

# Strategic Plan 2023 – 2026



RenewalSA



Government of  
South Australia

DELIVERING LASTING  
IMPACT THROUGH  
PROPERTY AND  
PROJECTS

# Acknowledgement of Country

We acknowledge the Traditional Owners and Custodians of the Lands throughout South Australia.

We respect and support their spiritual relationship with Country and connection to their land, waters and community.

As an organisation that is passionate about creating a better future for all South Australians, we are committed to working with First Nations peoples to ensure Culture and Country is respected in everything we do and is represented through our people and projects.



## CONTENTS

3	From the Minister
4-5	About Renewal SA
6	From the Presiding Member
7	Strategic framework
8	Our vision
9	Our strategic priorities
11	Affordable housing
12	Creating communities
13	Regional development
14	Industry and precincts
15	Sustainable future
16-17	Strategic foundations
18	From the Chief Executive
19	Our impact

# From the Minister

The national housing crisis is severely restricting the ability of many South Australians to access and sustain housing that is affordable and appropriate to their needs. The Malinauskas government's plan for *A Better Housing Future* will deliver more social and affordable houses, greater protections for those who are renting, more affordable rental opportunities and more support for people to buy a home.

Renewal SA is a key state government agency that is charged with delivering significant elements of our ambitious housing agenda. The liveability of our state is fundamental to our capacity to attract and retain skilled workers, and the thoughtful, well-planned development of land is essential to the future of our economy.

Achieving this means balancing competing uses, ensuring the provision of adequate services and infrastructure and maintaining a focus on sustainability.

It also requires an acute focus on improving the housing outcomes for people in South Australia, ranging from the delivery of safe, fit-for-purpose public, social and affordable homes to providing housing solutions that will help fuel our state's economic and social growth.

We are unlocking the biggest land release in the state's history, with more than 25,000 housing allotments at locations including Onkaparinga Heights, Dry Creek, Noarlunga, Aldinga and Concordia, with the bulk of these to be delivered under the auspices of Renewal SA.

The government is delivering the first substantial increase to public housing in a generation with a commitment to provide hundreds of new and upgraded public housing residences, reversing years of investment neglect.

We are creating a pipeline of affordable housing projects, providing land for development through Renewal SA and, in partnership with Community Housing Providers, developers and builders, we will get more South Australians into homes sooner.

South Australia's regions also play a crucial role in our economy. We want our regions to continue to contribute to the state's prosperity and for these communities to have the ability to participate in forthcoming opportunities as South Australia grows. That's why we established the Office for Regional Housing within Renewal SA and tasked it with facilitating the delivery of housing for key workers in regional areas and with providing advice and assistance to help accelerate key strategic housing projects.

We are supporting economic growth, attracting and retaining workers and creating more functional communities while advancing and investing in our innovation precincts and new projects to attract and maintain business in key sectors like technology, renewables and defence.

The strategic use of land is central to South Australia's ability to capitalise on the emerging transformation opportunities for our growing state, and Renewal SA is playing a crucial role in delivering our government's priorities.



Hon. Nick Champion MP  
Minister for Housing and  
Urban Development; Trade  
and Investment; and Planning

## GOVERNANCE

The Urban Renewal Authority (URA) trades as Renewal SA and operates under the Urban Renewal Act 1995. Renewal SA is a statutory corporation and its Chief Executive reports to the Minister for Housing and Urban Development and to the URA Board of Management.

The operations of the Board are governed by the Renewal SA Charter which is prepared by the Minister for Housing and Urban Development and the Treasurer, in consultation with the URA, and reviewed annually.

## URA ACT AND RENEWAL SA CHARTER



## DELIVERING LASTING IMPACT THROUGH PROPERTY AND PROJECTS

The Government of South Australia is committed to developing a smart, sustainable and inclusive economy that is fit for the future and ensures everyone can enjoy a higher standard of living.

We cannot achieve our ambitions as a state without an integrated approach to utilising some of our most critical assets – land and property. And we cannot deliver what is needed to support and drive growth in South Australia without the development and construction sector.

