

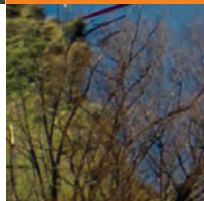
2025 Strategic Plan

May 2022 update



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.

City Renewal Authority Strategic Plan 2018-2025

The City Renewal Authority is charged with revitalising the city centre of Canberra covering the designated City Renewal Precinct that spans Dickson, Northbourne Avenue, Haig Park, Civic and Acton. Our strategic plan through to 2025 takes its lead from the ACT Government’s ambition for the city, to be *‘one of the world’s great innovation, creative and arts cities while remaining the world’s most liveable city’*, and its related strategies and policies.

This plan states the Authority’s vision and mission and then defines the strategic goals and objectives required to achieve them. It sets the short-term priorities and defines how our resources will be used to ensure that the Authority and other stakeholders are working to achieve common goals. It also establishes organisational agreement to the intended outcomes and allows continuous assessment of our results. It is reviewed and updated annually.

The City Renewal Authority’s Board and dedicated staff are both excited and challenged by the opportunity to support the liveability of Canberra through a renewed city centre. We are not a planning authority, as the enabling statutory planning powers are dually administered by the National Capital Authority (NCA) and the Environment, Planning and Sustainable Development Directorate (EPSDD). Instead, our role is to advocate, facilitate, collaborate, influence, and bring ideas and excellence to the renewal of some of the most important and cherished places of our city. We encourage your participation, look forward to your support and commend this strategic plan to you.



Ms Christine Covington
Board Chair



Mr Malcolm Snow
Chief Executive Officer

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 focused urban renewal program.

Guiding principles

We believe in and are committed to applying 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

Our context

The City Renewal Authority was established on 1 July 2017 by the *City Renewal and Suburban Land Agency Act 2017* with the stated aim of promoting and facilitating the orderly and efficient delivery of new residential, commercial and industrial development. We will achieve this by promoting community-led urban renewal that is socially and economically sustainable, while applying innovative environmental and urban design approaches. We will support, encourage and facilitate public and private sector investment and actively encourage community participation in formulating and implementing our stated actions.

Governance

We are governed by an independent board, established by the ACT Government under our Act. The board is responsible for the efficient and effective management of our resources in a way that achieves our vision by setting our strategic direction and reviewing our whole performance in achieving effective urban renewal and revitalisation.

The Authority is a portfolio agency within EPSDD and responsible to the Chief Minister. As a referral agency to the ACT Planning Authority, we collaborate with this Directorate in achieving exemplary built outcomes. We work with other areas of the ACT Government, including the Suburban Land Agency (SLA), Transport Canberra and City Services (TCCS), Chief Minister, Treasury and Economic Development Directorate (CMTEDD), Cultural Facilities Corporation (CFC) and externally with the NCA to secure their commitment to supporting successful precinct renewal. The Authority also has an obligation to, and benefits from, working within the ACT whole-of-government sphere and EPSDD portfolio frameworks and policies.

Our stakeholder community

The Authority serves a broad community of stakeholders with a variety of interests. We recognise the wealth of knowledge our stakeholders possess and that their involvement adds value and expertise to everything we do.

Our stakeholders are local, national and international. They come from the government, not-for-profit, academic and commercial sectors, and include professional and volunteer organisations. They are from diverse demographic and cultural backgrounds. All our stakeholders share a common ambition for Canberra as a great place to live, work, visit and play.

We will continue to engage with stakeholders and respond to their input at every opportunity because we believe that successful places reflect the ideas and aspirations of the whole community, in particular Ngunnawal and other First Nations people.

We know because of previous and ongoing consultation that our community want to see Canberra as:

A progressive city – by nurturing a city that achieves its full potential and builds on the successes of its contributory educational and national institutions.

A city of people – by focussing on the wellbeing of its people and placing them at the centre of decision making.

A connected city – by undertaking design and development that connects people and place.

An active city – by activating the city precinct through best practice place making that embraces a community-focused approach.

A sustainable city – by contributing to positive economic, social and environmentally sustainable outcomes for Canberra.

A creative city – by supporting and promoting the Canberra creative sector by including art and culture in major projects.

Our Strategic Plan acknowledges and responds to these stated aspirations. It also responds to and supports the Chief Minister's Statement of Ambition for Canberra and the ACT Economic Development Priorities 2022-2025.

