

Mint Inc  
Strategic Plan 2011 – 2014

## Our strategic priorities

- Vision:** *To show Victorians how to successfully conserve heritage properties and transform them into sustainable community assets*
- Mission:** *To ensure historic properties are expertly restored to protect their heritage values and provide a sustainable commercial or community use*
- Priorities:** *Mint Inc will realise its vision in the following ways*
- 1. Our properties: an expanded portfolio** *Increase our contribution to heritage conservation by expanding our diverse portfolio of heritage properties*
  - 2. Our relationships: advocacy and influence** *Become a more effective advocate for heritage conservation by promoting the Mint Inc approach*
  - 3. Our organisation: resourced for growth** *Ensure Mint Inc has the people and financial resources to support its expanded portfolio*

## How will we deliver this?

*To show Victorians how to successfully conserve heritage properties and transform them into sustainable community assets*

**1. Our properties:  
an expanded portfolio**

Principles and criteria agreed for guiding the expansion of the portfolio while maintaining standards

Between two and five additional heritage properties conserved each year

All properties managed to ensure sustainable results

**2. Our relationships:  
advocacy and influence**

Greater promotion/communication of Mint Inc's successes in heritage conservation

Adoption of Mint Inc's approach to heritage conservation by other organisations  
Support/ assist other organisations involved in heritage conservation

**3. Our organisation:  
resourced for growth**

Conservation of new properties is underpinned by sound financial management  
Mint Inc has the people to continue to deliver the expanded program

The Mint Inc Committee provides effective, professional governance

## Priority 1: Our properties: an expanded portfolio

Objectives	How we will meet the objectives	What will success look like?
<p><b>1</b> To agree principles to guide the expansion of the portfolio while maintaining conservation standards</p>	<ul style="list-style-type: none"> <li>• Confirm the criteria for assessing new properties</li> <li>• Confirm the key elements of the model for acquiring, conserving, managing and leasing heritage properties</li> </ul>	<p><i>Agreed criteria consistently applied</i></p> <p><i>Documented protocol/procedure for each key stage of Mint Inc approach</i></p>
<p><b>2</b> To conserve up to five additional properties annually</p>	<ul style="list-style-type: none"> <li>• Identify potential conservation opportunities through networks and previous research</li> <li>• Assess candidate properties against investment criteria, and select projects where a timely outcomes can be achieved</li> <li>• Complete all conservation works to all properties to appropriate standards</li> </ul>	<p><i>Evolving / waiting list of candidate properties</i></p> <p><i>Projects completed in a timely and financially prudent manner</i></p> <p><i>A range of exemplar projects</i></p>
<p><b>3</b> To manage all properties to ensure sustainable community outcomes</p>	<ul style="list-style-type: none"> <li>• Actively work with our tenants to ensure the properties are maintained to the best possible standards and have appropriate usage</li> <li>• Ensure all properties have suitable tenants and usage</li> <li>• Monitor all properties to ensure that each can contribute to its long-term financial requirements</li> </ul>	<p><i>Well maintained properties</i></p> <p><i>Tenants actively engaged in caring for the properties</i></p> <p><i>Properties achieving or approaching/contributing to financial self-sufficiency</i></p>

## Priority 2: Our relationships: advocacy and influence

Objectives	How we will meet the objectives	What will success look like?
<p><b>1</b> To achieve greater recognition of Mint Inc's successes in heritage conservation</p>	<ul style="list-style-type: none"> <li>• Establish and maintain an effective working relationship with the Minister for the Environment</li> <li>• Actively promote Mint Inc's approach with community groups and key stakeholders</li> <li>• Document the contribution properties under Mint Inc's management make to community well-being</li> <li>•</li> </ul>	<p><i>Minister actively supporting Mint Inc's work</i></p> <p><i>Recognition of Mint Inc as a leader for conservation of community properties</i></p> <p><i>Documented case studies of conservation activities and use of heritage properties</i></p>
<p><b>2</b> To achieve adoption of Mint Inc's approach by other organisations</p>	<ul style="list-style-type: none"> <li>• Act as a mentor to other Committees of Management responsible for /heritage properties</li> <li>• Encourage government agencies to become more accountable for heritage places under their control (for example, by establishing maintenance budgets)</li> <li>• Actively participate in audits and inquiries relevant to heritage conservation in Victoria</li> </ul>	<p><i>Regular workshops or other training activities</i></p> <p><i>Better maintained heritage properties in public ownership</i></p> <p><i>Submissions lodged and an influence on heritage conservation policy and practice</i></p>

## Priority 3: Our organisation: resourced for growth

Objectives	How we will meet the objectives	What will success look like?
<p><b>1</b> The acquisition and conservation of new properties is underpinned by sound financial management</p>	<ul style="list-style-type: none"> <li>• Develop a contingency plan to manage the risks to revenue derived from The Mint car park</li> <li>• Broaden the financial base by exploring other sources of revenue</li> <li>• Set a target to ensure sufficient funds for meeting liabilities (for example, maintenance) and contingencies</li> <li>• Improve financial modelling to inform investment decisions</li> </ul>	<p><i>Reduced reliance on The Mint car park revenue</i>  <i>Development of other sources of income</i>  <i>As above</i></p> <p><i>Budget process</i></p> <p><i>Project budgeting</i></p>
<p><b>2</b> Mint Inc has the people to continue to deliver the expanded program</p>	<ul style="list-style-type: none"> <li>• Provide the appropriate level of project and administrative support to the EO</li> <li>• Document Mint Inc systems and processes to capture corporate knowledge</li> <li>• Develop a succession plan for the EO</li> </ul>	<p><i>Expanded staffing with clear lines of responsibility and duties</i>  <i>Full suite of systems/protocols</i></p> <p><i>Agreed approach to EO succession</i></p>
<p><b>3</b> The Mint Inc Committee provides effective, professional governance</p>	<ul style="list-style-type: none"> <li>• The Mint Inc Committee actively manages each of the pillars of good governance: strategy and direction setting, effective relationships, risk management and integrity</li> </ul>	<p><i>Expanded Policies and Procedures Manual incorporating best practice</i>  <i>No complaints</i></p>