

Strategic Plan 2013–2016

A plan to support growing the economy and building and transforming Canberra

EDD Vision

Our Aspiration for Canberra

“The ACT is a vibrant and diverse economy and is a great place to do business, visit and live”.

EDD Strategic Purpose

What we are here for; our unique contribution to the Territory

EDD enhances economic, business and social development in the Territory. Working in collaboration with business, education institutions, and key industry partners, EDD is:

- Helping to develop emerging enterprises, entrepreneurs and sectors to expand our economic base and grow local employment
- Providing quality advice to Ministers/Cabinet to promote economic development in Canberra and the region
- Promoting Canberra around Australia and the world to attract tourism and business investment
- Attracting foreign investment and skills through niche programs for foreign investors and skilled and business migrants
- Growing our export capabilities, including partnering with our universities to support their growth and international outreach
- Nurturing grass-roots sports and elite athletes to solidify our reputation as a regional and national centre of sporting excellence
- Facilitating major events for our city and managing significant sports and event infrastructure
- Driving systemic changes to ACTPS policy/practice to reduce ‘red-tape’ to deliver on government priorities and enable investment and business development in the ACT
- Leveraging our land advantage and infrastructure to transform Canberra into a dynamic, creative city of the future that is a preferred location for people to work and live

EDD Operating Principles

What others can expect from us; our core strengths

In undertaking our work we:

- operate with the highest levels of integrity, modelling ethical behaviour and uphold the ACTPS values of Respect, Integrity, Collaboration and Innovation and the Code of Conduct
- apply expert knowledge and understanding of economic drivers and business parameters to:
 - inject economic development considerations into government policy development processes and priorities
 - foresee implications for business and investment confidence
 - assess economic value and community benefit arising from assets, infrastructure, programs and services
- proactively engage with stakeholders and collaborate with key service delivery partners
- leverage relationships and partner with ACTPS agencies, business and community sectors
- apply best practice environmental management principles and urban development expertise
- are a core delivery agency – geared for quality, cost effective outcomes via timely and professional delivery of programs, projects and services

EDD High Level Measures of Success

Evidence of EDD’s economic contribution in the longer term – tracked and measured annually

- Measures of sustainable economic growth, depth and diversity of economic base over time:
 - Job growth, business formation, visitor numbers, participation in sport and recreation numbers
 - Contribution of land revenue to total Territory revenue – performance against forecasts
 - Return on investment of key assets, events and programs (grants and sponsorship based programs for business, tourism, sport and recreation)
- Awareness and acknowledgement of the value of economic development and private sector business activity for the sustainable future of the Territory – across government, the ACTPS and the community.

EDD Strategic Priorities and Key Deliverables for 2013–16

- Liveability and opportunity
 - Better public services through enabling the community and businesses to better connect with Government and through reducing red tape (implementing *Red Tape Reduction Panel* initiatives)
- Growing the Economy
 - Delivering a compelling brand strategy (*Brand Canberra*) to shape and promote the Canberra region’s comparative advantage to attract skills, tourism and events, business and investment
 - Boosting tourism activity and growing visitor numbers through facilitating international flight services for Canberra and the region and through implementing the *Tourism 2020 Strategy*
 - Building on the legacy of the Canberra Centenary by investing in events that provide economic benefits to the city
 - Fostering growth, economic diversification and job creation through implementing the Growth, Diversification and Jobs, a Business Development Strategy for the ACT
 - Attracting foreign investment through implementing *INVEST in Canberra* and attracting skilled and business migrants
 - Growing our export capabilities, including partnering with our universities
 - Supporting the development of emerging enterprises, entrepreneurs and sectors
 - Promoting Canberra as a digital city and supporting the National Broadband Network roll-out across the Territory
 - Providing affordable housing options through the implementation of the *Affordable Housing Action Plan*
- Urban Renewal
 - Implementing the *City to the Lake Project* as part of the *City Plan*
 - Developing a longer term approach to programming land release in order to better reflect market demand and enhance urban renewal and redevelopment outcomes
 - Long term infrastructure planning to support sustained economic growth of the city
 - Improving the accessibility and quality of our local sportsgrounds and facilities including upgrades to Manuka Oval and Stromlo Forest Park and new facilities such as UC Sports Commons
- Healthy and Smart
 - Boosting grassroots sport as well as elite sport, promoting physical activity for children, providing recreational opportunities and implementing the *Active 2020 Strategy*

