

Australian Capital Territory

# City Renewal Authority and Suburban Land Agency (City Renewal Authority) Statement of Operational Intent 2018

Notifiable instrument NI2018–656

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 2018*.

## 2 Commencement

This instrument commences on the day after its notification day.

## 3 Approval

I approve the Statement of Operational Intent in the schedule.

## 4 Revocation

The *City Renewal Authority and Suburban Land Agency (CRA) Statement of Operational Intent 2017* (NI2017-547) is revoked.

Andrew Barr MLA  
Chief Minister  
19 November 2018



**ACT**  
Government

**CITY  
RENEWAL  
AUTHORITY**

# Statement of Operational Intent

2018-19

9 October 2018



# 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).

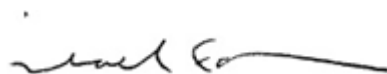
Working with the community, the Authority recognises that our city's places are there for the people to work in, live in, enjoy and support a quality of life Canberrans expect and deserve. As defined by the Objects detailed in our Act, we will:

- **Encourage and promote a vibrant city through the delivery of design-led, people focussed 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 2018-19 Budget year, responds to the Government's 2018 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 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 was established in 2017 to take the lead role in co-ordinating and implementing visionary urban renewal within the designated City Renewal Precinct to make it a great place to live, work, explore and enjoy.

In our first year of operation, we have laid a foundation that will ensure that as Canberra grows, its city centre and immediate surrounds will further evolve into a thriving precinct with well-designed buildings and public spaces that improve the level of activity, connectivity and sustainability.

We will continue to build on this foundation by working in partnership with the community, the private-sector and other government agencies to create a vital city heart through the delivery of design-led, people-focused renewal guided by a commitment to economic, social and environmental sustainability.

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

With the support of traders and property owners we will activate the precinct with events and attractions that bring more people into the city centre and enliven the experience for residents, workers and visitors.

We will meet the Government's expectations to create a distinctive precinct of successful places that will stand the test of time and be a combination of places that all Canberrans will be proud of and visitors will remember. 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; and
- 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 *2018 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 second year of operation. Our intentions are predicated on what we have learnt over the past year and 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 year reconfirmed the critical role that the community plays in all of our work. No-one knows Canberra like Canberrans – ideas and opinions are diverse, and we continue to value and respect them. We will apply different and innovative ways to engage with the community and will work collaboratively to realize their aspirations for the precinct.

### **Recognising the importance of collaboration**

As a recently established Authority, we remain focused on initiating innovative, leading-edge urban renewal and revitalisation activities within the Precinct. In doing so we acknowledge that other stakeholders 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 recognizes 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 and the Suburban Land Agency to achieve outstanding planning and development outcomes that meet our shared 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 revitalization.

## 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 delivering, 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 urban benchmark.

**Vibrant Places** – We will enliven our precinct. Through well considered place programs, creative interventions and events, we will increase its attractiveness and opportunities for social and business interaction.

**Efficient and Effective Delivery** – Our activities will meet best practice in project and program design, management and reporting and will be delivered on time, in budget and with superior quality.

**Financial, Social and Environmental Sustainability** – We will prudently and effectively manage our funds to achieve return on investment, investment attraction and long-term value creation. We believe in and apply triple-bottom-line ethics and practices.

**Innovation** – We will look over the horizon. Both within and external to the CRA, we will encourage innovation and embrace leading edge technology in all of 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.

