



**ACT**  
Government

**CITY  
RENEWAL  
AUTHORITY**

# City Centre Marketing and Improvements Levy Business Plan

1 July 2018 – 30 June 2019

11 September 2018



# The City Centre

## **Vision statement for the collection area (Canberra's City Centre):**

The City Centre Marketing and Improvement Levy will provide a broad offering for city residents, users, businesses and property owners. It will drive economic benefit through the delivery of a dynamic program of activity from cultural events to capital works. The levy area will be the focal point for a thriving and vibrant City Renewal precinct.

## **Goals/objectives:**

This Business plan will contribute to the following objectives:

- to achieve an attractive, dynamic, vital, liveable City Centre where businesses and community prosper;
- to achieve a clean, safe and attractive City Centre by complementing existing Territory services;
- to encourage the private sector to maintain a high standard of public/private interface;
- to administer Funds for a discrete program of works within the broader work of the Authority;
- minimise disruption in transition from Canberra CBD Limited to the Authority; and
- encourage engagement by Levy Payers and the community.

## Projects – Summary of funded activities, cost and dependencies

<b>Project 1: Performance and Accountability</b>	
<b>Project Description</b>	<p>The City Renewal Authority (the Authority) will engage an independent, external auditor to annually evaluate the Authority's management of the Program against, and compliance with, the Performance and Accountability Framework (the Framework) and report back to levy payers on this performance.</p> <p>The Framework was developed in consultation with levy payers and informs the individual work programs under which the CCMIL is distributed. The Framework is subject to regular review in responding to the changing needs of levy payers and actual outcomes.</p>
<b>Objective of project</b>	To ensure The Framework is successfully implemented, identify areas for improvement and report back to levy payers.
<b>Date of event/date works completed</b>	30 June 2019
<b>Funding</b>	5% of total levy
<b>Offsets/revenue</b>	Administration of the project will be managed by existing City Renewal Authority FTE's.
<b>Dependencies</b>	<p>Delivery of this project may be affected by the following factors:</p> <ul style="list-style-type: none"> <li>• amendment to existing processes or requirements that may be required to efficiently implement the Framework e.g. amendment of current Funding Agreement objectives to align with objectives identified in the Framework;</li> <li>• coordination of engagement, through The ACT Revenue Office, with levy payers; and</li> <li>• the willingness of levy payers to engage on the Framework.</li> </ul>
<b>Project performance indicators</b>	<ul style="list-style-type: none"> <li>• Evaluation of the Authority's ability to deliver the project on time.</li> <li>• Evaluation of the Authority's ability to deliver the project within budget.</li> <li>• The continued support of the Framework by levy payers, levy payer support and satisfaction quantified via an annual survey process.</li> </ul>
<b>Alignment to Funding Agreement objectives</b>	<ul style="list-style-type: none"> <li>• To administer Funds for a discrete program of works within the broader work of the Authority.</li> <li>• Minimise disruption in transition from Canberra CBD Limited to the Authority.</li> <li>• Encourage engagement by Levy Payers and the community.</li> </ul>

<b>Project 2: City Grants</b>	
<b>Project Description</b>	Grants program
<b>Objective of project</b>	Contribute to a fun and lively city – create a range of activities and build event sector capacity.
<b>Date of event/date works completed</b>	30 June 2019
<b>Funding</b>	13% of total levy
<b>Offsets/revenue</b>	Any commercial activity applying for grant funding will be expected to demonstrate a reasonable return on investment to the City Renewal Authority (levy) or the community. This will be determined by the type of activity and anticipated social and commercial returns.
<b>Dependencies</b>	<ul style="list-style-type: none"> <li>• The capacity of grant recipients to deliver funded activities (including obtaining any required approvals) and meeting acquittal requirements;</li> <li>• The capacity and capability of events, creative and other sectors in Canberra; and</li> <li>• The number of grant applications received.</li> </ul>
<b>Project performance indicators</b>	<ul style="list-style-type: none"> <li>• Spread of grant funded activities across the CCMIL area and the calendar year.</li> <li>• Performance data collected by grants recipients such as number of attendees (tier 2 grants).</li> <li>• Efficiency of grant application and evaluation process as measured by feedback from applicants and the time taken to consider and award grants (by the Design and Place Strategy Team, Panel and CEO).</li> <li>• Evaluation of the Authority's ability to deliver the project on time.</li> <li>• Evaluation of the Authority's ability to deliver the project within budget.</li> <li>• The continued support of the grants program by levy payers, levy payer support and satisfaction quantified via an annual survey process.</li> </ul>
<b>Alignment to Funding Agreement objectives</b>	<ul style="list-style-type: none"> <li>• Minimise disruption in transition from Canberra CBD Limited to the Authority.</li> <li>• Encourage engagement by Levy Payers and the community.</li> <li>• To achieve an attractive dynamic, vital, liveable City Centre where businesses and community prosper.</li> </ul>

