



Infrastructure PLAN

Planning for the future



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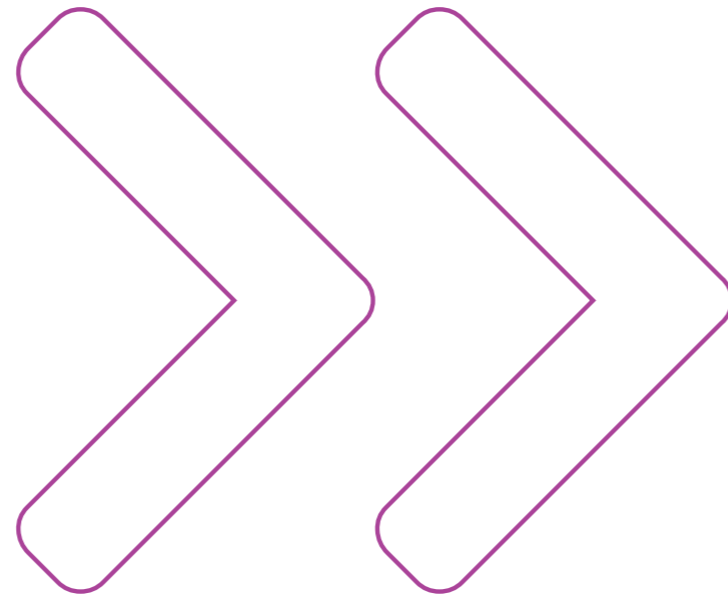
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Acknowledgement of Country

The ACT Government acknowledges the Ngunnawal people as traditional custodians of the Canberra Region and acknowledges that the region remains a significant meeting place.

The ACT Government and community partners are committed to self-determination as the guiding principle in the delivery of programs and services and are working in partnership with Aboriginal and Torres Strait Islander communities to address matters that are important to them.



Chief Minister's message

Canberra's development in the next decade and beyond will be significantly influenced by the infrastructure decisions and investments we make as a community today.

We are planning for a growing city with its own distinct character – economically diverse, environmentally sustainable, lively, progressive and inclusive.

A city where good jobs and housing are available no matter what your background. Where the best free public healthcare is available where and when you need it, and there is a great local school not far from home. Where we invest in our environment, in our neighbourhoods and in our heritage.

Canberra is a great place to live, work, start a business and raise a family. We want to make sure it keeps getting even better in the years ahead.

This new edition of the ACT Infrastructure Plan takes a longer-term view of our community's needs and aims to map out the physical, social and digital infrastructure necessary to meet them.

Understanding the underlying drivers of our city's development and the different forces that will shape it in the years to come – both from within our community and beyond it – is critical as we continue to work towards making Canberra even more progressive and connected.

Good infrastructure supports a productive economy – but it can do much more than that.

Infrastructure that is well planned and thoughtfully delivered can improve people's quality of life, strengthen effective service delivery, support adaptation to a changing climate and break down barriers to social inclusion. These considerations are front and centre in the ACT Government's approach to planning, designing and delivering new projects in every sector and region across Canberra.

We are determined to draw on experiences from other cities across Australia and around the world to get Canberra's growth right. That means planning ahead to deliver infrastructure to maintain and strengthen this city's great liveability as we grow. This plan is carefully aligned to invest in infrastructure at the right time, so that the resident population and visitor numbers exist to ensure it is viable and well utilised. For example, we are progressing quickly with the Canberra Theatre redevelopment, because the Theatre was originally built to cater for a city of 100,000 people, not the 500,000 people it will reach this coming decade.

The ACT Infrastructure Plan is a look over the horizon to the city we want to be in the coming decades, and how we're going to build this together. Regular updates will track our progress and provide an opportunity to update priorities as the technologies, trends and drivers outlined in this plan develop. But our focus will remain constant over the years spanned by this plan: delivering infrastructure that makes life better for Canberrans.

Andrew Barr
ACT Chief Minister and Treasurer

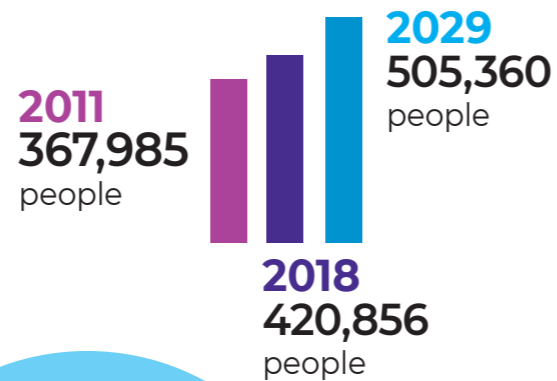


BUILDING CANBERRA'S FUTURE

Our population is one of the **fastest growing** in the nation



We're investing in infrastructure now to meet the needs of our growing city into the future



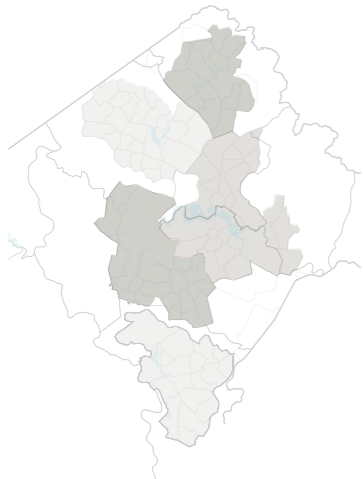
A strong investment in our future

\$14 billion infrastructure blueprint in the areas that matter most

With **\$3 billion** worth of infrastructure spending already committed

Infrastructure across our regions

The infrastructure plan will deliver for all Canberrans, no matter where they live

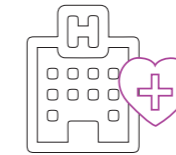


The plan is **not just about new infrastructure**, but **maintaining & upgrading** what's already there

We're funding the **projects & priorities that matter most** to Canberrans

Health

Future proofing TCH with SPIRE & expanding Centenary Hospital for Women and Children



2 more Walk-in Centres taking the network up to **5 in total** across Canberra

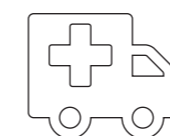


Community Services

1,200 new public housing homes, including an **additional 200** to grow the public housing portfolio



Additional ACT Ambulance Service & ACT Fire and Rescue **service stations** in the city centre & the Molonglo Valley



City Services

Improving our great parks, sportsgrounds, local shops & playgrounds



More trees in our streets to meet our **30% green canopy target** by 2045



Education

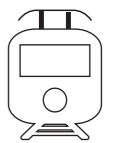
More than **26% increase** in **students attending public schools** since 2010 (from 38,853 to 49,152)

Building **3 new schools & improving the existing 87** across Canberra



Transport

Extending Light Rail to Woden



Investing in **footpaths & cycleways**, making it easier to walk & cycle



Cultural & Recreational Facilities

Delivering a new Canberra Theatre



Planning the future of the **Canberra Stadium** and **EPIC**



City Planning & Land Release

Meeting our commitment of **15% affordable, community & public housing** in the targeted residential land releases





Canberra in our second century

Canberra is a young city. The story of how far we've come is an important one. Established just over 100 years ago on Ngunnawal land, the ACT has become one of the most prosperous communities in Australia; successfully transitioning from a one company town to a diverse and growing economy.

Our \$40 billion economy is larger than Tasmania's or the Northern Territory, and we have consistently recorded some of the fastest rates of economic growth in Australia in recent years. Canberrans have the country's highest average disposable incomes at around 91,000 - about \$43,000 above the Australian average¹. We are also among the youngest and best educated communities in Australia, with unemployment rates well below the national average - including for women and young people.

The public sector formed Canberra's economic base through our first century and remains a strong source of good, high skill local jobs. But the private sector has expanded to now employ over 60 per cent of Canberrans. Local service export sectors have been a particularly strong contributor to this growth, with service exports, including education and tourism, now adding more than \$2.2 billion a year to the Canberra economy. On a per capita basis, the ACT has become Australia's services export leader.

Canberra's status as a city offering good quality, high skill jobs is an important legacy of our first century that we should actively seek to preserve and strengthen into our second - both through our investments in infrastructure and broader government policy.

¹ Nominal Gross Household Disposable Income per capita in the ACT in 2017-18 was \$91,336 while it was \$48,426 for the Australian average. Source: ABS Cat. No. 5220.0



There are many others - like the accessibility of high quality, free public services; the distinct local character of our different regions and suburbs; and the city's close connection with the landscape and natural green spaces which permeate and surround it. Each of these have their origins in Canberra's original planning and have been supported by deliberate infrastructure investment over decades. They are a big part of what sets Canberra apart from other cities, and our investments in the years to come should seek to maintain and strengthen them.

As we move into Canberra's second century, there is also an opportunity to take a different course where there are benefits for the community, our environment, or the city's longer-term development. One clear example of this is addressing Canberra's growing urban sprawl so that the city doesn't encroach too far on our natural surrounds and future generations don't face the long, frustrating commutes experienced in other places. Canberra's population density is among the lowest of any city in Australia, and the city's past approach to growth has led to a heavy reliance on roads and private vehicles as the main way to get around.

In working towards the ACT's ambitious climate target of zero net emissions by 2045, this will need to change. Undertaking more urban renewal where it is appropriate - around our city, town centres and major transport corridors - will mean Canberra doesn't need to keep sprawling outwards to support our growing population. It will make walking, cycling and using public transport a real alternative to the car for more Canberrans, supported by a step up in infrastructure investment in these areas.

Shifting the focus from greenfield development to urban renewal will also help deliver more housing options for people with different preferences and needs. In the past, there has not been a wide range of housing choices available for people at different life stages and with different family types - again influenced by the city's early planning and development. We have made significant progress in improving Canberra's housing mix in recent years, particularly through the revitalisation of Northbourne Avenue and urban renewal in our town centres. In the years ahead, infrastructure delivery and the city's wider planning frameworks should continue working to create suburbs and town centres which give Canberrans more choice in how and where they want to live.

So in our second century, the task is to maintain and strengthen the things that have made Canberra special while steering this city in a direction that will ensure its sustainability and liveability for the decades to come. The *ACT Infrastructure Plan* starts to map out the priority investments that will be needed to achieve this.



Building for Canberra's future

When the ACT Government released the *ACT Infrastructure Plan 2011-2021* nearly a decade ago, Canberra's population was around 360,000 and our total four-year infrastructure pipeline for new projects was worth \$885 million (as part of a broader Capital Works Program of \$1.6 billion).

Since then, our community has grown by around 60,000 people as Canberra has experienced some of the strongest population growth in Australia. The ACT Government has been stepping up our investment in essential infrastructure in response, with the 2019-20 Budget outlining a **\$3 billion** pipeline of projects over the next four years.

In this context of ongoing above national average growth, Canberra's infrastructure plans and pipeline need to be refreshed. We are on track to reach a population of 500,000 by 2029. Work needs to start now on building the infrastructure that will support a city of this size, to maintain Canberra's liveability, productivity and sustainability as we grow.

Recognising the current pace of change and the infrastructure needs of a larger city, this new edition of the *ACT Infrastructure Plan* extends our planning beyond a decade. It aims to step out future investments in order of priority according to when new infrastructure will need to be ready to meet the needs of the growing Canberra community.

The Government has given particular focus to identifying investments that will need to be considered within the next five years to meet core service delivery needs, support our ongoing economic growth, and drive Canberra's transition to a zero emissions future.

This plan also highlights investments that will form the longer pipeline from the mid-2020s into the 2030s. The specific timing of delivery of these projects will be guided by population levels, economic growth, community priorities, budget capacity, the availability of appropriate delivery partners and competing service delivery needs.

Planning for Canberra's future needs now, in partnership with the community

In our first century, Canberra's infrastructure and planning was heavily driven by governments – both national and territory. As we move into our second century, it is important to acknowledge that Canberra is now home to a much wider range of communities, industries and people than ever before. Government has a central role to play in guiding our city's ongoing development, but the diverse voices and views of the Canberra community must also be a major driver.

From local communities forming their own priorities for suburban investment and businesses driving urban renewal, to universities reshaping corners of our city and energy innovators reimagining utilities networks – many people and organisations beyond government will drive Canberra's progress in the coming decades.

This plan aims to provide a clear indication of the future pipeline of ACT Government projects and priority works to all of these participants in our city's future growth. This will support the coordinated delivery of further projects and initiatives which may complement and amplify our efforts to deliver better outcomes for the community. Mapping out a detailed pipeline also sends a clear signal to industry about the capabilities and skills mix that will be needed in the years to come, so they can recruit and invest in the next generation of local workers.

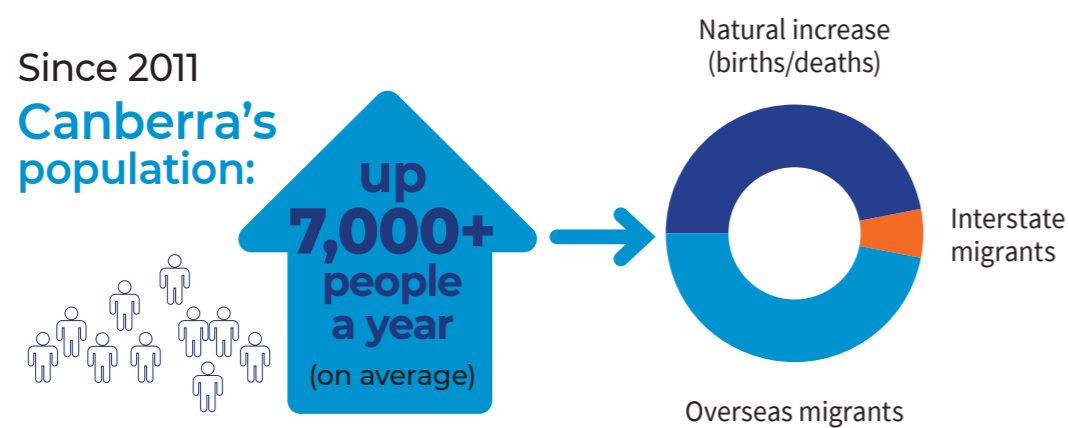




Understanding our changing community

One of the most significant drivers of the ACT's infrastructure investment program is our population and demographics. As Canberra's population grows, this naturally creates additional demand for infrastructure and services. The composition of the growth matters too because different parts of our community have different needs. For example, an ageing population calls for additional investment in health infrastructure, while regions with a growing population of young people need more investment in local schools.

Canberra's population has been growing by an average of more than 7,000 people a year since 2011, with this growth particularly accelerating in the past few years as our very strong economic growth has created more good jobs. Natural increase (births less deaths) contributed almost half of the growth, with another 47 per cent being made up of migrants from overseas. Interstate migration has also made a small positive contribution to our overall growth, with more people moving to the ACT from interstate than leaving for six of the past eight years.



Source: ABS Cat. No. 3101.0, 2019-20 ACT Budget forecasts.

Canberra's population is among the youngest of Australia's capital cities. This is both because of our strong student base and the higher proportion of young professionals who move here to work in our knowledge industries. However, like other communities, Canberra is ageing, with our average age increasing by one year to 35 between 2011 and 2017. This compares with the Australian average age of 37.

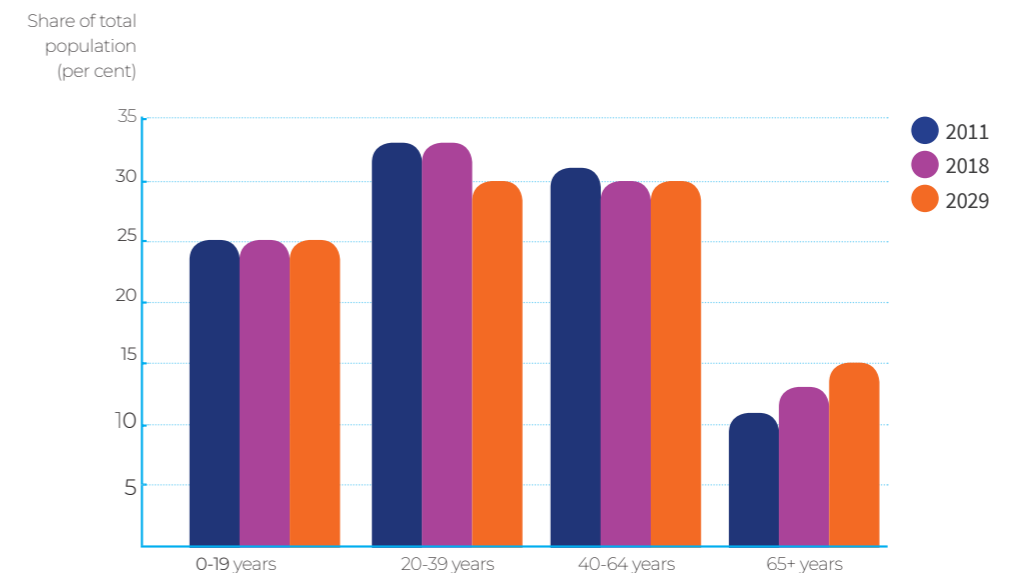
One factor which may be driving this gradual change is the increasing number of older people who are choosing to remain in Canberra in their retirement rather than returning to another city or moving to the coast. This has clear benefits in strengthening Canberra's intergenerational community, while also requiring us to plan for the needs of a larger cohort of older people. This is particularly so given Canberrans enjoy among the longest life expectancy in Australia at 81.1 years for men and 85.2 years for women.

Canberra is also experiencing a high fertility rate² of 1.83 births per woman, which is higher than the national rate of 1.74, and had the highest number of births ever recorded in 2016-17 of 6,207 births. Over the ten years to 2016-17, there were 53,400 births in the ACT, a 27 per cent increase compared with the previous decade.

Reflecting these trends, the ACT's population structure has gradually changed over time. For example, while the share of people aged between 0 and 19 years and 20 and 39 years remained unchanged at 25 per cent and 33 per cent of total population, respectively between 2011 and 2018, the share of people aged between 40 and 64 years decreased from 31 per cent to 30 per cent. Over this same period, the share of the population aged 65 years and over rose from 11 per cent to 13 per cent.

This growth pattern is expected to continue, with the share of people aged 65 years and over forecast to increase further to 15 per cent of the population by 2029. Over the same period, the proportion of people aged between 20 and 39 years is expected to decrease to 30 per cent, while the share of those aged between 0 and 19 years and 40 and 64 years is expected to remain steady at 25 per cent and 30 per cent, respectively.

ACT's population by age cohort, 2011, 2018 and 2029



Source: ABS Cat. No. 3235.0 and ACT Government Official Population Projections, January 2019.

The shape of Canberra is changing too, as new regions grow up and others become more established.

Gungahlin's population has grown by 65 per cent since 2011, and is now home to almost 80,000 people. Much of this growth has been made up of young families buying their first homes, making Gungahlin our city's youngest region, with one in four residents under 15. In the next four years, the ACT Government will release the final housing blocks available in new suburban estates in Gungahlin, marking a significant milestone in this region's development.

² Births per woman aged 15 to 49 years.

The Molonglo region is now at the start of its growth curve, having almost gained its first 7,000 residents since 2011. As the next major development front for new suburban estates, Molonglo is expected to see Canberra's most rapid population growth over the coming decade – adding an estimated 25,000 people by 2029.

The Inner North has also seen strong population growth recently as the region's housing supply has evolved from a majority of single-dwelling households to a mix of townhouses, apartments and free-standing homes. This is expected to accelerate in the coming years as significant new urban renewal projects and precincts add new housing supply along Northbourne Avenue and other parts of the CBD.

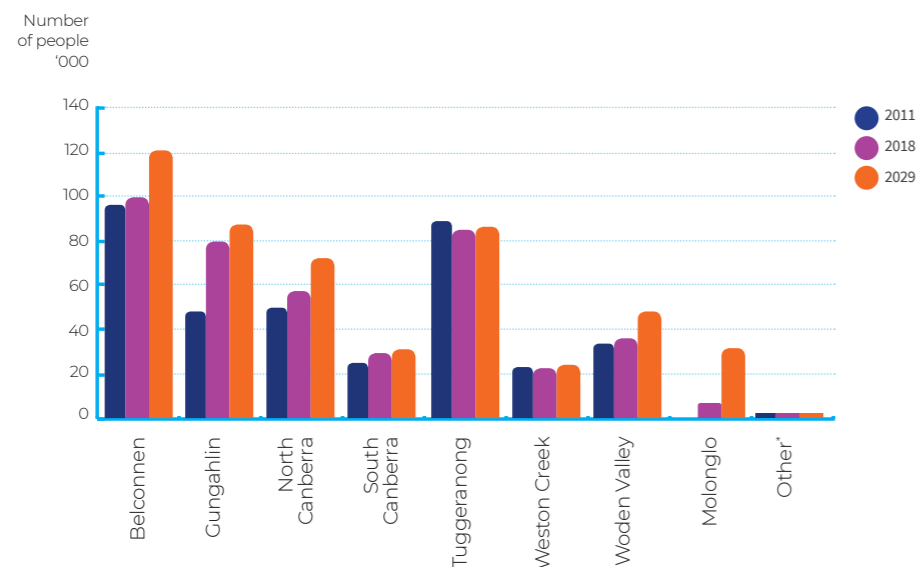
On the other hand, the populations of Tuggeranong and Weston Creek have reduced slightly since 2011 and are expected to remain relatively steady in the years to come, as the communities there grow older. However, first home buyers now have more choice about where they buy a home following the ACT Government's abolition of stamp duty for these buyers – regardless of whether they are buying a new property or an existing home in an established suburb.

Previously, first home buyers only received significant government assistance if they purchased a newly-built property, which channelled demand into a relatively small share of the market in places like Gungahlin. Expanding this support to all types of properties gives young families more choice about where to buy – whether a new home in one of Molonglo's growing suburbs, or an existing home in more established regions like Tuggeranong and Weston Creek.

Looking forward, the ACT's population is projected to grow by around 8,000 people a year (on average), bringing our total population to 505,000 by 2029. Molonglo is expected to accommodate much of this growth (around 25,000 people), followed by Belconnen (around 20,000 people), North Canberra (around 15,000 people) and the Woden Valley (around 12,000 people). All regions of Canberra are projected to see some growth, with urban renewal around town centres and transport corridors likely to drive this in the more established regions.

The ACT Government has invested significantly in new infrastructure in Canberra's north in recent years to support the growth of communities there, including delivering Stage 1 of light rail, building and expanding eight schools, augmenting major roads like Gundaroo Drive and Horse Park Drive, and upgrading community facilities in the Gungahlin Town Centre. In the years to come, the focus of our investment will shift to the new development fronts in Molonglo and West Belconnen, as well as supporting urban renewal precincts in and around our existing town centres, as well as renewing infrastructure reaching the end of its life in the south.

ACT's population distribution by district, 2011, 2018 and 2029



Source: ABS Cat. No. 3218.0 and ACT Government Official Population Projections, January 2019.
*Other – includes Canberra East and Uriarra-Namadgi.



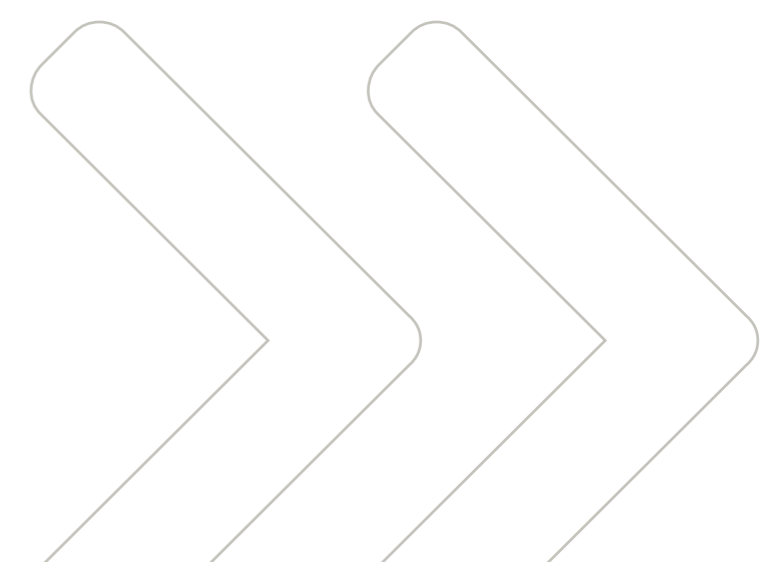
Getting growth right

Australia's recent history highlights some clear examples of cities that failed to plan for future growth through the timely delivery of critical infrastructure. The consequences of this are felt by residents every day. As well as reducing people's quality of life, under-investment in infrastructure can also be more expensive for governments in the long term as projects must eventually be delivered within greater constraints of space, time or community goodwill.

The Government is determined to get our city's growth right by planning ahead so that new infrastructure is ready when it's needed. This requires close coordination between government agencies to ensure our population and service demand forecasts are up-to-date and well aligned. In some cases – such as infrastructure for new suburban estates and stages of light rail – this also means starting planning and procurement work on new projects ahead of actual demand, because of the long lead times involved in delivering them.

When growth is managed well, it can enrich cities by creating a more diverse and engaged community and delivering new facilities and amenities which are only viable at scale. But governments have a critical role to play in coordinating the delivery of infrastructure and services to ensure growth brings these benefits rather than imposing costs.

