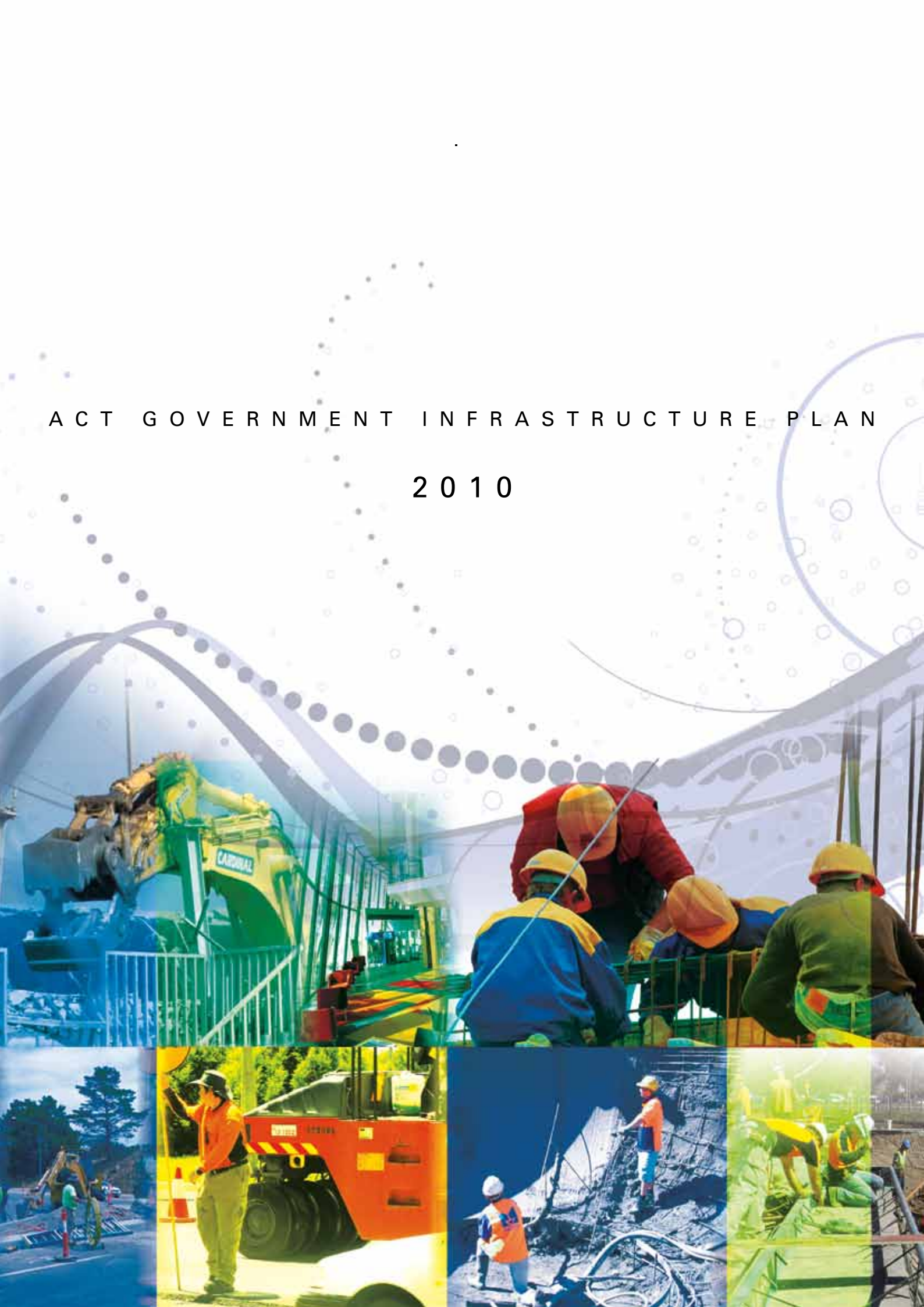


ACT GOVERNMENT INFRASTRUCTURE PLAN

2010



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Foreword

In the years since self-government, Canberra has gone from being a town to being a mature capital city, with a keen sense of its own identity.

In the past decade our economy has shifted into a higher gear and the evidence is everywhere: on the skyline, in the form of new buildings; and on the ground in every direction, in the form of new arterial roads, higher density developments, new schools where they are needed, and once-in-a-generation major utility infrastructure.

The ACT Government knows the importance of high-quality infrastructure to the economic prosperity of our community and the effective delivery of services. Investment in infrastructure is an investment in our future.

Since coming to office, the Government has invested massively in infrastructure, with record-breaking capital works programs delivered over recent years. Our annual capital works expenditure more than doubled from around \$110 million in 2001-02 to \$296 million in 2008-09. During this period, Government investment as a share of the total economy also doubled.