As the state government's property development agency, Renewal SA's role is to deliver lasting impact through property and projects for South Australia, across the environment, community and economy.

## Our purpose

Delivering economic and community outcomes for South Australia through residential, commercial, industrial and urban renewal projects.

## Our focus

Renewal SA has an unwavering focus on delivering our key priorities including increasing the amount and availability of affordable housing, creating connected and sustainable communities, accelerating the supply of housing in our regions, facilitating industrial and commercial developments and contributing meaningfully to the elimination of carbon emissions to reach the government's target of net carbon zero by 2050.

## How we deliver

Renewal SA does not have a one-size-fits-all delivery approach. We deliver through a range of models and our organisational agility ensures a 'best fit' outcome using the following approaches:

- ▼ We acquire and assemble land and assets across all asset classes, to deliver projects of scale that can be delivered in partnership with or led entirely by the private sector, always striving for best-for-community and market leading outcomes
- ▼ We always engage with the community and key stakeholders – we believe this brings the best results both at a project level and with community as our projects and assets are delivered and mature over time
- ▼ We seek to drive private sector participation, learning and development through projects and we measure the investment from the private sector to ensure we are targeting year-on-year growth

- ▼ We directly acquire, hold, develop, manage, lease and dispose of land and assets where a government priority drives our direct involvement.

Land and property assets provide the space for new business and emerging industry as well as the homes and communities of the people who power our economy – now and into the future.

We are committed to innovative thinking, accountability with public and private funds and to building a highly capable workforce. We do this through financial and commercial discipline and increasing use of technology and systems, building our people into a workforce of the future, and always with strong community, First Nations and stakeholder engagement.

# From the Presiding Member

On behalf of the Board of Management, I am pleased to present the 2023-2026 Strategic Plan for Renewal SA.

This strategy sets an ambitious delivery program that is tightly aligned with state government priorities and underpinned by a culture of accountability.

It builds on a record of significant achievement, with Renewal SA delivering impact of \$1 billion in private sector capital expenditure and \$1 billion in Gross State Product during the previous three years.

This was also a period when Renewal SA sold 49.5 hectares of future employment land for development across six precincts, delivered 808 affordable housing opportunities and created a pipeline of another 1,948, and entered into seven partnerships with the private sector.

But there is much more to do.

The *2023-2026 Strategic Plan* sets out five areas of strategic focus. These include increasing the supply, availability and diversity of affordable housing; continuing to deliver high-quality urban infill projects; accelerating the growth of housing availability in our regions; managing strategic land supply across key industries; and contributing to the government's net zero carbon targets.

These areas of strategic focus are matched with actions that will be delivered in collaboration with public and private partners.

This Plan also recognises the importance of Renewal SA's ongoing role in managing and delivering the Lot Fourteen and Tonsley Innovation District and the creation of the Office for Regional Housing.

The fact that Renewal SA is tasked with projects of state significance is a reflection of the expertise and skills of our people and a testament to the work the organisation has undertaken to retain and attract the best.

The importance of the work we are undertaking is not lost on us.

South Australia has emerged strongly from the global pandemic and is positioned to capitalise on a wide range of natural and developing advantages. Land is key to unlocking this potential.

We are committed to working together to deliver greater liveability, sustainability and affordability for South Australia through property, projects and partnerships.

On behalf of the Urban Renewal Authority Board of Management, I am pleased to present Renewal SA's *2023-2026 Strategic Plan*.



Stephen Hains AM  
Presiding Member

Our strategic framework sets out how we will deliver on our strategic priorities.





# Our vision

Delivering lasting impact through property, projects and partnerships for greater liveability, sustainability and affordability in South Australia.





# Strategic priorities

Renewal SA is an enabler of economic and social growth and every member of our team is a contributor to positive change for South Australia.

Our strategic priorities are linked closely with state government priorities and reflect the wide remit of projects and programs we are responsible for delivering. They are also a practical representation of our vision which is to create lasting impact through property, projects and partnerships that deliver greater liveability, sustainability and affordability for South Australia.