We take this responsibility seriously, with the *ACT Infrastructure Plan* forming a key roadmap for getting Canberra's growth right. It will drive the practical delivery of the broader goals and objectives for Canberra outlined in the Government's sector-specific strategies. The intersections between the *ACT Infrastructure Plan* and these individual strategies are discussed in more detail in the final section of this document.





Trends, opportunities and challenges

Understanding Canberra's demographics and how our community is growing is critical to delivering infrastructure that can meet its needs today and in the years to come.

But it is also important to consider the broader trends, opportunities and challenges that will influence the delivery of infrastructure and services in the future. Challenges like climate change are fundamentally reshaping how cities need to work, while changing technologies and improved connectivity create the opportunity to deliver services better through different kinds of infrastructure investment.

In planning our investment in Canberra's future infrastructure, there are a number of significant factors that will shape this work and drive new investment priorities compared with past government plans.



Our place in the region, and the world

As well as being a fast-growing city in our own right, the ACT has become the regional services hub for some of the fastest growing communities in south east NSW. Today, we provide key social services like health and education, good jobs, transport and trade links for a region that is home to around 750,000 people within and surrounding the ACT.

As well as providing services to this region, the ACT gains considerable economic and community benefits from being part of it. These include local businesses having access to a larger customer base, coordinated freight and export opportunities for local producers and service industry firms, and economies of scale which have attracted national and international suppliers of retail, services and amenities that Canberra had traditionally lacked.

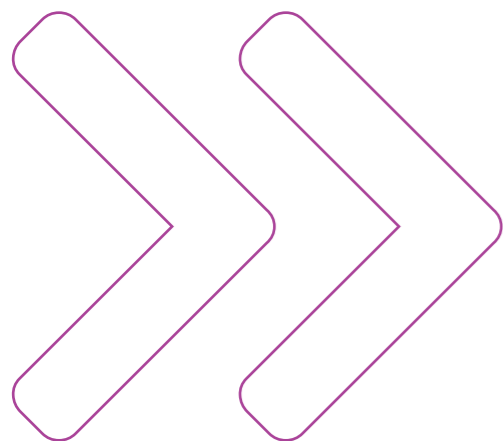
All of these factors highlight the importance of considering the needs of the Canberra Region as a whole when planning for infrastructure delivery in the years ahead.

To harness the region's growth potential, the ACT Government has established productive cross border working arrangements with the NSW Government and Canberra Region Joint Organisation local councils. Through these relationships, we are pursuing coordinated plans for the development of infrastructure across the region, integrating the efforts of multiple governments more closely than ever before. The ACT also has a direct agreement to pursue joint services and infrastructure with the Queanbeyan Palerang Regional Council, as our closest neighbouring local government.

The members of the Canberra Region Joint Organisation share a focus on growing more good jobs by improving freight and transport links across the region. Among our top priorities is strengthening connectivity between regional producers and the Canberra Airport as a national and international freight hub through transport corridors such as the Monaro and Barton highways.

The ACT Government has also led the push for improved passenger rail connectivity between Canberra and Sydney to cut travel times and support the ongoing economic development of the region. While much of the national infrastructure conversation has focused on high speed rail, our immediate priority is improving travel times and reliability through track and rolling stock upgrades on the existing train route. A reliable commuter service connecting Canberra and Sydney in three hours or less would provide a real alternative to travel by air or road, helping improve sustainability while cutting congestion on key freight routes. Further detail of these specific projects and priorities is included in the *Transport* section later in this plan.

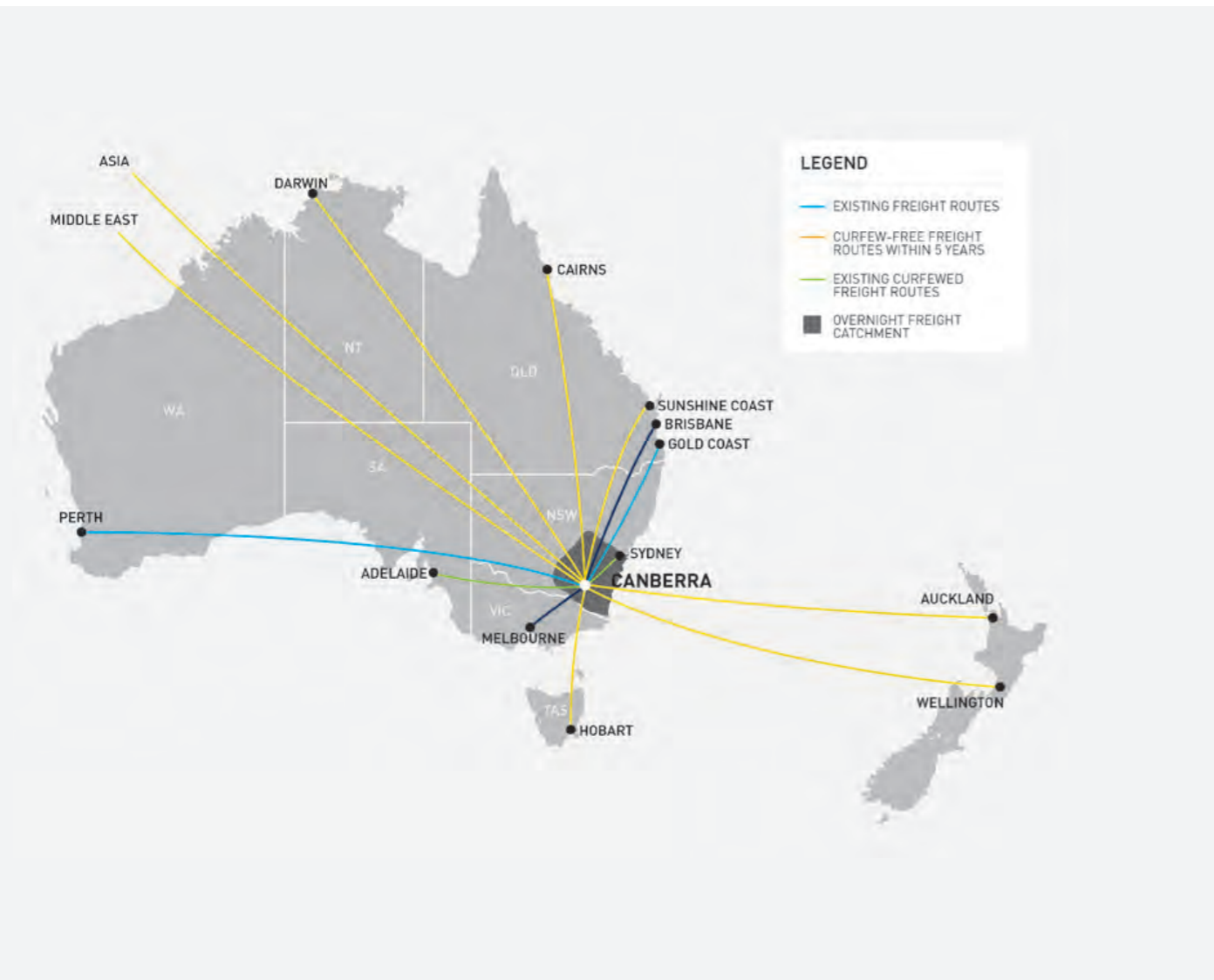
Through our engagement with the Canberra Region Joint Organisation and other direct government partnerships, we will pursue a regional approach to infrastructure planning and delivery which aligns the project pipelines and priorities of different governments wherever possible to meet the common needs of our communities.



In recent years, the ACT Government has also pursued better links with countries across the Asia Pacific and the globe. International engagement is a key part of our economic development strategy, as connecting Canberra to the world brings significant new opportunities for our service export firms and local producers. The establishment of direct international flights to Canberra through Singapore Airlines in September 2016 and Qatar Airways in February 2018, has already brought significant benefits in increased tourism and trade. For example, in the year ending March 2019, overnight tourist visitation contributed around \$2.5 billion to the local economy, up from just \$1.3 billion in 2008.

The success of our international engagement strategy to date has been underpinned by close coordination between the ACT Government and key partners like the Canberra Airport, the Canberra Business Chamber and our universities. Government and business outreach has been paired with practical investment by both the public and private sectors in the infrastructure that enables international trade. A great example of this is Canberra Airport's ongoing establishment of a fresh produce freight hub, supported by road and other transport upgrades by the ACT and NSW Governments. Together, these infrastructure investments will make it faster and easier for local producers across the Canberra Region to get their products to markets across Asia and beyond, growing local business and employment.

Strengthening Canberra's connections with our region and the world will be an ongoing focus for infrastructure investment in the years to come. As our economy and our community continue to become more diverse, strengthening connectivity will mean our city is better able to take advantage of the many opportunities which exist beyond the ACT's borders.



Responding and adapting to harmful climate change

The need to respond and adapt to harmful climate change is one of the most significant drivers of change in how governments and communities plan cities and deliver infrastructure. Investments made today will shape how resilient we are to the effects of climate change for decades to come, which is why it's so important to get them right.

For Canberra, climate change is already bringing longer, hotter summers with more heatwaves, increased risk of bushfires and severe storms, and changing rainfall patterns. To reduce the negative impacts on our community and prevent further harmful climate change, our infrastructure planning and investment will need to give new priority to energy-efficient public transport, climate wise housing, buildings and roads, and growing our green canopy to reduce urban heat islands.

Although we are a small jurisdiction, the ACT has a reputation for leadership in responding and adapting to climate change. The Canberra community has consistently voiced strong support for setting and achieving ambitious climate goals. While the Australian Government continues to prevaricate on climate policy, we are already 100 per cent powered by renewable electricity, and have set a target of achieving zero net emissions by 2045 at the latest.

These two targets are closely interlinked because, now that emissions from our electricity sector are zero, transport and natural gas are the leading contributors to emissions in the ACT, respectively accounting for around 60 per cent and 20 per cent of total emissions. This highlights the need to focus on reducing emissions from these two key areas while continuing to improve energy efficiency so that we can affordably maintain our 100 per cent renewable electricity supply. Our prioritisation of new infrastructure investment will need to shift over time in response – away from projects that favour private vehicle use and natural gas as a primary energy supply and towards more sustainable alternatives.

The ACT Government has put climate change mitigation and adaptation at the centre of our planning for Canberra's future infrastructure pipeline. This not only extends to the type of projects given priority, but also how these are delivered. For example, all new schools delivered in the ACT today are built to the highest energy efficiency and sustainability standards, including making use of energy-efficient heating and cooling, water sensitive design and sustainable materials designed to minimise future waste and promote a circular economy. We are progressively working to embed this approach into larger and more complex infrastructure projects.

The Government's commitment to climate change action and sustainability also means that all new Government capital works with a budget of more than \$10 million will either seek or be consistent with an independent sustainability rating such as from the Infrastructure Sustainability Council of Australia (ISCA), or a Greenstar rating from the Green Building Council of Australia or equivalent, with ratings being reviewed at least every five years.

In some cases, the present-day costs of delivering infrastructure this way may exceed traditional building approaches. However, with the expected life-span of a new ACT school being 50 years and new health infrastructure expected to serve our community for several decades, there is a clear need to transition our approach now. Any short-term savings from using traditional approaches and materials would be more than cancelled out by reduced resilience to the impacts of climate change and higher adaptation costs in the future.

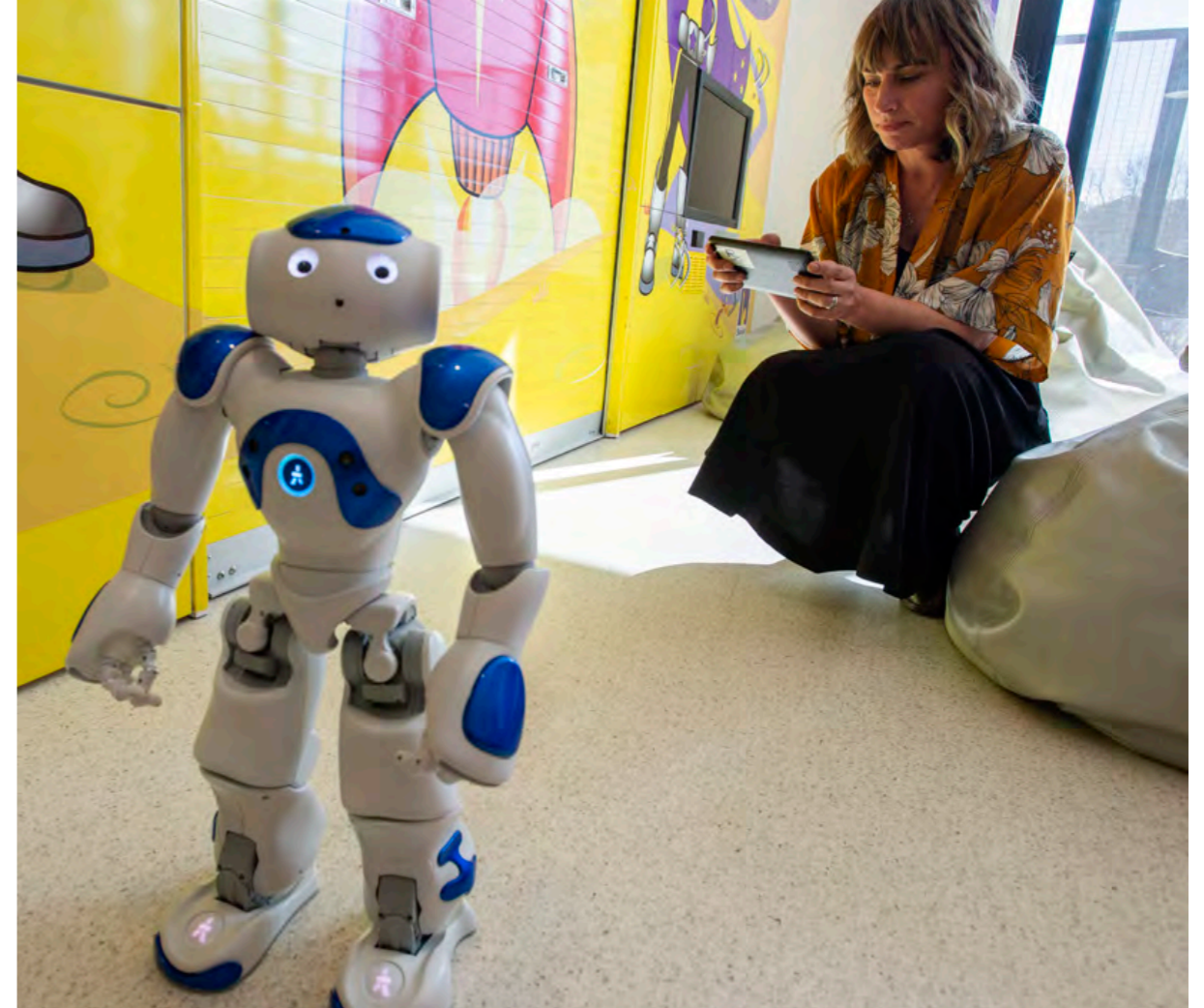
As we transition towards a zero emissions future and invest in measures to mitigate and adapt to climate change, the ACT Government understands the importance of supporting Canberrans through this change. Some people will find it more difficult than others to adapt to new ways of moving around our city, powering their homes and accessing services. This must be recognised both through sensible, realistic timeframes for transition and targeted support for those who need it to ensure our community makes this important change together.

Embracing technological change

Technology has been a major driver of innovation and growth, as well as of new and better ways of delivering essential services and infrastructure. The pace of technological change in the past decade has been rapid and looks set to keep accelerating in the years to come.

As a fast growing knowledge economy, Canberra is well-positioned to make the most of changing technology. Our city is home to some of Australia's best higher education and research institutions including the Australian National University, the University of Canberra, the University of New South Wales (UNSW) Canberra, Data61, the CSIRO and Geoscience Australia. As a highly educated, relatively high-income community, Canberrans are also enthusiastic early adopters of new technology and innovations – whether in the home, the workplace or through businesses and government services.

The current pace and scale of technological change presents both opportunities and challenges for infrastructure delivery. In an area like transport, technology may fundamentally change demand for infrastructure like roads through increased use of autonomous and shared vehicles, smarter road pricing and improved communications which make remote working practical at scale for more organisations. Similarly, new energy production, storage and distribution technologies have the potential to disrupt traditional utility networks in ways that give consumers more choice and control over how they meet their energy needs.



However, with technology changing rapidly and new innovations emerging all the time, it can be challenging for governments to make the kind of long-term investment decisions required for building new infrastructure. 'Picking winners' too early in relation to specific technologies or misjudging the direction of emerging trends can impose significant costs if investments must be re done in future. But failing to keep pace with new technologies can also see governments fall behind community expectations about how services and infrastructure will be provided, with high opportunity costs for our community and economy.

The ACT Government's approach to this environment of change is to embrace the possibilities of new technology, while designing our policy frameworks and investment decisions to be technology agnostic wherever possible. In practice, this means focusing on the outcomes that a new project is intended to deliver for our community, and giving potential providers scope to propose the specific technology solution or format for delivering it.

Embracing technological change also means thinking of ICT and data as critical infrastructure for enabling services and investing in these areas accordingly. The ACT Government's Digital Strategy adopts a 'digital by default, digital by design' approach, which seeks to embed digital service delivery – or the foundations for this – into all new government projects. The project pipelines in key sectors like health, education and community services include significant investments in new ICT infrastructure going forward to support more effective, digitally-led service delivery.

We will continue to closely monitor technological trends and developments which have the potential to reshape Canberra's future infrastructure needs and how we deliver new projects. Wherever possible, we will also seek to use technology and new innovations to meet the challenges posed by a changing climate and ensure our transition to a zero emissions future is an equitable one.



Renewing existing infrastructure

Delivering quality infrastructure for Canberrans isn't just about building new things. A significant component of our annual program focuses on upgrading and renewing existing infrastructure so that it can continue meeting the community's needs and operating effectively throughout its expected lifespan. Over the past five years the ACT Government has spent a total of \$3 billion through our capital works program – approximately \$374 million of this was allocated to upgrading and renewing existing assets excluding major road duplication.

The need for investment in existing infrastructure will continue in the years ahead as Canberra's core regional infrastructure was built in stages during our city's past, owing to Canberra's unique status as a planned city. For example, the Woden Valley celebrated its 50th anniversary in 2018, whereas much of the infrastructure in the relatively younger regions of Tuggeranong and Gungahlin – which were settled in the 1980s and 1990s – remains functional and fit for purpose at the current time, but will require a greater share of the upgrade investment in the longer term.

Infrastructure in our regions

Belconnen

Population:
100,469

- Health**
- 1 Walk-in Centre
- 1 Community Health Centre
- 2 Hospitals
- Government schools**
- 1 Early Childhood
- 15 Primary
- 2 Combined
- 3 High
- 2 Colleges
- 1 Specialist
- Transport**
- 231 Bridges
- 660 kms of footpath
- 1,473 Road (lane kms)
- Sport**
- 35 Sportsgrounds

Woden, Weston Creek & Molonglo

Population:
66,250

- Health**
- 1 Community Health Centre
- 1 Hospital
- Government schools**
- 1 Early Childhood
- 10 Primary
- 2 High
- 1 Colleges
- 1 Specialist
- Transport**
- 216 Bridges
- 489 kms of footpath
- 1,326 Road (lane kms)
- Sport**
- 29 Sportsgrounds

Tuggeranong

Population:
85,473

- Health**
- 1 Walk-in Centre
- 1 Community Health Centre
- Government schools**
- 1 Early Childhood
- 12 Primary
- 3 Combined
- 2 High
- 2 Colleges
- Transport**
- 248 Bridges
- 564 kms of footpath
- 1,274 Road (lane kms)
- Sport**
- 22 Sportsgrounds

Gungahlin

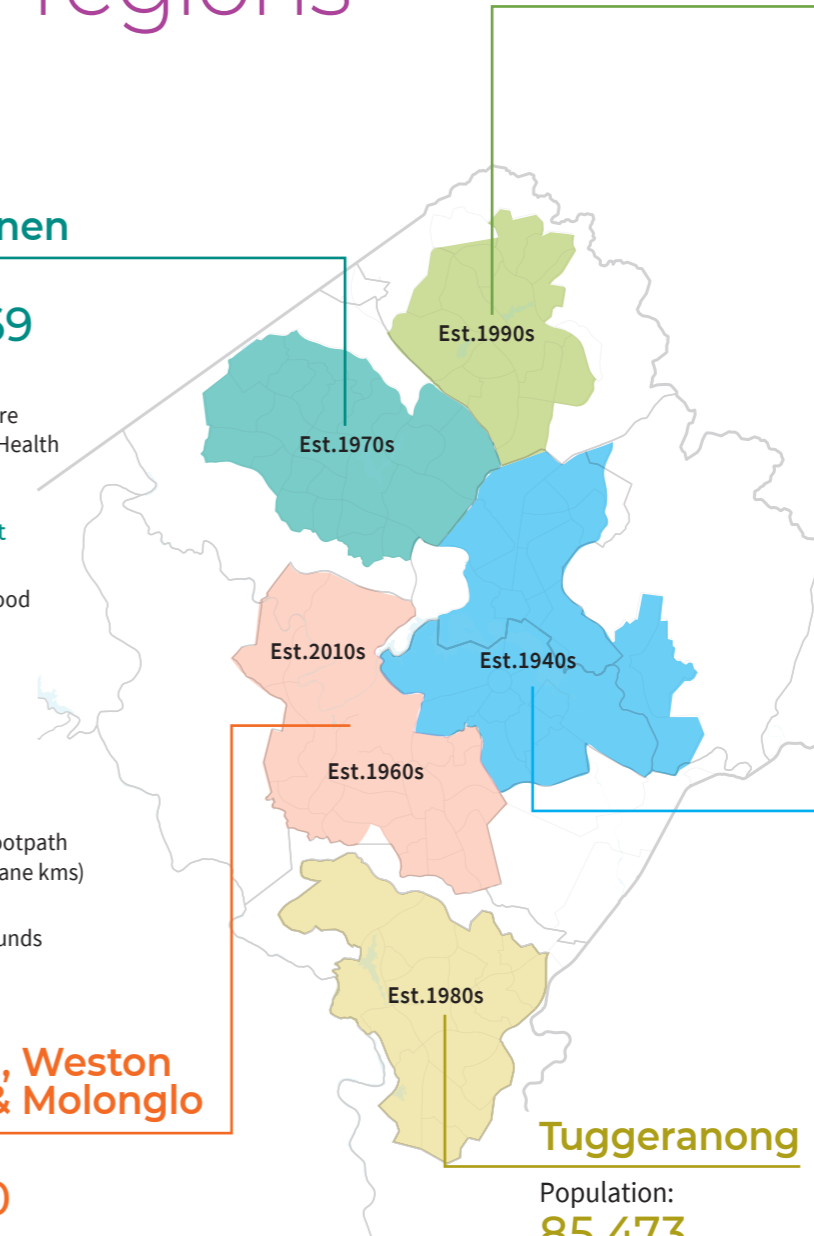
Population:
79,766

- Health**
- 1 Walk-in Centre
- 1 Community Health Centre
- Government schools**
- 1 Early Childhood
- 4 Primary
- 3 Combined
- 1 College
- Transport**
- 159 Bridges
- 645 kms of footpath
- 1,011 Road (lane kms)
- Sport**
- 14 Sportsgrounds

Central Canberra*

Population:
89,002

- Health**
- 2 Community Health Centres
- Government schools**
- 2 Early Childhood
- 9 Primary
- 1 Combined
- 3 High
- 2 Colleges
- 2 Specialist
- Transport**
- 421 Bridges
- 689 kms of footpath
- 1,902 Road (lane kms)
- Sport**
- 24 Sportsgrounds



Note: established (Est.) decades identified in the map above are the average for each region.

* Includes Jerrabomberra, Symonston, Hume, Kowen, Majura, ACT south west & Namadgi



In planning for the future of existing infrastructure, careful consideration must be given to the feasibility of ongoing upgrades compared with outright replacement. Projects will also need to be prioritised according to how well they are currently meeting the community's needs, as it is unlikely to be feasible to upgrade or replace all infrastructure assets from a particular era at one time.

Urban renewal development in appropriate areas around our city, town centres and transport corridors also brings with it a need for more investment in existing infrastructure. This is particularly the case for fixed trunk infrastructure such as water supply, waste collection and treatment facilities, but in some cases also extends to augmentation of transport networks and community infrastructure like schools or parks. The recently-updated *ACT Planning Strategy* outlines a target of meeting up to 70 per cent of Canberra's needs within the existing urban footprint in the years to come. As we work towards this objective, the balance between investment in new infrastructure versus upgrades and renewal works through the ACT Government's capital program will also change over time.

Investing sustainably over time

The ACT Government is committed to responsible management of the Territory's finances. This means achieving a balanced budget over the medium term, and maintaining fiscal metrics consistent with our current AAA credit rating. The sustainability of the ACT's budget and access to external financing is therefore a key consideration in planning our infrastructure pipeline both across the forward estimates period and in the longer term.

In the past, Canberra's infrastructure investment has primarily been funded through land sales. However, as the greenfields land available for development has reduced over time and the need for infrastructure investment has increased, the ACT Government has also begun making use of external market financing through bond issuances. This is a prudent fiscal strategy because assets built today will have a lifespan of many decades. Financing these investments with borrowings that can be repaid gradually over time means people living in Canberra today are not required to cover the full upfront cost of infrastructure that will be used for generations to come.