In recognition of the need to prolong the life of our existing asset base, we have also significantly increased our maintenance effort.

At self-government, our city inherited infrastructure on a massive scale — some of it of exceptional quality but some, built in the years of most rapid growth, of lesser quality. Much of this inherited infrastructure is showing signs of age. In response, annual ACT Government maintenance expenditure has increased by more than 55 per cent over the past five years, and the Government has established a separate capital upgrades allocation in the capital works program.

In the *2008-09 Budget*, the Government provided a record \$1 billion for the five-year *Building the Future* infrastructure program, which focused on:

- establishing a health system to serve the needs of the future;
- improving the transport system;
- meeting the challenges of climate change;
- improving urban amenity;
- investing in public service infrastructure; and
- providing for the growth of the city and its economy.



This program was boosted with an additional \$685 million in 2009-10, of which \$306 million was funded by the Commonwealth. In our latest Budget, \$394 million has been allocated to new projects, with a cash allocation of around \$2 billion towards capital projects over the next four years.

As the Government's Economic Plan, *Capital Development*, recognises, infrastructure is a long-term asset and requires a long-term view. That means carefully considering future requirements and planning a co-ordinated, focused and effective program of infrastructure investment.

In September 2008, flowing from *Capital Development*, the Government released a discussion paper to guide the development of this, the first *ACT Government Infrastructure Plan* for a mature and growing city.

During 2009, the Government's focus was on steering the ACT economy through the global financial crisis, implementing the ACT share of the National Stimulus program, rolling out our own substantial capital program to keep the economy humming, and working with industry to improve our infrastructure delivery systems.

The scale of activity was unprecedented since self-government. The ACT Stimulus Taskforce oversaw the delivery of the Australian Government's \$334.5 million capital investment in the city, including historic investments in schools and social housing.



Now, with global, Australian and ACT economic activity returning to normal, the Government's focus can get back to longer-term strategic planning for future infrastructure. Climate change, technological advances, the ageing population and advances in health care all require reconfigured, expanded and new infrastructure to ensure the continued prosperity of the community and the sustainability of services.

This 10-year *ACT Government Infrastructure Plan* is the first in a rolling program of annual plans to be released each year around the time of the ACT Budget. It has been informed by the views of the community and industry, through the Government's budget consultation strategy, and also through a series of high-level roundtables. Future iterations will be informed by six-monthly industry and community roundtables.

Importantly, this is a living document. As it is refreshed, updated and refined each year it will respond to emerging factors and priorities, as well as responding to and leveraging off the infrastructure investments being made by the private sector and the Commonwealth.

I commend this first *ACT Government Infrastructure Plan* to the people of Canberra.



Jon Stanhope

Chief Minister

May 2010

Context

The Canberra Plan, the most influential of the Government's strategic planning tools, sets out the long-term vision and objectives for the sustainable well-being of the ACT. Developing and maintaining quality infrastructure plays a crucial role in achieving these objectives.

Quality infrastructure is necessary to meeting the community's most pressing needs in areas such as health, education, transport and municipal services. And it provides essential support to economic growth and social prosperity.

Since coming to office in 2001, the Government has invested substantially in the Territory's infrastructure. The value of works in progress, flowing from previous years is almost \$1.2 billion over four years, with \$666 million available for expenditure in 2010-11. The total Infrastructure Investment Program over four years is \$1.549 billion.

Annual capital works expenditure increased from around \$110 million in 2001-02 to \$296 million in 2008-09. During this period, Government investment as a share of the total economy more than doubled. Projects funded during this period included:

- Alexander Maconochie Centre;
- Gungahlin Drive Extension;
- Barton Highway;
- development of the Gungahlin Community and Tuggeranong Town Centre;

- redevelopment of the Kingston Foreshore, including the Canberra Glassworks;
- ongoing improvements to Canberra's transport infrastructure;
- reconfiguration of the Canberra Stadium;
- ongoing upgrades to facilities at the Canberra Hospital and Calvary Hospital;
- construction of the Australian National University (ANU) Medical School;
- Schools Renewal and Upgrade Program;
- new police stations, ambulance and fire stations;
- investment in water security measures;
- post-bushfire investment;
- enhancement of the ACTION Bus network;
- creation of new suburbs in Gungahlin and West Belconnen;
- roads, cycling and pedestrian infrastructure;
- new and upgraded sporting facilities (including drought-proofing of sportsfields);
- new community facilities (libraries, child and family centres);
- ESA headquarters at Fairbairn; and
- National Convention Centre upgrade.

In the 2008-09 Budget, the ACT Government established the \$1 billion *Building the Future* fund. This five-year infrastructure program will increase our asset base by a massive 10 per cent and will involve a level of investment unprecedented in the city's history.