## Affordable housing

Improve housing outcomes by increasing supply, availability and diversity of affordable housing to address the need and demand for housing in South Australia, and support growth.



## Creating communities

Deliver high-quality urban infill and growth area projects to create thriving, connected, well-served and sustainable mixed-use communities.



## Regional development

Increase the supply of quality affordable homes to support population growth and economic activity in the regions.



## Industry and precincts

Support employment growth and economic activity through the facilitation of industrial and commercial developments, supply of land in strategic locations and development of precincts that support key industries, including innovation and defence.



## Sustainable future

Contribute to a sustainable future and quality of life for South Australians by working towards the elimination of carbon emissions by 2050.





# Affordable housing

In 2023, the government launched a comprehensive housing package, *A Better Housing Future*, to undertake immediate and long-term action to address housing pressure and support around \$965 million of additional construction activity. Supply, diversity and affordability are critical issues addressed in this strategy.

Renewal SA, working closely with our development partners, government agencies and Community Housing Providers, is in a unique position to redress housing affordability and significantly increase the availability of affordable homes for purchase and rent through its projects.

By helping more South Australians access affordable housing and rental properties, from detached dwellings to townhouses and apartments, we can deliver lasting change in the lives of many.

## ACTIONS

- 1 Increase land supply for affordable housing
- 2 Identify opportunities to deliver large-scale affordable housing projects
- 3 Ensure optimal delivery model for each project to increase supply of affordable housing and achieve the best outcomes for the community
- 4 Demonstrate innovative delivery models and practices that deliver affordable outcomes

## INDICATORS OF SUCCESS

- ▼ 8 significant affordable housing projects commenced
- ▼ 400 affordable housing opportunities delivered
- ▼ 2,000 affordable housing opportunities identified for future development
- ▼ 200 affordable rental homes delivered
- ▼ 5 partnerships created with the Community Housing Provider (CHP) sector

## KEY PROJECTS

- ▼ Bowden
- ▼ Tapangka on Franklin Street
- ▼ Noarlunga
- ▼ Playford Alive
- ▼ Prospect





# Creating communities

Renewal SA is committed to creating communities where people want to live. More than just providing homes, we want to shape places where people feel safe, connected and have pride in their suburbs and streets.

With urban infill accounting for the majority of all new dwellings built in Greater Adelaide – much within existing suburbs – it has a significant role in ensuring South Australia’s future housing needs are met through well-planned, well-located, affordable development.

Additionally, considered development in growth areas with strong transit links, is critical to ensure housing supply is consistent with the aspirations detailed within the *30-Year Plan for Greater Adelaide* and regional plans and the *20-Year State Infrastructure Strategy*.

Through carefully considered developments we will increase housing diversity, re-energise communities and deliver high-quality social, community and private infrastructure so people can not only live, but live well.

To achieve this, we will forge genuine and long-term partnerships with private investors, developers and the building and construction industry at large.

## ACTIONS

- 1 Identify and deliver a sequenced portfolio of urban infill and growth area projects that deliver the social and economic priorities of government as reflected in the *30-Year Plan for Greater Adelaide* and regional plans and the *20-Year State Infrastructure Strategy*
- 2 Ensure projects are strongly integrated with and connected to transport systems, including walking and cycling links, and close to amenities
- 3 Undertake projects that demonstrate new approaches in delivery and share learnings with industry
- 4 Partner with industry, developers, Community Housing Providers, investors and builders and local, state and federal governments, to develop key urban infill sites
- 5 Engage and collaborate with key stakeholders including our industry partners, local government, other government agencies, communities in which we work and First Nations groups

## INDICATORS OF SUCCESS

- ▼ 6 significant partnerships created with the private sector
- ▼ 1,400 lots and homes released to market through development and land supply
- ▼ 14,000 future lots in the pipeline for future development opportunities
- ▼ Ensure a minimum of 5-10 years of land supply is available in all development corridors of metropolitan Adelaide
- ▼ \$1 billion in private and public capital expenditure committed
- ▼ 2 institutional Build to Rent projects commenced

## KEY PROJECTS

- ▼ Aldinga
- ▼ Bowden
- ▼ Forestville
- ▼ Noarlunga
- ▼ Oakden
- ▼ Onkaparinga Heights
- ▼ Prospect







## Regional development

South Australia's regions are the engine room of the state's economy, contributing more than \$30 billion annually across critical industries such as agriculture, fishing, forestry, mining and energy.