Area of urban renewal responsibility

The Territory Government has an unequivocal ambition to strengthen the social and economic activity of the defined City Renewal Precinct (Figure 1 below). The renewal drivers, markets, economic roles, functions, movement and built-form patterns and development potential varies greatly across the precinct. Therefore, it is unrealistic to approach the renewal effort across the precinct in a single and undifferentiated way. As a result, the Authority has formulated a place-based *City Precinct Renewal Program (CPRP)*, which will ensure exemplary renewal outcomes that contribute to the wellbeing of Canberrans.

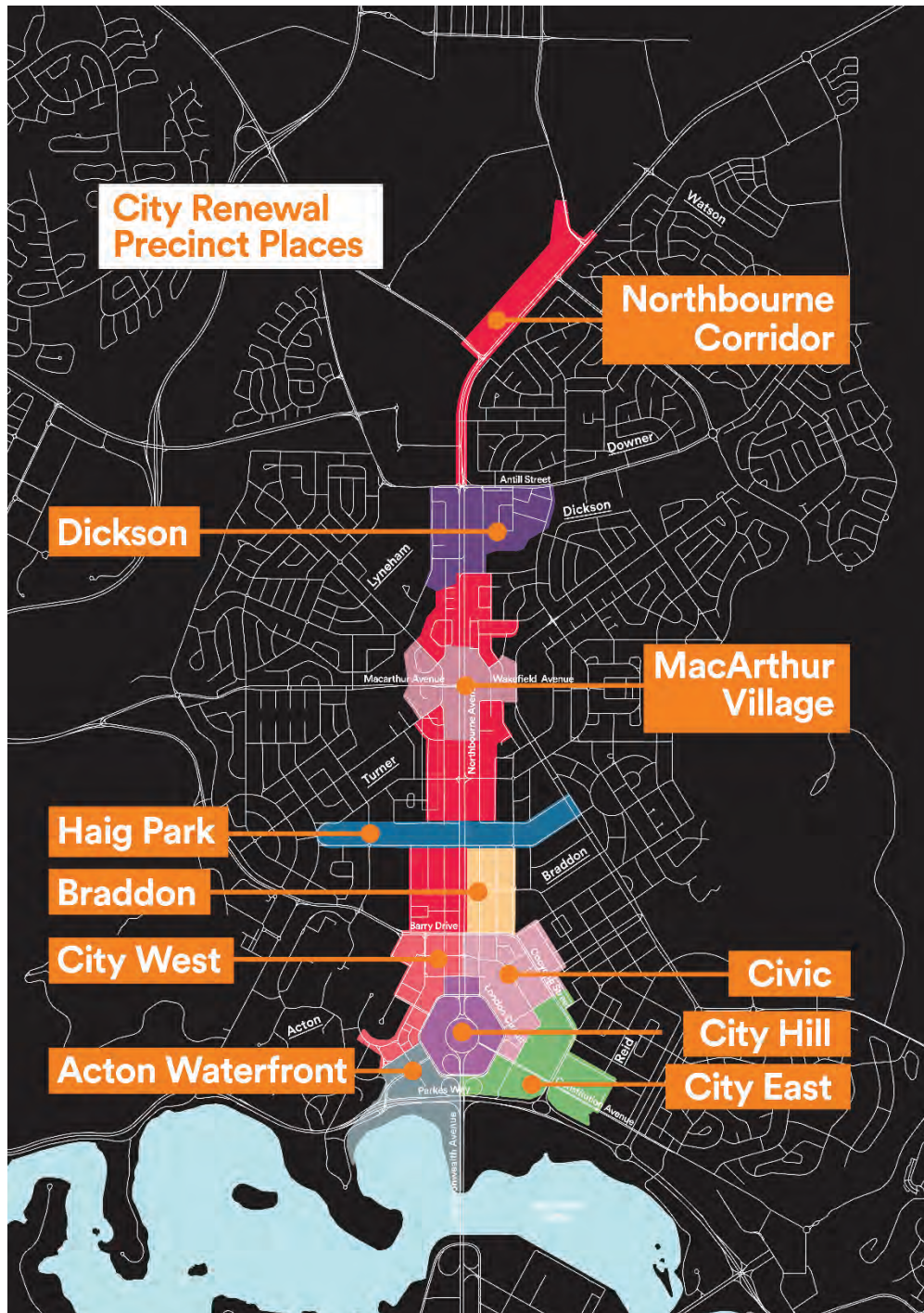


Figure 1: Plan of the City Renewal Precinct and its component places

Our work

Strategic goals

Our strategic goals to 2025 are distilled from the *City Renewal Authority and Suburban Land Agency Act 2017*, informed by our mission statement, our guiding principles and the ongoing feedback and inspiration from our stakeholders. The five strategic goals are:

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.

