

CANBERRA:

A statement of ambition

ARUP







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Prepared by the ACT Government
in partnership with

Dr Tim Williams

Arup

Level 10
201 Kent Street
Sydney NSW 2000
Australia

T +61 2 9320 9320
E tim.williams@arup.com

www.arup.com

CANBERRA

CITY OF CHOICE, CITY OF TALENT, CITY OF AMBITION: OPEN TO ALL

We have collected the thoughts, priority areas and actions of the ACT Government in order to assess how we've been working and then determine a direction of travel for each priority area. The result is a clear trajectory to deliver a compact and competitive Canberra for all. Delivering the Capital Ambition will involve continuing to work in a collaborative and bold way to see what

works, as well as focusing delivery in the areas that we know will help us reach our ambition. The Capital Ambition addresses four themes of any good integrated city strategy: a summary of future ambition, a recognition of current momentum, clarification of the challenges and drivers shaping Canberra and the future direction of travel.

THE VISION OF THE CHIEF MINISTER: ONE OF THE WORLD'S MOST LIVEABLE AND COMPETITIVE CITIES – WELCOMING TO ALL

Celebrating our Centenary has helped us focus on what's special about our city and confirmed our exciting future. As a government and as a community, we must build on that feeling, and create that future, together.

Cities don't succeed by accident or by leaving things to chance – they require design, good governance and great collaboration. Cities must internally collaborate to compete in the modern era, and together we can ensure Canberra wins the global contest for investment and talent.

In that contest we have key advantages.

Today, we are counted as one of the world's most liveable cities, a top 10 destination for inward investment and as a magnet for high-achieving students. Our reputation for openness, inclusiveness and tolerance echoes around the world, as does our deep commitment to a sustainable model of urban development.

Helping us to shape our future is a type of governance unique in Australia. Other cities lack the metropolitan integration, cross government coordination and proximity between government, business and community which Canberra alone enjoys. We also have the clear assets and strengths of a capital city with global reach. Canberra truly is a city like no other.

Our task is to ensure that as Canberra grows and develops we build on the 'Canberra advantage' while retaining what makes it special. A place all Canberrans – and the nation – can be proud of, with



Andrew Barr, MLA
ACT Chief Minister

a confident community and economy, prepared for the opportunities and challenges ahead.

While all cities in Australia are set to grow significantly, no other city has quite our opportunity to get the balance right between a dynamic city centre and flourishing suburbs, preserving the best of what we have now whilst embracing and preparing for necessary change.

We must recognise: we shape change or it shapes us. Standing still is simply not an option for Canberra. We need more than a 'business as usual' approach to achieve our potential and deliver the successful, equitable and sustainable city Canberrans seek.

From the strength of our heritage, values and identity we embrace the future and welcome all to 'choose Canberra', to come and help shape its further success.

While our aim is the urban renewal and economic diversification of Canberra, at the core of our vision is a city that is an inclusive, welcoming society, open to diverse talents and determined to help everyone reach their fullest potential. Canberra is open to change, to talent, to business, to diversity and to innovation.

A progressive city for all, shaped by all, with opportunities for all, no matter where they live in the city, or where they come from.

That is our vision, and the focus of our efforts.

We have an integrated program already under way, and a direction mapped out: with the support of our community, businesses and universities we will build further on what Canberra already offers as a city of choice, of talent and of ambition, open to all.

DELIVERING THE VISION: KEY SUCCESS FACTORS IN AN INTEGRATED PROGRAM OF ACTIONS FOR CANBERRA'S FUTURE

When we look at Canberra's strengths – our unique advantages – and the drivers shaping global cities in the urban century, a clear direction of travel emerges. We are working towards a more compact and competitive city – one that goes beyond the spatial requirements of urban infill to a community based and economic approach for compact city development. Canberra must pursue the stated directions of travel to thrive in a 21st century Australia. With these directions comes an understanding of how we must work – as a government – but also as a community.

Delivering a compact and competitive Canberra is not as simple as implementing some short term actions. Canberra is a complex ecosystem and needs to best balance short term delivery with genuinely integrated long term progress. In other words, Canberra must show clearly how any short term actions contribute to these directions of travel.





WE MUST ATTRACT AND RETAIN THE TALENTED PEOPLE THAT CAN HELP MAKE OUR CITY GREAT

Being the nation's capital city is a key Canberra advantage. It is a challenge to recognise this and celebrate it ourselves, and to effectively communicate it to those that might want to move here. Attracting and retaining national and global talent to Canberra is the theme that permeates every aspect of our ambition.

