

Australian Capital Territory

# City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2025\*

Notifiable instrument NI2025–46

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 2025*.

## 2 Commencement

This instrument commences on the day after its notification day.

## 3 Approval

I approve the statement of operational intent for the City Renewal Authority at schedule 1.

## 4 Revocation

This instrument revokes the *City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2023 (No 2) (NI2023-652)*.

Andrew Barr MLA  
Chief Minister  
30 January 2025

\*Name amended under Legislation Act, s 60

# Schedule 1

(see s 3)



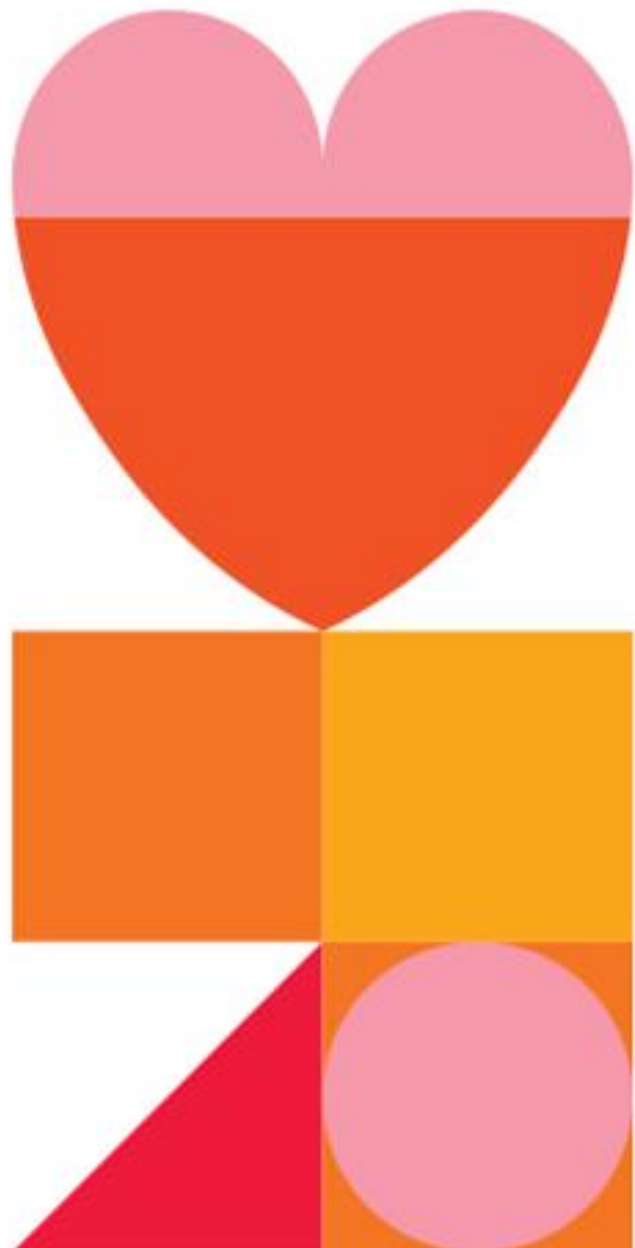
**ACT**  
Government

**CITY  
RENEWAL  
AUTHORITY**

# Statement of Operational Intent

**2024-25**

September 2024





**ACT**  
Government

**CITY  
RENEWAL  
AUTHORITY**



## **Acknowledgement of Country**

We acknowledge the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

# The City Renewal Authority

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

Working with the community, City Renewal 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
- operate effectively with sound risk management practices to ensure value for money.

This Statement of Operational Intent, which relates to the 2024-25 fiscal year, responds to the ACT Government's 2024 Statement of Expectations issued in August 2024.

Approved by the City Renewal Authority Board, 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.



**Marcia Doheny**  
**Chair**  
**City Renewal Authority**



**Craig Gillman**  
**Chief Executive Officer**  
**City Renewal Authority**



## Preamble

City Renewal 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 the Precinct further evolves into a thriving destination 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 contributes to the quality of life for all Canberrans through design-led, people-focused renewal, guided by a commitment to social progress, inclusion, and economic 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 in 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 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, as well as the creative and not-for-profit sectors.



## Our vision

To be acknowledged as one of the most dynamic, inclusive, and competitive city precincts in Australia.

## Our mission

We will lead the revitalisation of our precinct and its places by delivering an inclusive, 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 Precinct, 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 and other people and families with a connection to the ACT.

**Inclusion** – The values we hold as a city are welcoming and inclusive. Our precinct is for everyone.

**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 good outcomes that reflect best practice sustainable, resilient and inclusive 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.

**Active 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 applying 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 will be 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.

City Renewal’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 City Renewal 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 City Renewal Authority's intentions for 2024-25.

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, 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 us shape the renewal of the Precinct and will look for new opportunities to include the people who are impacted by our projects and strategies in their implementation.