To give focus and ensure effective implementation consistent with these goals, the Territory Government has endorsed our precinct-wide renewal program. The CPRP applies a place-based response to the physical, social, and economic development of the city centre. The program sets stretch targets across a range of success indicators. The progress of the program is reported to Government on a half-yearly basis.

In addition, we have been charged with providing Government with insights and recommendations on potential options for the delivery of significant infrastructure and redevelopment opportunities within the precinct. As an agile agency, we will continue to look for innovative ways urban renewal can be delivered and encouraged across all sectors.

The renewal initiatives arising from the CPRP, together with the stated expectations of Government comprise a large part of the response to our Strategic Goals. The Strategic Objectives and Annual Priorities for each of our goals are listed overleaf. For each of our goals, we apply measurable Key Performance Indicators that set clear targets that are monitored and reported to the Board on a bi-monthly basis.

No less important are the other activities the Authority conducts as part of its normal day-to-day operations. These actions may not be highlighted below as specific priorities but will nonetheless be delivered during the year.

Setting our strategic priorities

In setting the Authority’s strategic priorities for the next 12 months we have placed emphasis on those actions that:

- **demonstrate our leadership in the creation of exemplary places as well as social and environmental outcomes**
- **boost our economic return to Government by generating revenue and/or securing new investment in our precinct**
- **collaborate with all communities, including First Nations, and Government for positive impact**
- **catalyse and sustain momentum in our renewal program.**

TABLE 1: CITY RENEWAL AUTHORITY STRATEGIC OBJECTIVES AND ANNUAL PRIORITIES

2025 Strategic Goal	Strategic Objectives and Annual Priorities
<p>Goal 1:</p> <p>Curate high-quality places and precinct development, taking a people-focused and design-led approach.</p>	<p>1.1 Advance renewal through timely delivery of the projects identified in the annual Statement of Expectations and funded through the ACT Budget.</p> <p>1.2 Foster commercial, creative, and entrepreneurial enterprises and activities that generate active, social and business exchange.</p> <p>1.3 Promote urban design excellence and development innovation through our active participation in precinct planning and stakeholder advocacy.</p> <p>1.4 Embed the application of a sound place making approach, including the requirement for the inclusion of a place context statement in all new development proposals within the precinct.</p> <p>1.5 Ensure the arts, in all its forms, enriches the economic development and experience of the precinct, with a particular focus on the long term development of the Canberra Civic and Culture District.</p> <p>1.6 Implement our commitment to the creation and management of exceptional, inclusive and green public spaces within the precinct across our different program elements.</p> <p>1.7 Implement our commitment to safe and easy access and connections to and through the precinct in our project design and development.</p> <p>1.8 Enrich all our activities through genuine, deep and direct engagement with our stakeholders, including the Nggunawal people and the wider community.</p>

	<p>Annual priorities:</p> <ul style="list-style-type: none"> • Support renewal policy development and enabling planning settings with relevant agencies including, for example, the refreshed City Plan. • Evaluate the Authority’s efforts implementing the CPRP since its release in July 2019, including progress towards its economic targets based on 2021 Census data. • Formulate a new four-year action plan that focuses on what the Authority can control and deliver; and prepare a supporting business case to fund ongoing implementation of the CPRP from 2023-24. • Applying effective engagement, we will continue to deliver the following significant renewal projects: <ul style="list-style-type: none"> - Acton Waterfront public realm and estate development - Canberra Civic and Culture District - an urban design framework to support land release around City Hill - revitalisation of the Sydney and Melbourne Buildings - Braddon streetscape upgrades - Dickson streetscape upgrades. • Continue to curate and maintain high quality places through the implementation of our city activation program and ongoing work of our Place Management team.
<p>Goal 2:</p> <p>Facilitate new and diverse investment into the precinct.</p>	<p>2.1 Create and strengthen the necessary conditions to support local, national and international investment opportunities.</p> <p>2.2 Contribute to the attraction of workers, residents and visitors to the precinct based on new place propositions and greater opportunities for social and commercial exchange and connectivity.</p> <p>2.3 Foster cross-sectoral collaboration in achieving our social and economic outcomes within the precinct.</p> <p>2.4 Support the precinct’s burgeoning technology-based industries and tertiary sectors, including through the Authority’s adoption of technological solutions and digital innovation.</p> <p>Annual priorities:</p> <ul style="list-style-type: none"> • Advise Government on potential development and delivery models for significant pieces of city social infrastructure. • Coordinate a land release program to support urban renewal, including: <ul style="list-style-type: none"> - City Hill redevelopment <ul style="list-style-type: none"> ▪ Block 40, Section 100 City ▪ Block 38, Section 19 City ▪ Block 23, Section 19 City - Acton Waterfront - Section 63, City