Increasingly, an acute housing shortage is undermining this economic prosperity and the strength of regional communities by hindering workforce expansion. A lack of adequate and affordable supply of housing also risks locking out key workers such as police officers, teachers and healthcare workers who are crucial to the needs of these communities.

The Office for Regional Housing will work in partnership with local councils, businesses, builders and investors to create pathways to increase regional housing, through rental accommodation or affordable ownership, and support industries that are struggling to attract staff as a direct consequence of the lack of housing.

### ACTIONS

- 1 Provide and increase the availability of worker accommodation to support regional development and economic growth through the Regional Key Worker Housing Scheme
- 2 Deliver the Regional Key Worker Housing Scheme pilot program in a model capable of scale-up
- 3 Establish strong partnerships with key stakeholder groups including local government, economic development agencies and employers to identify and support their priorities

### INDICATORS OF SUCCESS

- ▼ 30 homes completed and tenanted completing the pilot Regional Key Worker Housing Scheme
- ▼ Minimum of one key worker project secured in each priority region, facilitated by Office for Regional Housing and delivered by the private sector

### KEY REGIONS

- ▼ Ceduna
- ▼ Copper Coast
- ▼ Kangaroo Island
- ▼ Mount Gambier
- ▼ Port Augusta
- ▼ Riverland







## Industry and precincts

South Australia's network of growing innovation districts and 'economic zones' including Lot Fourteen, Tonsley Innovation District and Technology Park showcase how co-locating like-minded business, research and training institutions in dynamic precincts can fuel high-value careers and new ideas and investment, supporting industries critical to our state's economic future.

Additionally, the timely rezoning and strategic release of employment land is vital to increasing our state's economic productivity and accelerating investment in sectors of competitive advantage such as defence, space, advanced manufacturing, healthcare and renewable energy and technology.

### ACTIONS

- 1 Use current land holdings to facilitate industry and employment growth
- 2 Identify, acquire and assemble employment lands where appropriate, in support of key industries
- 3 Support the development phase of innovation precincts and transition to long-term governance

### INDICATORS OF SUCCESS

- ▼ 100 hectares of future employment lands sold across 5 precincts
- ▼ Supply of industrial land released by Renewal SA meets market latent demand
- ▼ 90% occupancy in new and existing tenancies across innovation precincts; Tonsley Innovation District, Lot Fourteen and Technology Park
- ▼ \$700 million of private and public sector capital expenditure committed
- ▼ Government long-term sustainability and governance model for economic activity zones finalised and implemented

### KEY PROJECTS

- ▼ Deeper Maintenance and Modification Facility
- ▼ Edinburgh Parks
- ▼ Gillman
- ▼ Lot Fourteen
- ▼ Osborne Defence Precinct
- ▼ Technology Park
- ▼ Tonsley Innovation District





## Sustainable future

Guided by the Government of South Australia's *Climate Change Action Plan* we are committed to helping the state achieve net zero carbon emissions by 2050 through more sustainable building practices and energy-efficient design.

The built environment accounts for 39% of global annual carbon emissions\* presenting a significant opportunity to make deep cuts in greenhouse gas emissions. As demand for housing grows to cater for increasing populations, so grows the challenge to ensure the places we deliver touch more lightly on our planet.