The ACT's current debt to Gross State Product ratio is just over 5 per cent, placing us in line with the other Australian states and territories and significantly below the Commonwealth's debt to Gross Domestic Product ratio of 18 per cent. This demonstrates that we have low and sustainable levels of debt relative to the size of the ACT's economy and budget. However, this must be closely managed as part of our broader budget strategy.

Over the past decade, the ACT's capital works delivery has averaged \$565 million a year. Public private partnerships have also been part of the capital program, as has been the case recently with the delivery of Stage 1 of light rail from Gungahlin to the City and the new Courts Precinct. The delivery of these significant projects through public private partnership arrangements has brought extra skills and capability into the Territory.

The current \$3 billion pipeline of investment outlined in the 2019-20 ACT Budget represents a significant step up in our planned delivery over the next four years compared with the past decade. We are taking this approach in response to Canberra's rapid and ongoing population growth, to ensure that core infrastructure such as new schools and health facilities are ready when they're needed in the 2020s.



Beyond our current program, the level of investment that is compatible with a balanced budget and local industry capacity is estimated to be approximately \$750 million a year. This assumes the ACT continues to generate own source revenue at a consistent rate and that Commonwealth infrastructure investment in our region continues at its current rate – which is low compared with other jurisdictions.

The ACT is currently expected to receive approximately \$104 per capita in Commonwealth infrastructure funding each year from 2019-20 to 2022-23. This is well below the national average expenditure of \$281 per capita and about half the per capita expenditure of New South Wales, which receives \$194 per capita. If the ACT were instead to receive the national average per capita amount of Commonwealth infrastructure funding, this would increase the funds available for investment in the Territory by an average of \$80 million a year over the four years to 2022-23.

The ACT does have somewhat lower than average infrastructure investment needs than other states and territories because of our relatively small land mass, our highly urbanised population and higher average incomes compared with other states. However, ongoing and stable infrastructure funding support from the Commonwealth is very important for maintaining the adequacy of government services in the ACT and the wider region. There are a range of projects outlined in this plan which will not be possible to deliver without a significant contribution from the Commonwealth; negotiating an increase in local investment will need to be a focus for future ACT Governments.

Funding every project in this plan would require an investment of more than \$14 billion – almost five times the size of the currently budgeted infrastructure investment program. Current and future governments will therefore need to prioritise investment according to the community's needs and tailor the capital works program to the funding envelope available through each annual Budget. In some cases, this will mean giving priority to infrastructure that supports essential services delivery like health, education, transport and waste management over other types of projects.

These are not easy choices to make and the Canberra community should have an opportunity to participate in discussions about the necessary trade-offs. The *ACT Infrastructure Plan* aims to give Canberrans a better understanding of our city's current and future needs to inform this important conversation.



SECTOR PRIORITIES & PIPELINES

Our key priority in shaping the *ACT Infrastructure Plan* is to provide a high standard of service to the community across all sectors: health, education, transport, cultural and recreational facilities, community services, city planning and land release, and city services.

To ensure that Canberrans can access the services that they need at the right place and the right time, the sector plans identify the priorities within each sector and map out expected timelines for delivering the project pipelines.

The projects which were announced in the 2019-20 ACT Budget are already underway. Those which could be introduced by the Government over the next five years are essential to meet the demand for services of the growing Canberra population over this time span, or to kick start a large transformative project that involves a long lead time such as the light rail network. The longer-term projects look to the second half of

the 2020s and beyond, anticipating future trends and identifying the investment necessary to capitalise on Canberra's current opportunities and address emerging challenges.

The priorities identified beyond the current budget are indicative and may change in response to community preferences, shifts in demand for services and the availability of funding. The Government is committed to delivering our investment program sustainably, maintaining a balanced budget over the medium term and leveraging partnerships with other governments and the private sector where there are opportunities to do so.



Health

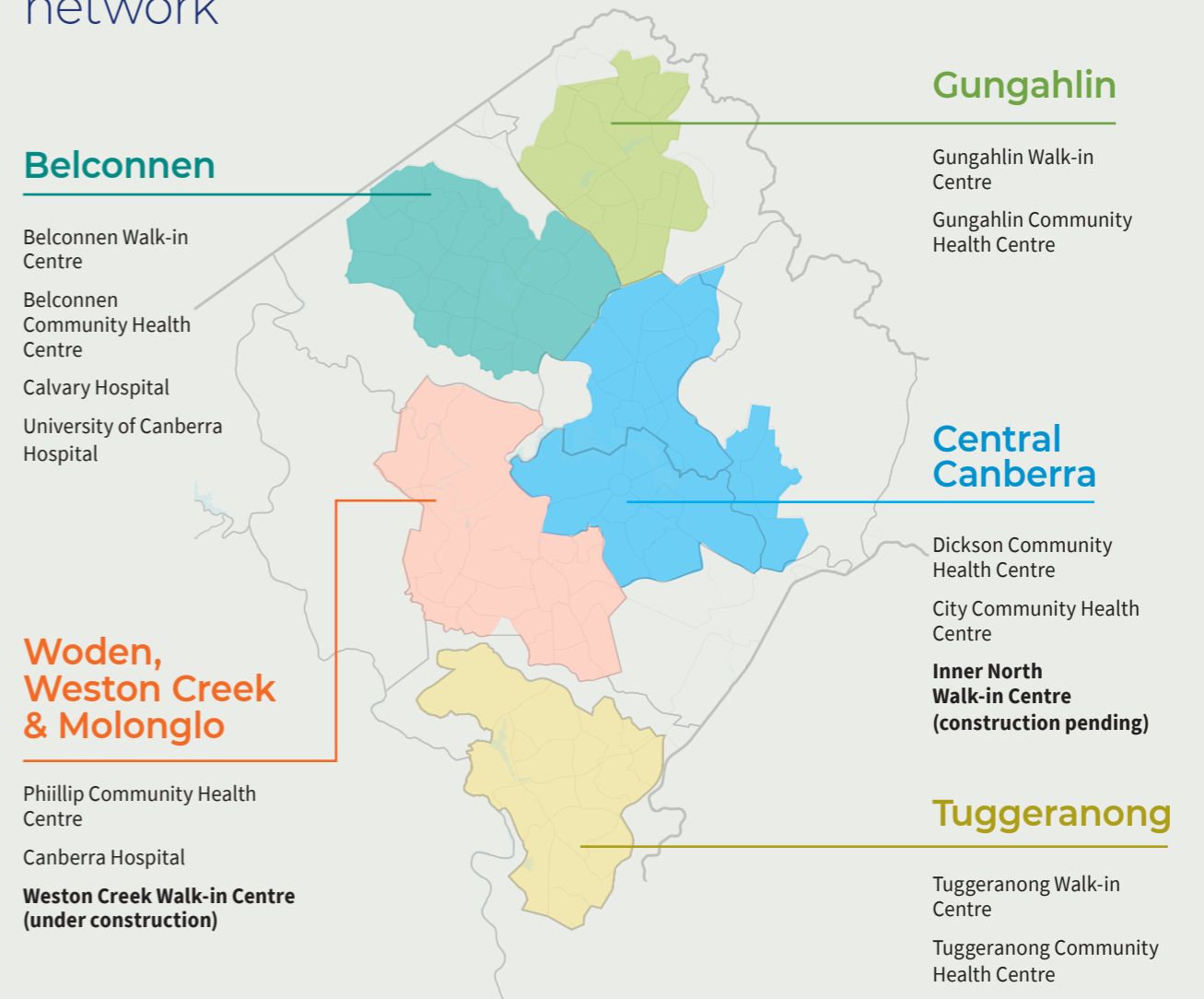
The ACT Government is committed to delivering a health care system that provides quality care to Canberrans when they need it, that can grow with the needs of our community, and that brings together highly trained health professionals with state of the art technology and quality infrastructure.

We are stepping up our focus on early intervention and prevention to ensure that as people are living longer, they can also enjoy good health and wellbeing throughout their years. Providing the right care, in the right place, at the right time – particularly through community health and primary care – will help keep Canberrans healthy and well while addressing the ongoing growth in demand for hospital services.

Health care infrastructure is located right across Canberra. This includes a network of Community Health and Walk-in Centres located close to where people live, as well as centrally-located hospitals designed to deliver high quality health services in a coordinated and efficient manner. The broad distribution of Canberra's health care network is highlighted below.



Canberra's health care network





Drivers of future demand for health services

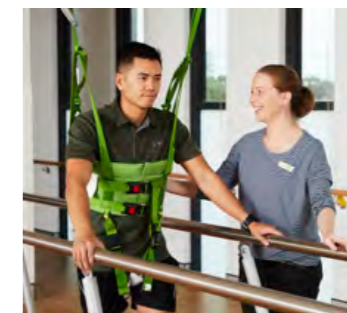
Demand for health care in the ACT has been growing rapidly in recent years, consistent with our broader population growth and ageing. This growth in demand is expected to continue in the coming years. Current estimates indicate that between 2017-18 and 2031-32, the ACT's public hospital admissions will rise by 53 per cent and overnight stays will increase by 52 per cent.

The share of Canberra's population aged 65 and over is expected to rise from 13 per cent of the total population in 2018 to 15 per cent of the total population in the next 10 years. Average health expenditure for people in this age group is four times higher than that of people under 65, with this rising to between six and nine times for the oldest groups. Going forward, one of the key aims for our health system will be to support Canberrans to be healthier throughout their lives so that they can also enjoy better health as they age.

New and innovative technologies are also a significant driver of the demand for health care, as well as the cost of delivering it. Health technologies and clinical practice continue to evolve at a rapid rate, supporting better health outcomes and increases in life expectancy. It is important that development of our health infrastructure keeps pace with this technical evolution in order to realise the benefits for our community.

Rising rates of mental illness and chronic disease are driving increasing demand for care across both hospital and community-based health services. Admissions to inpatient mental health services in the ACT increased by 54 per cent between 2013-14 and 2017-18 and are expected to increase in future years. Admissions for conditions such as chronic respiratory disease, diabetes, renal disease and coronary heart disease increased by 25 per cent between 2013-14 and 2017-18 and are projected to continue rising if we do not make a strong shift to early intervention and prevention across our health care system.

Investments in healthcare infrastructure make up 20 per cent of the ACT's currently-budgeted infrastructure investment program, and almost one-third of the ACT's annual budget is allocated to delivering healthcare services. This demonstrates the high priority the ACT Government places on healthcare for this community. It also highlights the importance of seeking new and smarter ways of delivering care where and when Canberrans need it so that we can keep meeting demand for this essential service as our city continues to grow and age.



Meeting our future needs

The Government is ensuring that all Canberrans have access to high quality health services when and where they need them. Our track record is strong, with more than \$1 billion invested in health infrastructure over the last decade, including the Canberra Region Cancer Centre, the establishment of the nurse-led Walk-in Centre network and the University of Canberra Hospital – a dedicated, state of the art public rehabilitation facility with 140 beds.

A Territory-wide Health Service Plan is currently in development and will provide a system-wide view of priorities for health service development and redesign. The Plan is being informed by a range of Specialty Service Plans and based on a comprehensive assessment of health service needs across the care continuum on a geographic basis and for priority population groups. A planned and evidence-based approach to health service planning is helping the ACT Government identify and meet known challenges such as population growth, an ageing population and growing demand for services.

Contemporary models of care are also being harnessed as services are redesigned or developed to deliver better ways of working while maintaining and enhancing outcomes for patients. We are bringing health services closer to where patients live and work, through services like Hospital in the Home and geriatric outreach. This helps make care more accessible for Canberrans while lowering the demand for more intensive hospital services.

In addition, the Government is introducing digital technologies to support both new infrastructure and new care models by allowing for telemedicine, remote monitoring, and other capabilities which give Canberrans more choice over how they access care in a way that suits their individual needs.

Most importantly, the Government's approach to health infrastructure recognises that infrastructure is only as productive as the human resources that use it. The ACT actively seeks to attract and retain the best and most talented medical researchers, medical practitioners, nurses and allied health professionals. Providing access to the latest technologies and clinical solutions is essential to attract and retain these medical practitioners.

In the years to come, our investments in health infrastructure will support a system which makes high quality primary and community care accessible close to home, with specialist and tertiary hospital services grouped together in hubs which support integrated, holistic care. We will continue to invest in Canberra Hospital as the tertiary hospital for the ACT and surrounding region, while also investing to strengthen hospital and specialist services on Canberra's northside through Calvary Public Hospital Bruce and the new University of Canberra Hospital.

Priorities – the next five years

Future-proofing the Canberra Hospital

In the next five years, Canberra Hospital will undergo significant expansion and renewal. At the centre of this is the SPIRE project, which will boost capacity to meet our community's care needs into the coming decade.

The SPIRE project will co-locate key tertiary services and significantly expand capacity in key areas like emergency surgery and intensive care. The new acute services building will include:

- › 114 Emergency Department treatment spaces – 39 more than are currently available at the Canberra Hospital.
- › 60 ICU beds – doubling the number currently available. We are also delivering four new paediatric ICU beds and a family zone to provide support services for families who have children in the ICU.
- › 22 new state-of-the-art operating theatres – nine more than are currently available, including hybrid theatres and interventional radiology theatres that will support the most advanced medical technology and techniques in caring for Canberrans.

With work underway to see these new and expanded facilities come online from 2024, this is the single largest investment in health infrastructure since self-government, and will future-proof Canberra Hospital for the coming decade. The modernisation of Canberra Hospital over the next few years will also see services and facilities across the campus upgraded, co-located and better connected to support more efficient and contemporary models of care. This will include improvements to the tower block, new pathology infrastructure, redevelopment of Building 12 and the addition of a new multi-storey carpark.

Centenary Hospital for Women and Children

The provision of specialist health services for women and children is a key part of our vision to ensure all Canberrans can access care that suits their individual needs. With around half of Canberra's population growth coming from local births, there is strong and ongoing growth in demand for quality maternity services as well as care which address the needs of women and girls.

That is why we are expanding the Centenary Hospital for Women and Children as part of the broader redevelopment of the Canberra Hospital campus. The expansion of the Centenary Hospital for Women and Children will provide additional maternity and neonatal services, and improved paediatric high care facilities. This will include more maternity assessment unit beds, an adolescent gynaecological procedure room, improved line of sight to paediatric high care patients by clinicians, an increase in neonatal unit beds and expanded family amenities.

The expansion of the Centenary Hospital will also include the establishment of an adolescent mental health unit to better support young people and their families. This acknowledges the growing prevalence of mental health issues among young people and the importance of ensuring that young people who need residential support can access it here in the ACT.

The expansion of the Centenary Hospital for Women and Children is underway, with the new services and facilities expected to begin caring for patients from 2020 with the final completion of the project expected in 2022.

Strengthening community-based care

The best health systems combine high quality acute care with accessible and appropriate community-based services to ensure people can be cared for in a way that suits their individual needs. That is why the ACT Government has been progressively building a network of nurse-led Walk-in Centres and Community Health Centres across Canberra in recent years.

The establishment of the Belconnen and Tuggeranong Walk-in Centres showed there is a strong role for free and accessible care supporting Canberrans experiencing minor injuries and illnesses. Together these two centres now handle over 22,500 presentations a year, with many of these being patients who may otherwise have attended an emergency department.

In 2018 the Government opened a third Walk-in Centre in Gungahlin, which saw over 10,000 presentations for care in its first six months. Work is underway to deliver two more centres in Weston Creek and the Inner North, taking the network of centres across Canberra to five.

Together with our Community Health Centres which provide more specialised services like mother and baby health clinics, nutrition, mental health and alcohol and other drug services, the delivery of new Walk-in Centres will strengthen our network of community-based care so that more Canberrans can access the right care when they need it.





Mental health supported accommodation

The ACT's healthcare system currently delivers mental health services to more than 10,000 clients through our acute and community-based programs every year. Demand for these specialist services is growing, with one in five people experiencing mental health issues in their lifetime.

The ACT Government is stepping up our delivery of supported accommodation and in-patient mental health service in response to growing community need. Work is underway to establish three community-based mental health accommodation facilities to provide long-term supported care for people who need ongoing support. We are also establishing a Step-Up-Step-Down facility on the south side of Canberra to provide short-term residential and clinical treatment for people discharged from hospital, and refurbishing the 10-bed Extended Care Unit at the Brian Hennessy Rehabilitation Centre to help provide a secure facility for people to transition back into the community.

At the same time, we are investing significantly in the ACT's hospital-based mental health facilities. Through the expansion of the Centenary Hospital, we are establishing an adolescent mental health unit to better support to young people and their families. This acknowledges the growing prevalence of mental health issues among young people and the importance of early intervention and treatments to help them deal with these as they grow up. We are also refurbishing the Adult Inpatient Mental Health Unit at Calvary Public Hospital in Bruce, creating a more modern mental health service hub in Canberra's north.

Culturally-appropriate care for Aboriginal and Torres Strait Islander Canberrans

Winnunga Nimmitjiah Aboriginal Health and Community Services provides medical care as well as other community health and wellbeing programs for Canberra's Aboriginal and Torres Strait Islander community. It is the primary specialist provider of culturally-appropriate health care and wellbeing services in the ACT, and has operated from its current facility in Narrabundah for over 10 years.

To help meet growing demand for these specialist services and improve facilities that were originally built in the mid-1970s, the ACT Government is supporting the delivery of a new, modern facility for Winnunga. The purpose-built community health facility will improve the range and quality of services available at Winnunga's Narrabundah campus, helping to improve health and wellbeing for the Aboriginal and Torres Strait Islander community across Canberra and the surrounding regions. The ACT Government has provided \$12 million to support the delivery of the new facility, with construction underway in 2019.

Priorities – longer term

Future northside hospital services

Canberra's northside has grown significantly since the main hospital facilities in our city were established. Since 2011 the number of Canberrans living on the northside has grown by around 32,000 people. Gungahlin alone recorded growth of around 24,000 people between the 2011 and 2016 Census takings, making it the second-fastest growing community in Australia.

The ACT Government recognises that with Canberra's population shifting to the north, further investment is needed in local hospital and healthcare facilities. The new University of Canberra Hospital opened in 2018 as Canberra's first specialist rehabilitation hospital, and we have also invested significantly in upgrades to Calvary Public Hospital in recent years. This has included expanding the Emergency Department and investing more in theatres and surgery so that Calvary can help meet increased targets for elective surgery delivery across the ACT health system.

The Government has also commenced scoping works on the future of northside hospital services in the medium to longer term. The redevelopment of acute services at Canberra Hospital will provide a significant boost to Territory-wide capacity over the next decade. However, it will be important to start planning and investing to deliver new health infrastructure for the northside ahead of this, to ensure new facilities are ready where and when they're needed.

This scoping work is being undertaken on the basis of Territory-wide health service planning. This means thinking about the services available across Canberra as a whole, and co-locating related services to deliver the most effective and efficient care for patients.

Under this Territory-wide approach to health services planning, Canberra Hospital will continue as the tertiary hospital for Canberra and the surrounding region, with other hospital and community health care facilities meeting community needs across a spectrum of primary health care services.

The scoping study for future northside hospital services is considering in more detail service demand projections and service planning, as well as models of care and the infrastructure required to deliver them. As part of this work, the government will consider a range of delivery options to meet future hospital need. This will include exploring whether additional capacity needs can best be met through upgrading and expanding the existing public hospital facilities on the northside, delivering new hospital facilities, or some combination of these.

The ACT Government works closely with the Little Company of Mary and the University of Canberra in delivering health services in the north of Canberra through the Calvary Public Hospital and the University of Canberra Hospital. These partners will be active participants in the scoping work to progress planning for future northside hospital needs.

Indicative project pipeline

Project	Budget announced ¹	Considered over next five years	Longer term	Description
Delivering the SPIRE project at Canberra Hospital ² .	>\$500m			The Government will deliver a major upgrade and expansion of Canberra Hospital by delivering the SPIRE project. The project will deliver a state-of-the-art critical care and surgical facility to meet acute healthcare demand into the future
Northside Hospital Infrastructure		\$100-250m	\$50-100m	Improved and upgraded northside acute public hospital infrastructure to ensure efficient, high quality health care services are available to residents across Canberra's north and the surrounding region
Canberra Hospital campus modernisation program		\$50-100m	\$100-250m	Improvements to the Woden campus tower block, new pathology infrastructure, redevelopment of clinical and administration spaces in Building 12, laboratory facilities and equipment, and an additional multi-storey carparking facility
ACT Health Core IT Systems to align with the Digital Health Strategy	\$70m			The Government will procure and implement a Digital Health Record for ACT Government-funded public health services. The Digital Health Record will provide a single point of reference for patient clinical records, supporting more consistent care and effective case management by replacing current electronic and paper-based systems
Expansion of the Centenary Hospital for Women and Children	\$44m			The Government will deliver a significant expansion to the Centenary Hospital for Women and Children, including: more neonatology services; more special care and post-natal beds; an expanded Maternity Assessment Unit; more family support and education services; a new adolescent mental health inpatient unit and day services; and an adolescent gynaecology service
Mental health acute care facilities		<\$50m	<\$50m	Further expansion of mental health acute care facilities and services to meet demand
Community Health Infrastructure in south Canberra			<\$50m	Improved community health infrastructure
Improved Infrastructure for Acute Aged Care and Cancer Inpatients	\$11m			The Government is refurbishing and upgrading the Acute Aged Care and Oncology wards at the Canberra Hospital to enhance patient safety and care, as well as to improve the quality of inpatient services
More public medical imaging services for Canberra Hospital	\$11m			The Government is providing more public medical imaging services by delivering an additional interventional radiology suite at The Canberra Hospital and replacing existing MRI devices. This will reduce pressure on existing theatres, allow for more complex procedures to be undertaken, and produce better patient outcomes by reducing scanning times and improving image quality
Better healthcare for a growing community – New facility for Winnunga Nimmityjah Aboriginal Health Community Services ³	\$10m			The Government is investing to construct a new health centre for Aboriginal and Torres Strait Islander people through the Winnunga Nimmityjah Aboriginal Health Service. The new centre will be used to deliver culturally appropriate health services which can help close the gap in health outcomes for Aboriginal and Torres Strait Islander Canberra residents

Notes: 1. Budgeted totals are from the 2019-20 Budget and represent the remaining budget for listed projects, where this is equal to or exceeds \$10 million.
 2. SPIRE was funded in the 2019-20 Budget at \$60 million, the total project cost is provisioned with funding expected to extend beyond the forward estimates.
 3. Winnunga Nimmityjah Aboriginal Health and Community Services facility was granted \$12 million in the 2017-18 Budget, in the 2019-20 Budget \$10 million of the grant remained.





Education

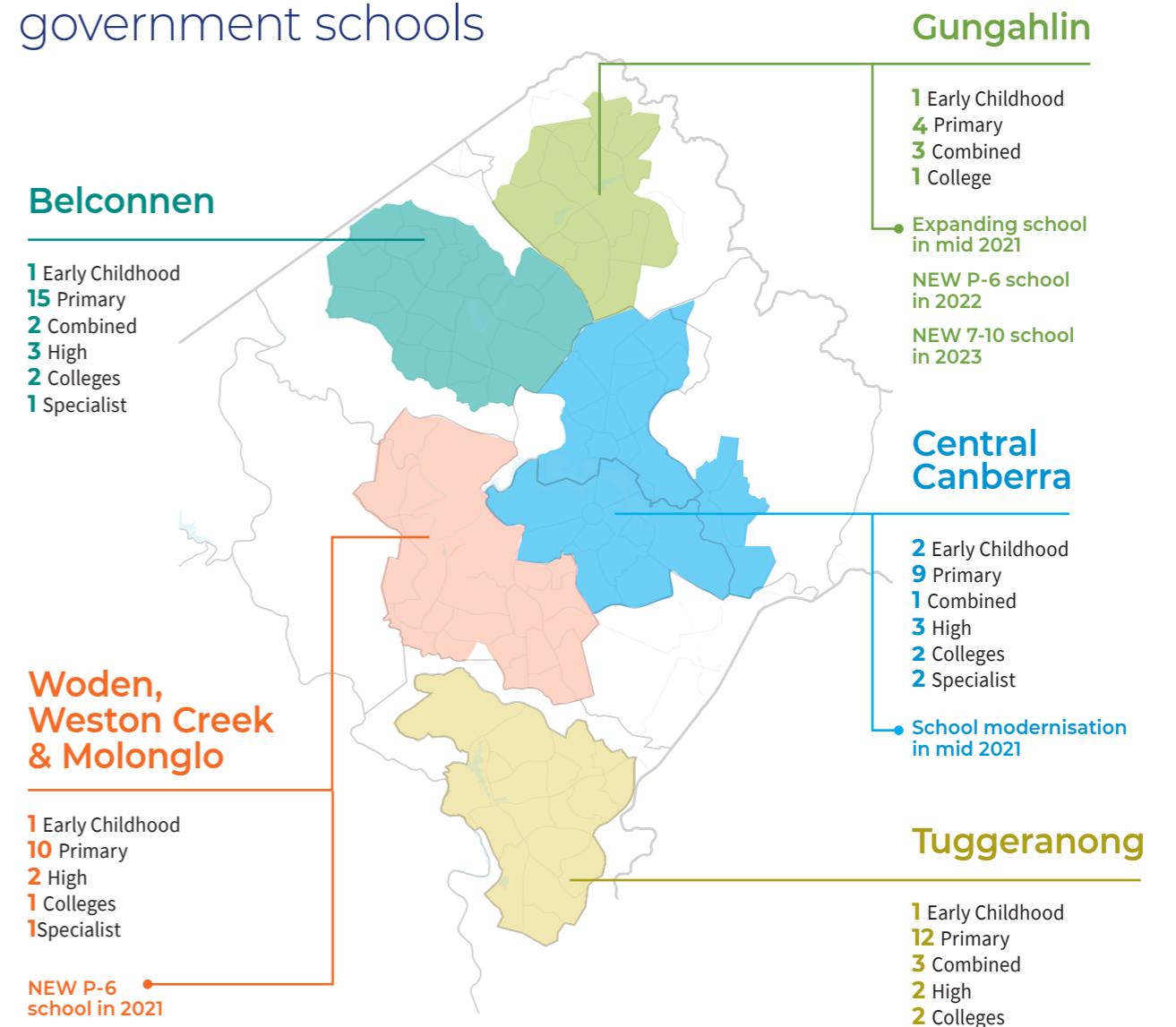
The ACT Government delivers education from the earliest years to adulthood. There are currently 87³ public schools across Canberra, spanning early childhood schools, primary schools, high schools and colleges. The Canberra Institute of Technology provides post-school vocational education and training at its five campuses conveniently located in Reid, Bruce, Gungahlin, Tuggeranong and Fyshwick.