<b>Project 3: Contributing to a safer community</b>	
<b>Project Description</b>	Contributing to the provision of marshals and security at the Alinga Street taxi rank and to the CBR Night Crew program.
<b>Objective of project</b>	To increase the safety of Canberra's night time economy in partnership with ACT Government.
<b>Date of event/date works completed</b>	30 June 2019
<b>Funding</b>	3% of total levy
<b>Offsets/revenue</b>	<ul style="list-style-type: none"> <li>• The provision of taxi rank security is funded via a 50/50 partnership with Access Canberra.</li> <li>• The CBR Night Crew program is jointly funded by Access Canberra, JACS, ACT Health and ACT Policing.</li> </ul>
<b>Dependencies</b>	<p>The programs funded through this project are managed in partnership with other agencies such as:</p> <ul style="list-style-type: none"> <li>• procurement of marshalling and security for the Alinga Street taxi rank is managed by Access Canberra; and</li> <li>• the CBR Night Crew program is funded and governed by a steering committee made up of representatives of JACS, Access Canberra, ACT Health, St. Johns, ACT Policing and peak industry bodies.</li> </ul> <p>Continued support from these agencies is essential in delivering this project.</p>
<b>Project performance indicators</b>	<ul style="list-style-type: none"> <li>• Continued improved safety including reduction of assaults and other incidents in the taxi rank queue.</li> <li>• Evaluation of the Authority's ability to deliver the project on time.</li> <li>• Evaluation of the Authority's ability to deliver the project within budget.</li> <li>• The continued support of the safer community program by levy payers, levy payer support and satisfaction quantified via an annual survey process.</li> </ul>
<b>Alignment to Funding Agreement objectives</b>	<ul style="list-style-type: none"> <li>• To achieve a clean, safe and attractive City Centre by complementing existing Territory services.</li> <li>• Minimise disruption in transition from Canberra CBD Limited to the Authority.</li> </ul>

<b>Project 4: Cleaning and maintenance / Place Management</b>	
<b>Project Description</b>	To supplement existing municipal services provided by the Territory to improve the experience of the city, including: <ul style="list-style-type: none"> <li>• procurement of a Place Management Team;</li> <li>• cleaning and maintenance of public spaces and some privately owned assets;</li> <li>• graffiti removal on private assets (where permitted by the owner or occupier); and</li> <li>• the provision of services to facilitate short term activations and activities to enliven the city centre.</li> </ul>
<b>Objective of project</b>	To contribute to the community's positive experience of the city and to differentiate the city from other centres.
<b>Date of event/date works completed</b>	30 June 2019
<b>Funding</b>	20% of total levy
<b>Offsets/revenue</b>	Administration of the Place Management Team will be managed by existing City Renewal Authority FTE's.
<b>Dependencies</b>	<ul style="list-style-type: none"> <li>• Graffiti removal will require owner and/or occupier permission.</li> <li>• The depth of the local market.</li> </ul>
<b>Project performance indicators</b>	<ul style="list-style-type: none"> <li>• Amount of graffiti removed.</li> <li>• Amount and type of cleaning and maintenance provided in addition to the Transport Canberra and City Services (TCCS) standard.</li> <li>• Evaluation of the Authority's ability to deliver the project on time.</li> <li>• Evaluation of the Authority's ability to deliver the project within budget.</li> <li>• The continued support of the place management program by levy payers, levy payer support and satisfaction quantified via an annual survey process.</li> </ul>
<b>Alignment to Funding Agreement objectives</b>	<ul style="list-style-type: none"> <li>• To achieve a clean, safe and attractive City Centre by complementing existing Territory services.</li> <li>• To encourage the private sector to maintain a high standard of public/private interface.</li> <li>• Minimise disruption in transition from Canberra CBD Limited to the Authority.</li> </ul>