Significant projects included in the 2008-09 Budget are:

- the upgrades of Tharwa Drive and airport roads to improve travel times (\$27 million);
- design of bus lanes and bus priority measures (\$0.5 million);
- 'Park and Ride' and 'Bike and Ride' Facilities (\$0.530 million);
- Molonglo Arterial Road to support planned land releases (\$11 million);
- North Weston Pond and Bridge (\$12 million);
- Horse Park Drive Extension to Burrumarra Avenue (\$5 million);
- construction of a Women's and Children's Hospital (\$97 million);
- construction of a Surgical Assessment and Planning Unit (\$4.1 million);
- a new Neurosurgery Operating Theatre, integrated with 'state of the art' imaging systems (\$10.5 million);
- an Intensive Care/High Dependency Unit at Calvary Hospital (\$11.4 million); and
- a new Community Health Centre in Gungahlin (\$18 million).

The 2009-10 Infrastructure Investment Program saw the roll-out of \$243.6 million in new projects, funded from the provisions made in the *Building the Future* Program.

The 2009-10 Budget provided for new capital works projects totalling \$497.4 million over four years. Combined with Commonwealth-funded projects from the Nation Building and Jobs Plans and the new Commonwealth roads programs (\$306.3 million), the

Information and Communication Technology projects (\$107.3 million) and Plant and Equipment (\$17.4 million), the value of new projects reached a record \$928.4 million.

In its latest 2010-11 Budget, the Government's capital spend remains at record highs to support the economy and invest in the future growth of the city.

The Budget provides \$394 million in new capital investment which includes:

- \$297 million in new construction projects;
- \$45 million for capital upgrades;
- \$19 million for feasibility and forward design;
- \$24 million for new information and communication technology (ICT) initiatives;
- \$7 million for new plant and equipment; and
- \$1.4 million in new capital grants.

The budget strategy is underpinned by a plan to bring the Territory out of deficit by 2013-14, two years earlier than previously projected.

The Government is taking a bold and forward-thinking approach by focusing on significant infrastructure development, transport innovation, a further increase in land supply and investments in the ACT's nation-leading health and education systems.

New expenditure initiatives total around \$238 million over the next four years and two-thirds of this expenditure is targeted towards meeting the growth needs of our city.

Responsible borrowings of \$450 million will support the vital investment in our city's future.

To prepare for our city's short to medium-term growth, the Government's land release program will deliver 17,000 residential dwelling sites over the next four years, with \$66 million allocated for infrastructure to support this accelerated release of land. In addition, \$13 million in new expenditure initiatives has been provided to support acceleration of land releases across the Territory.

Further detail on the ACT Government's 2010-11 Infrastructure Investment Program is provided at Appendix A.

Infrastructure: a National Priority

Infrastructure planning and investment has become a heightened national priority after many years of falling Commonwealth investment.

In May 2008, the Australian Government announced the establishment of the \$20 billion *Building Australia Fund*, for investment in critical economic infrastructure projects of national significance.

The ACT's highest-priority bid for Infrastructure Australia funding – the Majura Parkway project – will play an important role in any future development of the Canberra Airport as a freight hub, as well as delivering significant benefits to local road users and road freight on the Monaro and Federal Highways.

The ACT Government will continue to pursue shared funding opportunities for other major infrastructure initiatives that are beyond its capacity in isolation. These include long-term projects such as:

- a light rail system linking Civic to the airport, Parliamentary Triangle and major town centres;
- a Very Fast Train linking three or possibly four eastern capitals, including Canberra;
- a new sports stadium; and
- a world-class convention centre.

National Broadband Network

Another major development at the Commonwealth level that has implications for ACT infrastructure is the delivery of the National Broadband Network – a 'fibre to the premises' network delivering internet speeds of 100 megabits per second and next generation wireless and satellite speeds of 12 megabits per second or more, to 90 per cent of homes, schools and businesses.

The National Broadband Network is being built and operated by a new company (NBN Co Limited) specifically established by the Australian Government to carry out this project. This company is jointly owned by the Commonwealth and the private sector and will invest up to \$43 billion over eight years to build the National Broadband Network.

NBN Co has recently announced the five 'first release' sites where it will conduct live trials of its network design and construction methods. The ACT Government will continue working with the Australian Government and NBN Co to ensure that the Territory has appropriate arrangements in place for when the full rollout commences.

National Reforms

The Council of Australian Governments (COAG) has established the COAG Cities Program, to examine the need for better integration of infrastructure and land-use planning for Australia's future growth in productivity, prosperity and service delivery.