The ACT's public education is consistently ranked among the best in Australia and our school system is increasingly the system of choice for ACT residents. Since 2010, the number of students attending ACT public schools has grown from around 39,000 to around 49,000 students – more than a 26 per cent increase.

The ACT Government aims to ensure that every Canberra child has access to a great local school close to home, and is enabled to reach their potential through high quality, technology based learning. Our schools and colleges focus on equipping students with the skills and attitudes to lead fulfilling, productive and responsible lives. These objectives are the key elements of the *Future of Education Strategy* which provides a framework for student-centred teaching and learning – underpinned by quality teaching and active participation from students and their families.

³ This number excludes the Jervis Bay Public School.

Canberra's existing government schools



The *Future of Education Strategy* was released in 2018 following extensive community consultation. The plan maps out how the Government will deliver an education system grounded in the principles of quality, equity, inclusion and student agency in the years ahead, and embrace opportunities for change while keeping a clear focus on the needs of Canberra students. The strategy is informing ongoing planning for education infrastructure which improves inclusiveness and accessibility while ensuring every Canberra student has the opportunity to attend a local public school close to where they live.

The Canberra Institute of Technology is the leading provider of vocational education and training in the Canberra Region, and plays a critical role in skilling our future workforce through quality education and training. The Canberra Institute of Technology has five locations in the ACT at Bruce, Fyshwick, Gungahlin, Reid and Tuggeranong, which between them offer more than 480 different vocational education courses.

As Australia's knowledge capital, Canberra is also home to many of the top ranking universities and research institutions in Australia. This includes the Australian National University, the University of Canberra, UNSW in Canberra, Data61, CSIRO and Geoscience Australia. Our reputation as a hub for higher education and research has been the driving force behind the impressive growth of the tertiary education sector in recent years. This has supported the creation of thousands of new jobs and been a catalyst for significant new investment in infrastructure across the major university campuses.

Education is both a core service responsibility and a major driver of Canberra's ongoing economic growth. Our investments in this sector acknowledge the high priority of education, with one-third of the ACT's annual Budget and 18 per cent of the current four-year capital program dedicated to growing and strengthening the services provided by the ACT Government.

Drivers of future demand for schools and education

The ACT's education infrastructure requirements are primarily determined by population growth and the demographic distribution of school age students. The ratio of families choosing public and private schools can also drive investment decisions, particularly in relation to expanding or upgrading existing schools. Enrolments from across the NSW border further add to demand for places in some parts of Canberra, with these students currently representing about 3 per cent of total Canberra school enrolments.

Public school enrolments in the ACT have been growing by an average of 920 students a year over the past decade, and 1,230 a year since 2012. Over the 10 years from 2018, the number of students attending an ACT public school across Kindergarten to Year 12 is expected to increase by around 32 per cent, reaching approximately 57,000 students in 2028. If no further new schools were built, on current trends, enrolment growth would exceed total existing capacity in 2027 for high schools and colleges, and 2029 for primary schools. This highlights the need for steady and ongoing investment in new and expanded schools at the primary, secondary and college levels.

In addition to Canberra's natural population increase, migration is a significant driver of increased enrolment demand. The majority of people who move to Canberra from interstate and overseas do so to work or study; this demographic selection means many of them also bring families which include school-aged children. With the ACT projecting ongoing population growth from overseas and interstate, this is expected to continue driving demand for more places at local Canberra schools.

Cross-border enrolments are also expected to continue driving demand within the ACT as communities in the surrounding region like Murrumbateman, Queanbeyan and Googong grow. The NSW Government's commitment to build new public schools in Murrumbateman and Googong will support more students to attend school in their own neighbourhoods, but many families will continue to send their children to school in the ACT because they already travel across the border every day for work or study.

The ongoing shift towards Canberra families choosing public schools is a further driver of growth, particularly at the primary level. In 2011, 59 per cent of ACT students, including pre-schoolers, were enrolled at a public school, but by 2019 this figure had risen to 62 per cent. The choices families make about their children's schooling are driven by a range of factors, including the availability of non-government alternatives. The ACT Government will continue to make land available for the development of new non government schools in the future to ensure families can choose the educational setting that best suits their values and their children's needs.

Under ACT legislation, all Canberra students are guaranteed a place at the public school in their priority enrolment area. These areas are determined by where students live, which means that regions with a large proportion of young people need ongoing investment in new and expanded schools. As the fastest-growing region in the ACT, delivering new school capacity in Gungahlin has been a priority in recent years. Since 2008, the ACT Government has built five new schools across the region as well as undertaking several significant school expansions. With the Molonglo region now home to an increasing number of residents and urban renewal leading to population growth in the Inner North and Inner South, these areas will need new focus for school infrastructure investment in the years to come.



Meeting our future needs

School education

The *Future of Education Strategy* sets out how the ACT Government will support Canberra students to reach their potential. At the core of the strategy, which addresses both government and non-government schools, is an acknowledgement of the diversity among our students. The ACT education system of the future will be personalised to each child and will celebrate the differences that affect needs, abilities, motivations, interests and aspirations.

To deliver the strategy the Government is investing in and empowering teachers and supporting other educators, allied learning professionals and support staff. We also recognise that learning environments are places that bring people together as a community and enable relationships to form between people and services. The Government's investment in education facilities will therefore play a key role in delivering our education system of the future.

The ACT Government has identified a number of investment priorities to ensure our infrastructure supports the implementation of the *Future of Education Strategy*. These include:

- › timely provision of new schools and educational facilities to meet growth-related demand
- › renewing ageing infrastructure to ensure all schools have welcoming, safe and modern facilities for learning
- › modifying facilities to support students with complex needs and challenging behaviours, and improve accessibility for students with disability
- › delivering up to date information and communication technology infrastructure
- › reducing emissions and pursuing environmental sustainability through energy efficiency improvements
- › managing, removing and safely disposing of hazardous materials like asbestos which are a legacy of the era in which some ACT education facilities were built
- › improving school safety through car parking and traffic management upgrades as well as installing security-related infrastructure.



Vocational and higher education

Canberra is a knowledge economy and our future competitiveness depends on the skills and education of our community. Investment supporting a high quality school education system will need to be matched with ongoing investment in vocational and higher education to ensure Canberrans have the skills to make the most of their futures.

While the ACT does not directly fund universities, we play an active role in supporting research and creating environments where collaboration can happen through initiatives like the Canberra Innovation Network (CBRIN). CBRIN is the anchor for a growing innovation precinct at City West which connects researchers at the Australian National University and other tertiary institutions with business and government partners. The ACT Government will support the continued growth of this precinct through ongoing investment in CBRIN's facilities and the digital infrastructure which underpins active innovation, higher education and research sectors.

The vocational education and training sector has undergone significant change in recent years, and it is likely that further significant reforms will follow the Joyce Review commissioned by the Morrison Government in 2019. More so than other states and territories, Canberra's vocational education and training sector is anchored by the Canberra Institute of Technology as our public provider, and this will remain the case in the years to come. The ACT Government's infrastructure investments will focus on strengthening the Canberra Institute of Technology's capacity to deliver training in high demand skills areas like STEM trades, cyber and ICT, while also ensuring our community produces enough skilled workers to meet future industry needs in areas like construction, engineering and environmental management.



Priorities – the next five years

New and expanded schools

To accommodate expected student population growth in the near term, the Government has a strong pipeline of investment in both new and expanded schools and colleges planned across Canberra. We are also working to modernise some of Canberra's older schools in the Inner North and Inner South so that they can continue meeting the needs of current and future generations of local children.

Gungahlin is Canberra's youngest region in demographic terms as in recent years it has attracted many first home buyers and young families from across the city. With Gungahlin now growing up, there is a large cohort of children and young people who will need a place at their local school in the years to come. The ACT Government will meet this demand through a mix of new school builds and expansions at the region's existing public schools. This will include a new primary school at Throsby, which is set to take students from the 2022 school year, and a new high school at Kenny, which is planned to open in 2023. At the same time, the Government will grow local capacity across all school years by expanding the Franklin Early Childhood School and Gold Creek School, while investigating options for an additional college facility in Canberra's North.

Work is also underway to deliver a new P-6 school in the Molonglo suburb of Denman Prospect, which will open in 2021. The new school will offer places for 600 primary students and 44 pre-school students, with a future expansion planned to include a senior campus offering places for students in years 7 to 10.

In central Canberra, the ACT Government is modernising both Campbell Primary School and Narrabundah College to create a more comfortable learning environment for students and support these schools to meet rising demand. The works at Campbell Primary include the construction of new buildings and the refurbishment of the hall and developing external spaces. These works will deliver a contemporary learning environment and modern facilities for students, teachers and the local community. Narrabundah College is undergoing an extensive refurbishment which has seen the oldest buildings on campus demolished and a program of works to construct new, modern buildings suitable for STEM, languages and social science studies.

The Government is also undertaking feasibility studies to inform future school infrastructure needs arising from further urban renewal in the Belconnen and Woden Town Centres.

Canberra Institute of Technology campus renewal

The Canberra Institute of Technology has embarked on a modernisation program that will ensure it remains a premier provider of high quality, relevant skills to train the workforce of the future. As part of modernising its course offerings and approach to teaching and learning, CIT is working to transform its physical infrastructure to create a modern campus which offers the best possible learning experience for students.

The current CIT Reid campus has served the ACT community well for over 60 years. However, the campus' facilities and infrastructure are ageing and not suited to the needs of students in an evolving VET sector. That is why the ACT Government has commenced planning and scoping to replace the current Campus with a new facility.

As part of this work, a small number of alternative options are under consideration including establishing an entirely new campus for CIT in the Woden Town Centre. Moving CIT to Woden would see the campus become part of the town centre's broader renewal, supported by other ACT Government investments like Stage 2 of light rail, the new bus interchange and Woden Community Centre.

The new campus will be a place where future generations of entrepreneurs, innovators and skilled workers can connect, be inspired and engage in lifelong learning. A cross-government working group will consider the potential sites and provide advice to the Government by the end of 2019.

Higher education campus expansions

Canberra's tertiary education, training and research sector is a significant driver of the ACT economy and contributed \$3.3 billion to the local economy in 2017. This sector also supports 20,000 direct and indirect jobs (around nine per cent of total employment), an increase of 20 per cent since 2014. Because of the significance of this industry, the ACT Government works closely with our major universities – both individually and collectively through the Vice-Chancellors Forum – to coordinate activities and investments that will support continued growth in our higher education services market.

A current priority project is working with UNSW to advance their plans for a major new campus in the city. The ACT Government and UNSW have signed a Memorandum of Understanding to explore the establishment of a new Defence and Security Innovation Precinct incorporating education and research facilities, collaborative industry activities, and facilities to support approximately 6,000 new students over the coming decades. Delivering the new precinct would not only strengthen Canberra's education ecosystem through the addition of a further Group of Eight university campus, but would also support the urban renewal of City East and improved connectivity in the Constitution Avenue corridor.

The Australian National University and the University of Canberra are also undertaking major infrastructure investment programs to renew and expand teaching, research, residential and recreation facilities on their campuses. The ACT Government will continue to work closely with these universities and coordinate our own investments in transport, public realm and other infrastructure to ensure these work together to continue strengthening the local higher education sector.



Priorities – longer term

The ACT Government's future investments in education infrastructure will continue to focus on delivering new and expanded schools as a priority. The specifics of these investments will be driven by enrolment and population trends which can change year by year. However, on current analysis new primary school capacity will be needed as a priority in Woden, Ginninderry and the Northern Gateway, which encompasses the region surrounding EPIC, Watson and the Northbourne Corridor.

Over the next five years to 2023, Woden's population is expected to increase by 6,750 people, with about 13 per cent of these new residents being school-aged. Similarly, almost 18 per cent of new residents in Ginninderry are expected to be school-aged children, along with around 22 per cent of new residents in the urban renewal corridor in north Canberra.

Established primary schools across the Inner North will also be a focus for expansion as more families move into urban renewal precincts across the city and suburbs like Dickson. The Education Directorate is undertaking master planning to investigate potential opportunities for school expansions. As Gungahlin's community grows up, additional high school capacity will also likely be needed at schools in Canberra's North.

The ACT Government oversees the majority of land release across the Territory, but there are some potential future development sites which are currently under the Commonwealth's control. In particular, the CSIRO owns the 700-hectare Ginninderra Experiment Station in Belconnen which is proposed to be re-developed for residential housing at some point in the future. While the timeframes and details of this project are currently unclear, significant development in this area would bring with it a need for new infrastructure provided by the ACT Government, including new public primary and secondary schools.

Indicative project pipeline

Project	Budget announced ¹	Considered over next five years	Longer term	Description
New schools and Campuses				
New P-6 Schools + Early childhood education centres to address demand and land release			>\$500m	New or expanded P-6 schools with early childhood education centres in Kenny, Woden, the Parliamentary triangle, the Belconnen Town Centre, City area, Northern Gateway, Ginninderry (Strathnairn and Parkwood)
New 7-10 Schools to address demand and land release			>\$500m	New or expanded 7-10 high schools in Whitlam, Molonglo 3, Woden, the Belconnen Town Centre, City area, Northern Gateway, Parliamentary triangle and Ginninderry (Parkwood)
New CIT campus		\$100-250m		A modern new campus to replace the existing CIT facility at Reid
Delivering a new High School at Kenny		\$50-100m		A new high school in Kenny to provide places for around 1,000 students in years 7 to 10. The new high school will help provide more capacity as the Gungahlin community grows up, and will open in 2023
P-6 School with Early Childhood in Whitlam, Molonglo 3		\$50-100m		New P-6 schools with early childhood education centres in Whitlam and Molonglo 3
Narrabundah College modernisation		\$50-100m		Modernise school infrastructure at Narrabundah College to support 21st century learning
New Special Needs School			\$50-100m	New or upgraded school infrastructure to meet the needs of all students with a high level of special needs
Early Childhood Education Centres - Molonglo and Throsby primary		<\$50m		New early childhood education centres in Molonglo and Throsby primary schools
Delivering a new primary school at Throsby	\$44m			The Government will construct a new primary school at Throsby to help meet continuing growth in public school enrolments in Gungahlin. The P-6 school will be ready to take students at the start of the 2022 school year
More schools, better schools - Delivering Molonglo P-6	\$41m			The Government is constructing a new primary school in the Molonglo Valley and undertake planning activities for a future 7-10 campus on the adjoining site. The primary school will begin taking students in the 2021 school year, ensuring quality local school facilities are available as more Canberrans move into the Molonglo region
Existing School Expansion				
7-10 Schools expansion			\$50-100m	Expansions to existing high schools in Gungahlin and North and South Canberra to accommodate enrolment growth, including from City and Gateway developments
P-6 Schools expansion			\$50-100m	Expansions to existing primary schools to accommodate enrolment growth
North Canberra College		\$50-100m		Deliver expanded school capacity and infrastructure for College students residing in Gungahlin and the Inner North in line with population increases
Canberra College Expansion		<\$50m		Expand the existing Canberra College

Project	Budget announced ¹	Considered over next five years	Longer term	Description
Transportable Buildings for expanding schools (across ACT)		<\$50m		Continued delivery of transportable buildings to meet enrolment growth at schools across the ACT
Expanding Franklin Early Childhood School	\$29m			The Government will expand the Franklin Early Childhood School from a P-2 school into a full P-6 school from 2021, ensuring students can stay on at this local school throughout their primary years
More schools, better schools - More places at Gungahlin schools	\$19m			The Government will continue to support growth in enrolments across Gungahlin by expanding capacity at Amaroo (K-10), Gold Creek K-6 and Neville Bonner P-6 for a further 500 students
School improvements				
Better schools for our kids - Public school infrastructure upgrades	\$76m			The Government is investing in the renewal of our public school facilities, including upgrades and extensions to existing classrooms, new classrooms, refurbished toilets and change rooms, garden and horticultural facilities, heating and cooling upgrades, and energy efficiency improvements
Roof Replacement Program - Stage 2		<\$50m		Invest in the renewal of public school facilities by replacing roofs at a range of ageing ACT schools
Performing Arts infrastructure for Belconnen Network		<\$50m		Provide performing arts facilities including a high quality rehearsal space and performance space for public school students and the wider community
Hedley Beare Centre refurbishment		<\$50m		Upgrade the Hedley Beare Centre for Teaching and Learning in Stirling
Hazardous Materials Removal Program		<\$50m		Remove hazardous materials to ensure schools continue to meet the current and future needs of students, teachers and the community
Supporting our School System - Improving ICT	\$31m			The Government is investing in school information and communication technology infrastructure to support the provision of contemporary learning and teaching - for example through the provision of wireless access to high speed networks
More schools, better schools - Roof Replacement Program	\$18m			The Government will continue to invest in the renewal of public school facilities by replacing roofs at six ACT schools
More schools, better schools - Upgrading Campbell Primary School Modernisation	\$18m			The Government is renewing Campbell Primary and adding new facilities to meet the current and future needs of students, teachers and the community
Energy Efficient Heating Upgrades in ACT Public Schools - Stage2			<\$50m	Continue to upgrade and modernise heating systems at ACT public schools to improve comfort for staff and students

Notes: 1. Budgeted totals are from the 2019-20 Budget and represent the remaining budget for listed projects, where this is equal to or exceeds \$10 million.

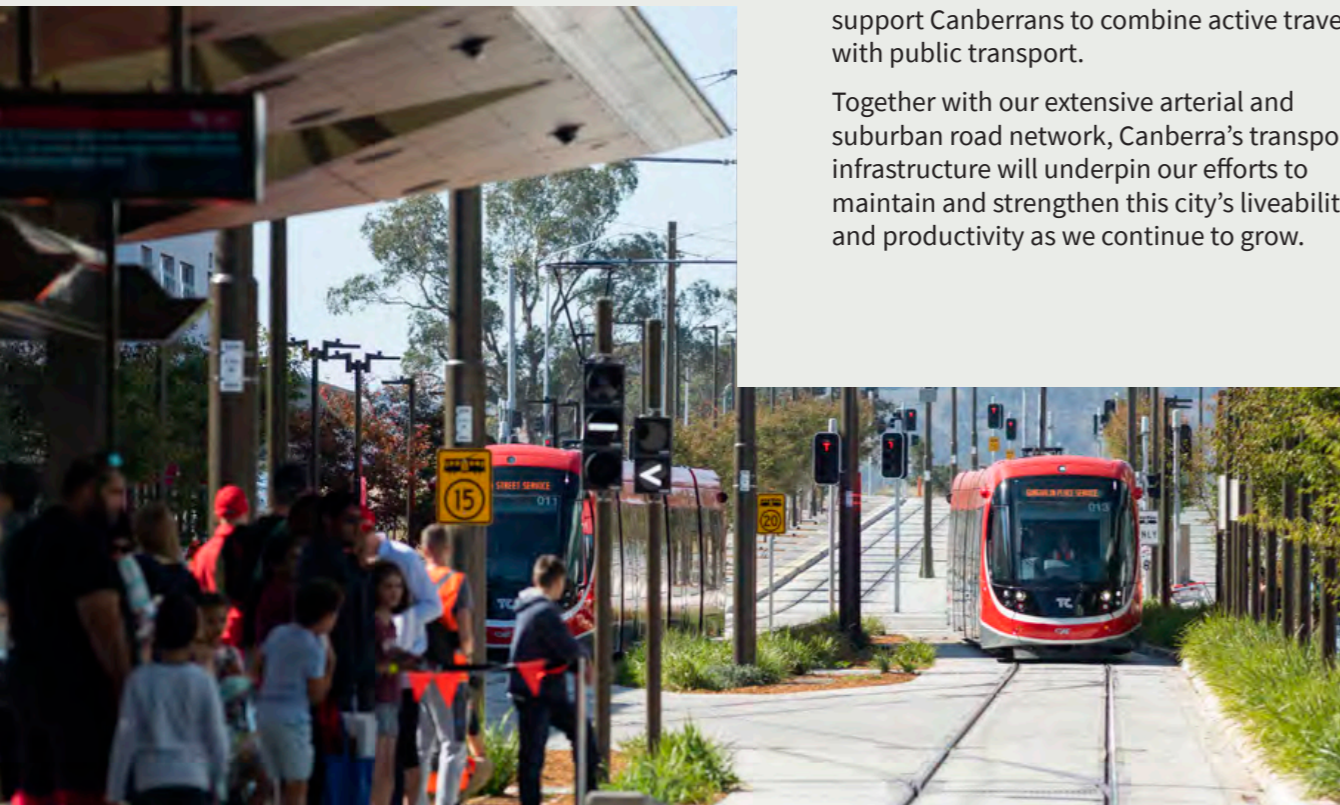
Transport

The transport system is the backbone of any city, connecting people and places, supporting access to jobs and services, and facilitating commercial activities which generate jobs and prosperity. As more people come to call Canberra home and more of our future growth is accommodated around our city, town centres and transport corridors, Canberra's transport system needs to adapt in response to keep our city moving.

We are working to deliver a sustainable transport system which is well integrated with land use planning, so that current and future generations can continue to enjoy the benefits of easy commuting and hassle-free access to services. We are also investing to strengthen fast and efficient transport connectivity through major transport and freight corridors, which will benefit our growing regional industries both within and outside the ACT's borders.

Walking, cycling and public transport will take priority in the ACT's future transport planning and investment. At the centre of this is our city-wide integrated public transport network, combining light rail with rapid and suburban bus routes to make public transport a real alternative to the car. We are also stepping up our investment in footpaths, cycleways and infrastructure like Park and Ride facilities which support Canberrans to combine active travel with public transport.

Together with our extensive arterial and suburban road network, Canberra's transport infrastructure will underpin our efforts to maintain and strengthen this city's liveability and productivity as we continue to grow.



Drivers of future demand for transport services

With Canberra growing by around 8,000 people a year, it is clear that ongoing investment in our transport network will be needed. But there are a number of factors which will focus this investment in new ways in the years to come.

Following the release of the refreshed ACT Planning Strategy in 2018, the Government is working towards meeting up to 70 per cent of Canberra's future housing needs through development in appropriate hubs near our city, town centres and major transport corridors like Northbourne Avenue. In the past, the vast majority of Canberra's growth has been accommodated through new suburb developments on the edges of the city. This brought with it a significant need for investment in new roads. Going forward, we will continue to invest in Canberra's road network but more of this investment will be focused on augmenting or upgrading existing roads to better accommodate additional traffic as our city becomes more compact and efficient. At the same time, our extensive cycle path and footpath networks across the city, and changing residential patterns, will make public transport a real alternative for more Canberrans as our investments in public transport better connect these residential hubs.

Our transport system also needs to be environmentally sustainable. Canberra is already using 100 per cent renewable electricity, which means transport now represents the largest source of greenhouse gas emissions at 60 per cent. To achieve the ACT's ambitious target of net zero emissions by 2045, there will need to be a community-wide shift to more environmentally friendly modes of transport and reduced use of private cars. Light rail is one example of how we will support this shift – the network will be fully powered by renewable electricity for fast, convenient and emission-free transport between the CBD and major town centres.

In addition to environmental factors, technological change such as autonomous and shared vehicles may also alter fundamentally the way in which our roads are used and traffic is managed. It is currently unclear how quickly these technologies will become a mainstream part of our transport system. However, they provide a further indication that transport planning in the future will be driven by a more complex range of factors than has been the case in the past, as well as opening up many possibilities for meeting our growing transport needs more efficiently or with different kinds of investment than has been the case in the past. In responding to these drivers, road safety remains a paramount consideration in our transport infrastructure planning and design. Our Vision Zero in road safety aims for no deaths or serious injuries within the road transport system, so that our community can travel safely both on and off the road using the transport mode of their choice.

As the employment and service centre for the fast-growing Canberra Region, the ACT will also need to work in partnership with governments and communities in the region to strengthen transport connectivity across our borders. Creating seamless transport links between the ACT and our surrounding region will benefit everyone by strengthening the region's economy, opening up new work, study and tourism opportunities, and increasing our ties with external markets.