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, City Renewal 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, Major Projects Canberra (MPC), Economic Development, the Cultural Facilities Corporation, and the Suburban Land Agency, amongst others, 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, not only through encouraging visitation to the Precinct, but also through minimising the impact of our capital works program.

The Government and community expects a high degree of accountability and transparency from the City Renewal Authority, as well as timely and accurate advice. City Renewal 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 channels, as well as contribute to whole-of-



government platforms such as Built for CBR. This includes current project updates and the publication of governance documents, such as Board publishable outcomes and Annual Reports.

In relation to good governance, City Renewal’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 are overseen by the City Renewal Authority’s Audit and Risk Committee and supported by an internal audit program.

## Urban renewal priorities – Acton Waterfront

As expressed to us in the 2024 Statement of Expectations, we acknowledge and commend the Government’s urban renewal objectives for Acton Waterfront.

City Renewal’s program of works will support the development of a new community focused mixed-use neighbourhood that is of a world class standard, is socially and environmentally sustainable, supports the ACT Government’s housing objectives and is a space for all Canberrans and visitors alike to enjoy.

Building on our efforts so far, we will deliver:

- high quality public realm outcomes
- parks and connected open space networks that reflect a premium lakeside setting
- connections to light rail and active travel networks
- acknowledgement of the connections the Ngunnawal people have with this area, including through artworks. The Ngunnawal community have named the new parkland Ngamawari, which means ‘cave place’, in recognition of the cultural importance of the limestone caves flooded during the creation of Lake Burley Griffin.

## Specific projects and initiatives

In 2024-25 we will progress and deliver the following projects as specified by the Government in its [2024 Statement of Expectations](#):

- **City Spine program** – commence construction of stage 2 (Garema Place public realm upgrade) and progress designs for future stages.
- **Acton Waterfront** – progress planning and design for the new waterfront parkland, Ngamawari, and the mixed-use neighbourhood. Complete civil engineering preparatory works (stormwater and bulk earthworks) and a temporary park ahead of construction of the permanent park, which is due to open in 2028-29.
- **Dickson program** – progress public realm upgrades in and around the Dickson Group Centre, including:
  - inviting tenders for the construction of public realm upgrades at Dickson Shops
  - progressing early designs for further streetscape upgrades.
- **Braddon streetscapes program** – complete the upgrade of the Mort and Elouera Streets intersection.



- **Canberra Civic and Culture District** – prepare a District Development Masterplan in conjunction with the redevelopment of the Canberra Theatre Centre and adjoining Territory land.
- **Sydney and Melbourne Buildings Revitalisation** – progress the façade repainting project in consultation with building owners and in accordance with the buildings’ Revitalisation and Conservation Management Plans.
- **University of New South Wales (UNSW) Canberra City campus** – continue to support UNSW to implement the approved Campus Master Plan and precinct deed for its new city campus.
- **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 the Precinct’s social capital and economic prosperity.
- **Place management** – continue an elevated program of place management and maintenance of public spaces across the Precinct.
- **Future land sales** – prepare for the future sale of land within the Precinct in accordance with the ACT Government’s Indicative Land Release Program, and identify new land development opportunities.
- **Development Application referrals** – continue to provide informed advice to EPSDD for all referred development applications within the Precinct to encourage high quality design, sustainability, and community wellbeing outcomes.

## Further opportunities

City Renewal actively seeks out further opportunities, guided by our statutory functions and the City Precinct Renewal Program, beyond those described in our Statement of Expectations. In 2024-25 these strategic objectives and priorities include:

- Leading the master planning for the City South-East, including progressing feasibility and due diligence studies to support future redevelopment of key sites. This includes potential commercial arrangements with adjoining lease holders to optimise place outcomes and accessibility to and from the City Centre.
- Supporting renewal policy development and enabling planning settings in partnership with relevant agencies. For example, delivery of actions from the new Territory Plan, such as the update to the Canberra City Centre Design Manual and implementation of additional design guidance.
- Strengthening sustainability through a deeper focus on social returns across our projects and initiatives, including identifying opportunities for social and affordable housing.
- Collaboration with MPC to ensure the prioritisation, sequencing and delivery of significant pieces of social infrastructure within the Precinct are aligned with land development and urban design outcomes.



- Collaboration with Economic Development, VisitCanberra, Brand CBR, Events ACT and ArtsACT to deliver place experience initiatives to meet the needs and wants of consumers and promote the Precinct as a place where all Canberrans and visitors can live the life they want, with access to quality experiences that encourage repeat visitation.
- Partnering with the Ngunnawal community in the early design phases to ensure our works raise visibility of the Ngunnawal people and culture throughout the Precinct.
- In consultation with the City Centre Marketing and Improvements Levy (CCMIL) Advisory Group, enhance the value of the CCMIL by proactively engaging levy payers and ensuring the mutual benefits are realised.
- Marketing future urban renewal opportunities nationally and internationally.