### Our Strategic Goals

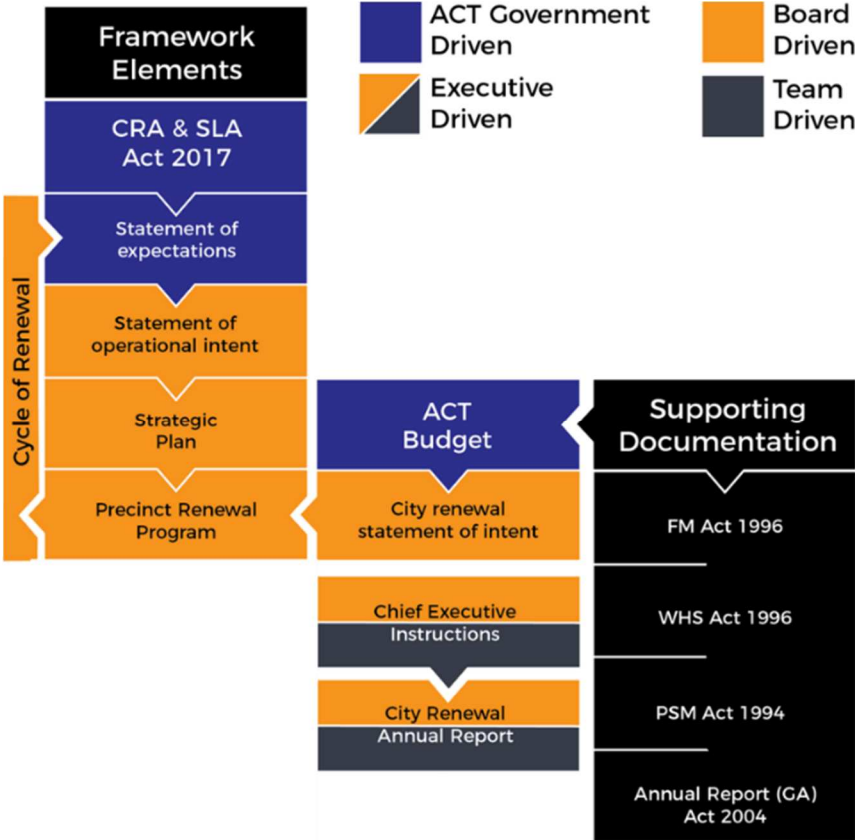
Our strategic goals to 2025 are distilled from the City Renewal Authority and Suburban Land Agency Act 2017 (CRASLA Act) and informed by our Mission Statement, Guiding Principles and the ongoing feedback and inspiration from our stakeholders.

The Authority’s strategic goals as expressed in our Strategic Plan are:

- Goal 1:** Curation of high quality places and precinct development, taking a people focused and designed approach.
- Goal 2:** Facilitation of new and diverse investment into the Precinct.
- Goal 3:** Application of robust and innovative social and environmental sustainability principles and programs that will underpin precinct wide renewal.
- Goal 4:** Strong, strategic, influential and capable organisation.
- Goal 5:** Exemplary accountable and transparent governance and compliance.

### Our Context

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





**Table 1: Our 2018-19 Intentions**

<b>Cohesive Urban Renewal</b>	
<b>Government Expectation</b>	<b>Our Intention</b>
Finalise and obtain Government endorsement of a Precinct Renewal Program (the Program).	Seek the Government's approval of the final Program and commence its implementation.
<p>The Program will:</p> <ul style="list-style-type: none"> <li>Identify and recommend prioritisation and sequencing of major public infrastructure works within the Precinct.</li> </ul>	Establish a co-ordinated sequence of priority public infrastructure works projects informed by the views of the community and other stakeholders.
<ul style="list-style-type: none"> <li>Be developed in consultation with stakeholders.</li> </ul>	Maintain ongoing collaboration and involvement with Government, stakeholders and the community in the annual review of the Program. The Board appointed Engagement Committee will oversee this work.
<ul style="list-style-type: none"> <li>Promote Government, stakeholder and community understanding of, and confidence in, the total Program of renewal initiatives to be undertaken and delivered within the Precinct.</li> </ul>	Publish and actively promote the Program and its actions to Government, stakeholders and the community through a CRA Communications Strategy.
<ul style="list-style-type: none"> <li>Enable, encourage and promote integrated renewal and development outcomes.</li> </ul>	Communicate and work with, government agencies and private developers to seek and 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.
<ul style="list-style-type: none"> <li>Be supported by clear timeframes in which identified renewal works need to be delivered commencing with those of highest productivity value.</li> </ul>	Prioritise the works of high impact value and clearly articulate the timeframes grouped by short, medium and long term actions.
<ul style="list-style-type: none"> <li>Be consistent with the Territory Plan and the Strategic Planning Framework established under the Planning and Development Act 2007.</li> </ul>	Operate consistently with statutory policy, planning, legislative and procedural requirements.
<ul style="list-style-type: none"> <li>Reflect and be consistent with the Government's publicly stated policy commitments.</li> </ul>	Confirm with relevant Directorates the Program reflects, and is consistent with Government's policy commitments and initiate a review mechanism that confirms the required outcomes are being achieved.

