

Australian Capital Territory

# City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2023

Notifiable instrument NI2023–216

made under the

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

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## **1 Name of instrument**

This instrument is the *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2023*.

## **2 Commencement**

This instrument commences on the day after its notification day.

## **3 Approval**

On 20 February 2023, I approved the statement of operational intent for the City Renewal Authority in schedule 1.

## **4 Revocation**

This instrument revokes the *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2021 (NI2021-293)*.

Andrew Barr MLA  
Chief Minister  
24 April 2023

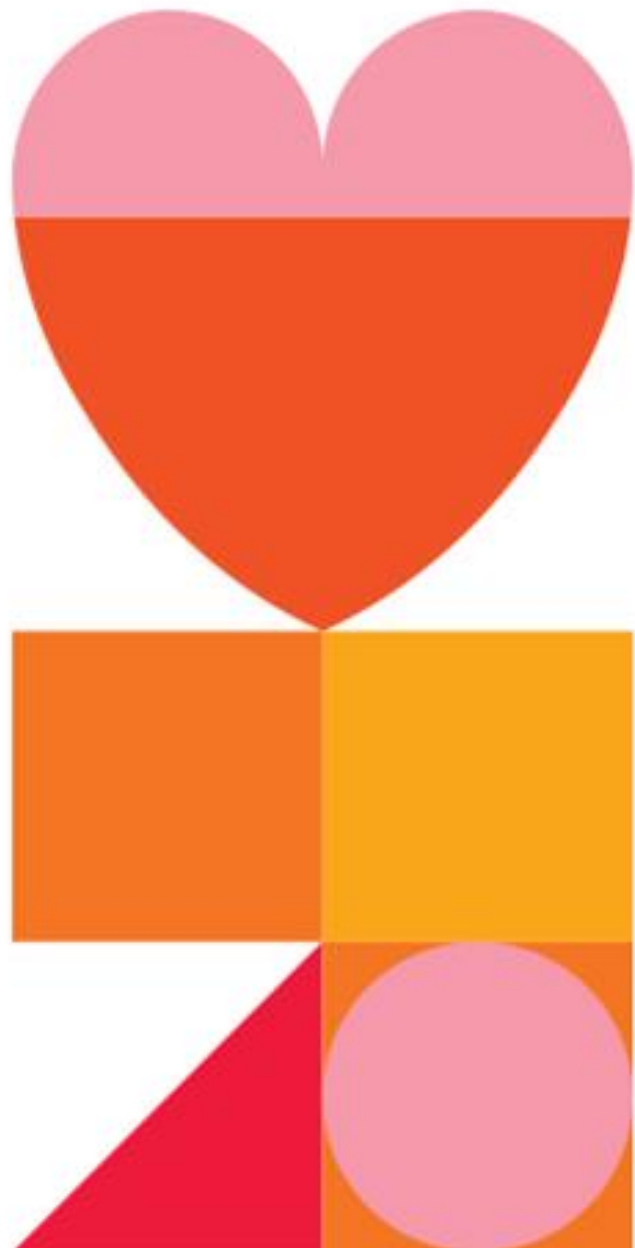
# Schedule 1

(see s 3)

# Statement of Operational Intent

**2022-23**

December 2022





**ACT**  
Government

**CITY  
RENEWAL  
AUTHORITY**



## **Acknowledgement of Country**

We acknowledge the Ngunnawal people, traditional custodians of this beautiful Country we have the privilege to call home. We pay our respects to their Elders, past and present, and the contribution they make to the life of this city and to its success.

We recognise the land known as the Australian Capital Territory has been occupied, used and enjoyed since time immemorial by Aboriginal peoples, and they continue to be interconnected with it today.

## 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 live in, work in, enjoy and support a quality-of-life Canberrans expect and deserve. As defined by the Objects detailed in our Act, we:

- encourage and promote an active city through the delivery of design-led, people-focused urban renewal
- encourage and promote social and environmental sustainability; and
- operate effectively with sound risk management practices to ensure value for money.

This Statement of Operational Intent, which relates to the 2022-23 fiscal year, responds to the ACT Government's 2022 Statement of Expectations issued in November 2022.