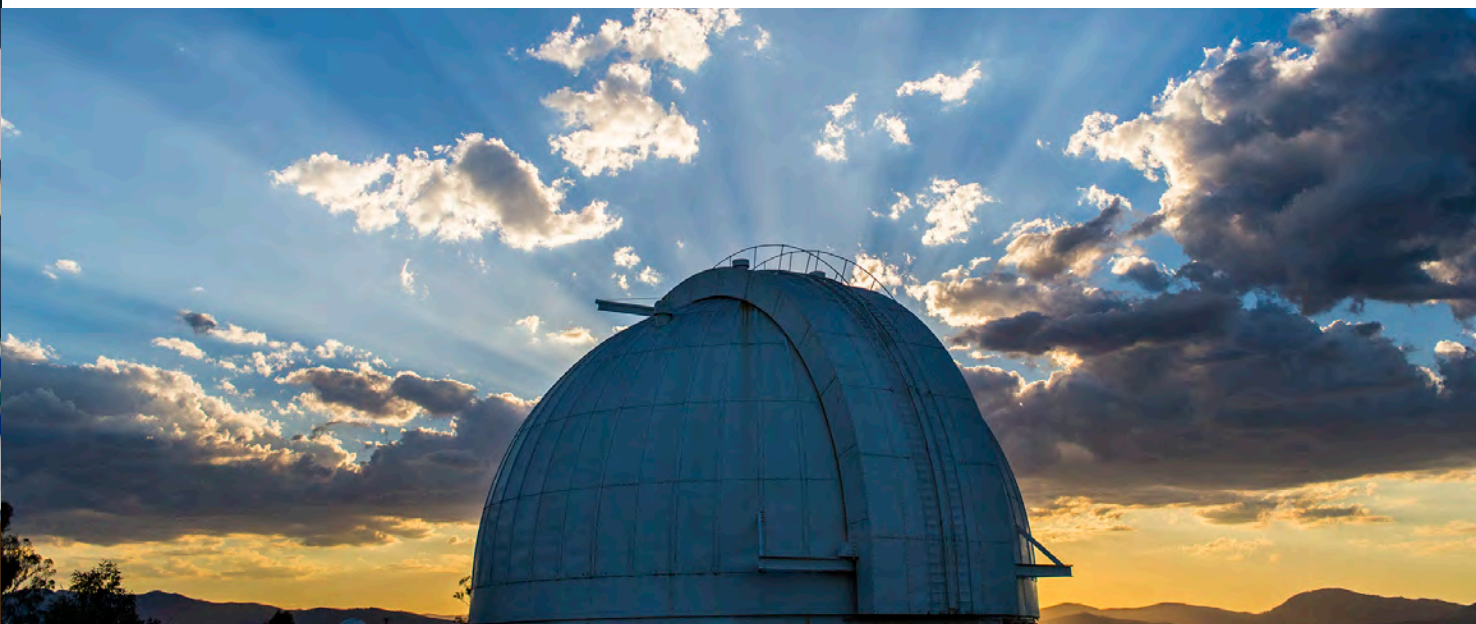
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WE MUST CONTINUE TO OPEN AND DIVERSIFY OUR LOCAL ECONOMY

**BUILDING ON THE STRONG POSITION WE
HAVE AS ONE OF AUSTRALIA'S LONGEST
SERVING KNOWLEDGE BASED CITIES**

Canberra is competing with, and exceeding the offer of other Australian cities. With its economy coming from a knowledge base, Canberra is well positioned to lead and attract the talent that is needed. Research and development already adds more than \$2.7 billion per annum to our local economy through our higher education and research institutions, and we are ahead of the pack positioning ourselves in key 21st century industries such as the space economy and cyber security sectors.

While our aim is the urban renewal and economic diversification of Canberra, at the core of our vision is a Canberra that is an inclusive, welcoming society, open to diverse talents and determined to help everyone reach their fullest potential.





3

WE MUST DELIVER BETTER METROPOLITAN INFRASTRUCTURE THAT HELPS TO RENEW OUR INNER PRECINCTS, STRENGTHENING OUR SUBURBS AND PROVIDING NEW OPPORTUNITIES FOR ALL

At the heart of a growing partnership is the increasing confidence of Canberrans that this city's future is no longer something to be done to them, but with them and by them. Together, we offer an agile, empowered and coherent city governance which has the ambition and capacity to plan for the whole of our metropolitan area and city-region for the long-term.

This government understands the unique potential that the ACT governance structure offers, and how it can improve outcomes for the community and business. Canberra's liveability is being recognised around the world. In 2014 Canberra scored the highest ranking amongst OECD countries for regional wellbeing.

4

WE MUST EMBRACE THE DIGITAL MINDSET AND DELIVER INTEGRATED SMART CITY INITIATIVES

Everything Canberra does should ensure that our communities and businesses have access to the digital infrastructure and skills they need to successfully participate and compete in the knowledge and innovation economy. There is economic potential that can be realised by effectively using the increasing volumes and diversity of data to make better decisions at the city scale, as well as better involving Canberra's private sector partners to create a more open and technologically engaged government. We aim to use technology to make Canberra a more sharing city and to reinvigorate civic participation.

Cities collaborate to compete. We aim to provide in Canberra a world-class platform for collaboration between government and the public, private and not-for-profit sectors. Our scale and agility is our strength and we must make more of urban prototyping to develop and test new approaches to solving Canberra's challenges – from transport congestion to the care needs of older people. We will demonstrate to the nation the benefits of a well managed and data driven city.

Canberra has developed key smart city initiatives – for example, CBRfree Wi-Fi, a smart parking trial and a smart lighting trial – that provide a healthy base for further activity. The next step is to better integrate this effort, which will allow Canberra to realise the full value of current investment.





CANBERRA EXEMPLARS

The directions of travel are best explained through Canberra exemplars working across multiple areas:

Working with research and higher education

By working with our higher education and research institutions we are developing a city that fully engages with the 21st century economy. These institutions, including the Australian National University, UNSW Canberra, the University of Canberra, Data61, CSIRO and Geoscience Australia, add \$2.7 billion per year to our economy and deliver 16,000 jobs. Our work with the Australian National University and UNSW Canberra highlights the development opportunities in the space and spatial economy. Similarly we have worked closely with our higher education and research institutions on the development of the cyber security industry, which builds on our research strengths and the presence of the national security agencies and the Department of Defence.

Delivering health infrastructure to realise metropolitan benefits

We are delivering a hospital at the University of Canberra. The delivery of a hospital is a key improvement for Canberra residents' health and wellbeing. But we are using a fully integrated approach to make it so much more. The hospital is an opportunity for the University of Canberra to accelerate its health research and attract even more talented people to study in our city. Not only will they study locally, but they then have the opportunity to continue their work here. It also strengthens our wider educational and research and development offerings.

Attracting more people in and around the university will strengthen the university's ability to re-urbanise. This is the urban era, and 'placemaking' is critical to retaining the most talented people. With health innovation, comes an opportunity to enhance and strengthen our digital agenda and put that into practice through our smart city offering.

