agreement for the new UNSW campus development • Continue to advocate for and participate with Light Rail/Transport Canberra & City Services (TCCS) on a business case which optimizes London Circuit’s urban design and commercial outcomes. • Finalise the Acton Waterfront Review to ensure it provides clear direction for the community and the Territory Government on place design and the project’s long-term development. • Ensure excellence in cooperation, engagement and transparency with all ACT Government entities, particularly our colleagues in EPSDD. • Sponsor national/global thought leaders and urban futurists and co-ordinate their interaction with key private sector and community advocates for better renewal outcomes and urban innovation. • Establish a productive working relationship with similar renewal agencies such as the Hunter and Central Coast Development Corporation to exchange ideas and share program learnings. <p>1.2 Implement a Strategic Engagement Plan which contains clear results messaging and encourages proactive stakeholder participation and</p>

	<p>support.</p> <p><u>2019/20 Priorities</u></p> <ul style="list-style-type: none"> • Directly engage leading stakeholders and partners to understand and collaborate on the achievement of our Program targets • Establish our value as a progressive “Think Tank for the City” by fostering public debate and discussion. • Collaborate with the Suburban Land Agency (SLA) and NCA on designated processes and projects. <p>1.3 Ensure the right mix of skills are available and applied through a workforce plan and the reorganization of the Authority’s management structure.</p> <p><u>2019/20 Priorities</u></p> <ul style="list-style-type: none"> • Review current staff skills and key competencies to identify any gaps that can be addressed through current recruitments, with economic analysis and development management being two skill areas. <p>1.4 Provide professional and personal development opportunities to maximise team performance and build capacity as highly-regarded organisation that is achieving results.</p> <p>1.5 Foster a supportive and positive team culture with a focus on shared goals and outcomes.</p> <p>1.6 Develop and apply effective business systems that enable successful renewal outcomes.</p>
<p>Goal 2:</p> <p>Curate high-quality places and precinct development, taking a people-focused and design-led approach.</p>	<p>2.1 Deliver the designated suite of projects included in the annual Statement of Expectation, Statement of Intent and the targets specified in the Strategic Plan KPI’s.</p> <p>2.2 Advance renewal through timely delivery of the funded projects included in the Precinct Renewal Program.</p> <p>2.3 Foster commercial, creative, and entrepreneurial enterprises and activities, which generate active, social and business exchange.</p> <p>2.4 Promote urban design excellence and development innovation through our active participation in precinct planning and stakeholder advocacy.</p> <p>2.5 Embed the application of a sound place making approach, including the requirement for the submission of place propositions in all new development proposals within the precinct.</p> <p>2.6 Ensure the arts, in all its forms, enriches the development and experience of the precinct.</p> <p>2.7 Prioritise the delivery of exceptional, inclusive and green public spaces across the precinct.</p> <p>2.8 Prioritise safe and easy access and connections to and through the</p>

