

City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2019

Notifiable instrument NI2019–787

made under the

City Renewal Authority and Suburban Land Agency Act 2017, s 18 (Statement of operational intent)

1 Name of instrument

This instrument is the *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2019*.

2 Commencement

This instrument commences on the day after its notification day.

3 Approval

I approve the Statement of Operational Intent in Schedule 1.

4 Revocation

The *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2018* (NI2018-656) is revoked.

Andrew Barr MLA
Chief Minister
4 December 2019

Schedule 1



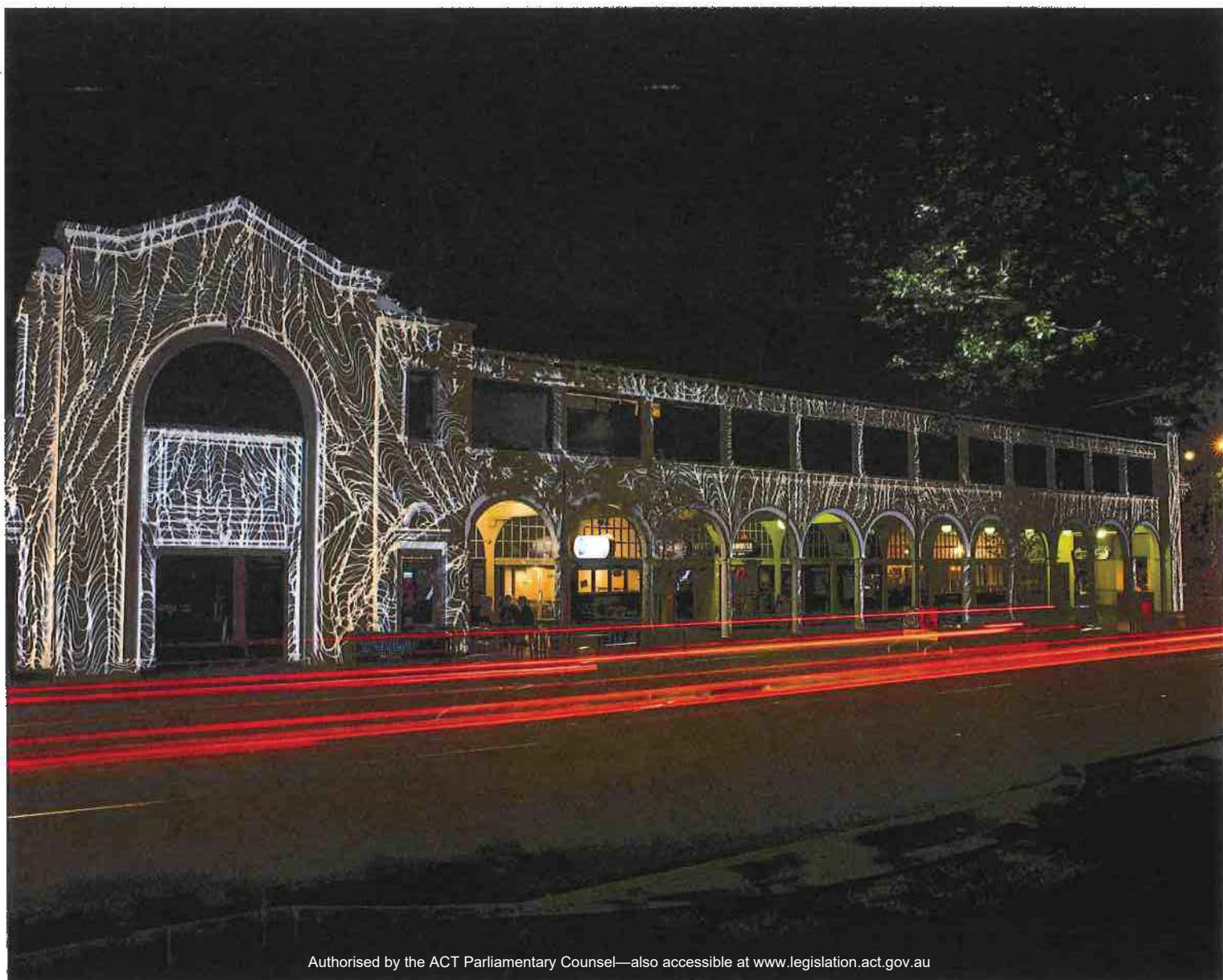
ACT
Government

**CITY
RENEWAL
AUTHORITY**

Statement of Operational Intent

2019-20

2 October 2019



The City Renewal Authority

The City Renewal Authority (the Authority) is a Territory Authority established under *the City Renewal Authority and Suburban Land Agency Act 2017* (the Act).