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.



**Christine Covington**  
**Chair**  
**City Renewal Authority Board**



**Malcolm Snow**  
**Chief Executive Officer**  
**City Renewal Authority**



## Preamble

The Authority is responsible for coordinating 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.

We are laying the foundations to ensure Canberra's city centre further evolves into a thriving precinct with well-designed buildings and public spaces that significantly improves 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. We will continue to work in close partnership with the community, the private sector and other government agencies to accomplish this.

Together, we will create an active 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 our 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, new investors and the creative sector.



## Our Vision

To be acknowledged as the most dynamic, inclusive, and competitive city precinct in Australia.

## Our Mission

We will lead the revitalisation of our precinct and its places by delivering a people-centred, design-led, sustainable and commercially focussed urban renewal program.

## Our Guiding Principles

We believe and are committed to the following guiding principles in our work:

**Caring for Country** – The city's renewal offers rare and great opportunities to raise visibility of the Ngunnawal people and culture in the city centre, and to progress reconciliation by acknowledging what came before. We will share the table and collaborate to realise these opportunities in true partnership with the Ngunnawal community.

**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.

**Financial, social and environmental sustainability** – We will embrace the ACT Wellbeing Framework and work in partnership with our stakeholders to lift the quality of life of all Canberrans who visit, work and live in our precinct.

**Vibrant places** – We will enliven our precinct. We will increase its attractiveness and opportunities for social and economic interaction through well considered place programs, creative interventions and events.

**Innovation** – We will look over the horizon by encouraging innovation and embracing leading-edge practices in all our activities.

**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.

**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.



**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 Strategic Goals

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

The Authority's strategic goals are to:

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





## Our response to the Government's Expectations

### Our intentions

This document is a statement of the Authority's intentions for 2022-23.

Our intentions are based on our learnings. We are committed to applying those learnings to how we implement the foundation of our work, the City Precinct Renewal Program<sup>1</sup>, in a way that is consistent with the Territory and National Capital Authority's (NCA) planning frameworks and delivers on the Government's commitments and policies in a meaningful way.

In doing so, we strive to be innovative and take advantage of new opportunities as they arise. Through ongoing review and a process of continuous improvement, we will ensure our work remains contemporary and reflects the ever-changing needs of the Canberra community.

To create great places for people, we must continue to engage with the people who will use them. We are committed to working with our stakeholders to help shape the renewal of the precinct and will look for new opportunities to include the people who are affected by our projects and policies in their development.

We remain focused on initiating leading-edge urban renewal and revitalisation activities within the precinct, recognising this will demand collaborative action from governments, the private sector and the community to achieve Government's desired renewal objectives.

Many stakeholders will continue to have an important role in supporting and advocating our work. In particular, the 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 renewal projects. We will continue to work closely with the NCA, the Environment, Planning and Sustainable Development Directorate (EPSDD), Transport Canberra and City Services (TCCS), Major Projects Canberra (MPC), Economic Development, the Cultural Facilities Corporation, 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 gaining the support of the precinct's land holders, businesses and residents so they can play a central role in shaping its revitalisation.

We will also continue to support local businesses through the ongoing effects of COVID-19, not only through encouraging visitation to the precinct, but also through minimising the impact of our capital works improvement program.

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<sup>1</sup> [https://www.act.gov.au/\\_data/assets/pdf\\_file/0005/1539743/City-Renewal-Program.pdf](https://www.act.gov.au/_data/assets/pdf_file/0005/1539743/City-Renewal-Program.pdf)



The Government expects a high degree of accountability and transparency from the Authority, as well as timely and accurate advice. The Authority is committed to the principles of Open Government and ensuring transparency in process and information in all that we do. We are committed to actively engaging with the community so that all interested citizens can participate in the governing process. To support this, we actively maintain our website and social media platforms. This includes current project updates and the publication of governance documents, such as Board publishable outcomes and Annual Reports.

In relation to good governance, the Authority's management of risk; responsibility to exercise due diligence; compliance with relevant legislation and legal instruments; project and procurement controls; and adequacy of financial controls is overseen by the Authority's Audit and Risk Committee and supported by an internal audit program.