In December 2009, COAG agreed to a set of national criteria for future strategic planning of capital cities including:

- long-term strategic plans (15-30 years) – the *Canberra Plan*, *Capital Development*, the *ACT Spatial Plan*, the *ACT Social Plan* and *Weathering the Change* fulfil these roles for the ACT;
- medium term (5-15 years) prioritised infrastructure plans and land use plans – for the ACT this is the *ACT Infrastructure Plan*, aspects of the *ACT Spatial Plan*, the forthcoming *Sustainable Transport Action Plan*, and the land release program; and
- near-term prioritised infrastructure project 'pipelines' backed by detailed project plans. In the ACT, the annual Budget forward estimates and agency project plans achieve this.

The *ACT Government Infrastructure Plan* is therefore a critical component of the Government's medium to long-term strategic planning framework.



Challenges

In the late 1980s, at the time of self-government, the Territory inherited infrastructure of variable quality with sufficient capacity for short-term growth. Over time, as the original infrastructure aged, considerable investment has been required to keep step with the needs of a modern city, which is home to a proud community.

That capacity now needs to be expanded to meet the city's growth and future needs.

Circumstances have also changed – climate change, the ageing of the population, advances in and changing models of health care, and labour supply constraints all require reconfigured, expanded and new infrastructure to ensure continued prosperity and the sustainability of services.

The National Capital Open Space System developed by the National Capital Development Commission in the 1960s and 1970s means that Canberra's footprint covers a wide area compared to the size of our population. This presents particular challenges to urban development and transport and makes it difficult to achieve economies of scale that are possible in other cities. The current dual (ACT/Commonwealth) planning system also presents challenges.

Canberra is also at the centre of the Australian Capital Region, which presents both opportunities and challenges in the delivery of infrastructure. There is considerable additional pressure on Canberra's infrastructure due to health, transport and education services delivered to NSW residents. Although there is some financial recompense provided to the ACT through the Commonwealth Grants Commission, it is not sufficient to cover actual costs.

The Global Financial Crisis showed how the financial viability of major developments can be strongly affected by fluctuations in the economic environment. In these circumstances, it is especially desirable that proponents are assured of predictable and prompt approvals processes. In the *Planning and Development Act 2007*, the Government comprehensively overhauled the ACT planning and approvals processes. Central to this review was delivering a balance between providing orderly consent processes for developers, and ensuring that broader community interests are addressed.

The Government's efforts to cut planning red tape have paid significant dividends with over \$1 billion worth of development approved by the ACT Planning and Land

Authority in 2009 alone. These ongoing improvements to the planning system not only assist in the delivery of infrastructure, but also help to create jobs and develop Canberra as a sustainable city.

More recently, the Government has reviewed its own procurement processes to ensure efficient and prompt purchase of services, including those that contribute to the development of public infrastructure.

The ACT's building and construction industry, while highly skilled, reflects the size of the ACT market and consequently lacks the depth of some other jurisdictions. Just a few large projects can absorb a considerable portion of local industry capacity.

The Government must therefore take particular care with the timing of project development to ensure that industry is not swamped with projects, potentially leading to higher project costs. The quantum and timing of private sector and Commonwealth Government works needs to be considered when planning and delivering the Territory's capital program.

Conversely, recognising the capacity of construction activity to stimulate the wider economy, the Government needs to ensure, where possible, that sufficient work is available to keep the local building and construction industry adequately employed.

The Government commits to maintain its focus on local skills development to meet our future economic needs and a targeted approach to attracting new skilled workers to the ACT.

The Territory's relatively narrow economic base also requires the Government to ensure that local businesses have fair and reasonable opportunity to compete for infrastructure projects.

Drivers of Infrastructure Demand

Many factors influence the level, composition and location of new infrastructure required by an economy. These include the size, distribution, density and wealth of the population, the level, type and condition of existing infrastructure, the size and structure of the economy, the aspirations of residents and the policy objectives of particular governments.

In the ACT, the major drivers of demand for infrastructure investment in the next 10 years will be:

- responding to changing demographics;
- maintaining vital infrastructure as it ages;
- addressing climate change; and
- sustaining a growing economy.

Responding to Changing Demographics

Demography is the basic driver of infrastructure demand. For the ACT, the projected growth and ageing of the local and regional population will have a major impact on infrastructure requirements over the next 10 years and beyond.

A growing ACT population

The population of the ACT is approximately 353,600¹. This is projected to grow by around 42,000 over the next 10 years (12 per cent), and by 82,000 over the next

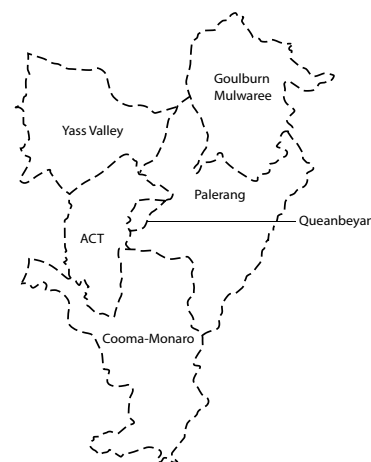
20 years (23.4 per cent)² to reach 434,000 by 2030. The regional population shown in the map below (including the ACT) is expected to exceed 577,000 by 2031.³

A higher population will mean growing demand for infrastructure of all types.