<b>Specific Projects and Initiatives</b>	
<b>Government Expectation</b>	<b>Our Intention</b>
Prioritise the following projects and works in the Precinct:	
<b>Civic and Cultural precinct</b>	
Prepare a precinct urban design and development framework.	<ul style="list-style-type: none"> <li>• Prepare and seek stakeholder support for the draft framework</li> <li>• Integrate the proposal for a possible new Canberra Theatre in the framework recommendations</li> </ul>
<b>Haig Park</b>	
Enliven and revitalise this important open space.	<ul style="list-style-type: none"> <li>• Seek approval of the Haig Park Conservation Management Plan by the ACT Heritage Council</li> <li>• Prepare and publish the final place plan for Haig Park</li> <li>• Complete a detailed activation strategy for short, medium and long term tactical interventions</li> <li>• Establish an implementation plan for capital works improvements</li> <li>• Implement relevant short-term works and interventions</li> </ul>
<b>West Basin Project</b>	
Progress Stage 2	<ul style="list-style-type: none"> <li>• Complete Stage 2 tender documentation</li> <li>• Subject to the transfer of national land, seek Works Approval from the NCA and commence stage 2 construction</li> </ul>
<b>City Bus Interchange</b>	
Deliver improvements to the interchange and promote functional interrelationship with the Light Rail Network.	<ul style="list-style-type: none"> <li>• Continue to be a member of the Light Project Control Board</li> <li>• Participate in the City Centre Bus Interchange Project Control Group</li> <li>• Support and advise TCCS in the co-ordinated design and implementation of Interchange modifications and public realm improvements.</li> </ul>
<b>Sydney and Melbourne Buildings</b>	
Liaise with owners to direct and support revitalisation.	<ul style="list-style-type: none"> <li>• In consultation with owners, seek approval of a project implementation plan by Government</li> <li>• Construct new waste enclosures in Odgers and Verity Lanes</li> <li>• Secure a single waste collection contract for all building tenants and commence its operation.</li> </ul>

<b>Northbourne Avenue</b>	
Improve the quality of the landscape environment befitting the primary gateway to the National Capital.	<ul style="list-style-type: none"> <li>• Complete a detailed plan for upgrading the quality of the Northbourne Avenue consistent with the City and Gateway Strategy</li> <li>• Seek the approval of the NCA and relevant ACT Government agencies to the plan</li> <li>• Collaborate with TCCS to prepare a joint project implementation business case for Treasury endorsement and appropriation in the 2018/19 Budget.</li> </ul>
<b>Braddon and Dickson Centres</b>	
Enliven and revitalise these key renewal locations.	<ul style="list-style-type: none"> <li>• Complete the Braddon and Dickson Place Plans</li> <li>• Formulate an Implementation Plan for short, medium and long-term capital works and activations</li> <li>• Complete tender documentation for the Mort Street and Cooyong Street upgrade projects</li> <li>• Prepare streetscape concept designs and costings for priority public realm upgrades recommended in the Implementation Plan</li> </ul>
<b>Place Making</b>	
Activation of public spaces	<ul style="list-style-type: none"> <li>• Complete a detailed Activation Strategy for short, medium and long-term tactical actions across the Precinct that will increase place visitation and community participation in city life</li> <li>• Undertake the recommended short-term initiatives, interventions and events, consistent with the relevant Place Plans.</li> </ul>
<b>City Centre Marketing and Improvement Program</b>	
Liaise with levy payers and effectively manage and deliver the Program.	<ul style="list-style-type: none"> <li>• Continue to work collaboratively with owners and businesses within the CCMIL area to achieve the required program outcomes.</li> <li>• Continue to responsibly and effectively manage the CCMIL to fund events, promote activities, undertake capital improvements and provide place management services within the levy area.</li> </ul>

## Stakeholder Relationships and Community Engagement

Government Expectation	Our Intention
<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 within declared precincts; and</p> <p>Promote cooperation, collaboration and coherent urban renewal with other key entities including the National Capital Authority (NCA) and the Suburban Land Agency (SLA).</p>	<ul style="list-style-type: none"> <li>• Maintain our existing productive working relationships and seek more active involvement in our Renewal Program among public and private stakeholders, businesses, and organisations with an interest in the Precinct.</li> <li>• Continue to engage effectively with local communities to inform and guide the implementation of the approved renewal actions outlined in the Precinct Renewal Program.</li> <li>• Undertake sentiment surveys with stakeholders and the community to confirm our engagements are achieving the standards we have set.</li> </ul>