Working with the community, the Authority recognises that our city's places are there for the people to work in, live in, enjoy and support a quality of life Canberrans expect and deserve. As defined by the Objects detailed in our Act, we will:

- **Encourage and promote a vibrant city through the delivery of design-led, people-focused urban renewal.**
- **Encourage and promote social and environmental sustainability.**
- **Operate effectively with sound risk management practices to ensure value for money.**

This Statement of Operational Intent, which relates to the 2019-20 Budget year, responds to the Government's 2019 Statement of Expectations.

Approved by the Board of the Authority, this statement has been developed in the context of applying a strategic approach to our renewal work over future years' programs and projects.

We look forward to driving the implementation of the Government's vision for the City Renewal Precinct.



Dr Michael Easson AM

Chair, City Renewal Authority Board



Malcolm Snow

Chief Executive Officer, City Renewal Authority

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Preamble

The City Renewal Authority is responsible for co-ordinating and implementing visionary urban renewal within the designated City Renewal Precinct (the precinct) to make it a great place to live, work, explore and enjoy.

In our first two years we laid a foundation to ensure Canberra's city centre further evolves into a thriving precinct with well-designed buildings and public spaces that improve the level of activity, connectivity and sustainability.

Successful urban renewal cannot be achieved by government alone. It requires collective urban leadership to create great places so we will continue to work in partnership with the community, the private-sector and other government agencies.

Together we will create a vital city heart that meets the needs and ambitions of the Canberra community through design-led, people-focused renewal guided by a commitment to economic, social and environmental sustainability.

We will draw on these strong, established partnerships and continue to forge new ones, to support the creation of new buildings, places and experiences within the precinct that are of exemplary design quality, excite interest and participation, and stimulate new investment.

We will continue to activate the precinct with events and attractions that bring more people into the city centre and improve the experience for residents, workers and visitors.

We will meet the Government's expectations in delivering a range of high-quality urban renewal outcomes that firmly embed Canberra's standing as a city of choice, a city of talent, and a city of ambition that is open to all.

Our response to those expectations is set out in this Statement.

Our success will be measured by:

- **A revitalised city centre precinct that is economically prosperous, sustainable and liveable.**
- **A diverse, active and engaged residential population that has a strong sense of community.**
- **The take-up of economic and business opportunities for new enterprises, start-ups and the creative sector.**

Response to the Government's Expectations

Our response to each element of the Government's *2019 Statement of Expectations* is set out in Table 1 at page 8.

Our intentions

This document is a statement of the Authority's aspirations in our third year of operation. Our intentions are predicated on what we have learnt over the past two years. We are committed to applying those learnings to how we implement our renewal program. As new opportunities arise, we will continue to take advantage of them.

Our first two years have reconfirmed the critical role the community plays in all of our work. In order to create great places for people, we will need to continue to engage with the people who will use them.

We are committed to working with the community to help shape the renewal of the precinct and will look for opportunities to include the people who are affected by our projects and policies to be included in their development.

Recognising the importance of collaboration

We remain focused on initiating innovative, leading-edge urban renewal and revitalisation activities within the precinct, but it will take collaborative action from governments, the private sector and the community to achieve great, urban renewal.

Many stakeholders will continue to have an important role in supporting and advocating our work. In particular, the National Capital Authority (NCA) has administrative responsibility for control of development on Designated Land identified in the National Capital Plan.

With many areas in the precinct identified as Designated Land, the Authority recognises the important role the NCA plays in approving and facilitating our renewal projects. We will continue to work closely with the NCA, the Environment, Planning and Sustainable Development Directorate, the Transport and Community Services Directorate and the Suburban Land Agency to achieve outstanding planning and development outcomes that meet our common objectives for the precinct.

Equally, the high proportion of private land ownership within the precinct highlights the importance of effectively advocating our renewal vision and by doing so gain the support of the precinct's land holders, businesses and residents so they can play a central role in shaping its revitalisation.

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.

Our 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 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 Sector values of respect, integrity, collaboration and innovation. At all times we are ethical and inclusive in how we conduct our business and relationships.

Our Strategic Goals

Our strategic goals to 2025 are distilled from our Act and informed by our Mission Statement, Guiding Principles and the ongoing feedback and inspiration from our stakeholders.

The Authority's strategic goals as expressed in our Strategic Plan 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 that will 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.