Canberra's Light Rail Network

Meeting our future needs

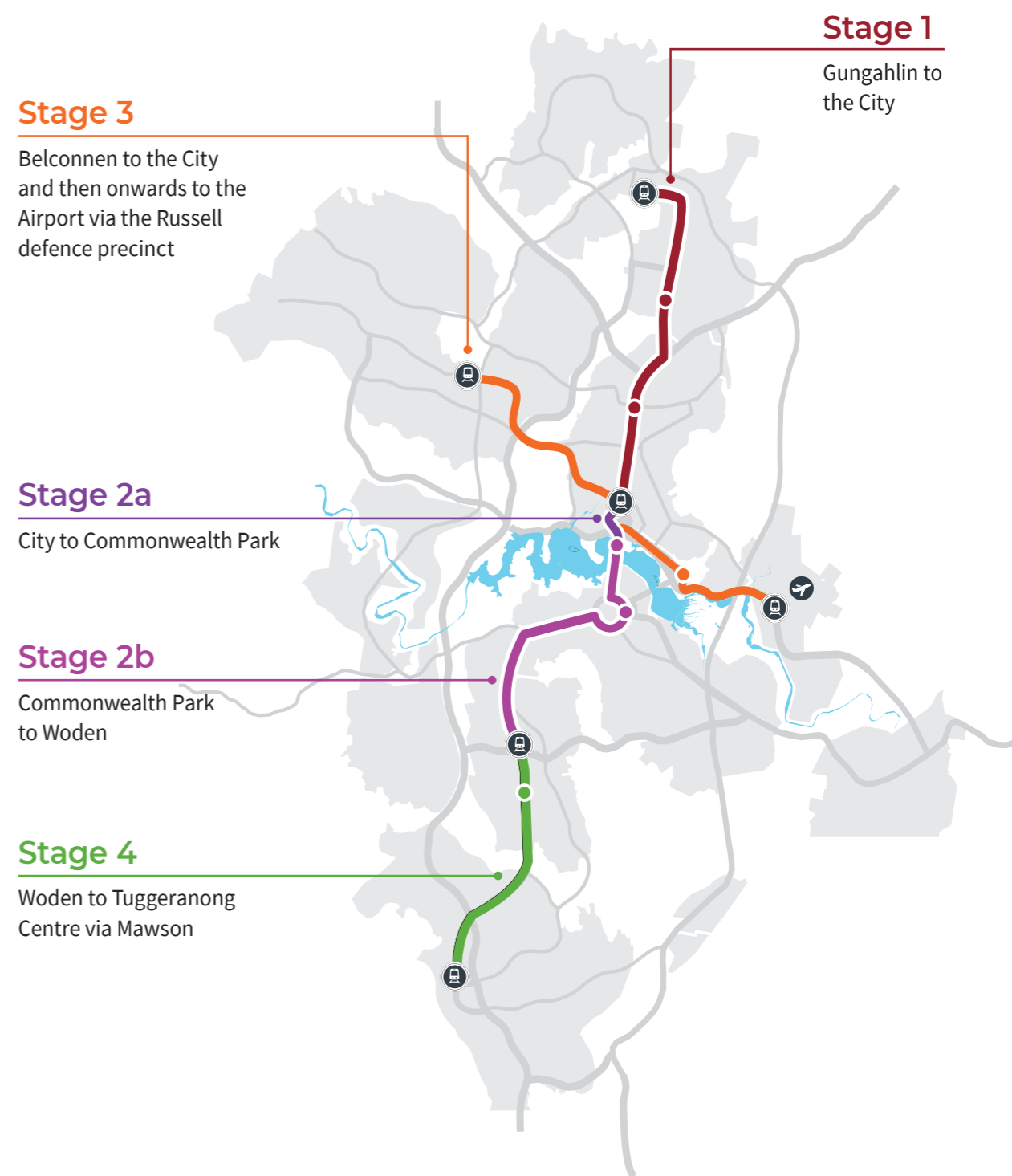
The Government's vision for Canberra's transport system is articulated in the *Moving Canberra – 2019-2045 – Integrated Transport Strategy* which was released for community consultation in late 2018. At the centre of the Strategy is the Movement and Place Framework.

The Framework provides a basis for balancing the dual function of streets: moving people and goods and enhancing the places they connect. It ensures we are creating a more lively, functional and accessible city through our transport network. Many other jurisdictions are already promoting Movement and Place as a method of ensuring transport network operation decisions support integrated land use and transport planning.

Our transport network is composed of a range of environments that have different 'movement and place' functions which need to be considered when making investment decisions. Understanding these different functions is critical to choosing the most appropriate transport modes to service these environments:

- › **Parkways and motorways** – these are strategically significant corridors such as Tuggeranong Parkway, Barton Highway, Federal Highway and Majura Parkway that move people and goods rapidly over long distances and do not interact with the places the road passes through
- › **Movement corridors** – these are main roads such as Belconnen Way, Parkes Way, Barry Drive and Canberra Avenue, that provide safe, reliable and efficient movement of people and goods between regions and strategic centres
- › **Local streets** – these are part of the fabric of the neighbourhoods where we live our lives and interact with our communities
- › **Vibrant streets** – these facilitate a high demand for movement as well as a sense of place, so need to balance varying demands within the available space. They range in scale from the large boulevards of Northbourne Avenue to the smaller but lively Lonsdale Street in Braddon
- › **Places for people** – these combine higher pedestrian activity and lower levels of vehicle movement, for example City Walk and Garema Place. They create streetscapes which attract visitors, where people can linger and are places communities value.

The Movement and Place Framework will help inform our investment priorities and the delivery of transport services in the years to come. This work will also be informed by a prioritisation of users and transport modes, with a particular focus on encouraging active travel, to help support the ACT's transition to a more sustainable city.



Priorities – the next five years

Light Rail Stage 2 – Continuing light rail from Gungahlin to Woden

Light rail is a key enabler of more sustainable and efficient transport in Canberra in the future. With Stage 1 of light rail from Gungahlin to the city commencing operations in April 2019, we are now turning our focus to the delivery of Stage 2, continuing light rail from Gungahlin to Woden.

We are working to extend the light rail network and deliver light rail to Woden as soon as possible.

In July 2019, the Government commenced the first step in the planning approval processes under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999*. We are seeking to progress the planning approvals for light rail to Woden in two phases – from the City to Commonwealth Park, and from Commonwealth Park on to Woden.

In September 2019 the Government announced the approval of the business cases for Stage 2A as well as a separate business case to raise London Circuit to an at-grade intersection with Commonwealth Avenue. A raised London Circuit will provide a new gateway to the city that supports the extension of light rail to the lake and improve city traffic flows. This investment is included in the indicative project pipeline for city planning and land release.

This should allow work to start on the section from City to Commonwealth Park project more quickly while we continue to work through the infrastructure, design, environmental and planning challenges for the link from Commonwealth Park to Woden.

Extending light rail from the City to Commonwealth Park is a valuable project in its own right because it will improve access to important destinations like City West, Henry Rolland Park, the Acton Waterfront and Canberra's lakeside.

City West and the Acton Waterfront are growing hubs of community, residential and commercial activity and it will be important to ensure these precincts are well serviced by public transport as they grow.

The Commonwealth Park to Woden link involves complex planning, environmental and infrastructure design work, including in relation to crossing the Commonwealth Avenue Bridge and passing through national land along State Circle. It also requires particular consideration of sensitive heritage and planning matters, given it will pass through the Parliamentary Triangle. These issues need to be carefully addressed in partnership with the National Capital Authority and the Government will progress this while the City to Commonwealth Park works are underway.

The City to Commonwealth Park phase of the route will extend from the existing Alinga Street light rail stop on Northbourne Avenue, along the western segment of London Circuit, and terminate on Commonwealth Avenue at Commonwealth Park. In July 2019 the Government also lodged approvals for a second phase which is intended to proceed from Commonwealth Park to Woden via State Circle East and Adelaide Avenue.

The City to Commonwealth Park phase is expected to be ready to take passengers in 2024. The timing of the further extension to Woden will be determined by ongoing discussions with the Commonwealth over the final route and approvals.

Faster rail between Canberra and Sydney and stronger freight links

Improving rail transport links between Canberra and Sydney and strengthening freight links across the entire Canberra Region is a high priority to support our economic development and continue growing new opportunities on both sides of the ACT border.

The current rail service between Canberra and Sydney is slow by global standards, taking up to 4 hours and 20 minutes to travel around 300km. As it stands, the service cannot compete with air, car or coach travel. A faster rail connection between Canberra and Sydney presents a unique opportunity to strengthen the economic, service and social relationship between Canberra, our surrounding regions and Greater Sydney. Better rail services would not only expand and enhance the connectivity between two major cities, but would unlock further opportunities for tourism, freight, urban regeneration and more sustainable population patterns.

Recognising the important role of rail in better connecting regional centres and cities, the Australian, State and Territory governments are pursuing a range of opportunities to upgrade the rail network in Australia. Better use of our existing infrastructure through improved timetabling, modern fleet and minor track improvements will reduce travel times and enhance customer experience in the short term, while strategic track upgrades and major realignments that are future-proofed for high speed rail lay the foundations for a more significant shift in rail technology in the longer term.

As most of the rail infrastructure upgrades required to improve the Canberra to Sydney rail link are in NSW, many key decisions on investment and construction to improve this corridor lie with the NSW Government. The Federal Government also has an important role to play as this is a nationally significant corridor. However, given the significant benefits this work would deliver for the Canberra community and our wider region, the ACT Government stands ready to support and invest in works undertaken in partnership with the NSW Government.

As Canberra's international gateway, the Canberra International Airport is also well placed to support increased air passenger and freight movements to and from the region. With the arrival of international flights to Canberra and the ongoing development of high-quality freight forwarding facilities for both fresh and other goods, the Canberra Airport will have a growing role to play in linking businesses and producers in the Canberra Region to the world. The airport currently has no night time curfew, significant runway capacity, easy access to key road freight routes, and is close to land for potential future commercial development.

Both the ACT and NSW Governments have been making significant investments in the regional road network in recent years, including upgrades to the Monaro Highway and other feeder roads into the Canberra Airport. We will continue to prioritise these investments to support a more integrated supply chain from the region to customers throughout the world.

Through our regional engagement frameworks, we will continue to coordinate and advocate for investment in rail, air and road infrastructure on both sides of the ACT border in the coming years.



Major road duplication and intersection upgrades

The ACT Government is continuing to build a better road network to keep Canberrans safe and moving, while progressively improving the infrastructure that supports active forms of travel like walking and cycling.

Work has commenced to deliver a major upgrade of the Monaro Highway aimed at delivering consistent and safe 100km/h speeds along its length. The ACT Government has provided up to \$100 million over five years to match funding from the Commonwealth for the Monaro Highway under the National Partnership Agreement on Land Transport Infrastructure Projects program. The planned works include replacing bottleneck intersections in the Pialligo corridor to the north, and adding new overtaking lanes at the ACT border in the south.

We are also working to reduce travel times for people in Belconnen, Woden and Tuggeranong by delivering the full duplication of Athllon Drive, William Hovell Drive and the major arterial road between Belconnen and Gungahlin. These major road links provide rapid corridors for public transport as well as private vehicles, making it faster and easier for people to commute by bus from our town centres.

The ACT Government delivers cycling and walking infrastructure as an integrated part of major road projects. For example, as part of the Horse Park Drive duplication project completed in 2019, we delivered 12.5km of on-road and 5km of off-road cycling infrastructure as well as pedestrian signals at the Amaroo playing fields. Through these major road duplications and upgrades, we will continue to grow Canberra's network of active travel infrastructure and support the shift to sustainable travel in the Territory.

Priorities – the longer term

Future stages of light rail

The ACT's light rail network plan foreshadows a city-wide network structured around a north-south spine connecting Gungahlin and Woden, and an east-west link connecting Belconnen to the Canberra Airport. As with many transport infrastructure projects, however, there is a large upfront cost for building each stage, with the benefits accruing over time as our city grows.

This is why the ACT Government will deliver the future light rail network progressively in stages over the years ahead. Dependent on engagement with the Commonwealth, Stage 2 of light rail to Woden is expected to be operational around the mid-2020s. Following this, the next priority will be to take light rail to Canberra's west by connecting Belconnen and the city. This will provide the first stage of a future east-west link, with a following stage connecting the city to Canberra Airport.

Intersecting the north-south spine at the City, Stage 3 of light rail will connect to Canberra's second-largest town centre in Belconnen as well as linking key facilities like Calvary Hospital, University of Canberra, the Australian Institute of Sport and the Australian National University. Already an area with growing transport demand, the further addition of around 30,000 new residents at Ginninderry in the coming decades makes Belconnen to the City the natural choice for the third stage of light rail – and onwards to the Airport via the Russell defence precinct.

Stage 4 extends the network to the significant employment, shopping and residential hub of Tuggeranong Town Centre via Mawson. This stage will provide a viable alternative to private car travel, reduce congestion from Tuggeranong to Woden and the CBD, and lead to urban renewal along the corridor – providing enduring support for local businesses, better transport options for Tuggeranong residents, and an economic boost for group centres in Mawson, Wanniasa and Kambah.

The light rail master plan aims to deliver a new stage of light rail roughly every five years. The program to deliver future stages of the city-wide network is also subject to change in response to strategic transport opportunities, the impacts of Commonwealth planning approval processes and the ACT's fiscal capacity.



Reducing transport emissions

By its nature, transport has been the most challenging sector for climate action around the world. However, the ACT is well placed to reduce transport emissions and achieve our target of net zero emissions by 2045. Canberra commutes are shorter than average capital city journeys, we are early adopters of technology, and there are a large number of commercial and Government vehicles in our fleet which tend to be replaced more regularly.

Importantly too, the Canberra community has demonstrated strong support for setting and achieving ambitious climate goals and we have a well-mapped out plan for achieving our target. To help achieve our target, we aim to reduce transport emissions by 25 per cent from 2020 levels by 2025. This will be achieved through supporting the community and industry to follow the lead of Government by changing travel behaviour and vehicle choice.

The ACT Government is leading this transition through our own actions. The ACT's *Transition to Zero Emissions Vehicles Action Plan 2018-21* provides a road map to achieving a zero emissions ACT Government fleet by progressively replacing all government passenger vehicles (where fit for purpose) with zero emission vehicles.

The ACT has recently completed the trial of electric buses and this will inform our thinking on how to progressively transition our bus fleet to zero emissions by 2040 - consistent with the target date in the Climate Change Strategy - while ensuring an efficient and attractive bus service. As we progress towards a zero-emissions bus fleet, significant further investment will be required to upgrade our bus depots and workshops with the necessary technology to support these vehicles. This investment will need to be closely coordinated with the roll-out of zero-emissions buses to ensure the network can continue to operate effectively as our fleet changes. The Action Plan also supports private investment in zero emissions vehicles by requiring electric vehicle charging at new multi-unit and mixed-use developments. This will help reduce barriers to the update of zero emissions vehicles by the broader Canberra community.

As community support is critical to a successful transition to a carbon neutral transport system, we will promote active travel for local trips and encourage the use of public transport with multi-modal transport options involving bike & ride and park & ride. We will also encourage community behaviour change and adoption of carbon-neutral technology through information campaigns and the use of integrated on-street infrastructure such as electric vehicle charging stations.

Indicative project pipeline

Project	Budget announced ¹	Considered over next five years	Longer term	Description
Light Rail				
Building a better city - Light Rail Stage 2 - City to Woden - Construction		>\$500m	>\$500m	Delivering light rail from the City to Woden
Building a better city - Light Rail Stage 3 - Construction			>\$500m	Delivering light rail from Belconnen to the city and then on to the Airport
Building a better city - Light Rail Stage 4 - Construction			>\$500m	Delivering light rail from Woden to Tuggeranong
Roads improvements²				
Major road improvements program			\$250-500m	Major intersection improvements in Gungahlin
Roads Augmentation Program			\$250-500m	Infrastructure facilitating land releases for the new suburb of Whitlam in Molonglo
Road augmentation - Parkes Way Improvements			\$100-250m	Anzac Parade/Parkes Way grade separation
Monaro Highway	<\$50m	\$50-100m	<\$50m	Widening and targeted upgrades on the Monaro Highway through the continuation of Commonwealth and ACT Government funding ³
Road augmentation in Central Canberra		\$50-100m	<\$50m	Additional lanes between Coranderrk Street and Kings Avenue, works on Morshead Drive, Fairbairn Avenue and Parkes Way
Road augmentation in Tuggeranong			<\$50m	Road duplication and intersection improvements in Tuggeranong
Road Augmentation - Bindubi Street Extension			<\$50m	Extending John Gorton Drive to Bindubi Street
Road Augmentation - Duplication of William Hovell Drive		<\$50m		Full duplication
Road Augmentation - Duplication of Athllon Drive, Tuggeranong		<\$50m		Full duplication
Road Augmentation - Mouat Street duplication		<\$50m		Duplicating Mouat Street between Challis Street and Ginninderra Drive
Better connecting Belconnen and Gungahlin	\$45m			The Commonwealth and ACT Governments are jointly undertaking upgrades to the arterial road between Belconnen and Gungahlin, including duplicating the section between Ginninderra Drive and the Barton Highway
Roads to Recovery Program (Federal funding)	\$32m			Commonwealth-supported road improvements

Project	Budget announced ¹	Considered over next five years	Longer term	Description
Making our roads safer while keeping Canberra moving	\$30m			Design and construction of upgrades to the Monaro Highway as well as bridge strengthening to improve heavy vehicle safety ⁴
Building a better city - Gundaroo Drive duplication - Stage 2	\$15m			Stage 2 of the Gundaroo Drive duplication which will complete the duplication from Gungahlin Drive through to the Barton Highway
Morrisset Road extension		<\$50m		Updated detailed design and Environmental Impact Statement for the extension of Morrisset Road
Bus infrastructure				
Zero emissions bus depots			\$150-300m	Establishing new depots in Tuggeranong, Mitchell and West Belconnen to support a zero emissions fleet
Woden Bus Interchange		<\$50m		Integrating the upgraded Woden bus interchange with light rail
Woden Bus Depot completion		<\$50m		Undertaking stage 2 of the new Woden Bus Depot
Park and Ride including public safety (CCTVs)		<\$50m	<\$50m	Upgrading security for Canberra's park and ride facilities for improved public safety
Bus Layovers and Driver Facilities		<\$50m		Delivering new facilities in Gungahlin, Fraser and others to improve network efficiency
Building a better city - New Bus Depot at Woden	\$25m			Delivering Stage 1 of the new Woden Bus Depot to support the new bus network
Active travel				
Build the CBR Active travel network		<\$50m	<\$50m	Strengthening active travel links between City-Molonglo, City-Tuggeranong, City-Queanbeyan, and City-Belconnen and connections between town centres Tuggeranong to Woden, Weston Creek and Molonglo to Belconnen, Belconnen to Gungahlin
Buses				
Better buses to support the new bus network	\$45m			Progressively delivering a new and more efficient bus fleet
WayFinding		<\$50m		Rolling out real time passenger information and consistent signage
Expansion of the rapid bus network	\$22m			Procuring additional buses to support the new bus network

Notes:

1. Budgeted totals are from the 2019-20 Budget and represent the remaining budget for listed projects, where this is equal to or exceeds \$10 million.

2. Works on London Circuit and Commonwealth Avenue intersection to support improved urban amenity and connectivity with Stage 2 of light rail to Woden are included in the indicative project pipeline for City planning and land release.

3. This project will total \$200 million, including a \$100 million contribution from the Commonwealth Government. See also footnote 4.

4. Part of this funding relates to the \$200 million commitment by the Commonwealth and ACT Governments to improve the Monaro Highway. See footnote 3.



City services, utilities, waste and recycling

Canberra has been recognised as one of the world's most liveable cities. Our investments in city services and utilities – both now and in the future – will aim to keep it that way by protecting the unique local character of our suburbs and regions.

The quality of our city services and utilities infrastructure affects the lives of Canberrans every day – from the power and waste management we rely on in our homes to the community playgrounds, footpaths, trees and green spaces that make our suburbs special. As our city grows, an important focus of our infrastructure planning will be balancing the need for investment in new suburbs and regions with maintaining and upgrading existing assets in more established suburbs to ensure all Canberrans have access to great city services and reliable utilities.

Drivers of future demand for city services and utilities

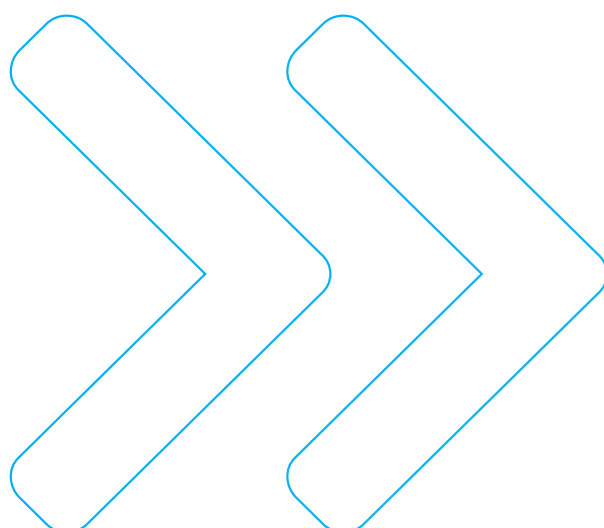
The ACT's growing population will continue to drive strong demand for city services and utilities, but the nature of this is changing over time. As we transition to a more compact city with more people living in the city, town centres and along major transport corridors, this brings with it the need to upgrade and augment essential utilities infrastructure like water and electricity networks and strengthen the provision of city services.

In recent decades, a large share of Canberra's infrastructure investment in city services and utilities has been directed to new suburbs to ensure these are well-serviced as residents start to move in. This kind of investment will continue to be important for new suburban estates such as those in Molonglo and Ginninderry. However, the growing number of people living in more established suburbs will see more investment directed in these areas in the years ahead. Changes in population by region across Canberra clearly highlight this need; for example around 30,900 more people are expected live in the inner north and south by 2038.

At the same time, some of the city services and utilities infrastructure in Canberra's older suburbs is now several decades old and will need to be progressively upgraded or replaced to ensure continuity of high quality services for Canberrans. This not only includes infrastructure like footpaths and water pipes but also particularly encompasses Canberra's urban forest.

The need to mitigate and adapt to the impacts of climate change will also be a significant driver of how, where and when we invest in city services and utilities infrastructure. Decisions we make today about the make-up of our utilities network will directly influence the ACT's ability to achieve zero net emissions by 2045. This is why the ACT Government is removing the requirement for reticulated natural gas infrastructure to be installed in new suburbs. Similarly, preparing Canberra for hotter and more unpredictable weather will require growing our green canopy and maintaining plenty of permeable surfaces; both factors being directly influenced by the investment choices we make in city services.

New approaches to waste management will also be needed, both to respond to Canberra's ongoing population growth and the changing dynamics of the Australia recycling industry. The ACT Government has been leading a transition to better waste handling practices in recent years, including through the introduction of a Container Deposit Scheme for plastics and glass recycling, and the roll-out of green bins to better handle organic garden waste. We are also currently developing new ways to manage food and organics waste. The Commonwealth Government's announcement in August 2019 of a future ban on the export of Australian waste is likely to fundamentally change how the national waste industry works, and we will be seeking opportunities to advance the ACT's ambitious climate and waste management targets as this happens. For example, the Canberra Region could become home to a significant local food and organics recycling industry which would both create new economic opportunities and help us continue to reduce carbon emissions in this sector.





Meeting our future needs

In meeting Canberra's future needs in city services and utilities, the Government is focused on how we can make the most of our existing infrastructure asset base and then build on this foundation to make our city even better.

Some city services, such as waste management, parks and sportsgrounds, are delivered directly by government. Others, such as energy and water, are delivered through public trading enterprises or in partnership with the private sector. Regardless of how these are delivered, we are committed to maintaining and strengthening the quality of these services.

The Government is working with Icon Water and Evoenergy to make the investments required for the reliable delivery of energy and water services. This planning is driven by the objectives of secure, affordable and sustainable utilities. By taking a proactive approach, the ACT Government will ensure that the ACT's electricity generation, distribution, and transmission infrastructure will meet the needs of our growing communities into the future.

Building from our prior investments in significantly expanded water catchment and storage infrastructure such as the Cotter Dam, we will continue to work with Icon Water to monitor water use trends as our city grows and becomes more compact, and ensure our approach to use and supply is sustainable in a changing climate. The ACT Government is also directly responsible for delivering a range of major stormwater infrastructure such as ponds, wetlands, floodways and major structures associated with these including dams and spillways. We will continue to invest in these assets through the annual capital works program, to help maintain healthy waterways both in the ACT and throughout the Murray Darling Basin river system.

Canberra's parks, ovals, playgrounds and local shops play an important role in our city's social fabric. Our future investments will reflect the importance of maintaining these community facilities in established suburbs as well as building them for new ones. In making investment decisions, we will particularly focus on upgrading and augmenting facilities in suburbs which are seeing significant urban renewal and population growth. This will ensure that existing facilities are not overwhelmed by additional demand and that Canberrans who choose to live in the city or our town centres still have access to parks, community facilities and other great city services.