Addressing the real transport task to support urban places

Building a light rail network is a key urban renewal task. We have seen from cities around the world that public transport is critical to developing the compact urban centres Canberra needs to attract the best people, while at the same time connecting our suburbs to enhance residents' lifestyle. The light rail is more than a transport network. It forms part of an integrated transport agency that will examine opportunities like electronic ticketing and real time data feeds. It supports the densification of our urban centres and the student, affordable and social housing offerings. Having better public transport makes it more likely that our urban centres can support new 'knowledge connections' which are critical to Canberra's future.

This is what we are doing now. We have identified the key drivers of urban change which all cities are experiencing and identified a program of interventions to meet the challenges and exploit the opportunities specific to Canberra now and in the future.

PRIDE OF PLACE: CANBERRA'S UNIQUE ADVANTAGE

Canberra has a unique set of advantages in Australia, which are now being recognised around the world. In 2014 Canberra scored the highest ranking amongst OECD countries for regional well being. The OECD used eight indicators of well being: income; health; safety; accessibility of services; civic engagement; education; jobs and environment; and have now added a new dimension: housing.

fDi Magazine, a division of the Financial Times Ltd, has also just published its ranking of the economic, financial and business strengths of cities in the Asia Pacific region and placed Canberra seventh in the Foreign Direct Investment (FDI) Strategy category. It is the first time Canberra has been ranked in the top 10.



Our advantages come from how we've been working, but also our recent history – an efficient model of self-government, our smart community, our ability to embrace diversity and inclusiveness and our growing role as the city of Australia with firm global connections.

Canberra has been delivering the infrastructure we need in the 21st century. A single integrated transport agency will deliver the first stage of a city-wide network of light rail. But it's not only the hard infrastructure that's changing the city. Canberra was the first jurisdiction in Australia to allow ridesharing businesses like Uber to operate legally, supported by one of the most comprehensive public Wi-Fi networks in Australia.

Innovation is now firmly on the national economic agenda – but Canberra has been championing city innovation for years. Canberra has the highest rates of entrepreneurship and innovation in Australia. The city has facilitated leading institutions like the Australian National University, University of Canberra, UNSW Canberra, Data61, CSIRO to partner with business and accelerate innovation through initiatives like the CBR Innovation Network, innovation funding, trade programs and investment facilitation.

Canberra is building on its ranking as the world's most liveable city by actively engaging in cross-government urban renewal. New social and student housing is leading the way to complement already thriving urban places in New Acton, Kingston and Braddon. There is momentum in the revitalisation of the city centre, with City to the Lake and the renewal of Northbourne Avenue setting the scene. Most importantly, social infrastructure has been a part of the renewal consideration, forming part of the strategic plans for existing town centres.

Access Canberra is delivering the service redesign required by a 21st century city. It will better connect businesses and communities to the government through public service innovation. This transition coincides with the appointment of a Chief Digital Officer to pinpoint initiatives for a clever Canberra. As well as global-leading higher education, Canberra is working hard to provide world-leading primary and secondary education. The 'Learn Anywhere Program' is leading the nation in developing the digital mind-sets of the next generation.

A future built on firm foundations: making the most of world-class education and training opportunities

While embracing change, Canberra must build on the firm foundations of a great place and community. Global benchmarks and international rankings demonstrate Canberra's growing international reputation as a destination for students, entrepreneurial talent and foreign direct investment. Our universities are among the world's best, with the Australian National University, UNSW Canberra and University of Canberra all ranked in the prestigious *Times* Higher Education World University Rankings. Equally, our schools and hospitals are competitive with the world's best. Our strengths and capabilities in human capital, Research and Development and professional, scientific and technical services have been recognised as globally competitive. And our environment and lifestyle are recognised – and envied – internationally.

We have a strong and increasingly diverse economy, a vibrant and well-educated community, and a collaborative and innovative network of enterprises working in a business friendly environment.



A smart, collaborative and integrated Canberra governance model: unique in Australia

This government understands the unique potential of Canberra's governance and scale, and how it can improve outcomes for the community and business.

Everything we do is about integrating and breaking down government silos and opening up to partners in business and the community. Our unique approach to annual priority setting across government is a key tool for effective strategic planning and delivery for Canberra.

But we can do better still.

We recognise that in comparison with every other city in Australia, we have a simple and unified model of government, the necessary resources and the autonomy to set out and deliver our own vision for the city. We also have a unique capacity to get all public, private and community partners around the table to solve problems and exploit opportunities.

Underpinned by Canberrans' values: the just and inclusive city, welcome to all

Underpinning all of this is a set of values and a commitment by Canberrans that the benefits of our growth are shared across the city. In contrast with many cities, our success will not be bought at the expense of equity. In building this city we want contributions to be made by all parts of our diverse and creative community, but are also mindful of the challenges people can face from disadvantage. In embracing and building the Canberra of the future, Canberrans have made it clear that they want this to be a city for all, whatever their race, background, or identity.

Equity and inclusion are cornerstones of the ACT Government, and reflect the values of Canberrans.



An agile government and an increasingly confident, bold and ready Canberra. A scale that is suited to urban prototyping and leading the nation in managing urban change

Canberra offers an agile, empowered and coherent city governance which has the capacity and ambition to plan for the whole of our city for the long-term.

We are showing that Canberra is a place suitable for urban prototyping – for example, ridesharing and autonomous vehicles, which leads to delivery of better urban outcomes and opportunities for business and communities.

What we are doing here to respond to and shape economic, demographic and environmental forces which are confronting all cities – in Australia and globally – is of international interest and significance.

However, its greatest importance is local – for Canberrans and the wider region the city serves. The ACT Government will ensure that the key building blocks of long-term success are in place to enable our city to remain one of the most liveable cities in the world, and for all our diverse communities to flourish in an era of great change.

UNDERSTANDING AND RESPONDING TO URBAN CHANGE

All cities are facing pressures in an environment where change is constant and unpredictable. Global and local priorities evolve together over time. We can learn from the experiences of others and the cities research being done around the world. While Canberra is unique in many areas, we must also consider the global pressures and drivers to help and respond to change. It is useful therefore to frame our ambitions for the future using the

key global issues and trends driving change in our societies and markets.