Our context

The statutory and operational context for the Authority's work is illustrated in the diagram below.

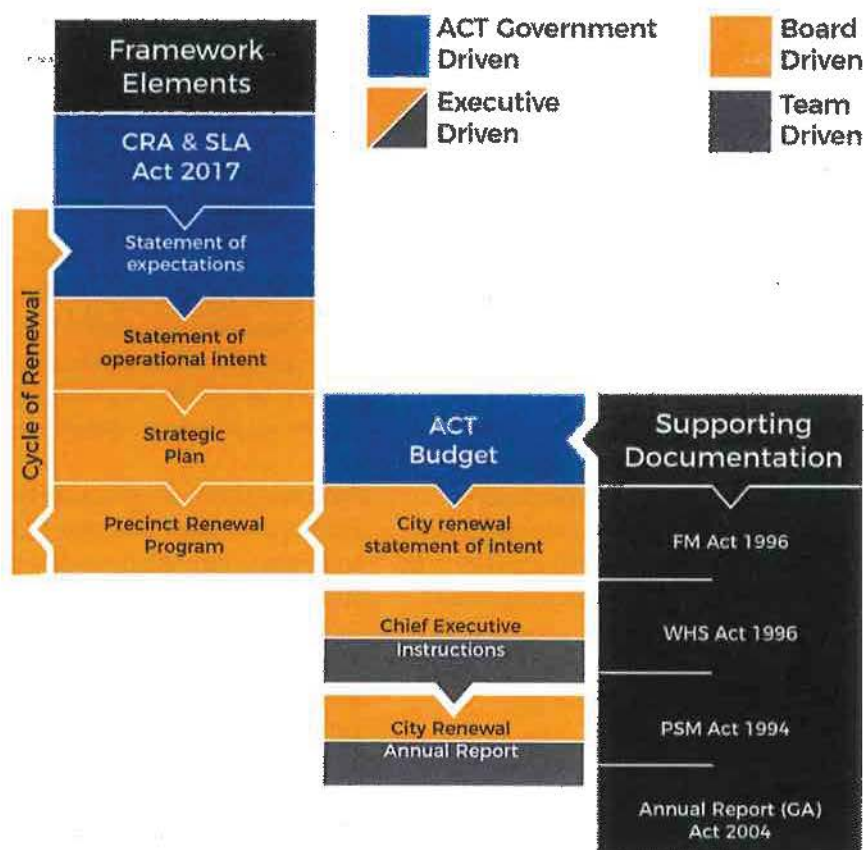


Table 1: Our 2019-20 intentions

Coordinated Urban Renewal	
Government expectation	Our intention
The Authority will:	We will:
Prioritise the implementation of the City Precinct Renewal Program (the program).	<p>Collaborate across government and the private sector to implement the actions outlined in the program.</p> <ul style="list-style-type: none"> • The program is the foundation of our work, and its implementation will ensure the renewal of our precinct results in great places that are well positioned to thrive in a national and global setting. • In 2019-20 we will focus on the projects outlined on page 9 – <i>Specific projects and initiatives</i>.
<p>The Authority's work will:</p> <ul style="list-style-type: none"> • Identify and recommend prioritisation and sequencing of major public infrastructure works within the precinct. 	<p>Maintain a co-ordinated sequence of priority public infrastructure works projects, as outlined in the Authority's 30-year program, which are informed by the views of the community and other stakeholders and reviewed at least annually.</p> <p>Contribute to the development of the Government's 2019 10-year <i>ACT Infrastructure Plan</i> through the whole-of-government consultation process coordinated by Treasury.</p>
<ul style="list-style-type: none"> • Be developed in consultation with stakeholders. 	<p>Maintain ongoing collaboration and involvement with Government, stakeholders and the community in the annual review of the program. This work will be overseen by the Board appointed Communications and Engagement Committee.</p>
<ul style="list-style-type: none"> • Promote Government, stakeholder and community understanding of, and confidence in, the total program of renewal initiatives to be undertaken and delivered within the precinct. 	<p>Publish and actively promote the program and its actions to Government, stakeholders and the community through the Authority's communications strategy.</p>
<ul style="list-style-type: none"> • Enable, encourage and promote integrated renewal and development outcomes. 	<p>Communicate and work with, government agencies and private developers to seek opportunities for collaboration and co-creation across the program. This work will be overseen by the Board appointed Design, Planning and Public Realm Committee.</p>
<ul style="list-style-type: none"> • Be supported by clear timeframes in which identified renewal works need to be delivered commencing with those of highest impact value. 	<p>Prioritise works of high impact value and clearly articulate the timeframes grouped by short, medium- and long-term actions, as outlined in the Authority's 30-year program and reviewed at least annually.</p>