Infrastructure requirements will be concentrated where population growth is highest. Over the next 10 years, the Government projects that more than 60 per cent of the increase in population will occur in Gungahlin and Molonglo. A further 25 per cent of growth is projected to be in Belconnen and North Canberra.⁴

A larger population will allow the ACT to take advantage of economies of scale, particularly for large, fixed assets such as transport, water and power. As the ACT and regional population grows towards 500,000, the cost-efficiency of infrastructure investment improves and new infrastructure options become feasible.

The ACT and Region



The ACT and its Region – population projections

	2011	2016	2021	2026	2031
ACT	356,300	377,400	398,500	418,900	438,000
Surrounding NSW					
Cooma-Monaro	10,300	10,300	10,400	10,400	10,500
Palerang	14,300	15,800	17,300	18,800	20,300
Queanbeyan	42,400	46,900	51,600	56,300	60,900
Yass Valley	15,000	16,200	17,500	18,800	20,000
Goulburn Mulwaree	27,400	27,700	27,900	28,100	28,200
Total Region	465,700	494,300	551,300	577,900	602,500

Source: ACT Population Projections 2007 to 2056 and New South Wales Statistical Local Area Population Projections 2006 – 2036.

- 1 Australian Demographic Statistics, Sep 2009, ABS Cat No. 3101.0
- 2 ACT Population Projections, 2007 to 2056.
- 3 ACT Population projection, 2007 to 2056; and New South Wales Statistical Local Area Population Projections 2006 – 2036.
- 4 ACT Population Projections for Suburbs and Districts, 2007 to 2019.

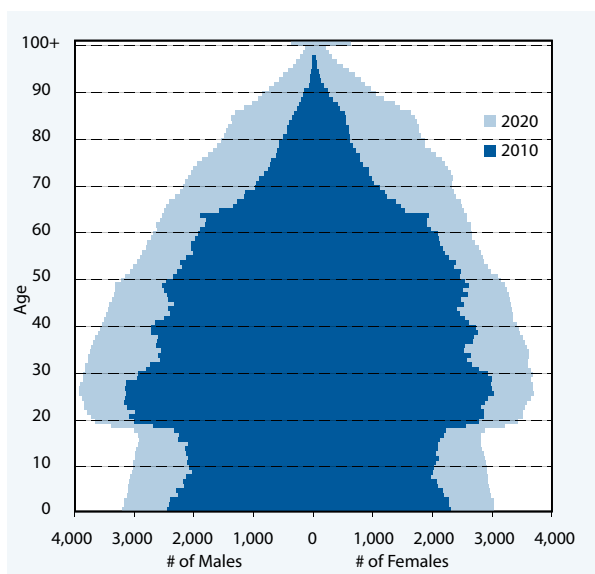
An Ageing ACT population

As well as growing, the ACT population is ageing. At present, the proportion of the ACT population aged 65 years and over is approximately 10.6 per cent. This is projected to increase to 14.6 per cent by 2019-20, and to 17.3 per cent by 2029-30.⁵

This significant change in the ACT population profile will change future infrastructure demand. The major impact will be increased demand for health and aged-care infrastructure, as consumption of health services is much higher for older age groups.

The majority of the increase in population aged 65 years and over will occur in Tuggeranong and Belconnen. Together, these two areas will be home to nearly half of the aged population in the ACT, meaning demand for health and other community services in these areas will far outweigh that of other districts.

The ACT Population Age Structure



Source: ACT Population Projections, 2007 to 2056.

Regional growth and ageing

The ACT is the regional centre for employment, retail trade, and services. Almost 20,000 people living in the surrounding region travel to work in the ACT each day.⁶ Every day the ACT provides health, education, community and justice services to a large number

of NSW residents. For example, 25 per cent of ACT public in-patient hospital services are provided to NSW residents.

The strong link between the ACT and our region makes regional demography a driver of future infrastructure demand in the ACT.

The south-eastern region of NSW, which houses the region surrounding the ACT, is projected to grow, and to age, at a faster rate than the ACT. The current population of the region is approximately 218,000. This is projected to grow by 28,000 over the next 10 years (12.8 per cent), and by 55,000 over the next 20 years (25.2 per cent). Much of this growth will occur in the areas closest to the ACT - the fast-growing areas of Queanbeyan, Palerang, and the Yass Valley.