Considering the drivers of change facing Canberra and other cities is an effective way of raising awareness about the urban and social environment. This awareness helps to initiate conversations, provides a foundation for further strategy and leads us to the action agenda for Canberra's future.



A shift to urbanism by people and business in Canberra

The world's population is flocking to cities, as the global era is an urban era.

So too are the world's businesses: companies are re-urbanising to gain greater access to talent.

This is a vote for urbanism – for the compact and competitive city model – by people and business.

Australian capital cities will double in size by 2056: this is certain. The challenge is to manage this process well and equitably – with dynamic centres and thriving suburbs – to maintain the unique advantage of scale and agility that helps separate Canberra from the rest.

A shift towards a new economy founded on knowledge and talent based in or close to mixed-use precincts

The global economy is re-focusing on knowledge, innovation and talent – and Canberra has a head start. Knowledge businesses everywhere are locating close to where the talent wants to live, work and cluster.

Businesses, employees and entrepreneurs increasingly favour mixed-use urban centres over ex-urban business parks. Places and neighbourhoods with cafes, bars and restaurants and other services close to jobs, research or educational facilities have a premium in the knowledge economy – because they are where the collision of ideas and talent at the heart of modern business innovation takes place. Cities with such mixed-use precincts are attracting and retaining graduates and the pool of entrepreneurs they create – and are therefore winning the competition for investment and economic success.

Jobs follow smart people and talent to the places they want to be: liveability is now core to Canberra's economic offer

Fundamentally, we need to grasp that whereas people used to follow jobs and firms, in the knowledge economy these now follow people. Advanced firms will locate where talented workers are willing or wanting to live. The quality of life and place, the amenities, ambience and facilities of cities become a critical competitive tool in attracting knowledge workers, who are themselves the magnets for external corporate investment and local expansion.

This is why leading bio-science centres such as Singapore, the San Francisco/Bay Area and Basel are placing great emphasis on high quality of life, but it is also why established financial centres like London and New York seek to become greener and cleaner, and why emerging world cities like Helsinki, Frankfurt, Seattle and Seoul are actively becoming better places to live.



As demographic shifts occur, the preference for a Canberra of short journeys is reinforced and drives investment in metropolitan infrastructure

Underpinning this shift towards liveability as an economic attractor are demographic shifts towards smaller families and households, combined with an increasing desire for the amenities of city living.

There is the increasing demand to reduce the burdens and economic, health and social costs of commuting, with homes that are close to jobs and services commanding a significant value in the market. Everywhere there is the demand from an increasingly time hungry workforce and community to live in the '30 minute city' – the city of short commutes and journeys that manages congestion with a first class public transport system at its heart. Around the world that means light rail projects connecting city centres with suburbs.

The inner city is being repopulated and transformed.

The once abandoned or neglected inner city precincts are welcoming people back. CBDs are now being reinvigorated by emerging night time economies, vibrant mixed-uses and people living in or close to them in large numbers. At the same time, disadvantage in the emerging global city is moving towards lower density suburbia and ex-urban locations with poor public transport access.

Canberra must provide housing and opportunities for all

Everywhere there is a challenge to ensure that population growth is managed properly, to maximise the economic and social benefits while maintaining affordability, housing options for all incomes and environmental quality. We must ensure the whole community, whether living in new mixed-use precincts in the inner city, the leafy suburban centres, or greenfield developments, can access and share the economic and social benefits of the new urbanism. This is the Canberra Ambition and point of difference: we can maintain a city for all.

Canberra will succeed by design: through integrated strategy, delivery and leadership

In an era where talent and entrepreneurs can choose to go to cities which have the right assets, cities must have coherent and integrated strategies and interventions. Cities succeed by design and collaboration. Cities have to show how they fit with the major trends in demography and modern economy, and have strategies and investment mechanisms that work.





Canberra will need to test itself against the best: data driven decision making, global benchmarking, promotion and branding

Globalisation means the game has changed, and cities need to respond to the challenge. Globalisation opens up cities to external challenge as never before. Much more of the content of the city economy is now through international competition, so constant adjustment is necessary. Cities have to chart their course through a global economy, not just try to participate in it.

We are proud that Canberra scored the highest ranking amongst all OECD countries for 'regional well-being' in 2014, achieving 9 out of 10 for the key indicators of performance: health, accessibility of services, education, jobs and environment; and a perfect 10 for income, safety and civic engagement. We will strive to stay at the top of this city league table and will be benchmarking ourselves against the best in the key areas of city performance such as business environment.

A good investment climate and an open and 'business friendly' approach that respects commercial disciplines is also key. Cities do well if they define investment opportunities clearly and adopt a sound approach to asset management. Identity and reputation also matter in the next economy: city branding and communication, when done well, make the city and its opportunities more credible, visible, and attractive.

Some cities have successful economies but only limited definition of their identity. This is why we have put renewed emphasis on the branding of Canberra and its promotion in the international arena. Whilst already identified as in 7th place in terms of performance in foreign direct investment, we can do better still.

There is a need for Canberra to attract both foreign and national government investment

In a federal system, cities and their governments must also be successful at attracting public investment from the national government. City leaders have a unique role and can make the decisive difference in whether a city attracts such investment or not.

Canberra must manage our own services and assets well – and influence partners and assets we don't directly control: building a shared agenda in the region

Canberra must continue to perform well in its areas of direct responsibilities – whether it be land-use planning, infrastructure provision, housing and amenities, city promotion, education, health and the local regulatory environment. However, the key role in the modern city is often to influence or coordinate things we don't control, or seek to align the policies and budgets of other actors: Federal Government, the neighbouring state, in the business community, in higher education and in the voluntary and not-for-profit sector.