### ACTIONS

- 1 Develop a comprehensive sustainability delivery strategy that sets out our pathway to net zero by 2050, performance measures and ways we will track our progress
- 2 Establish a team dedicated to achieving our strategy and ensure understanding and commitment both within the agency and with our partners
- 3 Embed environmental, social and economic sustainability targets into all new projects to deliver sustainable outcomes
- 4 Demonstrate and share learnings of new housing and development initiatives that influence the supply chain and the private sector to deliver carbon neutrality

### INDICATORS OF SUCCESS

- ▼ Renewal SA operations are certified carbon neutral
- ▼ Begin construction on South Australia's first carbon neutral precinct at Tapangka on Franklin Street

### KEY PROJECTS

- ▼ Aldinga
- ▼ Bowden
- ▼ Tapangka on Franklin Street
- ▼ Tonsley Innovation District



\* Source: World Green Building Council. [worldgbc.org](http://worldgbc.org)

To deliver on our priorities, we maintain a focus on:



## People

We rely on the capability, passion and commitment of our people and we will continue to invest in their ongoing development and career growth to increase our impact in South Australia.



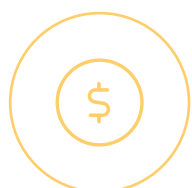
## Partnerships

We deliver our projects in partnership with industry and government at all levels and we engage with our community. No project will be delivered by Renewal SA without significant private sector participation.



## Diversity and inclusion

We recognise the diversity of the communities in which we work and seek to reflect that diversity within our organisation through delivery of our diversity and inclusion plan that focuses on women in leadership, First Nations and employment of young people.



## Commercial and financial accountability

We always act in a commercial manner and in the best interests of South Australians, and in accordance with the Urban Renewal Authority Act.



## Business improvement

We continuously seek to improve our business systems and processes, and enhance our organisations capacity to work more effectively to better respond to evolving needs and increase productivity.



## Reconciliation

We recognise and respect the Traditional Owners of the land on which we live and work and will work together to deliver our Reconciliation Action Plan.





# From the Chief Executive

*Renewal SA's 2023-2026 Strategic Plan* reflects the momentum we have continued to generate and an indication of our collective appetite to always aim higher and achieve more.

We are inspired by the fact that we are helping shape South Australia's future every day.

Whether it's through working on programs of state significance, being part of projects from concept through to delivery or helping to increase the supply of affordable housing and create communities for people to live and work, we are motivated by a common cause to drive the social and economic growth of South Australia through property and projects.

The strategic objectives outlined in this document are aligned to a series of actions that are as tangible as they are measurable. The goals we set ourselves are those that will deliver the most benefit for our economy and our communities and they are underpinned by the expertise and skills of our people.

We understand the power of property and how the responsible development and redevelopment of land is critical for South Australia's continued growth.

Government cannot and should not do everything alone. Shared objectives must be delivered in collaboration with the community, government and private sector.

The size and scale of the tasks with which we have been entrusted are significant. And that sits comfortably with us; we are a group of skilled property professionals who are immensely excited by the chance to deliver complex projects against challenging timelines.

I am proud of our achievements to date and confident of our abilities to continue to deliver great outcomes for the people of South Australia.



Chris Menz  
Chief Executive







# Our impact through 2020-2023



## Growth and investment

**\$1 BILLION**  
of private sector capital expenditure committed

**\$1 BILLION**  
in Gross State Product (GSP) generated

## Opportunity unlocked

**49.5 HECTARES**  
of future employment land sold across six precincts

## Affordable housing

**808**  
affordable housing opportunities delivered

**1,948**  
future affordable housing opportunities created

## Partnerships

**7**  
major development partnerships created with the private sector

**\$1.9 BILLION**  
in capital expenditure generated

## Jobs and training

**7,400 JOBS**  
across the construction and related industries

**3,089 PEOPLE**  
provided with pathways to employment through education, engagement,  
training and work experience across Renewal SA's projects and communities

**204 PEOPLE**  
gained employment through these pathways



## OUR VALUES

RESPECT

TRUST

HONESTY AND  
INTEGRITY

COURAGE AND  
TENACITY

COLLABORATION  
AND ENGAGEMENT

SERVICE

PROFESSIONALISM

SUSTAINABILITY



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