Canberra's urban forest is one of the things that gives our city its natural character; maintaining and strengthening it will also be crucial to support adaptation and mitigation with a changing climate. The ACT Government has set a 30 per cent target for our green canopy and permeable services and we will progressively work towards this with new investment in the years ahead. However, a target this ambitious cannot be achieved by government action alone. Homeowners, businesses and communities will also have a role to play in strengthening Canberra's green canopy through their own building and landscaping choices.

Priorities

The ACT Government's investments in city services and utilities are generally undertaken on a different scale than other infrastructure assets. Rather than requiring investment in single, large infrastructure assets like a new school or health centre, effective delivery of city services and utilities generally requires consistent investment in many smaller-scale assets across the city to add new facilities, or upgrade and augment existing ones.

The ACT Government has a significant pipeline of currently-funded works to improve the quality of Canberra's city services and the reliability of our utilities supply, and will continue to add to this in the years ahead. In response to the Canberra community's needs and preferences, this pipeline is focused on investment in a number of key areas.

Stormwater

The Government will continue to invest in our existing stormwater assets to improve water quality as well as to ensure reliability of services as more people come to live in our city, town centre and transport corridors. We will also continue to improve our understanding of stormwater flood risks and make targeted investments to manage these risks.

Electricity and gas

To ensure the reliable and clean provision of energy in the ACT, the Government has a significant program of energy infrastructure projects now in planning and underway. These include:

- › Next Generation Energy Storage Program which will support the roll out of 5,000 solar batteries
- › Hydrogen demonstration project, including 20 hydrogen cars
- › Gold Creek substation underground cable feeder installation
- › Undergrounding of transmission and distribution lines within Lawson
- › Molonglo Valley substation development
- › Finalising the delivery of a second electricity supply for the ACT. This project will provide a second independent connection point for supply of electricity to the ACT from the national grid.

Water and waste water

To ensure water and wastewater quality in the ACT, Icon Water will be undertaking a major program of augmentation and replacement works in the next five years. These projects include renewing or upgrading:

- › water mains across the Inner North and Inner South regions which were typically installed prior to development in the 1940s
- › sewer mains in suburbs across Belconnen, Woden, and parts of the Inner South which were generally installed as part of development in the 1960s
- › the Lower Molonglo Water Quality Control Centre
- › the Belconnen trunk sewer
- › water meters for 40,000 households and businesses
- › the Googong water treatment plant.



Waste

Our current and future investments will support Canberrans in generating less waste and stepping up recycling efforts to promote a circular economy. In the near-term this will include continuing the city-wide roll out of green bins, introducing a bulky waste service and upgrading Canberra's current materials recycling facility.

Future investments in the ACT's Materials Recovery Facility will support a transition to a circular economy by increasing the range of materials which can be recovered for recycling. The current facility supports sorting and recycling of a range of materials including plastics and glass, but broadening the range of materials that can be recovered will help build a cleaner waste stream and reduce the amount of Canberra's rubbish that ends up in landfill.

With around one-third of all rubbish which goes into Canberra's bins being food waste, investing in better ways to manage food and organic waste will also be a priority. With the right processing capability, this waste can be converted into useful products like fertiliser instead of going into landfill where it then generates harmful emissions like methane.

The ACT Government has set a target of diverting 90 per cent of Canberra's waste from landfill by 2025. With around 75 per cent of waste currently being diverted through recycling and other channels, there is still more work to do to realise a circular economy in our community.

Even with a renewed focus on recycling and waste reduction, additional landfill capacity is expected to be needed at the Mugga Lane Resource Management Centre beyond 2020. The Government is currently working through options to meet this need, including in the context of new opportunities created by the Commonwealth's support for growing the national domestic waste industry.

Urban forest

We are currently stepping up tree planting towards the target of having a 30 per cent green canopy for Canberra's urban environment by 2045. Canberra's street trees are assets with an expected lifespan, and more of our current stock will reach this point in the coming years – particularly given a changing climate. Our current focus is to step up the replacement rate so that more trees are added to our green canopy than removed from it. As we achieve this, we will also be working with households, businesses and community groups to address how decisions taken beyond government about the built form and landscaping of our suburbs and regions can help grow Canberra's green canopy.

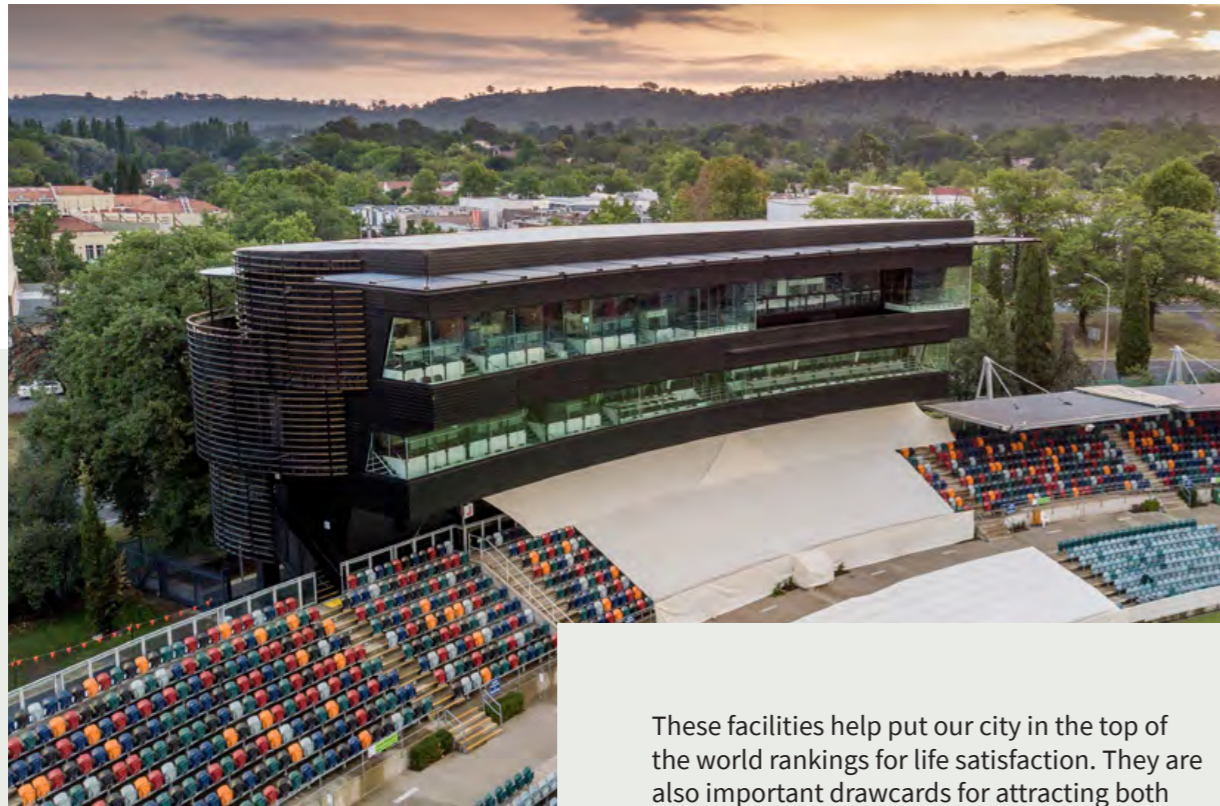
Community facilities and city amenity

Canberra has many great parks, sportsgrounds, local shops and playgrounds, and we will continue to invest in maintaining these while adding new infrastructure in both new and more established suburbs in the years to come. Safety and accessibility are the government's top priorities when making investment decisions for this type of infrastructure. But we will also seek to strengthen the role these facilities play in building stronger communities through activation initiatives, public events and programs which promote community stewardship.

Indicative project pipeline

Project	Budget announced ¹	Considered over next five years	Longer term	Description
Stormwater management				
Catchment Water Quality and Stormwater Network Improvements		<\$50m	\$50-100m	Improvements to the water quality for catchments including for ponds, dams and flood master plans
Improving stormwater networks	\$19m			Upgrade of the stormwater network in Fyshwick, Waramanga, Page and Weetangera
Public amenity				
Tuggeranong Town Centre upgrade package		<\$50m		Continuing upgrades to the Tuggeranong Town Centre including laneways, Anketell Street and active travel links
Southside Memorial Park & Crematorium		\$50-100m		Development of a southern cemetery and crematorium for Canberra
Better Customer Service – Improving Online Platforms			<\$50m	Better connecting the community with city services
More trees		<\$50m	<\$50m	Maintenance of existing and increased planting of trees throughout Canberra to meet our canopy targets
Tuggeranong public amenity improvements		<\$50m		Upgrades to suburban and lake infrastructure, local shopping centres, cultural and community facilities and playgrounds
Play space, playground, skate park and grassland upgrades - improving public safety		<\$50m	<\$50m	Continued upgrades of our recreation areas to modernise and improve safety
Waste management				
City Services and waste management enhancements program		<\$50m	<\$50m	Improvements to recreational areas, libraries, car parks as well as the delivery of ICT and waste management projects
Better services in your community – Rehabilitating landfill sites	\$25m			Completion of the rehabilitation of the West Belconnen and Mugga Lane Resource Management Centres
Additional/ significant upgrade to the Material Recovery Facility			<\$50m	Investment into materials recovery to address the long-term requirements for recyclables processing in the Canberra Region
Better services in your community – Essential waste management infrastructure	\$14m			Additional landfill capacity at the Mugga Lane Resource Management Centre
Northside Transfer Station		<\$50m		Replacement of Mitchell Transfer Station
Regional food waste processing facility		<\$50m		Anaerobic digestion, composting or other technology supporting better management of food and organic waste

Notes: 1. Budgeted totals are from the 2019-20 Budget and represent the remaining budget for listed projects, where this is equal to or exceeds \$10 million.



Cultural and recreational facilities

High quality cultural and recreational facilities support good health and wellbeing along with a strong sense of community and place. Canberra boasts a broad range of cultural and recreational facilities that make our city lively and liveable by providing places for residents to pursue their interests, make connections and build social networks.

These facilities help put our city in the top of the world rankings for life satisfaction. They are also important drawcards for attracting both new residents and visitors from interstate and overseas.

Canberra's sporting and recreational infrastructure provides opportunities for active living for all ages and interests. With parks, playgrounds, playing fields, leisure centres and swimming pools located in dozens of suburbs across the Territory, Canberrans are never far from these facilities. Major sporting venues also cater to professional and representative activities across a range of codes and sports. For example, the multi-use facilities at Stromlo Forest Park include a cycling circuit, cross country running track, equestrian trails and mountain bike trails. Manuka Oval is our premier venue for cricket and AFL events, with facilities to host international test matches. The Canberra Stadium is home to rugby league, rugby union, soccer and other sporting events in the Territory, while Lake Burley Griffin is a focal point for water sports, bordered by extensive recreational parks, running and cycling tracks.

Our arts and cultural facilities also span a wide range of assets – from commercial theatres to community arts centres. The Canberra Theatre and The Playhouse provide a hub for touring and local theatre and music productions, while

the AIS Arena hosts larger-scale international and national acts. There are 15 local arts centres spread across the city, with the Ainslie + Gorman Arts Centres, the Belconnen Arts Centre and the Tuggeranong Arts Centre acting as regional hubs. These community facilities provide space for a wide range of local arts and cultural activity, including exhibitions, creative workshops, dance, concerts, markets and festivals.

Having strong and vibrant cultural facilities isn't just good for Canberra's artistic and community life. They also support the growth of our local creative industries, in partnership with professional creators and local tertiary institutions like the ANU Schools of Art and Music and the Academy of Interactive Entertainment. Growing Canberra's creative industries is an important part of our broader plan to diversify the ACT economy over time, and our future investments in cultural and recreational facilities will aim to strengthen this industry's foundations in our city.

As the national capital, Canberra is also home to many of the key national cultural institutions, including the National Gallery of Australia, the National Portrait Gallery, the National Museum of Australia, the Australian War Memorial as well as the current and Old Parliament House. While the Commonwealth's future investments in these assets are outside the ACT Government's pipeline, we will work closely with the Federal Government in coordinating investment which maximises the benefits for Canberra's community and economy.

Drivers of future demand for cultural and recreational facilities

As Canberra grows, the variety and scale of cultural and recreational infrastructure our city needs is changing. When some of our city's key arts and sporting facilities were built, our city had a population well under 200,000. As we look ahead to Canberra's population reaching 500,000 by 2029, there are clear opportunities to attract and support a wider range of arts and sporting activities than has been possible in the past.

In deciding where and when to make investments that will support these new opportunities, an important consideration is the capacity to use our existing infrastructure better or differently. There are some facilities, such as the Canberra Theatre, which are both reaching the end of their functional life and have capacity constraints which make them no longer fit for purpose for a city of Canberra's size. Other facilities, such as the Manuka Oval and Canberra Stadium, have had more continuous upgrades over their lifetime and have ongoing capacity to host major national and international events. The Government will carefully consider the best options for meeting future needs in this context, with our investments featuring a mix of newly-built infrastructure and significant upgrade or renewal works.

Investing in our community-level facilities is just as important as investing in city-wide infrastructure. As Canberra grows and becomes more compact, our existing arts and sports facilities are seeing rising demand for space and access. As our creative industries grow and develop, we also need a strong network of community-level facilities to foster local talent and build the pipeline of tomorrow's talented creators.

The ACT Government has responded to this growing demand by investing in 49 new and refurbished sports facilities in the past five years, including Stromlo Leisure Centre and upgrades to Woden Park, Phillip Oval and the Narrabundah Ballpark, as well as adding capacity through projects like the Belconnen Arts Centre expansion and upgrades to the Ainslie + Gorman, Strathnairn and Tuggeranong arts centres. New recreational facilities which will come online in the early 2020s will also help address demand at existing ones, including the Kingston Arts Precinct, the Stromlo Leisure Centre and the Home of Football at Throsby. We will keep working to deliver a strong pipeline of new and upgraded culture and recreation facilities across Canberra to ensure our growing community continues to have easy access to high quality facilities for participating in the arts and sport.



Meeting our future needs

Given the range of assets and diversity of community uses supported by Canberra's cultural and recreational facilities, future investment will need to be carefully planned and staged. The Government plans to work closely with the Canberra community in balancing investment in city-wide assets and suburb or region-level projects. The cost of one stadium or convention centre could equally accommodate dozens of local projects, and the community's priorities will be important in driving decisions about how best to direct future investment.

It must also be acknowledged that cultural and recreational facilities are part of a broader government infrastructure pipeline which encompasses investments supporting essential service delivery in areas like healthcare, education and transport. The ACT's fiscal capacity will therefore influence decisions about how and when we can invest in arts and sports facilities as the Government has a responsibility to ensure infrastructure needs are met in these core service areas as a priority.

Unlike many other areas of government service delivery infrastructure, some cultural and recreational facilities have strong commercial components and opportunities. For example, major performance venues, stadiums and convention centres all generate opportunities for commercial return alongside their community benefits. In delivering future investments in new or upgraded infrastructure, the ACT Government will therefore seek to partner with commercial and other agencies where this can strengthen the outcomes delivered for the Canberra community. Private sector or Commonwealth co-investment can see projects delivered more quickly than would be possible within the ACT's investment pipeline alone, while also supporting broader objectives such as precinct renewal and new connectivity between facilities.

Priorities – the next five years

A new Canberra Theatre

The current Canberra Theatre Centre was built in 1965, meaning it predates the Sydney Opera House, the Adelaide Festival Centre and the Melbourne Arts Centre. Designed for a city of 88,000 people, it has a current seating capacity of approximately 1,200. Because of the era in which it was built, the theatre also lacks the space, facilities and equipment to accommodate the logistical and technical requirements of modern touring shows.

Canberra's population today makes our city an attractive market for touring shows and artists. However, the capacity and technical constraints of the Canberra Theatre mean larger touring shows currently bypass the ACT. Both the size and technical capacity of the theatre need to be significantly expanded to give Canberrans and residents of our surrounding region access to the same range of theatre, music and dance experiences available in other capital cities.

The ACT Government has commenced design and scoping for a new theatre centre that has the seating capacity and facilities to support large scale national and international concerts, musicals, theatre and dance. The new facility is intended to see the existing theatre repurposed with a flexible flat floor to accommodate about 2,000 people, while retaining The Playhouse Theatre which was built in 1998. The new theatre will also include additional, and more flexible, spaces for live music, experimental and local performances.



The new theatre centre will be delivered as part of the City Renewal Authority's broader plan for an Arts and Cultural Precinct. The precinct will also link together the Canberra Museum and Gallery, the Legislative Assembly building and Civic Square with hotel, retail and commercial facilities currently under construction on the southern section of the precinct. The precinct will become a renewed hub for Canberra's artistic and cultural life, while providing a new attraction for visitors to Canberra.

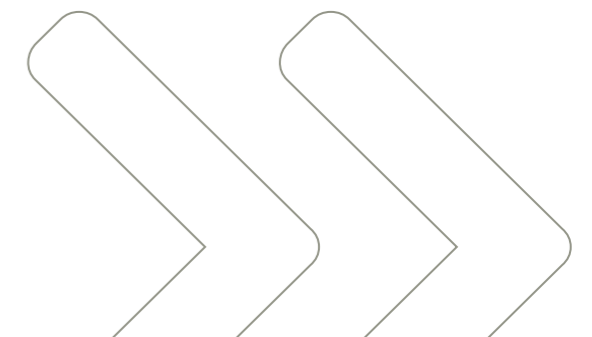
Kingston Arts Precinct

The Kingston Arts Precinct is both a key feature of the Kingston Foreshore urban renewal project and a new arts hub which will significantly expand access to spaces to make and create in Canberra. The precinct will integrate purpose-built arts facilities with much-loved buildings which tell the story of Canberra's early days like the Former Transport Depot, the Fitters' Workshop and the Canberra Glassworks. It will also feature new public spaces, accommodation for visiting artists, outdoor events facilities and additional car parking supporting the entire Kingston Foreshore dining and retail precinct. It will have a particular focus on the visual arts by providing a new home for some of Canberra's leading arts organisations including Canberra Contemporary Art Space, the Canberra Glassworks, CraftACT, M16, Megalo Access Arts and Photo Access.

The Kingston Arts Precinct has been scoped and designed in partnership with Canberra's local creative communities, as it will provide a mix of spaces where artists, resident organisations and creative businesses can make, teach, exhibit, perform and sell their work. Our shared vision is to make the precinct a leading destination for exploring contemporary visual arts and culture in the ACT, while incorporating and enhancing its significant heritage aspects including both its built form and social history.

By bringing together many of Canberra's leading visual arts organisations in one place, the establishment of the Kingston Arts Precinct will also create opportunities for new and emerging groups to gain access to dedicated arts spaces at facilities across Canberra.

The Kingston Arts Precinct is being delivered through a private sector partnership, with construction scheduled for completion in 2023.



Priorities – the longer term

New Canberra Stadium

Canberra has a long history of sporting success in national and international arenas, and is home to much-loved local teams like the Raiders, the Brumbies and the Capitals who compete at the top level in their codes. Our economic development strategy also has a focus on expanding sporting and cultural tourism within both the domestic and international markets, which means Canberra needs high-quality infrastructure to attract major events.

While Canberra Stadium is currently home to most of our city's elite sporting activity; the ACT Government owned Manuka Oval has also been playing a larger role in recent years following capacity and infrastructure upgrades to bring it to an international standard.

Canberra Stadium is a Commonwealth Government asset belonging to the Australian Sports Commission. The ACT Government has rented and maintained it as a tenant since 2001. The stadium has capacity of around 25,000 and has been progressively upgraded in stages since its construction; most recently a new replay screen and turf in 2018-19.

While its layout is not consistent with the world's best contemporary rectangular stadiums and there is not enough covered seating which reduces visitation at matches during the Canberra winter, the stadium continues to have capacity and facilities to host world-class events for some time to come.

The Government has commenced consideration of future stadium needs in Canberra beyond the mid-2020s. This scoping work is considering how best to meet our city's needs for a rectangular stadium which can host domestic and international rugby league, rugby union and soccer games, while also accommodating major concerts.

A new stadium would likely require a seating capacity of around 25,000, be compact enough to allow spectators to get up close to the action, support year-round use and have good access to public transport and parking.

The existing Canberra Stadium site owned by the Australian Sports Commission is one option for developing a new stadium, with the site's footprint providing ample space for a new stadium.

However, it is not well enough connected with existing retail and commercial precincts and there are limited facilities for efficient public transport of the scale needed to service attendance at games and events. The ACT Government would also need to either purchase the site from the Commonwealth Government or enter into some other kind of land-use arrangement.

Alternative options under consideration include re-developing the existing Civic Pool site on Constitution Avenue or incorporating a new facility into the future redevelopment of EPIC. While the Civic Pool site has advantages in terms of its connectivity to the city centre, space and traffic constraints on the site may limit its feasibility.

Alternatively, as EPIC is located on the light rail corridor, is also closer to the city centre and has larger sites available, it may be most beneficial to co-locate a new stadium with other exhibition and community facilities at EPIC.

In mid-2019, the Commonwealth Government indicated it is exploring options for Canberra Stadium which may include its sale or redevelopment. Decisions about the location and timing of a future ACT Government stadium project will be significantly guided by the Commonwealth's decisions in relation to the existing facility.

We will engage the community and key stakeholders – including the major sporting codes – to progress scoping and planning for a facility which can be the premier home of sports and major events in Canberra into the coming decades.

National Convention Centre

As a major population centre and the national capital, Canberra needs a convention centre capable of hosting a wide range of industry, commercial, tourism and community events. The existing National Convention Centre is ageing and will need investment to upgrade and expand over the years ahead.

When considering future investment, there are various options for how a new facility could be developed. A national convention centre capable of hosting high profile events from across Australia and the world would be delivered at a different scale to a new Canberra convention centre, and would require differing levels of involvement from the Commonwealth.

The ACT Government has reserved a site in central Canberra for the development of a national convention centre on the scale of the proposed Australia Forum. This facility could include a large plenary hall, exhibition space, ballrooms, offices and meeting places, and would allow the Commonwealth to host international events in Canberra as well as support use by a wide range of major private sector conferences and events.

However, the cost of developing such a national-scale facility could not be met in full by the Canberra community or the ACT Budget. In the same way as the Commonwealth has supported the delivery of other major national institutions in Canberra such as the National Museum of Australia and the National Portrait Gallery, a new national convention centre would need to be primarily or significantly supported by the Commonwealth.

Delivering a new convention centre which can meet the business, research and meeting needs of a city of 500,000 people would be a different project. If the Commonwealth Government does not wish to partner with the ACT in delivering a national-scale centre, then work will need to progress to upgrade the Canberra Convention Centre within the coming decade.

This upgrade would be delivered at a different scale, but could also present an opportunity to fill current gaps in our cultural and recreational asset base. For example, Canberra does not currently have an indoor arena with capacity of around 7,500 to host mid-sized music and performance events. Combining such a facility into a new convention centre – or alternatively into a new Canberra stadium – would boost our city's capacity to host a wide range of national and international events.

The ACT Government will continue to explore options for the development of a new convention centre with the Commonwealth Government and the tourism and business events sector.

EPIC

Exhibition Park – more commonly known as EPIC – is the Territory's largest multi-purpose events facility. Home to major national events like Summernats and the National Folk Festival through to popular community ones like the weekly Farmers Market, EPIC is a popular site for recreation and cultural events year-round.

The ACT Government plans to maintain EPIC's status as Canberra's pre-eminent large format event space in the years ahead. The total site encompasses around 77 hectares of outdoor space and around 10,500 square metres of indoor space, giving EPIC significant capacity to host more community facilities and support a wider range of events more often in the future. Further, its location on the light rail corridor means EPIC is now more accessible by public transport to carry large numbers of people to and from the venue quickly and conveniently.

The ACT Government has commenced scoping work on future uses for EPIC which maintain and strengthen its position as a hub for events and community activities. Options under consideration include the potential for EPIC to host a new Canberra Stadium, upgraded facilities supporting major events like the Canberra Show, a large-scale venue suitable for hosting multicultural and other community events, and further education and sports facilities supporting the growing Gungahlin region.

Indicative project pipeline

Project	Budget announced ¹	Considered over next five years	Longer term	Description
Sporting facilities				
Sportsground and recreational facilities upgrades		<\$50m	\$250-500m	Upgrades to Manuka Oval and Stromlo Forest Park including grandstand improvements at Manuka Oval and accommodation and commercial village at Stromlo
Construction of a new Canberra Stadium			\$250-500m	A new rectangular stadium with capacity of approximately 25,000
Enclosed 7,500 seat capacity arena			\$50-100m	Additional capacity to be potentially delivered within a new stadium, convention centre, or as a stand alone arena
Better facilities for GIO Stadium		<\$50m		Stadium improvements and upgrades
Delivering the Home of Football at Throsby ²	\$20m			Football pitches, an indoor futsal facility, office space and associated amenities to be delivered in partnership with Capital Football
Better Services – Weston Creek and Stromlo swimming pool and leisure centre	\$17m			The Government is delivering on the construction of an aquatic centre at Stromlo Forest Park. The facility will include a 50 metre swimming pool and other facilities
Recreation areas				
Better infrastructure - National Arboretum		<\$50m	\$100-250m	Restaurant, amphitheatre stage and treetop walks
Parks and reserve infrastructure renewal		<\$50m	<\$50m	Renew asset base across the parks and conservation estate
Arts, Heritage and Tourism				
National Convention Centre			\$250-500m	A national facility for large conferences and summits in Canberra – Commonwealth supported
New Canberra Theatre		\$100-250m		Revitalising the Canberra Theatre precinct
Arts, Heritage and Tourism improvement program	\$50-100m	\$50-100m	\$50-100m	Gorman House Arts Centre, Kingston Arts Precinct, Exhibition Park, Gungahlin Homestead, Visitor development Mount Ainslie, Black Mountain, Redhill and Mount Taylor
EPIC Precinct Future Development		<\$50m	\$50-100m	Infrastructure works to facilitate future development in the EPIC precinct subject to further feasibility investigations

Notes: 1. Budgeted totals are from the 2019-20 Budget and represent the remaining budget for listed projects, where this is equal to or exceeds \$10 million.