We accept that city leadership can only influence others if it also has credibility in its management and delivery roles. We also understand that city development is a medium to long-term process, and city leaders must look beyond their own mandate and build a shared city development agenda for consistency and continuity beyond political cycles and political parties.



AN INTEGRATED PROGRAM OF ACTIONS FOR CANBERRA'S FUTURE

In setting out what our policies, partnerships and programs have delivered so far, we recognise we have a lot to do. Attracting and retaining national and global talent to Canberra is the theme that permeates every aspect of our ambition – and delivering on that ambition benefits everybody in Canberra. We are content to be judged both by what we have done and the path that has set us on – and on whether this direction of travel is the right one.

Crucially, in this era of urbanisation and globalisation, faced with the competition for resources and talent, city leaders have to solve the city's problems and challenges – and seize new economic opportunities – before structural decline sets in. These directions of travel guide policy making efforts that will deliver the Capital Ambition.

DIRECTION OF TRAVEL 1

WE MUST ATTRACT AND RETAIN THE TALENTED PEOPLE THAT CAN HELP MAKE OUR CITY GREAT.

This is the direction of travel that ties the ambition together and permeates all others. We believe the successful city must provide quality housing choices for all incomes, be open to global talent and create the environment which attracts it, while also nurturing and retaining its own talent.

DIRECTION OF TRAVEL 2

WE MUST CONTINUE TO BE OPEN AND DIVERSIFY OUR LOCAL ECONOMY, BUILDING ON THE STRONG POSITION WE HAVE AS ONE OF AUSTRALIA'S FIRST AND MOST DYNAMIC KNOWLEDGE BASED CITIES.

DIRECTION OF TRAVEL 3

WE MUST USE OUR INTEGRATED GOVERNMENT TO DELIVER BETTER METROPOLITAN INFRASTRUCTURE THAT HELPS TO RENEW OUR INNER PRECINCTS, STRENGTHEN OUR SUBURBS AND PROVIDE NEW OPPORTUNITIES.

We believe that a city that works better for its own citizens will also work better as the nation's capital – and that the city which promotes itself effectively internationally, succeeds locally.

DIRECTION OF TRAVEL 4

WE MUST EMBRACE THE DIGITAL MINDSET AND DELIVER INTEGRATED SMART CITY INITIATIVES.

Cities are 'smart' not just by becoming data-driven and using digital platforms and technologies to redesign services. Smart cities use technology to more fully engage with residents, more effectively and efficiently manage the city services, and attract and retain smart people and businesses to shape the city together.

Preparing Canberra for future challenges requires an active government with an integrated program of action.

Each direction of travel includes a statement of intent, further clarification of what Canberra must deliver in each priority area, and an overview of the achievements to date. We include these achievements so that it is clear we are building on what is already being delivered successfully, not starting anew.



DIRECTION OF TRAVEL I

WE MUST ATTRACT AND RETAIN THE TALENTED PEOPLE THAT CAN HELP MAKE OUR CITY GREAT

This is the direction of travel that ties the ambition together and permeates all others.

OUR DELIVERY FOCUS

At the heart of Canberra's planning, transport and cross-government coordination activities is the understanding that in a knowledge and 'start-up supportive' economy, place-making matters. Canberra must keep creating places that attract knowledge workers and entrepreneurs.

Innovation has a geography, and it is no longer an ex-urban garage or low density business park accessed only by car. Canberra is finding that global talent in the knowledge economy is coming together around locations that encourage interactions and the sharing of ideas. Higher density, mixed-use, walkable areas with jobs and research activities, well connected by public transport to homes, services and lifestyle options, are at the heart of the success of 'innovation districts'. A Canberra without such districts will fall behind in the competition for talent and investment.

Canberra will continue to lead the nation in investing in public housing. We are also taking a flexible approach to development and land release, to enable a new supply of diverse housing types in higher density locations, more suburban areas, as well as greenfield sites, to positively impact on Canberra's relative affordability.

Our place-making, transport initiatives and our efforts to transform Civic have a strong economic rationale, and fit with our formal business support initiatives, our collaborations with universities, and our smart city strategy.

CANBERRA'S FOUNDATIONS: WE'RE BUILDING MOMENTUM

Supporting local business, universities and innovation networks

Our comprehensive business development strategy, Confident and Business Ready: Building Our Strengths, guides our actions around supporting investment, accelerating innovation and creating and keeping jobs in Canberra. We are working closely with local business and the university sector to create the right business environment and reinforce our competitive strengths – our collective aim being a city with its own distinctive economic identity.