	<ul style="list-style-type: none"> - Blocks 2 & 3, Section 20 City (Westlund House). • Explore other sites within the precinct capable of generating wellbeing benefits for the Territory. • Work with InvestCanberra in implementing a city centre destination campaign as part of their wider CBR brand marketing with a specific focus on visitor and investment attraction. • In consultation with the new City Centre Marketing and Improvements Levy (CCMIL) Advisory Group, develop a plan for improving the impact and benefit of the CCMIL by proactively engaging levy payers and ensuring mutual benefits.
<p>Goal 3:</p> <p>Apply robust and innovative social and environmental sustainability principles and programs that will underpin precinct-wide renewal.</p>	<p>3.1 Embed sustainability into all that we do, and achieve the stretch targets specified in our 2025 Sustainability Strategy (as at January 2021).</p> <p>3.2 Demonstrate the benefits of the integration of sustainability in place renewal through our support of demonstration and pilot projects in our precinct.</p> <p>3.3 Advocate for market innovation and best practice in sustainable urban design and development; and pursue models and opportunities to enable an affordable and diverse housing mix.</p> <p>3.4 Collaborate with community, and public and private stakeholders, to achieve our social and environmental sustainability outcomes.</p> <p>3.5 Support and facilitate a significant shift to active travel modes towards a less car dependent city.</p> <p>Annual priorities:</p> <ul style="list-style-type: none"> • Identify social sustainability initiatives within the precinct, including potential for social housing. • Review the Authority’s effectiveness in implementing the Territory’s sustainability policies including the ACT Climate Change Strategy 2019-2025, and the Authority’s <i>Sustainability Strategy 2021-2025</i>. • Apply sustainable design principles as part of our assessment of referred Development Applications. • Integrate our sustainability principles into our current and future projects, which include: <ul style="list-style-type: none"> - the adaptive reuse of the former Haig Park depot buildings into a community centre - partnering with the Green Building Council of Australia in applying their Green Star Community tool to the Acton Waterfront project - developing a Street Tree Masterplan to achieve 30% tree canopy cover in the precinct.

<p>Goal 4:</p> <p>Operate as a strong, strategic, influential and capable organisation</p>	<p>4.1 Exercise influence in as many different forums as possible and build collaborative commitment to support precinct renewal across all program elements.</p> <p>4.2 Implement a Strategic Engagement Plan that contains clear results messaging and encourages proactive stakeholder participation and support.</p> <p>4.3 Ensure the right mix of skills are available and applied through workforce planning and an appropriate management structure.</p> <p>4.4 Provide professional and personal development opportunities to maximise team performance and build capacity as a highly regarded organisation that is achieving results.</p> <p>4.5 Foster a supportive and positive team culture with a focus on shared goals and outcomes.</p> <p>4.6 Apply effective business systems that enable successful renewal outcomes.</p>
	<p>Annual priorities:</p> <ul style="list-style-type: none"> • Co-develop a Ngunnawal Engagement Strategy to govern meaningful collaboration with the Ngunnawal community. • Collaborate with EPSDD, CMTEDD and the NCA on: <ul style="list-style-type: none"> - supporting the formulation of the new Territory Plan with a focus on the timely realisation of the updated City Plan (including an Urban Design Framework); establishing an equitable development contribution regime for public benefit; and the use of design competitions for new projects that results in “the best planning and development management system in Australia”. • Within the context of evaluating and refocussing actions under a new four-year CPRP action plan - promote better alignment of urban renewal policies across the precinct; and encourage and monitor effective implementation of the CPRP by supporting ACT Government agencies. • Continue to influence the planning and implementation of the Deed of Agreement for the new University of New South Wales Canberra City campus in Reid. • Demonstrate excellence in collaboration, engagement and transparency with all ACT Government entities, particularly our colleagues in EPSDD and TCCS. • Sponsor national/global thought leaders and urban futurists and coordinate their interaction with key private sector and community advocates for better renewal outcomes and urban innovation. • Maintain a productive working relationship with similar renewal agencies, such as the Government Land Organisation Network, to exchange ideas and share program learnings. • Directly engage leading stakeholders and partners to understand and collaborate on the development and achievement of the CPRP actions.