2. The 2019-20 Budget provides \$25 million to construct the Home of Football at Throsby in partnership with Capital Football. The \$25 million includes Capital Football's contribution of \$5 million.

The pipeline of projects in the cultural and recreational facilities sector detailed above highlights the Government's focus on renewing our major assets while continuing to invest in new facilities to make participating in the arts and sport even more accessible as our city continues to grow.

There are also a number of projects in this sector which the ACT Government stands ready to support, subject to contributions from the private sector or the Commonwealth Government. These projects do not have indicative budgets or timings as these details will depend on proposals forthcoming from private sector or other partners.

These projects may include:

- › an ice sports facility on Canberra's southside
- › an indoor multi-sports facility at Woden
- › a gondola and adventure sports playground at Stromlo Forest Park.



Community services

High quality community services can empower people to meet their full potential, and make our community more inclusive and equitable. While the quality of these services is primarily driven by our investments in people and service capability, infrastructure also plays an important role in six key areas: public housing, emergency services, community centres, corrections, the ACT's courts and tribunal system, and policing.

Infrastructure in these areas is distributed right across Canberra, with the aim of making services as accessible as possible for vulnerable Canberrans and ensuring rapid response times in emergencies. As the city grows, continued investment will be needed to meet demand for community services, but how and where we invest will evolve over time as we pursue new approaches to affordable housing, reducing recidivism and keeping Canberrans safe.



Drivers of future demand for community services

Reflecting the diversity of community services the ACT Government provides, there are also a range of drivers that will influence demand for these in the years to come.

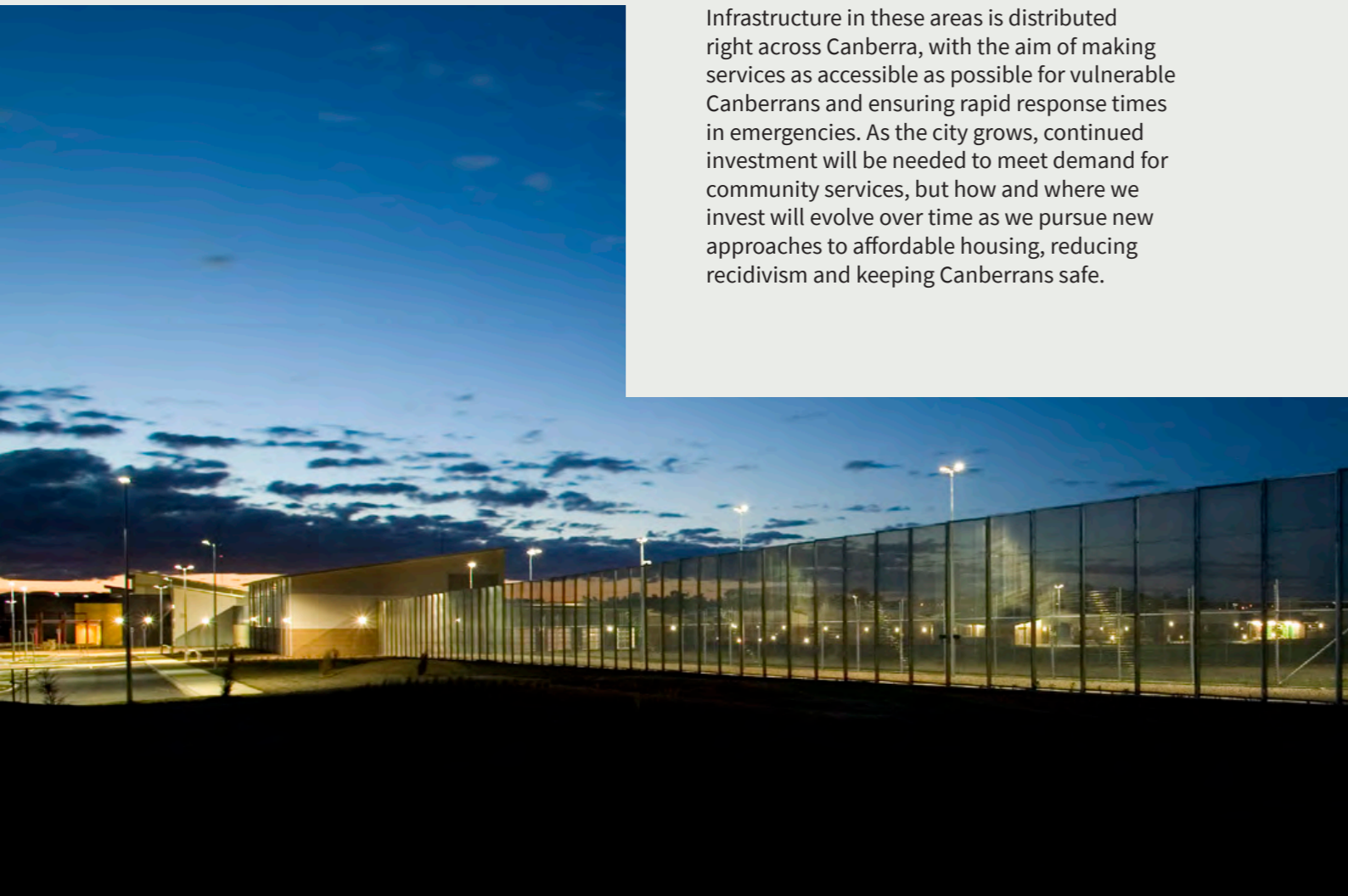
The Government is committed to the continued growth and renewal of Canberra's public housing stock. The ACT carefully targets public housing to those most in need, but we are increasingly also working with community sector partners to support the development of other social housing models which suit a spectrum of needs.

For example, the Government is piloting an incentive scheme for affordable rental properties by waiving land tax for owners who rent their homes at below-market rent through an affordable housing provider. We are also making more land available for affordable housing through the ACT Government's land release program, with a target now in place to deliver 15 per cent of annual residential land releases for public, community and affordable homes.

These and other actions currently being delivered under the ACT Housing Strategy aim to grow the supply of secure, suitable and affordable homes for Canberrans on low and fixed incomes – both within our public housing program and beyond it. Developing a strong and sustainable social housing sector will help manage the future demand for public housing as our city grows by ensuring there are a range of housing options available that match Canberrans' individual needs and their capacity to contribute towards rent or a mortgage.

Since 2015 the ACT Government has renewed 1,288 of our oldest public housing properties – replacing these with modern, comfortable and energy-efficient homes. Our next tranche of work will see around 1,000 more homes renewed, and 200 homes added over five years from 2019, but continued renewal will be needed in the years beyond this given both the age of many properties and the changing needs of tenants. In undertaking this ongoing public housing renewal, the Government will maintain the successful 'salt and pepper' approach which has traditionally distributed public housing through every Canberra suburb, while also ensuring new properties are located close to transport and services for residents.

As Canberra's population grows and the geography of our city changes, this is also changing patterns of demand for police and emergency services. Investments in emergency services infrastructure will play an important role in ensuring that ACT emergency response times for ambulance, fire and police are among the best into the future. As our city becomes more compact and efficient, this will require augmenting existing police and emergency services infrastructure, while also delivering new facilities in growth areas such as the Molonglo Valley. Importantly, infrastructure investments in this area will not only need to encompass buildings and vehicles, but also improved communications and IT platforms which allow our first responders to spend more time in the community and less time behind a desk.





Our changing climate is also likely to influence future demand for emergency services. More extreme weather events such as prolonged heatwaves, storms and floods, as well as a longer annual bushfire season, can all increase the need for investment in emergency services. The ACT Government's focus will be on mitigating these risks as much as possible by adapting how and where Canberra develops. Changes in planning, building and environmental management practices can significantly reduce the risks posed by a changing climate but cannot remove this entirely, which is why continued investment in our emergency services will also be required.

Canberra's three Child and Family Centres in Tuggeranong, West Belconnen and Gungahlin deliver a range of support programs and services for parents and young children across the ACT. Our youth and community centres are the hubs of social activities for teens and adults across the city. These centres receive support from the Government in infrastructure provision and funding. We are committed to ensuring Canberrans have access to community facilities that meet the needs of our growing city, by continuing to identify the future need for these facilities across the ACT, so that the community have the places and spaces to come together. For example, work is underway on a new community centre for Woden and initial scoping work for a dedicated community centre in Gungahlin will commence this year.

The ACT Government has set a target of reducing recidivism by 25 per cent by 2025. We are working towards this by significantly stepping up investment in early intervention and diversion initiatives which seek to prevent Canberrans coming into contact with the justice system in the first place, or support them to choose a different path following an initial contact. This includes establishing a dedicated Drug and Alcohol Court to divert offenders into treatment and other appropriate interventions, and providing new accommodation options for supervised bail through the Justice Housing Program to avoid people ending up in jail because they have nowhere else to go. We are optimistic that in time, this holistic approach will reduce the number of Canberrans coming into regular contact with the justice system and therefore also reduce demand at custodial facilities like the Alexander Maconochie Centre and the Bimberi Youth Justice Centre. However, achieving a sustained reduction in recidivism will also require ongoing investment in more flexible accommodation options and services that focus on rehabilitating offenders outside of prison and supporting their reintegration into the community.



Meeting our future needs

Providing accessible and high quality community services is a core responsibility for government, and these will always be primarily delivered directly by government agencies. However, as the range and focus of these services changes in the years ahead, there are also opportunities to draw more extensively on the expertise and capability of the community sector to deliver services differently and better.

Partnering with community organisations can strengthen the level of specialist expertise informing service design, and better engage under-served communities by removing barriers which can exist with government-run services. As we work to meet growing community need in areas like housing and homelessness and justice services, the ACT Government will be actively seeking new opportunities for community-sector partnerships and models of delivery.

Over time, this approach may also lead to an evolution in how we plan and deliver community services infrastructure. In recent years the ACT Government has piloted a range of ways to deliver physical infrastructure supporting service delivery by the community sector, including funding the development of a new dedicated health and community services centre for the Winnunga Nimmityjah Aboriginal Health Service, establishing the Justice Housing Program and undertaking the design of a new community centre in Woden Town Centre. We will also conduct early planning for a Gungahlin community centre. We are also investigating the best way to provide a hydrotherapy pool facility in Canberra's south which could involve partnership with the private sector and community providers. The Government will continue to seek innovative co-investment models which can better support the delivery of more effective and accessible community services in the future.

Priorities – the next five years

Growing and renewing public housing

A key action item under the ACT Housing Strategy is to continue growing and renewing Canberra's public housing stock. Over the next five years, we will invest \$600 million to replace and upgrade 1,000 existing homes and build a further 200 new dwellings. The renewal program is being supported with \$100 million of direct budget funding and \$500 million from the sale of aged homes which are no longer fit for purpose.

The first year of the program will see the commencement of the sale, acquisition, design or construction of approximately 350 properties. All of the new homes will be designed and built with sustainability and the thermal comfort of tenants in mind, with renewable electricity to be the preferred power source. The new homes will include passive heating and cooling supplemented by energy efficient heating and cooling units. The expansion and renewal of our public housing stock will also focus on delivering properties that suit the needs of our current tenants. This includes expanding the range of options suitable for people with a disability and older people who want to age in place, and providing more options for larger families with children who are not well catered for in ACT's older public housing stock.

In addition to this major investment in public housing growth and renewal, the ACT Government will also deliver a second Common Ground community housing complex to support Canberrans who are experiencing – or at risk of – homelessness. The new complex will be built close to existing shops, services and public transport in Dickson, and feature 40 units as well as communal and social enterprise spaces. The Common Ground model provides both intensive support for people who have experienced ongoing challenges with homelessness, as well as providing affordable rental housing for Canberrans on low incomes. In addition to providing secure and suitable accommodation, the Common Ground model delivers onsite support for tenants with individual case management, employment, training and social inclusion opportunities.

Construction will commence for Common Ground Dickson in 2020, with the complex expected to welcome its first residents in 2022. The ACT Government will continue to monitor demand for intensive homelessness support services of the kind offered by Common Ground, as part of future consideration of the expansion of the first Common Ground at Gungahlin.

Alexander Maconochie Reintegration Centre

The Government is committed to reducing the rate of incarceration and helping Canberrans who come into contact with the justice system successfully reintegrate into society. We understand that it is hard to reconnect with family and friends, and to rebuild confidence for social engagement and employment, after a period in custody.

That is why we are significantly expanding the Reintegration Centre at the Alexander Maconochie Centre, as part of our work to lower the rate of recidivism in the ACT by 25 per cent by 2025.

The reintegration centre provides accommodation for low-risk detainees who are due for release and supports them to improve living skills, re-establish connections with family and friends and pursue employment, rehabilitation and education opportunities. Outcomes from smaller scale programs of this kind have shown high success rates in helping former offenders find a stable pathway into society, reducing recidivism and incarceration while keeping the community safe.

Commencing in 2020, the capacity of the Reintegration Centre will be expanded from 15 to up to 95 detainees. This will help address capacity issues within the Alexander Maconochie Centre's higher security facilities, while giving more detainees the opportunity to prepare for a successful return to the community. This investment will be supported by an expansion of other programs at the centre, including employing additional case and program managers to strengthen the delivery of rehabilitation programs for detainees with all levels of support needs.

New emergency services facilities for the City and Molonglo

To help keep the ACT's emergency response times among the best in Australia, strategic analysis shows additional stations are needed for both the ACT Ambulance Service and ACT Fire and Rescue service. These new stations will be delivered in the city centre and the Molonglo Valley, reflecting expected population growth from urban renewal and the ongoing development of new suburbs in Molonglo. Adding new stations in these strategic locations will not only improve response capacity for these communities, but also across Canberra as a whole.

The new emergency services stations will co-locate ambulance and fire services to maximise their efficiency and help strengthen coordination between Canberra's first responders. Design, scoping and site selection work has commenced in 2019, with the two new facilities expected to be operational by the early 2020s.

New ACAT facilities

The aim of the ACT Civil and Administrative Tribunal (ACAT) is to support access to justice through the provision of time sensitive, accessible services to the ACT community. New facilities will assist ACAT to better deliver quick, cost effective accessible services to the community by providing larger, contemporary accommodation inclusive of formal hearing, mediation and dispute resolution rooms, as well as audio visual systems.

Priorities – the longer term

The ACT Government is currently driving a significant program of reforms across our portfolio of community services. From growing a more diverse and sustainable community housing sector and reducing recidivism to supporting more community-focused models for delivering policing and emergency services, we are working to fundamentally shift how community services are delivered to drive better outcomes for the Canberra community.

As these approaches represent a significant change in how we plan and deliver services, their longer-term implementation and associated infrastructure investments will need to be subject to evaluation in the coming years. The ACT Government has built evaluation into the design of these new approaches, and we will use the evidence gathered to guide the priorities for infrastructure investments in the second half of the 2020s and beyond.



Indicative project pipeline

Project	Budget announced ¹	Considered over next five years	Longer term	Description
Housing				
Growing and renewing more public housing ²	>\$500m			The Government will deliver 1,200 new homes, including the renewal of 1,000 existing homes, and an additional 200 homes to grow the public housing portfolio
Better Public Housing - Public Housing Renewal Program Properties	\$68m			The Government has been delivering the largest renewal of the ACT's public housing stock since self-government, with 1,288 of the oldest properties set to have been replaced with modern, comfortable and energy-efficient homes by mid-2019
Community and Social Housing	\$20m			Continually increase the supply of social housing in the Territory, as a business-as-usual model, and specifically for the acquisition of social housing stock
Emergency Services Agency				
ESA Improvement Program			\$50-100m	Upgrades to existing ESA infrastructure, communication technology and vehicles
City Station - Construction		<\$50m		A new ACT Ambulance Service and ACT Fire and Rescue station located in Canberra City
Molonglo Valley Station (ACTAS/ACTF&R) design and construction		<\$50m		A new ACT Ambulance Service and ACT Fire and Rescue station in the Molonglo Valley
Gungahlin Joint Emergency Services Centre (JESC) - Refurbishment design and construction		<\$50m		An upgraded Ambulance Service and Fire and Rescue presence in Gungahlin
ESA Headquarters Accommodation		<\$50m		Feasibility, design and construction of ESA accommodation headquarters
Parks and Conservation				
Fire Management - maintaining our capability to protect the community and environment from bushfire			<\$50m	Replacement of firefighting vehicles, upgrades to fire towers and weather station equipment and improved data and information management
Policing				
ACT Policing Accommodation Improvements and security enhancements Program		<\$50m	<\$50m	Upgrades to JESC Gungahlin, Traffic Operations Centre and ACT Policing Headquarters,
Corrections				
Corrections infrastructure improvements			\$50-100m	Strategic asset upgrades to enhance public safety and accommodation for the Alexander Maconochie Centre

Project	Budget announced ¹	Considered over next five years	Longer term	Description
Creating a Reintegration Centre to support pathways out of the justice system	\$35m			The Government will increase the capacity of the Alexander Maconochie Centre by constructing a Reintegration Centre to deliver more transitional release programs.
Detainee Education System (LEARN) - legal education and resource network		<\$50m		The Government will invest in improving the education of offenders at the Alexander Maconochie Centre to reduce recidivism by helping more detainees onto new pathways after leaving a custodial sentence
Industry development at AMC		<\$50m		Expanding facilities supporting detainees to retrain and upskill
ACT Civil and Administrative Tribunal				
ACT Civil and Administrative Tribunal (ACAT) new facilities		<\$50m		Enhanced facilities for the ACT Civil and Administrative Tribunal to support continued access to justice for the ACT community
Community safety				
ICT capability and enhancement program			<\$50m	ICT improvements across the Justice and Community Safety Directorate and ACT Policing to enhance public safety, data management and coordination of emergency response
Community facilities				
Enhanced Community Services Delivery through Digital and Data Capability, Fourth Child and Family Centre, and upgrading the Child Development Service site		<\$50m		Enhancing delivery of community services by building digital and data capability in delivering digital services pathways; providing a purpose built Child and Family Centre at Woden; and upgrading the existing Holder site for the provision of the Child Development Service
Community centre expansions and improvement		<\$50m	<\$50m	Delivering new community centres in Woden and Gungahlin as well as undertaking a program of upgrades to other community centres, including Tuggeranong and Belconnen.
New Facility - Gugan Gulwan Youth Aboriginal Corporation		<\$50m		Delivering a purpose built facility for Gugan Gulwan to deliver services to Aboriginal and Torres Strait Islander youth and families

Notes:

1. Budgeted totals are from the 2019-20 Budget and represent the remaining budget for listed projects, where this is equal to or exceeds \$10 million.

2. Total investment for this five year program includes a \$500 million from ACT Housing and \$100 million from the ACT Budget.



City planning and land release

Canberra has its origins in good planning. As we move forward, we need to build on the legacy of that past planning while embracing opportunities to meet our growing city's needs in new ways in the future.

Good planning combined with a well-considered land release program can support a more compact and efficient city that has affordable homes, high quality public places and great transport infrastructure.

Land release not only enables residential and commercial development and construction, but also promotes housing diversity and affordability, encourages the sharing of knowledge, enhances links between businesses, stimulates urban renewal and activates gateways to the City and town centres. Land release also attracts investment to the local economy and provides financial returns to reinvest back into our city.

Drivers of future demand for land release

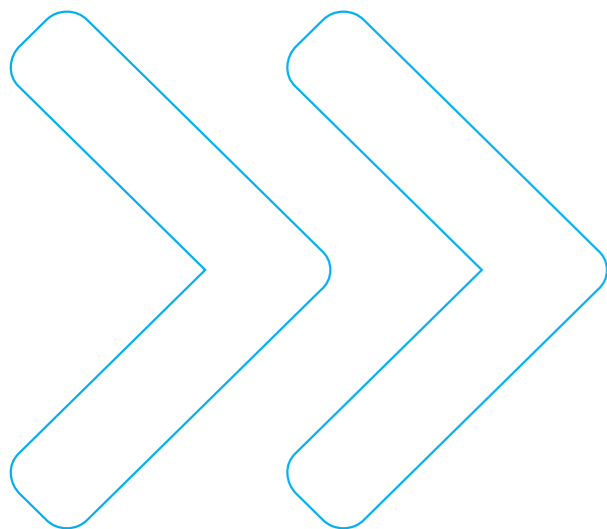
Population and other demographic factors like the size of local households are the key drivers of our land release program and a core consideration for our wider city planning. While Canberra's population is growing, the preferences and needs of households are also changing over time. The average number of people per household is gradually falling, while the share of single-adult households and households without children also continues to grow, rising from 43.6 per cent of households in 1996 to 48.3 per cent today. Both our housing mix and how services and public infrastructure are distributed across Canberra will need to continue to evolve to provide more choice for our diverse and growing community.

How, when and where land is released will also be driven by its availability. While past growth in our population has mostly been met by developing new suburban estates, this approach is not sustainable forever. Continued outward urban sprawl would eventually eat into the national parks, nature reserves and bushlands that surround our city and give it such a unique natural feel. To protect our environment and maintain Canberra's character as a green city, future land release and development will need to be more focused towards urban renewal around our city, town centres and transport corridors.

The environmental impact of residential and commercial buildings is playing an increasing role in planning for our city. The need to ensure that new developments use energy efficiently, minimise the impact on stormwater and are located close to public transport are all important drivers of land release.

Affordability will also drive the demand for land. To be an inclusive city it is important that everyone can find the right place to call home, either through ownership or rental. Achieving this will require regular releases of land for different types of housing to keep pace with demand.

The ACT Government's *Indicative Land Release Program* makes up a significant part of Canberra's residential and commercial property supply, but private sector activity also plays an important role. So in addition to developing greenfield land through the Suburban Land Agency, the Government will continue to release land for development by the private sector. As our city matures, it is also the case that a significant amount of urban renewal development in the ACT is led by the private sector on land that is not owned or sold by the Government.



The demand for land in the ACT will also be affected by land release in the surrounding areas of New South Wales. For example, the residential development of Googong near Queanbeyan is expected to have around 6,190 dwelling sites and a population of 17,500 when it is fully developed. A further 1,200 new homes are planned for the new development at South Jerrabomberra. In the absence of these housing developments across the border, there would likely be greater demand for land in the ACT as our entire region continues to grow. The growth of these developments emphasises the importance of taking a regional approach to land use, infrastructure and services planning as a significant proportion of residents will travel across the border to work, study, shop and use other facilities in Canberra.

The continued supply of industrial and employment land in strategic locations will also be necessary to support key growth industries, new investment and economic diversity. Investigations are underway on the feasibility of establishing new employment sites and other land uses in the Eastern Broadacre area which extends from the Majura Valley to Hume and includes Symonston and the Jerrabomberra Valley. The ACT Government is progressing a strategic assessment under the Commonwealth's *Environment Protection and Biodiversity Conservation Act 1999* to identify and address any potential environmental impacts as a result of future development.

Meeting our future needs

The ACT Planning Strategy 2018 includes themes to guide the nature of land release in Canberra so that the city will become more compact and efficient while maintaining its diversity, sustainability and resilience. Good planning will see our city remain one of the most liveable and accessible in the world.

Every year we make sure enough suitable land is released to the market to cater for growth through our *Indicative Land Release Program*. The land release program includes residential, mixed use, commercial, industrial and community land – and is subject to change as market conditions and Government priorities adjust. The land release program provides for land to be developed directly by the Suburban Land Agency, through joint ventures with private sector partners and by private sector developers.

Since 2011 more of Canberra's housing and commercial development needs have been met through urban renewal in established suburbs rather than new estates; since 2016-17 about 70 per cent of new housing has been delivered as urban renewal. Going forward, the ACT Government intends to maintain this trend with up to 70 per cent of future land releases delivered through appropriate development in our city, town centres and transport corridors. Meeting Canberra's future growth needs this way will have a number of significant benefits including minimising our environmental footprint, reducing travel times, lowering infrastructure servicing costs and helping our community achieve zero net emissions by 2045.

In recent years, urban renewal has been focused on strategic locations along the Northbourne Avenue corridor, in the city centre, Red Hill and Griffith. Over the coming years, the focus will shift to the southern part of the city with further land releases at City West and the Acton Waterfront, as well as in Phillip and Mawson. Work will also progress on urban renewal at East Lake, with the first sites estimated to be released in 2022-23.

The early 2020s will be a milestone for Gungahlin, with the final blocks set for release in the region's remaining new suburban estates. The focus of new suburban development will then shift to the Molonglo region with major new releases planned for Whitlam and Molonglo 3, as well as to West Belconnen through the major Ginninderry development.