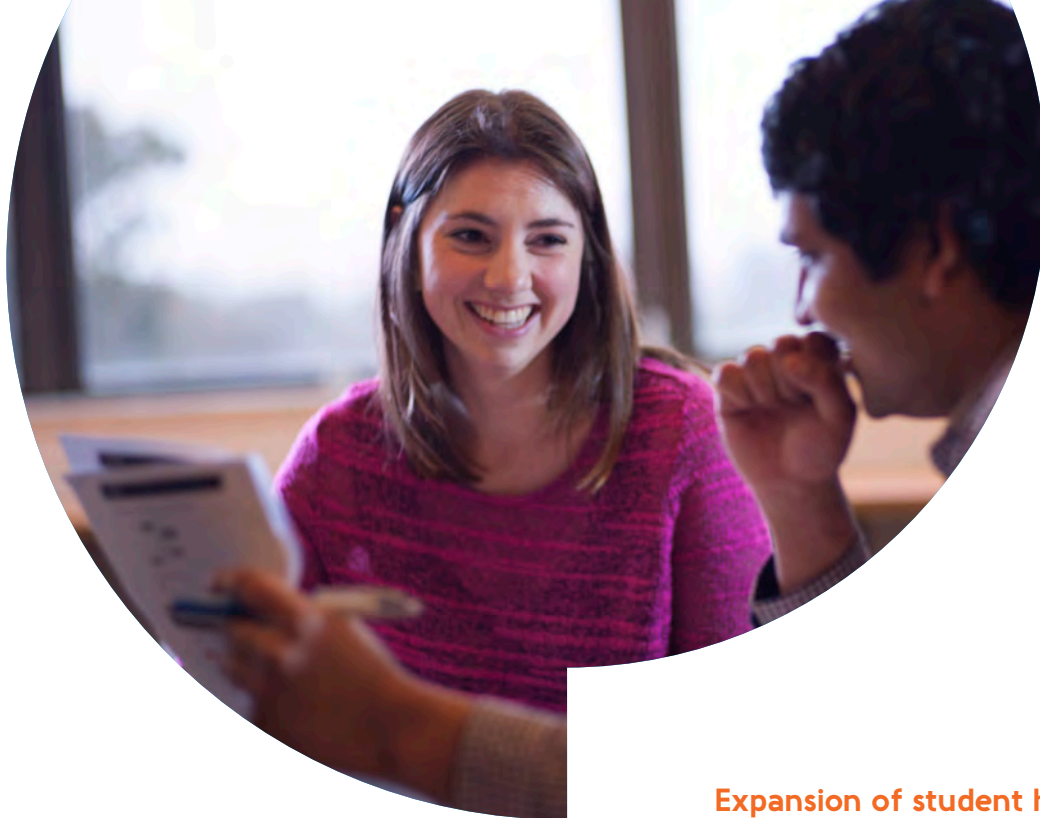
The CBR Innovation Network

The CBR Innovation Network has been established by the ACT Government and the ACT's innovation community to play a major role in accelerating innovation and growth to maximise wealth creation and transformation of the ACT economy. The CBR Innovation Network is unique within Australia, based on a collaboration between five world-class research and education institutes in the ACT: Australian National University; University of Canberra; Data61; CSIRO and UNSW Canberra, with new partners coming on board.

The Foundation Members and the ACT Government have committed to the Network for five years. The ACT Government's commitment includes ongoing financial and other support totalling more than \$1 million per annum. Foundation members also contribute financially but their strongest input is their energy, skills and intellectual property.

The Small Business Innovation Partnerships Program

The Small Business Innovation Partnerships Program is a best practice staged procurement process, which connects ACT Government directorates with innovative ACT small to medium enterprises to co-design solutions to deliver specific outcomes for the ACT public sector. It has few parallels elsewhere in Australia and shows how the small and collaborative scale and culture of Canberra, combined with clear growth ambitions, can deliver exceptional results in our city.



There is also significant new investment in public housing stock which is unique in the nation

The ACT Government has commenced a major, long-term program for the renewal of Canberra's urban public housing settlements. 1,288 public housing residences are being replaced, while allowing mixed communities to remain and flourish at the heart of the city. More than seven out of ten Canberrans want to see public housing in their neighbourhood and two thirds support the redevelopment of old stock. The projects deliver on these values and enhance public housing stock in each suburb of Canberra – with the ACT the only jurisdiction in Australia investing in significant new public housing stock.

Housing NOW is an initiative that allows eligible social housing applicants the opportunity to choose their new home from a range of properties ready for immediate allocation.

The Affordable Rental Scheme provides affordable housing for older people who are on low incomes. The Affordable Rental Office operates a banded rent system that charges a percentage of market rent. This means tenants pay an affordable rate that reflects their capacity to pay. There are six rent bands that range from 33.3 per cent of market rent to 74.9 per cent of market rent.

The Housing for Young People Program also provides 'wrap around' support from application through to tenancy utilising an integrated case management approach.

Expansion of student housing in the heart of the city as well as at the University of Canberra – reducing pressure on private market

The ACT Government has worked with higher education institutions to provide affordable student housing and land for student housing to ease the pressures on the wider rental market. There are now 6,600 students on site at the Australian National University, and more planned and being built at both the Australian National University and the University of Canberra. The government brought innovative planning and flexibility to bear on university campuses, to enable mixed-uses and bring in new private investment and the student housing co-operatives – an Australian first.

The city has a thriving arts scene that makes Canberra an interesting place to live

In addition to being home to the national collections, Canberra has a vibrant and exciting arts scene, a passionate and informed arts community and is building a reputation as a city with great art and great artists, all of which is key to attracting people to our city. The 2015 ACT Arts Policy sets out a vision for increased artistic participation, improved access to the arts and the development of dynamic arts ecology valued locally, nationally and globally.

Canberra is a smart city that is becoming a world leader in science and technology

We're removing legislative barriers to universities commercialising their research and supporting a city-wide culture of innovation through the Canberra Innovation Network.

The speed with which the ACT Government and partners, including the Australian National University, UNSW Canberra, University of Canberra and Data61, were able to mount a compelling case to locate a Commonwealth Cyber Security Industry Growth Centre in Canberra demonstrates how well the city is collaborating in this space.



DIRECTION OF TRAVEL 2

**WE MUST CONTINUE TO
OPEN AND DIVERSIFY
OUR LOCAL ECONOMY,
BUILDING ON THE STRONG
POSITION WE HAVE AS
ONE OF AUSTRALIA'S FIRST
AND MOST DYNAMIC
KNOWLEDGE BASED
CITIES**

OUR DELIVERY FOCUS

The government will maintain its commitment to a Canberra that welcomes all. Diversity is critical to the competitiveness of Canberra on the global stage. Equity and inclusiveness are cornerstones of Canberra's values and policies. Continuity of these values will further strengthen the city.

Canberra will maintain its focus on key 21st century industries, including the space economy, cyber security and renewable energy sectors, and continue to work closely with our higher education and research institutions.

The government will leverage Canberra's role, assets, and international connections as the national capital to promote its dynamic and diverse businesses and entrepreneurial eco system. The renewal of Canberra Airport is a key part of a concerted strategy to promote Canberra as both a destination for visitors, investment and global talent.