Currently, the proportion of the south-eastern region's population aged 65 and over is approximately 16.7 per cent. This is projected to grow to 21.4 per cent by 2019-20, and to 25.7 per cent by 2029-30.⁷

Maintaining the Territory's Infrastructure

The ACT's existing infrastructure base is considerable. In 2008-09, the Territory had \$15.9 billion of fixed public assets.⁸ These assets – including transport and utility networks, public housing, hospitals, and schools – have been, and will continue to be, the foundation of the ACT's strong economy and high living standards.

Protecting this investment, and ensuring Canberrans get the best return from existing public assets, remains a priority. Over the five years to 2008-09, the ACT Government's expenditure on repairs and maintenance increased by 55 per cent, to a total of \$136.7 million. In 2009-10 the Government allocated \$44.3 million to capital upgrades. This has been increased to \$45.2 million in 2010-11.

Like the city itself, much of the ACT's infrastructure is relatively young compared to other Australian cities. However, over the next 10 to 20 years, as our built assets age, there will be a need for higher levels of repairs, maintenance, and capital upgrades. This increased investment will be required to sustain and extend the life of the ACT's existing asset base, and improve its service-delivery capacity.

⁵ ACT Population Projections, 2007 to 2056.

⁶ 2006 Census, as reported in: The ACT and its Region, A Report by Access Economics for ACT Chief Minister's Department, 2008 http://www.cmd.act.gov.au/_data/assets/pdf_file/0004/119722/ae-act-linkages.pdf p.vii

⁷ New South Wales Statistical Local Area Population Projections, 2006-2036.

⁸ ACT Budget 2008-09 – Budget Paper 3, p 241.

For example, a high proportion of the ACT's road network is now more than 40 years old, and much of the water network is now more than 50 years old. Maintaining and optimising the use of existing infrastructure, rather than expanding networks, is expected to become a higher priority in the coming years.

In addition, future building upgrades will be driven by changes to building codes, health and safety standards, and energy efficiency and sustainability targets.

The Government also has significant information and communication technology (ICT) assets which are crucial to the delivery of services. Appropriate investment in the ICT requirements of ACT Government agencies is therefore an ongoing priority.

Financing the ACT's Future Infrastructure Needs

With a AAA credit rating, the Territory's financial position is sound and the Government is committed to maintaining this in the long term. The Territory maintains a strong balance sheet which is used to finance the infrastructure program.

Financial constraints and a responsible approach to budgeting will inevitably limit the amount and type of infrastructure that the Territory is able to provide.

The 2010-11 Budget anticipates new borrowings of \$250 million in 2010-11 and an additional \$200 million in 2011-12 to partially fund the infrastructure program.

The Territory has also adopted the national best practice policy and guidelines for Public Private Partnerships (PPPs), and in doing so, has considered whether any of the public infrastructure projects with a capital investment over \$50 million could be delivered through alternative procurement methodology.

While no new projects in the 2010-11 Budget exceed the \$50 million threshold, in accordance with this policy, the Territory will be exploring opportunities to enter into partnerships with the private sector to deliver several substantial projects that are progressing into the planning and design phase, including: the Government Office Accommodation Building Project; Enhancing Data Storage Capacity; and Student Accommodation at the Reid Campus of the Canberra Institute of Technology.

Other Australian governments have used PPP procurement successfully to deliver large and complex projects. To date, the primary considerations driving PPP procurement are:

- value for money;
- require significant design innovation;
- have a complex risk profile and opportunity for risk transfer; and
- have superior whole of life outcomes provided through integration of design and construction costs with ongoing service delivery, operational, maintenance and refurbishment costs.

The ACT Government will use similar criteria when considering the opportunities available through future partnering opportunities.

Addressing Climate Change

The Government is committed to developing Canberra as a city that is recognised worldwide as being truly sustainable. A framework for achieving this vision is set out in the sustainability policy paper – *People, Place, Prosperity*. A critical component of creating a sustainable Canberra will be addressing the challenges posed by climate change in all of our activities, including infrastructure delivery.

Planning of Canberra's future infrastructure will be shaped by climate change in two ways: by our duty to responsibly reduce the ACT's greenhouse gas emissions; and by our determination to adapt to the effects of climate change that are already unavoidable.

The potential and expected impacts of climate change need to be factored into decision making regarding infrastructure in the future. It is important that climate change risks, along with other risks, are incorporated into standard risk management frameworks and routine decision-making processes.

The Government will be looking at this over the next year in the context of implementing *Weathering the Change Action Plan 2*.