## Collaboration with the Environment, Planning and Sustainable Development Directorate

Government Expectation	Our Intention
<p>Maintain a collaborative working relationship to ensure the provision of timely advice and support to the Chief Minister and the Government.</p>	<ul style="list-style-type: none"> <li>• Continue to maintain and strengthen our productive working relationships with EPSDD</li> <li>• Continue to provide timely, informed advice and support to the Chief Minister and the Government.</li> </ul>

## Expectations for Implementation

Government Expectation	Our Intention
<p>A high degree of accountability and transparency from the Authority in relation to the decision-making of its Board and Chief Executive Officer (CEO) and its engagement with the community and Legislative Assembly in keeping with the principles of 'Open Government</p>	<p>Through the Audit and Risk Committee, the Authority's Board and CEO will monitor that the Authority's operations are in accordance with all relevant legislation and legal instruments, in particular the:</p> <ul style="list-style-type: none"> <li>• City Renewal Authority and Suburban Land Agency (City Renewal Authority Land Acquisition) Direction 2017</li> <li>• Environment Protection Act 1997</li> <li>• Financial Management Act 1996</li> <li>• Freedom of Information Act 2016</li> <li>• Planning and Development Act 2007</li> <li>• Work Health and Safety Act 2011</li> <li>• Public Sector Management Act 1994; and</li> <li>• Territory Records Act 2002.</li> </ul>
<p>Fulfil the Authority's statutory responsibility to follow and support whole-of-government strategies</p>	<p>The Authority's Board and CEO will monitor the Authority's compliance against and support of whole-of-government strategies, in particular the following relevant policies and plans:</p> <ul style="list-style-type: none"> <li>• ACT Government Statement of Ambition</li> <li>• Canberra's International Engagement Strategy</li> <li>• ACT Government Infrastructure Plan 2011-2021</li> <li>• ACT Planning Strategy 2012 and the outcomes from the review currently on underway</li> </ul>

	<ul style="list-style-type: none"> <li>• Transport Canberra: Public Transport Improvement Plan 2015</li> <li>• Transport for Canberra: Transport for a sustainable city 2012-2031</li> <li>• ACT Affordable Housing Action Plan (Phase III in particular)</li> <li>• People, Place and Prosperity: A Policy for Sustainability in the ACT</li> <li>• ACT Waste Management Strategy 2011-2025: Towards a Sustainable Canberra; and</li> <li>• Weathering the Change – The ACT Climate Change Strategy 2007- 2025</li> </ul>
Continue to develop as an open, responsive and engaged organisation that adopts a collaborative, people-focussed approach to the achievement of impactful urban renewal outcomes distinguished by design excellence.	We will apply our Guiding Principles outlined at page 6 of this statement in how we undertake our renewal activities. The achievement of quality design will be at the core of our renewal program and will be actively promoted in our work with others.
Continue to implement a robust and transparent decision-making framework that is supported by information management practices.	<p>The Authority will make decisions in a robust and transparent way so as to:</p> <ul style="list-style-type: none"> <li>• actively promote the timely publication of information consistent with the Freedom of Information Act 2016, including its Open Access Information Scheme and the ACT Government Digital Strategy,</li> <li>• enable clear and timely reporting on performance across both financial and non-financial objectives and indicators, and</li> <li>• satisfy the records management responsibilities enshrined in the Territory Records Act 2002, as reflected in the ACT Territory Records' Office Standards and Guidelines for Records, Information and Data.</li> </ul>
Pro-actively manage risk through adoption and implementation of an active assurance, risk-based approach.	The Authority will pro-actively manage risk through commencing the adoption and implementation of an assured, risk management process in line with <i>AS/NZS ISO 31000:2009</i>

## Further Opportunities

The Authority will actively seek-out further opportunities beyond those described in the 2018-19 Statement of Expectations. These opportunities will be guided by our statutory functions and the Precinct Renewal Program. For 2018-19 those opportunities include:

- Commissioning a Public Realm Strategy for Civic;
- Formulation of a Place Intelligence Dashboard; and
- Further development of an integrated 3D Digital City model to support our design assessment capability.