	<p>precinct.</p> <p>2.9 Enrich all our activities through exemplary engagement with our stakeholders and wider community.</p> <p><u>2019/20 Priorities</u></p> <ul style="list-style-type: none"> • Prepare a Public Realm Strategy for Dickson Centre which establishes the business case for progressive capital upgrades • Conduct effective engagement exercises that gain the support of the community on the following significant projects: <ul style="list-style-type: none"> - Garema Place and City Walk Improvements - the Woolley Street Project - Acton Waterfront Review - Sydney and Melbourne Building legislation - the Haig Park Experiment; and the - Braddon Streetscape Improvements
<p>Goal 3:</p> <p>Apply robust and innovative social and environmental sustainability principles and programs that will underpin precinct-wide renewal.</p>	<p>3.1 Achieve the stretch targets specified in our 2025 Sustainability Strategy.</p> <p>3.2 Demonstrate the benefits of the integration of sustainability in place renewal through demonstration and pilot projects.</p> <p>3.3 Advocate for market innovation and best practice in sustainable urban design and development pursue models and opportunities to enable affordable and diverse housing mix.</p> <p>3.4 Collaborate with community, and public and private stakeholders, to achieve our social and environmental sustainability outcomes.</p> <p><u>2019/20 Priorities</u></p> <ul style="list-style-type: none"> • Partner with the Green Building Council of Australia in applying their relevant program elements including the CRA offering to undertake a pilot demonstration project. <p>3.6 Support and facilitate a significant shift to active travel modes towards a future carless society.</p>
<p>Goal 4:</p> <p>Facilitate new and diverse investment into the precinct.</p>	<p>4.1 Create and strengthen the necessary conditions to support local, national and international investment opportunities.</p> <p><u>2019/20 Priorities</u></p> <ul style="list-style-type: none"> • Work with Invest Canberra in formulating a city centre destination campaign as part of their wider CBR brand marketing with a specific focus on visitor and investment attraction. • Undertake a review of current City Centre Marketing and Improvement Levy (CCMIL) priorities with the aim of optimizing the ROI on levy funding allocation with implementation in 2020/21 financial year. <p>4.2 Contribute to the attraction of workers, residents and visitors to the precinct based on new place propositions and greater opportunities for social and commercial exchange and connectivity.</p> <p><u>2019/20 Priorities</u></p> <ul style="list-style-type: none"> • Develop a plan for improving the impact and benefit of the CCMIL, by proactively engaging levy payers and ensuring mutual benefits.

	<ul style="list-style-type: none"> • Establish a CCMIL Advisory Committee of levy payers to ensure the economic benefits are achieved. <p>4.3 Foster cross-sectoral collaboration in achieving our social and economic outcomes within the precinct.</p> <p><u>2019/20 priorities</u></p> <ul style="list-style-type: none"> • Collaborate with ACT Housing and not-for-profit organizations on a demonstration social housing project within the precinct.
<p>Goal 5:</p> <p>Demonstrate exemplary accountability and transparency in our governance and compliance.</p>	<p>5.1 Achieve full compliance in meeting relevant statutory and legislative obligations.</p> <p>5.2 Effectively implement, monitor and continuously improve the Risk Management Framework.</p> <p>5.3 Maintain effective and timely board communications and reporting against the Strategic Plan and the Authority’s financial performance.</p> <p><u>2019/20 Priorities</u></p> <ul style="list-style-type: none"> • Merge the <i>Strategic Plan</i> KPI’s and <i>Annual Statement of Performance</i> for improved Board/ACT Audit Office reporting and alignment <p>5.4 Ensure resources are evaluated and managed to meet our Strategic Goals.</p> <p>5.5 Align the organisation’s program delivery effort through an annual review of key performance outcomes and the Strategic Plan.</p>

Our success measures

Non-financial

Organizational measures:

The Authority will ensure its performance measures reflect the improved vitality of the renewed precinct and the success of its delivery program. The Authority, in 2019-20, will establish baseline data for each of the following indicators:

- precinct visitation
- number of activities produced or facilitated that are rated positively by participants
- positive stakeholder sentiment
- increased awareness of City Renewal Precinct projects and place experiences; and
- 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 2022-23:

	2019-20	2020-21	2021-22	2022-23
Land Sales Revenue (\$ million)	14.130	20.754	23.436	0.000
Gross Profit Margin on Land Sales (%)	41.45%	38.64%	41.71%	0.00%
Appropriated Capital Works Expenditure (\$ million)	24.144	20.890	16.175	4.160

Additional organizational measures:

The Authority will ensure its operational expenditure and revenue as set in the approved annual budgets are 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 the:

- 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; and
- inclusion of, and measurement against, performance measures relating to the Authority's risk management and other key governance processes.

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
1.2		5 October 2019	CEO

Cover Image

Children playing with bubbles in Haig Park, as part of our experiments

Photo by Martin Ollman.