Perhaps more significantly, the types of infrastructure we invest in will influence the day-to-day choices made by organisations and individuals, which in turn will impact on the ACT's greenhouse gas emissions. This is best illustrated by the choices we must make in designing transport systems. The Government's approach will be mapped out in the forthcoming *Sustainable Transport Action Plan* and *Sustainable Energy Policy*.

The ACT Government is committed to achieving zero net greenhouse gas emissions for the ACT by 2060. The construction of infrastructure is generally energy-intensive. Greenhouse gas emissions can also result from the use of infrastructure - for example high or low fuel consumption in waste processing facilities. It is crucial that the choices made in building new infrastructure reflect the need to minimise greenhouse gas emissions.

Climate change will also affect the demands we make of future infrastructure. In decades to come, the ACT is predicted to experience higher temperatures, stronger winds in summer, drier average conditions, an increased risk of extreme weather events such as storms, and an elevated risk of bushfire.

The ACT Government is already responding to the likelihood of changed rainfall patterns, drier catchment conditions and increased evaporation in its water supply planning. The Government has approved initiatives to increase the capacity of the Cotter Dam, purchase water entitlements for water released from the Tantangara Dam, and build a pipeline to transfer this water from the Murrumbidgee River to the Googong Dam, the Murrumbidgee to Googong Transfer.

Climate systems are extremely complex and it is impossible to confidently predict future atmospheric levels of greenhouse gases. There are therefore very high levels of uncertainty in predicting Canberra's future climate.

Infrastructure is expensive and typically has a lifetime of several decades. It will be important to take an adaptive approach to infrastructure planning, reducing where possible the time horizons for infrastructure decision-making. It will also be essential that in selecting between infrastructure options, decisions give weight to options that are robust across a range of potential future climate conditions.

Sustaining a Strong and Dynamic Economy

Over the past twenty years, the ACT's real Gross State Product per person has grown by an average of 2 per cent a year. By far the biggest contributor to this growth has been the increase in productivity. Improvements to labour productivity contributed 1.5 per cent on average, compared to 0.3 per cent due to a proportional increase in the working age population (15+), and 0.2 per cent due mainly to reductions in the rate of unemployment.

Along with higher levels of education, technological change, and private capital expenditure, public infrastructure has played an important part in driving these productivity improvements. And infrastructure investment is likely to remain an important way of increasing the ACT's productive capacity.

The scope of investment opportunity will be determined, in large part, by changing knowledge and technology. This, however, will present a challenge. While changing technology, properly harnessed, drives economic growth, it also increases demand for new and higher-quality public services and assets, particularly in health.

The challenge will be to strike the right balance between infrastructure investment that increases the ACT's productive capacity (and thus our material wellbeing and ability to pay for other services and assets), and infrastructure investment that addresses other dimensions of wellbeing.



Infrastructure Priorities for the Next 10 Years

Health

Where are we now?

In 2008 the Government announced *Your Health, Our Priority*, an overall health service redesign and infrastructure program for ACT Health services to be implemented over 10 years.

The Government committed \$300 million over four years in the 2008-09 Budget as the first tranche of *Your Health, Our Priority*. New announcements in the 2009-10 budget valued at \$148 million related to E-Health, the Belconnen Enhanced Community Health Centre, the Walk-in-Centre at TCH, and the PET scanner, with combined computer tomography (PET/CT) represent the Government's commitment to subsequent phases of *Your Health, Our Priority*.

When previous year capital approvals for health from the Government and from the Commonwealth Government are included, current commitments toward *Your Health, Our Priority* total over \$500 million covering 28 projects.



Your Health, Our Priority is a comprehensive, multifaceted capital asset development plan. It incorporates the total health system, including new models of care aimed at better management of chronic disease and keeping people out of hospital. It also includes better use of technology and different ways of providing care such as community-based post hospitalisation support, or other step up/step down facilities.



Workforce sustainability is another component of the program with initiatives that focus on new workforce roles and expanded scope of practice for existing roles. The program also incorporates the infrastructure to support these new approaches. This covers all public sector health services infrastructure including hospitals and community health centres.

The ACT's location in the region means its service population includes the neighbouring south east NSW. This means that our potential service population is close to 500,000 people. Consequently, approximately 25 per cent of our hospital services are provided to NSW residents, and 30 per cent of our elective surgery list is made up of NSW residents.

The ACT has cross border arrangements with NSW for health costs and also does population health planning with the NSW Greater Southern Area Health Service. The service planning and activity projections that underpin *Your Health, Our Priority* are based on meeting the ACT population's future needs as well as the tertiary referral needs of surrounding NSW.

Future directions

In the future, an ageing population will substantially increase health care needs and expenditure, while at the same time placing constraints on the health workforce. Population growth will increase the overall demand for health services, impacting on the need for further investment in health infrastructure and changes to service delivery mechanisms. It is estimated that by 2022, ACT public hospital admissions could increase by 77 per cent and overnight admissions by 49 per cent.