EDD Operational Priorities 2013–16

Building internal capability and capacity, and enhancing systems and processes to support high performance across the Directorate

- Build further capability and capacity in business case development, economic value and community benefit assessment
- Invest in Directorate leaders and managers and work with them to embed ACTPS values and EDD operating principles and further develop an integrated Directorate culture
- Develop and maximise use across the Directorate of skills and expertise within EDD
- Develop EDD’s 3 year strategic marketing plan with annual business unit marketing initiatives including market segmentation, corporate positioning and branding strategy, sponsorship program with industry partners and associations, and EDD community engagement strategy
- Enhance engagement and communication within and across LDA and EDD and foster partnerships and knowledge sharing across business units. Utilise technology to enhance information sharing within EDD
- Enhance monitoring, reporting and response processes within ACTPS and EDD with the aim of releasing effort and resources. Develop robust systems and reliable data including core measures reported quarterly
- Develop EDD consolidated online strategy to leverage web/social media enabled services and marketing, and to implement web content accessibility standards to ensure Directorate and business unit compliance with government requirements
- Rollout of the ACTPS performance framework across the Directorate
- Implement the Directorate’s Portfolio Resource Management Plan
- Implement EDD’s Work Health and Safety Strategic Plan
- Negotiate and implement 2013–16 the Enterprise Agreement
- Rollout HR, Governance and Finance training and information sessions for Directorate staff
- Establish Division and business unit operational budgets of the financial year and provide regular high quality and reliable financial management reporting
- Work with Directorate managers to enhance HR management practices and financial management processes and practices and manage within Directorate financial constraints
- Pursue further consolidation and streamlining of functions to enhance Directorate and Portfolio efficiencies
- Continue to be an employer of choice

Economic Development, Policy and Governance

- Coordinate policy development to government that identify and promote EDD's contribution and weave a consistent narrative re enablers and barriers to economic growth and business development
- Deliver key priorities and milestones of the Business Development Strategy including rollout and promotion of Invest in Canberra as recognised point of investment facilitation across ACTPS, support for commercialisation activity, and implementation of digital economy initiatives linked to emerging Government policies and strategies (*with CMTD*)
- Review sector support framework for the screen based industry
- Review Skilled Migration Program to reset operational priorities and leverage opportunities
- Develop readiness and response strategy to address implications for the ACT business environment arising from federal government policy, program and funding priorities (*with CMTD*)
- Preparation of Red Tape Reduction omnibus legislation
- Deliver Affordable Housing Action Plan (*with LDA*)
- Review business model for Direct Sales to community groups and address current under utilisation of facilities and community sites (*with Directorates – ETD, CSD, JACS*)
- Prepare regular EDD economic development update focusing on core data sets and maintain watching brief on business confidence, emerging issues and trends
- Progress single administration arrangements and co-location of ACT equine racing clubs (*with Gambling & Racing Commission*)
- Develop discussion paper and legislative framework to establish an ACT electronic gaming machine trading scheme (*with Gambling & Racing Commission*)
- Develop longer term and proactive strategy for community engagement drawing on longer term land release and urban development plan
- Review and enhance stakeholder and community engagement processes and practices to better listen and increase dialogue with business, partners and community and better leverage online presence and social media
- Deliver quality workforce and governance advice
- Coordinate communication and media activities, and deliver quality community engagement services

- Business formation above the current long term average rate
- Value of ACT goods and services exports – contribution to Gross State Product and job growth
- Program activity measures – grants delivered, advisory services, employer sponsored migrants
- Timely delivery of high quality policy and position papers and legislative frameworks that highlight economic development and return on investment considerations
- Research and advice supported by sound economic value assessment and data analytics and reflect a sound understanding of key economic drivers and business parameters
- The right people are attracted and retained by the Directorate through targeted retention strategies and Directorate reputation