<ul style="list-style-type: none"> • Be consistent with the Territory Plan and the strategic planning framework established under the <i>Planning and Development Act 2007</i>. 	Operate consistently within statutory policy, planning, legislative and procedural requirements.
<ul style="list-style-type: none"> • Reflect and be consistent with the Government's publicly stated policy commitments. 	Confirm with relevant directorates that the program reflects, and is consistent with, Government's policy commitments as part of the program's annual review.
Review the program regularly to ensure it is using the best, most current information available to shape the precinct's ongoing transformation.	<p>Review the program on an annual basis, concurrent with the budget business case.</p> <p>In doing so, we will consult with our key stakeholders to ensure we are incorporating the latest thinking on the urban renewal priorities for the precinct and how these can best be achieved.</p>

Specific projects and initiatives	
Government expectation	Our intention
The Authority will:	We will:
Prioritise the following projects and works in the precinct:	
Garema Place / City Walk Place Plan	
Prepare a place plan for the revitalisation of Garema Place and City Walk, which will be people focused and support creation of a quality urban environment.	Prepare a place plan in conjunction with retail strategies to promote urban renewal within the city centre and seek planning code adjustments to give effect to the plan.
Haig Park	
Commence temporary activation, undertake minor public works and investigate the adaptive re-use of the Haig Park Depot in accordance with the Haig Park Action Plan and implementation strategy.	<p>Continue to implement the Haig Park Place Plan to reconnect Canberrans with the park.</p> <ul style="list-style-type: none"> • The Haig Park Experiments will deliver a variety of temporary improvements, activations and events in the park, which will inform the permanent upgrades proposed in the place plan, including the potential adaptive re-use of the former depot site. <p>Prepare plans and drawings for capital upgrades to key parts of Haig Park in preparedness for construction activity.</p>

Specific projects and initiatives	
Government expectation The Authority will:	Our intention We will:
Acton Waterfront¹	
Complete a review of the project to finalise the planning principles and economic analysis that will underpin the successful redevelopment of the precinct. Work with the National Capital Authority to obtain approvals and schedule the commencement of stage 2.	<p>Adopt a place-based approach to the review, which will inform the urban design framework and spatial masterplan for this iconic precinct.</p> <p>Collaborate with other ACT directorates to resolve planning issues and integrate strategic transport planning with the urban design outcome.</p> <p>Collaborate with the Chief Minister, Treasury and Economic Development Directorate on acquisition of development rights of a section of the lake bed in order to progress public realm works and the creation of new public spaces along the boardwalk.</p> <p>Collaborate with the National Capital Authority to obtain the necessary works approvals for construction to commence.</p>
City Bus Interchange	
Plan for longer term opportunities to integrate a revitalised transport interchange as part of catalytic renewal efforts in Civic.	Investigate the feasibility of transit-oriented development within the city centre co-located adjacent light rail, entertainment and cultural facilities.
Sydney and Melbourne Buildings	
Finalise a strategy and associated implementation plan for revitalising the Sydney and Melbourne Buildings and surrounding public realm.	<p>Work with relevant agencies to develop a legislative mechanism to ensure the public realm areas of these important heritage-listed landmarks are maintained to the highest standard with a coordinated approach to the maintenance and up-keep of these privately-owned buildings.</p> <p>Subject to the enabling legislation, finalise a revitalisation strategy and implementation plan.</p>

¹ Previously referred to as West Basin precinct.

Specific projects and initiatives	
Government expectation	Our intention
The Authority will:	We will:
Dickson Group Centre	
Undertake a package of capital improvements and place activation in the Dickson Group Centre.	<p>Continue to implement the Dickson Place Plan to realise the vision of a “diverse Dickson” and create an even better town centre.</p> <ul style="list-style-type: none"> The Woolley Street Project will trial ideas and activations to improve the access, amenities and public spaces in Dickson’s best-known dining precinct. This will help inform future permanent infrastructure improvements and events. <p>Prepare plans and drawings for capital upgrades to key parts of Dickson in preparedness for construction activity, commencing with Woolley St.</p>
Braddon Village	
Undertake a package of capital improvements and place activations in Braddon.	<p>Continue to implement the Braddon Place Plan to retain Braddon’s character as a gritty urban neighbourhood, while promoting it as a destination.</p> <p>Prepare plans and drawings for capital upgrades to key parts of Braddon in preparedness for construction activity, commencing with Lonsdale St.</p>
Public realm improvements	
Undertake capital improvements in Hobart Place, Knowles Place and Mort Street (Civic).	<p>Create attractive, vibrant and accessible street scapes and public spaces across the precinct that support and encourage social and environmental sustainability. This aligns with the Government’s integrated urban renewal strategy of a vibrant and well-presented city centre that not only attracts investments but also fosters economic and business development.</p> <p>Encourage active travelling through investing in improved infrastructure and facilities that has environmental and health benefits.</p> <p>In 2019-20 we will focus these public realm improvements in Hobart Place, Knowles Place and Mort Street (east).</p>