## Specific projects and initiatives

In 2022-23 the Authority will progress and deliver the following projects as specified by the Government in the Authority's 2022 Statement of Expectations:

**City Hill** – facilitate the construction of an active travel path to improve east-west connectivity around City Hill.

**Haig Park** – continue implementation of the Haig Park Place Plan, including construction of a new community centre.

**Acton Waterfront** – complete construction of Stage 2A of the Acton Waterfront project<sup>2</sup>, including opening the completed boardwalk around West Basin and upgraded beach access at its northern end; undertake community consultation on the preliminary designs for the new adjoining park; and, based on master planning completed to date, progress analysis of development delivery and funding options for the next stages of the project.

**Sydney and Melbourne Buildings** – continue projects to rejuvenate the 'leased public areas' of the Sydney and Melbourne Buildings<sup>3</sup>, including public space upgrades in Odgers and Verity Lanes, and development of a Revitalisation Plan with owners to repaint the buildings' facades.

**Dickson** – complete construction of a streetscape upgrade along sections of Woolley Street.

**Braddon** – commence construction of streetscape upgrades along sections of Lonsdale and Mort Streets.

**Canberra Civic and Culture District** – progress formulation of the Canberra Civic and Culture District concept plan in conjunction with the redevelopment of the Canberra Theatre Complex and adjoining Territory land.

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<sup>2</sup> Excluding ground consolidation works.

<sup>3</sup> Pending agreement with building owners.



**Precinct activation** – continue a comprehensive program of place curation, activation, and promotion for the public spaces across the precinct, and partner with businesses, residents, and the creative sector to strengthen its social capital.

**Place management** – continue an elevated program of maintenance and cleaning of public spaces across the precinct.

**Future land sales** – prepare for future sales of land within the precinct in accordance with the ACT Government’s Indicative Land Release Program and identify new land development opportunities.

**UNSW Canberra City Campus** – co-ordinate and manage the requirements under the approved Deed to support the University’s implementation of the city campus masterplan to ensure it aligns with the Authority’s precinct renewal objectives.

**Development referrals** - provide sound and timely advice to EPSDD for all referred development applications within the precinct to encourage high quality design, sustainability, and community wellbeing outcomes.

## Further opportunities

The Authority actively seeks out further opportunities, guided by our statutory functions and the City Precinct Renewal Program, beyond those described in our Statements of Expectations. These strategic objectives and priorities are identified in our 2025 Strategic Plan<sup>4</sup> and in 2022-23 include:

- developing the second implementation phase of the City Precinct Renewal Program and a supporting 2023-24 business case to fund its delivery, in consultation with key stakeholders such as TCCS
- collaboration with MPC to ensure the prioritisation, sequencing and delivery of significant pieces of city social infrastructure within the precinct are aligned with land development and urban design outcomes
- collaboration with Economic Development, VisitCanberra, Brand CBR, Events ACT and Arts ACT to deliver place experience initiatives to meet the needs and wants of consumers and promote the precinct as a place where all Canberrans can live the life they want, with access to quality experiences that encourage repeat visitation to the city centre
- codeveloping a Ngunnawal Engagement Strategy to govern meaningful collaboration with the Ngunnawal community; and partnering with that community in the early design phases to ensure our works raise visibility of the Ngunnawal people and culture throughout the precinct

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<sup>4</sup> 2025 Strategic Plan – [https://www.act.gov.au/\\_data/assets/pdf\\_file/0009/2024586/Strategic-Plan-2025\\_May2022-update-SIGNED.pdf](https://www.act.gov.au/_data/assets/pdf_file/0009/2024586/Strategic-Plan-2025_May2022-update-SIGNED.pdf)





- in consultation with the City Centre Marketing and Improvements Levy (CCMIL) Advisory Group, developing a plan for improving the impact and benefit of the CCMIL by proactively engaging levy payers and ensuring mutual benefits
- actively identifying opportunities to integrate and practically demonstrate sustainability principles within our works, including undertaking pilot projects to increase the tree canopy cover and permeable surfaces in built-out areas, as an exemplar of best practice street tree planting methods.