<b>Project 5: Partnerships and Events</b>	
<b>Project Description</b>	<p>Delivery of a range sponsorships and events, for example:</p> <ul style="list-style-type: none"> <li>• A winter festival;</li> <li>• A Christmas event;</li> <li>• Enlighten in the city; and</li> <li>• Event in Braddon.</li> </ul> <p>A proportion of this budget would be quarantined to allow the Authority to flexibly respond to market opportunities or community initiatives.</p>
<b>Objective of project</b>	To deliver a range of seasonal events in the city. To draw people into the city, curate an experience and create a lively city in line with the City Activation Strategy.
<b>Date of event/date works completed</b>	30 June 2019
<b>Funding</b>	20% of total levy
<b>Offsets/revenue</b>	Where possible levy funds will be leveraged to maximise the potential impact of events. Opportunities include sponsorship and investment from the private sector.
<b>Dependencies</b>	<ul style="list-style-type: none"> <li>• The capacity of the events sectors in Canberra and elsewhere.</li> <li>• Event approvals.</li> </ul>
<b>Project performance indicators</b>	<ul style="list-style-type: none"> <li>• Number of events held.</li> <li>• Attendee numbers and satisfaction (as determined through surveys).</li> <li>• Evaluation of the Authority's ability to deliver discreet events and activations on time.</li> <li>• Evaluation of the Authority's ability to deliver discreet events and activations within budget.</li> <li>• The continued support of the partnership and events program by levy payers, levy payer support and satisfaction quantified via an annual survey process.</li> </ul>
<b>Alignment with Funding Agreement objectives</b>	<ul style="list-style-type: none"> <li>• To achieve an attractive dynamic, vital, liveable City Centre where businesses and community prosper.</li> <li>• To encourage the private sector to maintain a high standard of public/private interface.</li> <li>• To administer Funds for a discrete program of works within the broader work of the Authority.</li> <li>• Encourage engagement by Levy Payers and the community.</li> </ul>

## Project 6: Communications and Engagement

<b>Project Description</b>	<p>Undertaking a range of communications and engagement activities, supported by external service providers, which may include:</p> <ul style="list-style-type: none"> <li>• an engagement program with Levy payers and other stakeholders</li> <li>• procurement and management of a stakeholder management database;</li> <li>• marketing and promotion of the city centre and associated activities and events;</li> <li>• a collaborative process involving levy payers to identify and refine objectives and set funding priorities ; and</li> <li>• reporting on CCMIL funded activities.</li> </ul>
<b>Objective of project</b>	Marketing of the city and events to the community and engaging meaningfully with levy payers to ensure ongoing support.
<b>Date of event/date works completed</b>	30 June 2019
<b>Funding</b>	10% of total levy
<b>Offsets/revenue</b>	Administration of the project will be managed by existing City Renewal Authority FTEs.
<b>Dependencies</b>	<p>The efficiency and viability of this program is dependent on a number of factors such as:</p> <ul style="list-style-type: none"> <li>• access to levy payer information;</li> <li>• coordination of engagement, through The ACT Revenue Office, with levy payers; and</li> <li>• the willingness of levy payers to engage.</li> </ul>
<b>Project performance indicators</b>	<ul style="list-style-type: none"> <li>• Delivery of a range of stakeholder engagement activities.</li> <li>• Maintaining followers on In the City Canberra's social media assets.</li> <li>• Evaluation of the Authority's ability to deliver the various components on time.</li> <li>• Evaluation of the Authority's ability to deliver the project within budget.</li> <li>• The continued support of the communication and engagement program by levy payers, levy payer support and satisfaction quantified via an annual survey process.</li> </ul>
<b>Alignment to Funding Agreement objectives</b>	<ul style="list-style-type: none"> <li>• Minimise disruption in transition from Canberra CBD Limited to the Authority.</li> <li>• Encourage engagement by Levy Payers and the community.</li> <li>• To achieve an attractive dynamic, vital, liveable City Centre where businesses and community prosper.</li> </ul>