The ACT Housing Strategy – released in October 2018 – sets out a clear target of delivering 15 per cent of residential land releases for public, community and affordable housing. This target takes into account social and affordable housing need, amenity, proximity to schools, transport, employment centres, and public open space as well as existing concentrations of affordable and social housing in each suburb. Meeting this target will see 860 additional affordable, community and public housing added to Canberra's housing supply in 2019, with an equivalent number following each year of the *Indicative Land Release Program*.



Priorities – the next five years

Connecting Molonglo – John Gorton Drive and Molonglo River Bridge crossing

The Molonglo River bridge crossing and completion of John Gorton Drive is a major piece of infrastructure that will support significant land releases in Molonglo, including the full development of Denman Prospect and the Molonglo Commercial Centre. When built, the new bridge will span 227.5 metres across the region's major river.

The completed arterial road and bridge crossing will also support public transport, active travel and potentially a future light rail route. The new bridge will be built to withstand a one in one hundred year flood level, and significantly improve traffic safety compared with the current crossing.

As new communities grow at Whitlam, Denman Prospect, Coombs and Wright, this is leading to increased traffic and the need for stronger transport links across the Molonglo Valley. The development of the new bridge and extension of John Gorton Drive has been timed to deliver safer and better transport as well as enhanced liveability at the right time for current and future residents of the Molonglo Valley.

The bridge and arterial road will also support continued release of future estate developments in Whitlam and East Molonglo 3.

Geotechnical investigations and preliminary sketch plans are underway and will include provision for utilities and telecommunications infrastructure. An Environmental Impact Statement will also be needed to obtain the necessary development approvals. Design and construction is expected to commence in 2020-21 and be completed in 2024.

Acton Waterfront

As part of the broader renewal of Canberra's city centre, the ACT Government is working to deliver an integrated community, entertainment and residential precinct at the Acton Waterfront. Led by the City Renewal Authority and linked to the CBD via the City Hill Precinct and New Acton, the Acton Waterfront will be an attractive, vibrant and connected urban waterfront.

The Acton Waterfront will be anchored by public and green spaces which make the West Basin of Lake Burley Griffin more accessible and provide new amenities for Canberrans and visitors alike. Future land releases will be focused in the corridor bordering Parkes Way and Commonwealth Avenue, and will be coordinated with strategic infrastructure projects including the City to Woden light rail project, and the raising of London Circuit.

The first stages of the project will concentrate on planning and public realm works, beginning with the creation of new public spaces. The sequence of land releases will start closer to Civic before progressing down towards the Acton Waterfront. Land releases over the five years from 2019 will focus on sites within the London Circuit Precinct.

Discussions are continuing with the Commonwealth Government and the National Capital Authority over options to realign the shoreline of Lake Burley Griffin to meet the requirements of the National Capital Plan as we add new public infrastructure at the Acton Waterfront. The aim is to deliver a new lake wall and boardwalk which will connect with the newly-completed boardwalk at Henry Rolland Park. This project will bring new activity to the waterfront by making the area more accessible for weekend sports, tourist walks and other recreational uses.

Priorities – the longer term

East Lake

The urban renewal of East Lake is a significant opportunity to support Canberra's growing population and transition towards a more compact and sustainable city by revitalising a former industrial site into a new residential and mixed-use precinct. East Lake is planned to offer a range of housing choices, for people to live and work in a sustainable community located between the Jerrabomberra Wetlands and the Kingston Foreshore.

East Lake will help grow social diversity and inclusion in the Inner South and improve housing affordability and housing choices, including by integrating public housing renewal into the broader housing mix.

As part of the project, the ACT Government will progressively remediate contaminated former industrial sites on the edge of Jerrabomberra Wetlands and the Jerrabomberra Creek catchment, maintaining and enhancing the natural environment.

The project will also seek to strengthen the accessibility of future faster rail services between Canberra and Sydney in partnership with the Australian and NSW Governments. This will include potential station facility upgrades or redevelopment of the existing Kingston Train Station, and improved connectivity with Canberra's transport network.

Planning has commenced for the infrastructure required to support future development in East Lake and the final stages of Kingston Foreshore. A priority project supporting land release and urban renewal in the area is the relocation of major electrical infrastructure in partnership with Evoenergy. The existing Kingston electrical sub-station will be decommissioned and the remediated site is expected to be one of the first potential blocks of land released in the new development.

The urban renewal of East Lake will be delivered in stages with the first land releases expected in 2022-23 and following stages released progressively over the following decade.

Indicative project pipeline

Project	Budget announced ^{1,2}	Considered over next five years	Longer term	Description
Whole of Canberra				
Land release - Enabling works			\$250-500m	Site servicing to support future direct sales, including environmental offsets and conservation works; and infrastructure to support both residential urban renewal as well as new industrial land releases
Land release - Residential development			\$250-500m	Essential and trunk infrastructure works supporting residential land releases in Whitlam, Denman Prospect and other suburbs in Molonglo as well as Ginninderry
Water Management - Infrastructure Program - Waterway and catchment improvement projects (Commonwealth)		<\$50m	\$50-100m	Drain replacement and naturalisation supporting stormwater harvesting and reuse
Urban Development site and related road Improvement		<\$50m		Belconnen and Hume
Belconnen				
Ginninderry - Parkwood Road Duplication and Drake Brockman Drive		<\$100m		Infrastructure works to facilitate additional housing supply in Ginninderry
Infrastructure Project - 132KV Power Line Relocation (Stage 1)		\$50-100m		Infrastructure works to facilitate additional housing supply in Strathnairn
Ginninderry Stage 2 and Subsequent Neighbourhood		\$50-100m		Essential and trunk infrastructure works supporting Ginninderry residential land releases
Central Canberra				
Acton Waterfront estate development works		<\$500m		Acton Waterfront estate development with new urban infrastructure to service development sites
East Lake Urban Renewal (estimated future infrastructure)			\$50-100m	Infrastructure works to facilitate additional housing supply in central Canberra
Kingston Section 68 and Block 2 Section 65		\$50-100m		Essential and trunk infrastructure works supporting Kingston urban land releases
Eastern Broadacre - Majura Valley		<\$50m	<\$50m	Potential trunk infrastructure for the Eastern Broadacre - Majura Valley
Dickson Section 72 Urban Renewal (estimated future infrastructure)		<\$50m		Landscape and site servicing upgrades to support future development and public realm improvements

Project	Budget announced ^{1,2}	Considered over next five years	Longer term	Description
Infrastructure Project - Kingston Switching Station Phase 2		<\$50m		Infrastructure works to facilitate additional housing supply in central Canberra
Gungahlin				
Taylor Stage 2 and 3 Residential development		<\$250m		Essential and trunk infrastructure works supporting Taylor residential land releases
Jacka Stage 2 Residential Development		\$50-100m		Essential and trunk infrastructure works supporting Jacka residential land releases
Kenny - East Gungahlin		<\$50m	<\$50m	Potential trunk infrastructure for Kenny - East Gungahlin
Kenny Residential Development		<\$50m	<\$50m	Essential and trunk infrastructure works supporting Kenny residential land releases
Woden, Weston Creek and Molonglo				
John Gorton Drive / Molonglo Bridge		<\$250m		Major new bridge crossing for the Molonglo River supporting land release in Molonglo 3 and Whitlam
Whitlam Stage 1 and 2 Residential Development		<\$250m		Essential and trunk infrastructure works supporting Whitlam residential land releases
Molonglo 3 - Suburb 2 and 3 Residential Development		<\$100m	\$50-100m	Essential and trunk infrastructure works supporting Molonglo 3 residential land releases
Molonglo 2 (Suburb of Molonglo and Molonglo Commercial Centre)		\$50-100m		Essential and trunk infrastructure works supporting Molonglo residential and commercial land releases
Infrastructure Project - Deep Creek		<\$50m		Infrastructure works to facilitate additional housing supply
Infrastructure Project - Molonglo Valley Interceptor Sewer		<\$50m		Infrastructure works to facilitate additional housing supply - odour management
Molonglo 2 - East West Arterial Roadworks		<\$50m		Delivery of a new east-west arterial between John Gorton Drive and Tuggeranong Parkway
Athllon Drive Residential Corridor Stage 1		<\$50m		Infrastructure works to facilitate residential development
Improving Our Suburbs - New Molonglo Valley infrastructure 2	\$11m			Infrastructure works to facilitate additional housing supply
Precinct Renewal				
City Renewal Program			\$100-250m	Public realm upgrades in the City, Dickson and Braddon
Sydney and Melbourne Building precinct improvements		<\$50m		Upgrades to Verity and Odgers Lanes

Project	Budget announced ^{1,2}	Considered over next five years	Longer term	Description
Building a better city - City Renewal Authority - Canberra's lakeside	\$35m			Early works and infrastructure supporting public realm improvements and future land use planning at the Acton Waterfront
Renewing Canberra's city heart	\$21m			Infrastructure upgrades for Haig Park, streetscape improvements for Dickson and Braddon and further revitalisation initiatives for the Sydney and Melbourne buildings
Acton Waterfront lake reclamation and boardwalk		<\$50m		Completion of the Acton Waterfront boardwalk and promenade
London Circuit and Commonwealth Ave intersection		<\$50m		Works to raise London Circuit to create an at-grade intersection supporting improved urban amenity and connectivity with Stage 2 of light rail to Woden

Notes:

1. Budgeted totals are from the 2019-20 Budget and represent the remaining budget for listed projects, where this is equal to or exceeds \$10 million.
2. Some projects in the City Planning and Land Release pipeline will be delivered by the Suburban Land Agency.



Delivering the ACT Infrastructure Plan

This plan maps out a wide range of projects which are at different stages of development – from currently funded projects which are well scoped and designed, to indicative projects which ACT Government analysis shows will be required over the longer term to meet future community needs.

As we progress the funded projects and turn our attention to new ones from the pipeline, there are a number of key considerations which will drive decisions about the timing of funding and delivery.

This section details how the Government will approach the delivery of this plan, and who we will seek to partner with to see them brought online in a timely and cost effective way.



Timely delivery

Planning and delivery of infrastructure needs to start early enough for projects to be ready when community demand calls for them. Delaying necessary investment can bring significant costs for our community and economy through bottlenecks and unmet service demand.

But it is equally important that investments are not made too early, displacing more pressing projects and resulting in infrastructure that remains underutilised.

In sequencing the delivery of projects within the ACT Infrastructure Plan, the ACT Government will coordinate with Territory-wide land use planning which takes into account population trends and the distribution of existing assets and infrastructure across our city. The ACT's unique single level of government provides for closer collaboration between planning and delivery agencies than is possible in most other jurisdictions, creating opportunities for fully integrated infrastructure delivery on a region or district basis.

Wherever possible, we seek to make coordinated investment decisions which maximise the benefits for Canberrans while reducing costs and disruptions. One example of this approach is the redevelopment of the Northbourne corridor in tandem with the delivery of Stage 1 of light rail from Gungahlin to the City. This significant transport project has been delivered in parallel with utility, road network, land release and public realm infrastructure investments, driving major urban renewal of the corridor through a coordinated series of works.

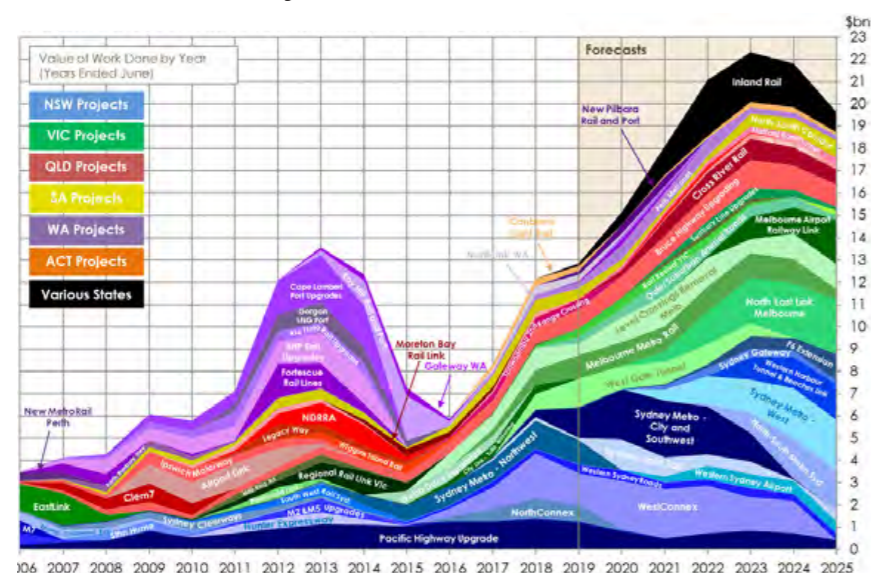
Timely delivery of infrastructure also means managing the ACT's approach to the market in the context of broader national infrastructure trends. Across Australia, all states and territories are currently stepping up their infrastructure investment programs. This is leading both to an increase in delivery costs and reduced capacity to secure high quality delivery partners; these issues are discussed in more detail in the following section. With the Australian infrastructure market expected to remain crowded for several years to come, appropriate and realistic timing for the ACT's project pipeline will be critical to achieving value for money and quality delivery.

Market capacity

Like other governments around Australia and the world, the ACT relies on private civil contractors and project partners to deliver our infrastructure investments. This means that the level of investment which can be undertaken at a point in time is significantly influenced by the market's capacity to deliver.

Over the next four years, Australian governments plan to collectively spend over \$200 billion on infrastructure. Around \$190 billion of this investment pipeline is in the eastern states of New South Wales, Victoria and Queensland, with transport projects being a particular focus, along with hospitals and schools.

Major Transport Infrastructure Projects - Australia



Source: Macromonitor

As Infrastructure Australia noted in its 2019 *Australian Infrastructure Audit*, high volumes of infrastructure activity drive competition and capacity challenges in procurement and contracting, creating a risk of higher costs in the coming years. Infrastructure Australia also noted that while there has been improved visibility of the near term pipeline, this has not yet been accompanied by better coordination of projects, continuing capacity constraints within industry.

The ACT's investment program for the next four years is currently valued at \$3 billion. This compares with \$93 billion for New South Wales and \$53.7 billion for Victoria. In this context, the ACT will face strong competition for resources and skilled personnel. In addition to scheduling our program carefully, the ACT will also need to explore new ways to attract competitive bidders in different segments of the market – both internationally and within Australia – and to identify how individual projects can be packaged for the most effective delivery.

Leveraging private sector expertise and financing

The ACT now leverages a range of delivery partners and models in rolling out our infrastructure investment program. The traditional model of budget-funded projects delivered by providers sourced through competitive procurement processes continues to be the core of our program and is likely to remain the primary delivery model into the future. However, the ACT Government is currently also delivering major projects through a range of different models including public private partnerships, joint ventures and early contractor engagement.

While the Government always retains primary responsibility and accountability for the delivery of its projects, mixed delivery models including private sector partners can bring significant benefits. For example, specialised private sector knowledge, innovation and efficiencies can be brought to projects to improve the timeliness and cost-effectiveness of their delivery, particularly where projects are of a type or size that has not been delivered before in the ACT. Private sector partnerships can also be a catalyst for financing or external investment opportunities to allow projects to be brought forward in the Government's investment pipeline.

The ACT Government's assessment of future partnership opportunities will be informed by the individual characteristics of proposed projects and our underlying philosophy that public assets should remain in public hands. The following sections provide more information on the Government's current approach to different categories of delivery partnerships.

Public private partnerships

Public private partnerships can take many forms, but are generally characterised by a sharing of both risk and financial contributions by government and private sector partners in the delivery of a specific project or asset. To date, public private partnerships have been adopted for two major ACT infrastructure projects: Stage 1 of light rail from Gungahlin to the City and the ACT Law Courts Facilities. Delivery of these projects is estimated at \$835 million over the five years from 2015-16, comprising \$675 million for Stage 1 of light rail and \$160 million for the ACT Law Courts Facilities. Stage 1 of light rail commenced operations in April 2019, with the final cost of \$675 million being \$32 million below the estimated amount. The ACT Law Courts Facilities are expected to be completed by the end of 2019.

The Government will consider further use of public private partnerships where there are clear benefits in terms of unlocking access to specialised industry knowledge and financial contributions that would not otherwise be available to the ACT Government. The ACT Government will not pursue public private partnerships which involve any substantive or functional transfer of public assets into private ownership, or which would lead to significant public sector job cuts. We also take the view that the community's interests are best served by full government ownership, management and operation of projects in some areas of high need and priority, such as health, education and emergency services.

The ACT Government has published detailed Guidelines for Public Private Partnerships on the ACT Government Treasury website.



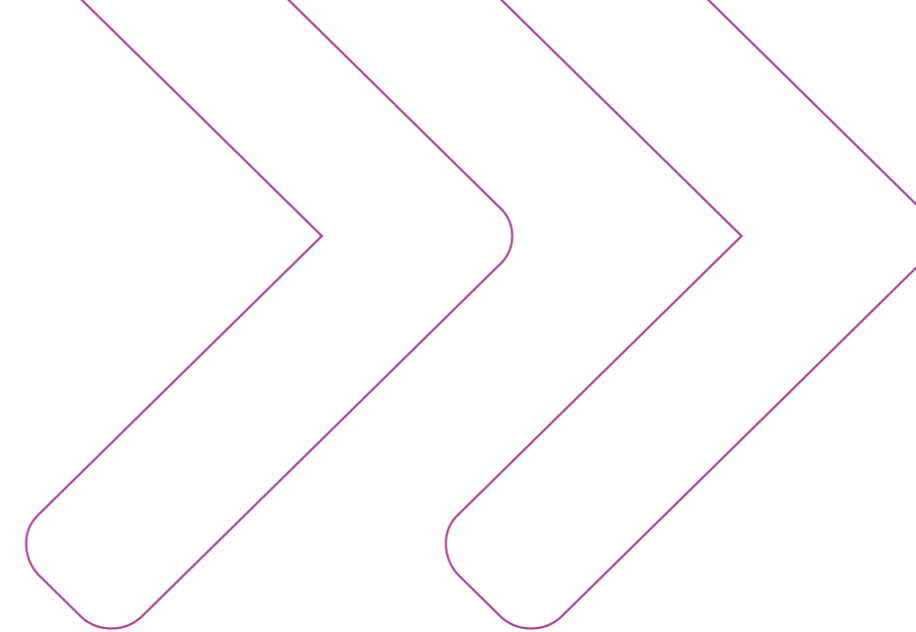
Joint ventures

Joint ventures differ from public private partnerships in that they see government and private sector partners establish a joint financial entity with its own corporate structure and balance sheet. Simpler forms of joint ventures can also involve government making financial contributions to private sector projects in order to secure a particular community outcome or deliver publicly-accessible infrastructure.

The ACT has entered into a range of joint ventures in recent years, including co-funding the University of Canberra Research Institute for Sport and Exercise with that university and the Australian Institute of Sport, and delivering the Mulligans Flat Learning Centre in partnership with the Woodlands and Wetlands Trust and Odonata. The 2019-20 Budget also provides \$25 million to construct the Home of Football at Throsby in partnership with Capital Football.

Another area where we have leveraged private sector equity through joint ventures is in residential land development. The ACT Government is currently delivering the major new Ginninderry project in West Belconnen in partnership with the Riverview Group. Ginninderry will be developed in stages over the next 20 years, and is planned to deliver 11,500 new homes.

The significant investment of human and financial resources required to establish and monitor major joint ventures means the ACT Government does not enter into a significant number of these arrangements. However, in considering the future land release pipeline there are several projects where joint venture delivery may assist in bringing forward the timing of development and delivering better community outcomes. The ACT Government will consider the merits of potential joint ventures on a project-by-project basis.



Unsolicited proposals

Unsolicited proposals are plans or projects presented to the ACT Government by private sector proponents outside of a specific procurement or Expression of Interest process. Genuine unsolicited proposals often do not fit within standard procurement processes because they represent innovative or unique ideas which Government has not previously considered.

Recognising that some unsolicited proposals have significant potential to improve services or infrastructure delivery for the community, the ACT Government has established a pathway for prospective bidders to submit ideas that align with our strategic objectives and have them considered within a fair and transparent framework. The ACT's Guidelines for Unsolicited Proposals detail how the Government evaluates such submissions to maintain accountability and fairness.

Successful unsolicited proposals are those that address some or all of the following criteria:

- › Public interest – the proposal would satisfy a community need or otherwise provide a clear and measurable benefit to the residents of the ACT, either directly or indirectly via the Government
- › Appropriate for Government investment – the proposal would not displace private sector activity, crowd out private sector investment, or contravene competitive neutrality principles
- › Strategic priority – the proposal is aligned with the Government's strategic objectives
- › Justification for direct negotiation – there is evidence that the public interest would be best served by the Government negotiating directly with the Proponent, rather than by engaging in an open, competitive process
- › Value for money – the proposal would deliver an outcome for the Territory that can be determined to represent value-for-money in the absence of a competitive market
- › Affordability – the proposal is affordable within the Government's Budget, funding priorities and fiscal strategy
- › Appropriate risk and cost allocation – the proposed allocation of costs and risks between the Proponent and other parties is acceptable to the Government
- › Feasibility – the proposal is technically, commercially and practically feasible
- › Capacity and capability – the Proponent can demonstrate that they have the financial and technical capacity, capability and experience to deliver the proposed outcome successfully.

Where a proposal primarily involves the transfer of land or other ACT assets to private ownership without an open and competitive process, this is unlikely to succeed beyond the initial stages of consideration under the Guidelines for Unsolicited Proposals.



Integrated infrastructure delivery supporting ACT Government strategic plans

The ACT Government is progressing or has finalised a range of both city-wide and sector-specific strategies which set out our goals and priorities for service delivery across Canberra. The *ACT Infrastructure Plan* is a delivery roadmap which supports these wider strategies.

Image: Sujay Krishnamoorthi

Key strategies that will be advanced by the initiatives in this plan include:

The **ACT Planning Strategy**, which guides the development of Canberra's urban form. This strategy shapes the development of Canberra to protect our city's liveability while accommodating expected future population growth. The Planning Strategy has five focus areas, including: advancing a compact and efficient city; diversity; sustainability and resilience; liveability; and accessibility. The strategy was refreshed in 2018 with a key feature of the new edition being a shift in focus to meeting more of Canberra's future growth needs through urban renewal in appropriate places around our city, town centres and transport corridors.

The **Territory-wide Health Services Framework 2017-2027**, which provides the guiding principles for delivering healthcare across our city over the next decade. The framework aims to strengthen patient-centred care as the ACT's ageing population and rapid technological change drive new community needs. The framework will see the ACT make better use of our existing healthcare assets by coordinating care on a Territory-wide basis, while bringing it closer to home for more Canberrans by investing in local primary care like our Walk-in Centres, along with more community and home-based care.

The **Future of Education**, an ACT education strategy for the next ten years, which provides a framework for student-centred teaching and learning underscored by quality teaching and active participation by students and their families. The Strategy emphasises the principles of quality, equality, inclusion and student agency underlying the ACT education system. Importantly for infrastructure delivery, under ACT legislation every student has priority entry to their neighbourhood school. This will drive our continued investment in new and expanded schools across Canberra's growth areas in the years ahead.

The **Moving Canberra - Integrated Transport Strategy**, which details our plans to make transport in Canberra more efficient, reliable and environmentally sustainable over the next 15 years. The strategy highlights a clear shift away from continually building new roads to meet transport demand, with walking, cycling and public transport being given new priority. This shift in focus will help reduce transport emissions and road congestion while supporting the delivery of more varied housing, commercial and community activity along rapid transit corridors and town centres.

The **ACT Housing Strategy and the companion Implementation Plan**, which aim to improve housing affordability and diversity in the Territory while strengthening support for the most vulnerable Canberrans. The ACT Government will shortly complete our largest ever program of public housing renewal program with 1,288 of the oldest public properties replaced with modern, comfortable and energy-efficient homes. Our next phase of investment will see \$600 million invested over the next five years to continue growing and renewing our public housing stock.

The four-year **Indicative Land Release Program**, which maps out the Government's intended forward program of land releases for residential, mixed use, commercial, industrial and community purposes. Coordinating land release and infrastructure investment is critical to ensuring the right facilities are available for Canberrans when they're needed across our new suburban estates and urban renewal precincts.

The **ACT Climate Change Strategy**, which sets out an ambitious action plan to increase Canberra's resilience to the impacts of climate change and work towards our target of zero net emissions by 2045. With the ACT on track to achieve 100 per cent renewable electricity from 2020, the updated strategy for the coming years to 2025 shifts the focus of our efforts to reducing emissions from transport and natural gas.

Canberra's Living Infrastructure Plan, which supports Canberra's adaptation and resilience to a changing climate by protecting and expanding our natural green assets. The Living Infrastructure Plan highlights the importance of protecting our environment and safeguarding Canberra's liveability through a stronger focus on street trees, ovals, wetlands, waterways, nature reserves, parks and green buildings. A key goal of this plan is to achieve benefits equivalent to a 30 per cent green canopy cover and 30 per cent permeable surfaces by 2045.

The **ACT Waste Management Strategy**, which focuses on making Canberra more sustainable by reducing how much waste our community creates, reusing or recycling goods and materials, and recovering energy from suitable sorted materials. This strategy supports the necessary transition to a circular economy through better use of our shared resources, leading to a cleaner environment and less waste being sent to landfill.