In the process of this ongoing transformation, Canberra will build on its unique identity and distinctive assets as a city where energy efficiency and policies to combat climate change are fundamental aspects of our identity.

CANBERRA'S FOUNDATIONS: WE'RE BUILDING MOMENTUM

Inclusivity

The ACT Government was the first to recognise same-sex relationships through the Domestic Partnerships Act in 1994, which granted unmarried heterosexual couples and same sex couples similar property rights to those enjoyed by married couples; and recognise gender diversity through an identity document for gender-diverse people and birth certificates that give parents the options to choose labels regardless of the sex of the person.

Canberra start-up Enabled Employment is unique in Australia and possibly the world with its flexible arrangements that enable highly capable people with a disability to find productive and well-paid employment. Enabled Employment also makes it easy for employers to fill skill gaps.

Canberra continues to be one of the most culturally diverse and welcoming communities in our country, nothing symbolises this more than the three-day National Multicultural Festival which attracts over 250,000 annually each February.

Aboriginal and Torres Strait Islander Enterprise

The government is developing an Aboriginal and Torres Strait Islander Enterprise Development Plan to provide practical strategies to assist Aboriginal and Torres Strait Islander people to test their ideas and translate them into growing businesses.

National Disability Insurance Scheme (NDIS)

The ACT will be the first jurisdiction in Australia to fully transition to the NDIS, with more than 5,000 Canberrans to directly benefit from it by September 2016.

Citizen centered/single interface iConnect

iConnect is a whole of government initiative being led by the Chief Digital Officer. The iConnect program will support the ACT Government to transform the way individuals in all communities access services and transact with government –giving them a single point of contact to simplify and target service delivery for everyone.



Creating more opportunities for private investment in the capital

The Chief Minister has been on missions to China, Singapore, Japan, New Zealand and the United States to promote Canberra as an investment-ready city. Some of the target areas have included investment in our technology sector, renewable energy and the digital economy.

Canberra has been recognised as one of the Asia-Pacific's cities of the future, further highlighting our business and investment strengths.

A Canberra commitment to inclusion

Underpinning our commitment is the 2015-16 Budget focus on social inclusion. More than \$389 million has been identified in recurrent funding for those needing assistance from the community and government.

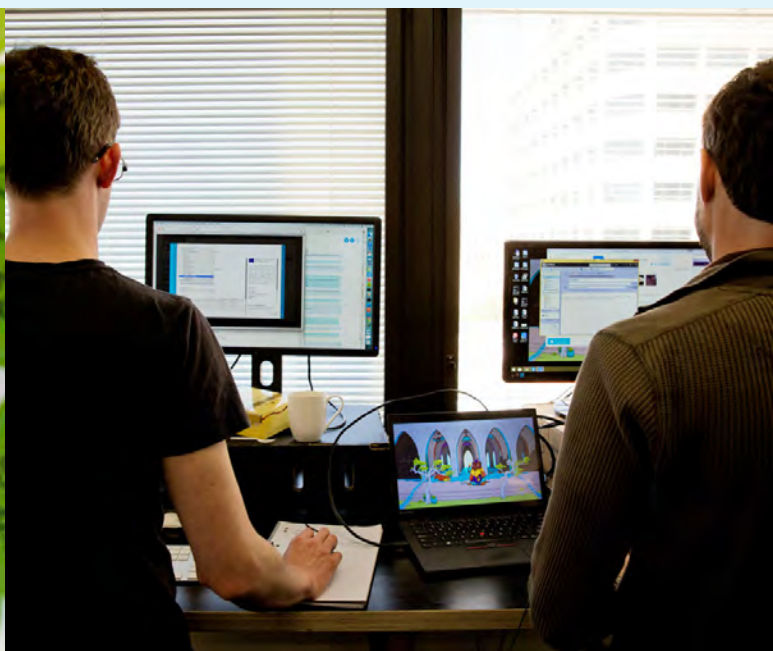
Branding Canberra

As part of the strategy to promote Canberra, Brand Canberra was developed in 2013 to shift perceptions about the capital and encourage visitors, new residents and investors. As with all such branding efforts, the key is as much getting local residents on board so that they recognise and embrace the momentum of their own city. The 'We're confident. We're bold. And we're ready to begin our second century' brand has struck a chord locally and outside Canberra. It guides the tone and spirit of everything the government does in concert with the community.

Canberra – a city committed to renewable energy

The ACT Government is leading the way on renewable energy, with the government committing to 90 per cent power generated from renewables by 2020 and to be entirely powered by renewal energy by 2025. Canberra's commitment to solar, wind and other renewable energy projects includes one of Australia's largest solar farms, which has the capacity to power more than 4,500 ACT homes and the government's backing of a series of large scale wind project – turning Canberra into a renewable energy industry hub.

In addition to government's mitigation efforts through decarbonisation, it has developed a Climate Change Adaptation Strategy to ensure the community, city and natural environment are more resilient to the impacts from climate change. This responds to the community's calls for strong leadership in climate change, supported by more than 80 per cent of Canberra households.





3

DIRECTION OF TRAVEL 3

**WE MUST USE OUR
INTEGRATED
GOVERNMENT
STRUCTURE TO DELIVER
BETTER METROPOLITAN
INFRASTRUCTURE
THAT RENEWS OUR
INNER PRECINCTS,
STRENGTHENING OUR
SUBURBS AND PROVIDES
NEW OPPORTUNITIES
FOR ALL**

OUR DELIVERY FOCUS

Over the next generation Canberra will deliver its Light Rail Masterplan, extending its modern mass transit system to shape Canberra for the future. Extending the light rail network will boost Canberra's sustainable growth by changing and improving transport options, settlement patterns and employment opportunities. It is fundamentally about the urban renewal of our urban centres.

We aim to provide a world class platform for collaboration between government and the public, private and not for profit sectors to exploit our city's opportunities and meet its challenges. Our scale and agility is our strength – urban prototyping opportunities will show Australia and the world the benefits of a well managed and data driven city.