<b>Project 7: Vibrant Streets</b>	
<b>Project Description</b>	Exploring and implementing strategies for improving the quality of streetscapes in the city centre and reducing commercial vacancy rates, supported by external service providers.
<b>Objective of project</b>	Undertake a street beautification program across the CCMIL area and investigate models to reduce commercial vacancy rates.
<b>Date of event/date works completed</b>	30 June 2019
<b>Funding</b>	10% of total levy
<b>Offsets/revenue</b>	Administration of the project will be managed by existing City Renewal Authority FTE's.
<b>Dependencies</b>	<ul style="list-style-type: none"> <li>• The City Renewal Authority's ability to collaborate with other areas of Government that manage the public realm of the city centre.</li> <li>• Willingness of property owners to take part in programs designed to reduce commercial vacancy rates.</li> </ul>
<b>Project performance indicators</b>	<ul style="list-style-type: none"> <li>• Development and implementation of a street beautification program across the CCMIL area.</li> <li>• Evaluation of the Authority's ability to deliver the projet on time.</li> <li>• Evaluation of the Authority's ability to deliver the project within budget.</li> <li>• The continued support of the vibrant street program by levy payers, levy payer support and satisfaction quantified via an annual survey process.</li> </ul>
<b>Alignment to Funding Agreement objectives</b>	<ul style="list-style-type: none"> <li>• To achieve a clean, safe and attractive City Centre by complementing existing Territory services.</li> <li>• To encourage the private sector to maintain a high standard of public/private interface.</li> </ul>

<b>Project 8: Capital Works</b>	
<b>Project Description</b>	Address infrastructure needs in the city centre
<b>Objective of project</b>	To fund, or contribute, to capital works projects that align with City Renewal Authority's strategic vision for the city centre. This includes construction of communal waste enclosures in Verity and Odgers Lane.
<b>Date of event/date works completed</b>	30 June 2019
<b>Funding</b>	19% of total levy
<b>Offsets/revenue</b>	Where possibly levy funds will be leveraged
<b>Dependencies</b>	<ul style="list-style-type: none"> <li>• The program is subject to DA requirements and contractor availability.</li> <li>• Stakeholder reaction to proposed works.</li> <li>• Ability to obtain any other approvals that might be required.</li> </ul>
<b>Project performance indicators</b>	<ul style="list-style-type: none"> <li>• Evaluation of the Authority's ability to deliver discreet projects on time.</li> <li>• Evaluation of the Authority's ability to deliver the project within budget.</li> <li>• The continued support of the vibrant street program by levy payers, levy payer support and satisfaction quantified via an annual survey process.</li> </ul>
<b>Alignment to Funding Agreement objectives</b>	<ul style="list-style-type: none"> <li>• To achieve an attractive dynamic, vital, liveable City Centre where businesses and community prosper;</li> <li>• Encourage engagement by Levy Payers and the community.</li> </ul>
<b>Alignment to Agreement (as per Schedule three)</b>	All capital works delivered by the City Renewal Authority are entered into on behalf of the Territory. Once the initial period has passed the asset will be transferred to TCCS – written agreement from TCCS to accept the asset will be sought prior to the commencement of all works.

## Project evaluation and Reporting

Each project will be evaluated against the performance measures detailed in the Framework.

An Annual Report will be developed at the end of the financial year. This report will include:

- A financial report that includes a reconciliation of expenditure against the relevant Business Plan;
- An executive summary of the main findings and highlights;
- A summary of the evaluation of each project according to the performance measures detailed in the Framework; and
- A summary of levy payer engagement.

## Stakeholders and Engagement

The City Renewal Authority will engage in a collaborative process with levy payers to identify and refine objectives and set funding priorities for the levy.

The City Renewal Authority will regularly communicate with levy payers on how the CCML is being managed and the outcomes of this investment. This will occur through a variety of channels, including the City Renewal Authority website, social media and the business newsletter