Specific projects and initiatives	
Government expectation	Our intention
The Authority will:	We will:
City activation	
Continue a comprehensive program of place making and activation for the public spaces across the precinct, and partner with local businesses and the creative sector to strengthen its cultural capital.	<p>Develop and deliver a program of seasonally curated activities, a range of place improvement programs, safety initiatives, place management and grants programs.</p> <p>The program will:</p> <ul style="list-style-type: none"> • be informed by and developed to deliver a broad offering to city residents, users, businesses and property owners • drive economic benefit through the delivery of a dynamic program of activity that includes cultural events, place management and minor infrastructure upgrades • be funded in part by the City Centre Marketing Improvements Levy (CCMIL). <p>Administer the proceeds of the CCMIL in an effective, efficient and transparent manner to fund events, promote activities, undertake capital improvements and provide cleaning and security services to the city centre.</p>

Stakeholder relationships and community engagement	
Government expectation	Our intention
The Authority will:	We will:
<p>Consult and establish productive working relationships with key stakeholders, including all levels of Government and other relevant bodies and organisations.</p> <p>Engage openly and meaningfully with the local community to inform both the design and delivery of works.</p> <p>Promote cooperation, collaboration and coherent urban renewal with other key entities including the National Capital Authority and the Suburban Land Agency.</p>	<p>Maintain our existing productive working relationships and seek more active involvement in our program among public and private stakeholders, businesses, and organisations with an interest in the precinct.</p> <p>Continue to engage effectively with local communities to inform and guide the implementation of the approved renewal actions outlined in the program.</p> <p>Undertake sentiment surveys with stakeholders and the community to confirm our engagements are achieving the standards we have set.</p>

Ministerial support

Government expectation

The Authority will:

Provide the Minister with accurate and timely advice on significant issues in its core area of business.

Our intention

We will:

Continue to provide timely, informed advice and support to the Chief Minister, as Minister for the Authority, and the Government.

Operational environment

Government expectation

The Authority will

Ensure a high degree of accountability and transparency from the Authority in relation to the decision-making of its Board and Chief Executive Officer.

Pro-actively manage risk in accordance with best practice risk management.

Operate in accordance with all relevant legislation and legal instruments, in particular the following:

- *Annual Reports (Government Agencies) Act 2004*
- *City Renewal Authority and Suburban Land Agency (City Renewal Authority Land Acquisitions) Direction 2017*
- *Environment Protection Act 1997*
- *Financial Management Act 1996*
- *Freedom of Information Act 2016*
- *Government Agencies (Land Acquisition Reporting) Act 2018*
- *Government Procurement Act 2001*
- *Information Privacy Act 2014*
- *Integrity Commission Act 2018*
- *Planning and Development Act 2007*
- *Public Sector Management Act 1994*
- *Territory Records Act 2002*
- *Work Health and Safety Act 2011.*

Our intention

We will:

Publish the outcomes of Board meetings on the Authority's website as soon as practicable after each meeting.

Pro-actively manage risk through the implementation of an assured, risk management framework in line with *AS/NZS ISO 31000:2018*.

Operate in accordance with all relevant legislation and legal instruments.

- Compliance will be monitored by the Authority's Board, through its Audit and Risk Committee, and Chief Executive Officer.

Further opportunities

The Authority will actively seek-out further opportunities beyond those described in the 2019-20 Statement of Expectations. These opportunities will be guided by our statutory functions and the City Precinct Renewal Program.

For 2019-20 those opportunities include collaboration with:

- Major Projects Canberra to ensure strategic public transport, active travel and road infrastructure projects are aligned with land development and urban design outcomes
- the Suburban Land Agency to ensure that future land releases along Northbourne Avenue ensure social, sustainable and high-quality design outcomes; and
- the National Capital Authority to jointly prepare an Urban Design Framework for the designated City Hill Precinct to guide future, high quality development.