Land Development, Strategy and Finance

- Develop a longer term approach to programming land release in order to better reflect market demand, enhance urban renewal and redevelopment and more effectively utilise land assets
- Manage and respond to the challenge of 'land as a diminishing resource' – develop longer term, analysis and projections of supply and demand and frame policy options to more effectively utilise land assets over time
- Work in collaboration with the ACTPS Land Supply Working Group to achieve enhanced outcomes and timelines
- Enhance relationship with ESDD as key business partner to facilitate appropriate and timely land release
- Deliver annual land release program to meet market demand, maintain inventory of land and deliver land revenue targets on a year on year basis
- Deliver affordable housing options
- Facilitate delivery of critical infrastructure and capital works to support key urban development projects including City to Lake, Capital Metro, Gungahlin Leisure Centre, Manuka Oval redevelopment project, and the broader land release program
- Enhance capital works procurement and project management processes and practices
- Enhance injury prevention and workplace safety practices at EDD capital works projects and LDA developments and sites
- Work with industry and partners to progress government urban development policies and priorities
- Coordinate community engagement and implementation planning for City to Lake urban development project
- Develop ACT response strategy for Defence land scheduled for release – scope any potential areas of interest and possible land uses for the Territory and acquisition strategy as required
- Coordinate Gungahlin planning, development and environmental assessments processes
- Develop government owned land strategy focusing on Northbourne Avenue corridor incorporating alternate planning options and uses supported by sound economic value and community benefit analysis
- Releasing sites and progressing development of a number of full line supermarkets
- Deliver quality finance advice

- Improving housing affordability – a reduction in the median house price/income multiple; 20% of offerings in greenfield estates are affordable releases
- Residential dwelling site targets; industrial, commercial and community land release meets demand
- Land revenue targets met on a year on year basis
- Delivery of capital works program on time and on budget
- Enhanced injury prevention practices and improved workplace safety outcomes at EDD capital works projects and LDA developments and sites
- Timely delivery of high quality strategies that are based on sound economic value and community benefit assessment

Tourism, Events and Sport

- Drive the development and promotion of Brand Canberra
- Deliver ACT contribution to the national program *Tourism 2020* aiming to double value of tourism
- Secure an international carrier to provide direct international flight services for the Canberra Region
- Deliver on the Centenary legacy by developing and implementing an ACT Events Attraction Strategy with longer term marketing and attraction plan including an economic value assessment and financial support framework
- Coordinate 2015 major international sports events – Cricket World Cup; Asian Cup
- Deliver major community events including NYE, Australia Day, Nara Candle Festival, Enlighten Festival, Canberra Day, Floriade
- Manage ongoing development and event programs for major venues – Canberra Stadium, Manuka Oval and Stromlo Forest Park
- Secure naming rights sponsor for Canberra Stadium
- Facilitate and support establishment of UC Sports Hub
- Manage Sport and Recreation Grant and Sponsorship programs and partner with key organisations to build industry capacity
- Review and refine grounds and facilities ownership and operating models with the aim of reducing government subsidies and move to revenue positive position over time
- Ongoing development, management and maintenance of ACT sports grounds
- Build and strengthen strategic partnerships/collaborations with other directorates on key projects, including the establishment of shared governance and agreed delivery models
- Work with the Australian Sports Commission in implementing recommendations from 'Winning Edge'
- Lead and facilitate the implementation of measures to address integrity in sport issues raised by the Australian Crimes Commission and the Australian Anti-Doping Authority including the development of new legislation aligned with the national policy on match fixing (*JACS, Australian Sports Commission*)
- Implement the Inclusive Sport Project

- Value of tourism – contribution to Gross State Product and job growth
- Attraction of international sporting events and other major events to Canberra
- Own source revenue/sponsorships from venues, events, grounds and facilities – contribution to running costs; revenue positive position over time
- Program activity measures – attendance at events; national and international visitor numbers
- Higher than national average participation in sport and physical recreation – adult participation rate; children's participation rate