	<ul style="list-style-type: none"> • Uphold our value as a progressive “Think Tank for the City” by fostering public debate and discussion. • Collaborate with the SLA, CFC and NCA on designated key projects and processes. • Promote asset replacement and investment within the precinct that is aligned with our urban renewal principles. • Review staff skills and key competencies to identify gaps that can be addressed through recruitment or suitable resourcing models, with a focus on economic and data analysis, and development and stakeholder management. • Investigate resourcing models to effectively implement the new CPRP action plan.
<p>Goal 5:</p> <p>Demonstrate exemplary accountability and transparency in our governance and compliance.</p>	<p>5.1 Achieve full compliance in meeting relevant statutory and legislative obligations.</p> <p>5.2 Effectively implement, monitor and continuously improve our Risk Management Framework.</p> <p>5.3 Maintain effective and timely board communications and reporting against the Strategic Plan and on the Authority’s financial performance.</p> <p>5.4 Ensure resources are evaluated and managed to meet our Strategic Goals.</p> <p>5.5 Align the organisation’s strategic plan and renewal program delivery effort to the annual Statement of Expectations.</p> <p>Annual priorities:</p> <ul style="list-style-type: none"> • The Authority’s Audit and Risk Committee will continue to monitor our program for continuous improvement in relation to Work, Health and Safety; procurement; contract management; asset management; and embedding of our Project Management Framework. • Support continuity of governance arrangements through a considered and staged Board reappointment and renewal process.

Our success measures

Non-financial

Organisational measures:

The Authority will ensure its performance measures reflect the improved vitality of the renewed precinct and the success of its delivery program. The Authority will establish baseline data for, and monitor indicators related to:

- implementation of our Sustainability Strategy
- stakeholder engagement, including with the Ngunnawal community
- precinct visitation
- activities produced or facilitated by the Authority
- positive stakeholder sentiment
- increased awareness of City Renewal Precinct projects and place experiences
- economic impact of the resident, visitor and worker population in the precinct.

Financial

Statement of Intent

- **Gross profit** - The gross profit is used for internal purposes to provide comparatives across projects and time periods.
- **Revenue on land sales** – Land sales revenue will become a key financial indicator when we begin to make land sales in the out years.
- **Appropriated capital works expenditure** – This indicator reflects our significant capital works program, the delivery of which is inextricably tied to our success.

The table below details the targets to 2024-25:

TABLE 2: CITY RENEWAL AUTHORITY FINANCIAL KEY PERFORMANCE INDICATORS

	2021-22	2022-23	2023-24	2024-25
Land Sales Revenue (\$ million)	0.201	67.049	22.495	0
Gross Profit Margin on Land Sales (%)	100.0	73.8	54.1	N/A
Appropriated Capital Works Expenditure (\$ million)	17.823	16.220	5.751	0

Additional organisational measures:

The Authority will ensure its operational expenditure and revenue as set in the approved annual budgets are achieved.

Risk management

We are committed to ensuring that all business and operational processes are underpinned by an effective risk management process.

The City Renewal Authority's risk management framework provides the foundation and organisational arrangements for how risk is managed across the Authority. This framework assists in achieving objectives and ensures risk management processes are embedded consistently. It integrates the process for managing risk into the Authority's overall governance, strategy and planning, management, reporting processes, policies, values and culture.

Strategic risks and responses are outlined within the framework and take account of internal and external factors that may affect the Authority's ability to effectively deliver its program.

We will ensure a sound and proactive culture of risk management exists in the organisation and that processes are implemented to support continuous improvement and review, including the:

- regular assessment of risk management processes to identify opportunities for improvement
- regular reviews of models, frameworks, and standards used in other organisations and directorates to ensure that our framework continues to reflect contemporary best practice
- ongoing training and development for relevant teams and staff to ensure they are equipped with a sound knowledge and skills base; and
- inclusion of, and measurement against, performance measures relating to the Authority's risk management and other key governance processes.

Document Control

Prepared for:	City Renewal Authority
Document Owner:	Chief Executive Officer
File Name:	Strategic Plan 2018-25
Version:	1.4 April 2022

Revision

This strategic plan is to be reviewed and updated on an annual basis (or more frequently following any major changes to business operations and/or priorities) as part of the City Renewal Authority's business planning process.

Revision	Description	Date	Author
1.1	Board Approved	4 October 2018	CEO
1.2	2019 update	5 October 2019	CEO
1.3	2021 update	3 May 2021	CEO
1.4	2022 update	1 April 2022	CEO

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