Canberra will pursue design excellence, continue to respect the Canberra legacy and character at the heart of renewal. Canberra's design tradition will continue to evolve through design excellence and renewal activity focused on maximising public benefit and defining Canberra's future city shape.

We have a government and a public service that is driving to reflect our smart, agile and innovative communities and businesses – thinking long-term, but open to opportunity and change, exploiting the advantage of our compact, unified governance, and our close proximity to federal agencies. We must embrace the productivity opportunities that result from better partnerships between the public and private sectors.



CANBERRA'S FOUNDATIONS: WE'RE BUILDING MOMENTUM

Canberra is promoting active transport

The ACT Government has established Australia's first dedicated Active Transport Office, within a single integrated transport agency Transport Canberra, to encourage more Canberrans to choose walking and cycling as their mode of transport and ensure better integration of transport modes across the city.

Transforming Canberra Airport and the region's links with the world

Canberra Airport's new international terminal will welcome our first direct international flight in September 2016. International facilities will include customs, immigration and quarantine facilities, plus dedicated transit lounges, baggage screening, processing and collecting points, money exchanges and duty free retail. The international airport is not only an economic, tourism and transport benefit for the people of Canberra, but for the entire region.

Canberra has regulated ridesharing, the first Australian jurisdiction

Canberra was the first capital city in the world, and the only city in Australia, to introduce a regulatory framework for ridesharing before the product was available in the market. The framework focused on the issues of background checks, vehicle inspections and insurance. This allows rideshare services, like Uber, to operate in Canberra. Importantly, the changes to legislation introduced by the ACT Government also reduced costs for the existing taxi industry to promote competitiveness.

A grand design

A Design Review Panel has been established for the National Capital Authority (NCA). The panel provides independent expert design guidance on major projects within designated areas in the ACT, raising the standards of design to respect Canberra's proud legacy of the Griffin Plan and the future direction of the capital. New Acton's Nishi building is evidence of the design quality Canberra is delivering, as recognised by an award for International Project of the Year at the 2015 Building Awards in London. This commitment to quality guides our development plans.

In Canberra, higher density does not mean high rise

Densities and built form will be in character with their contexts. The government is focused on high quality, well designed, higher intensity and mixed-use development within the city centre and group centres. We stress: the movement towards infill and medium-density development, such as terraces and townhouses within suburban settings, will always reflect Canberra's suburban character.

Best practice strategic planning will ensure that urban and population growth are managed effectively, sustainably and fairly. Key renewed precincts such as Braddon, New Acton and Kingston Foreshore show the merits of this approach to planning already – with more vibrant areas to come.

The first integrated urban renewal plans for Civic and 'City to Lake' are becoming a reality

The City Plan sets a vision for future development in the city centre. Until this, there had been no single over-arching strategic framework that set a clear plan for the centre. The City Plan – combined with the City to Lake initiative, one of Australia's largest urban renewal projects – will transform the city centre into an attractive, vibrant and dynamic destination.

Canberra is to have at its heart a mixed-use centre with the range of activities – economic, residential, educational, culinary and entertainment.

Planning for One Canberra as a network of diverse communities

We will respond to global changes as One Canberra: a networked city of communities, reinforcing, not separate from each other, with a regenerated, vibrant and economically dynamic city centre.



4

DIRECTION OF TRAVEL 4

WE MUST CONTINUE TO EMBRACE THE DIGITAL MINDSET AND DELIVER INTEGRATED SMART CITY INITIATIVES

OUR DELIVERY FOCUS

Everything Canberra does should ensure that our communities and businesses have access to the infrastructure and skills they need to successfully participate and compete in the transition to a knowledge and innovation-based economy. At the heart of the effort will be Canberra's schools and further enabling our world leading higher education institutions.

We will work towards smart governance for a city that is smart, not just in how it uses technology, but in how it collaboratively develops new policies and thinking, identifies new sources of funding and investment for city development, and promotes itself as a place that embraces change.

Canberra will create the environment and ecosystem to attract and retain global talent and entrepreneurs. The strength of Canberra's offering will be its lifestyle, connection to world class higher education and research and opportunity to disrupt and innovate public services.

Canberra has successfully developed a digital approach that incorporates contemporary smart city thinking. Now is the time for world-best delivery of those initiatives – not just individually, but in a way that maximises the benefits of bringing them together. Digital infrastructure associated with current activity can provide the platform for new initiatives, for developing the collective digital mindset and for making the most of the next generation's approach, which is currently being fostered in world class schools.



CANBERRA'S FOUNDATIONS: WE'RE BUILDING MOMENTUM

Developing digital skills and aptitudes in our leading edge schools.

Already a top performing school system in Australia, Canberra's schools now lead the nation in preparing young people for digital opportunities. Canberra rolled out a 'Learn Anywhere Program' at public schools. The initiative integrates cloud based digital platforms and learning. The 'Learn Anywhere Program' includes access to the online learning environment Google Apps for Education, Microsoft Office 365, e-books and audio books. The Program is also supported by a comprehensive expansion of Wi-Fi providing the high speed internet to Canberra Public Schools. Importantly, it promotes a 'bring your own device' environment at schools. The approach supports personalised learning for each student and includes measures that address access to devices for those that require it. The breadth and depth of this initiative has no parallel in any other jurisdiction in Australia – and is globally competitive.

Digital Canberra and the smart city opportunity assessment

Digital Canberra is a statement of Canberra's digital aspirations and the principles and actions which will guide Canberra to be tech enabled, data driven and responsive. Work is ongoing, with the main areas of implementation so far being Canberra's extensive free Wi-Fi network, a smart parking initiative, a smart lighting initiative, a STEM Digital Internship program and the Access Canberra digital services agenda. Canberra is currently involving key stakeholders in an assessment of smart city opportunities to build on the momentum of these activities.



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