Over the next 10 years our focus will be on:

- provision of locally based care that meets the needs of the ageing population;
- enhanced productivity achieved through better use of technology and innovative solutions, including different ways of providing care; and
- sustainable health services supported by robust funding mechanisms that are adequate for our service population.

More specifically -

- The Canberra Hospital (TCH) will be transformed to provide additional beds, a new Women and Children's Hospital, an Integrated Cancer Care Centre, additional operating theatres and a Skills Development Centre;
- Calvary Public Hospital capacity will be enhanced by increased numbers of Intensive Care/High Dependency Unit/Coronary Care Unit beds, increased theatres, additional ambulatory and Emergency Department treatment areas, and an increase in hospital beds;
- Mental Health infrastructure will be improved, including a 40 bed adult inpatient unit to replace the existing Psychiatric Services Unit (PSU) and a Mental Health Assessment Unit at TCH, in addition to a Secure Unit and a 20 bed young persons' unit; and

- A new community health centre will be built in Gungahlin and existing community health centres will be enhanced so that they can provide a broader range of health services.

In addition to the major planned investment in our health infrastructure, there will be a number of complementary reforms to respond to this growing demand.

Over the next 10 years the provision of some treatments, such as renal dialysis, will be moved to community health centres. This will allow for easier access and free up facilities at hospitals for more efficient use.

Workforce shortages are already limiting the delivery of health care. As well as training more health professionals, there is a need to improve our effectiveness in health service delivery. Investment in state-of-the-art technology will help improve delivery of services.

Our ageing capital asset base is becoming increasingly difficult to maintain and is close to being fully utilised. Strategic Asset Management plans will be refined and implemented over the next 10 years to ensure we receive optimal performance from our existing infrastructure.

Funding is a fundamental issue for health reform. State and Territory revenues will not grow at anywhere near the rate required to meet the costs associated with the expected increases in demand. This means that changes will be required to service delivery mechanisms, infrastructure planning as well as preventative measures and greater investment in primary care.

The health system reforms agreed to by COAG⁹ on 20 April 2010 address these fundamental issues. Implementation of these reforms will be a part of the 2011 Infrastructure Plan.

The Government's infrastructure priorities in health are:

- provision of locally based care that meets the needs of the ageing population;
- enhanced productivity achieved through better use of technology and innovative solutions, including different ways of providing care; and
- sustainable health services supported by robust funding mechanisms that are adequate for our service population.

In the next two years, the Government will deliver:

- a Mental Health Assessment Unit in the Canberra Hospital Emergency Department;
- a neurosurgery suite at Canberra Hospital;
- a 16 bed Surgical Assessment and Planning Unit at the Canberra Hospital;
- the first stage of the new Women and Children's Hospital at the Canberra Hospital;
- a walk-in-centre (minor treatment unit) at the Canberra Hospital;
- a refurbishment of Village Creek for community based aged care and rehabilitation services;
- a PET/CT scanner at the Canberra Hospital;
- a new multi-storey carpark at the Canberra Hospital;
- a 16 bed critical care building at Calvary Hospital;
- a refurbished Community Health Centre at Tuggeranong; and
- a 40 bed Adult Acute Mental Health Inpatient Unit at Canberra Hospital.

In the next five years, the Government expects to complete:

- the second stage of the Women and Children's Hospital;
- a new Community Health Centre at Gungahlin;

- an Enhanced Community Health Centre at Belconnen;
- the first stage of the Capital Region Cancer Centre;
- an expanded Community Health Centre at Tuggeranong;
- an Adult Secure Mental Health Inpatient Unit;
- the Aboriginal and Torres Strait Islander Drug and Alcohol Residential Rehabilitation Service;
- a Skills Development Centre at Canberra Hospital; and
- an Adolescent and Young Person's Mental Health Inpatient Unit.

In the next ten years, the Government will explore:

- refurbishment and expansion of the remaining inpatient, outpatient, critical care, theatre and support areas of the ACT's public hospitals;
- refurbishment of the Brian Hennessy Rehabilitation Centre; and
- refurbishment and expansion of Phillip, Dickson, and City community health centres.

Education and Training

Where are we now?

The Government owns and operates 83 public schools, including five early childhood schools (catering for children from birth to 8 years old), 50 primary schools (preschool to Year 6), six combined schools (preschool/ kindergarten to Year 10), 10 high schools (Year 7 to 10), seven colleges (Year 11 and 12), one secondary school (Year 7-12) and four special education schools.

The majority of ACT public schools (65 per cent) were constructed in the 20 years from 1960 to 1980, meaning these schools are now between 30 and 50 years old. The Government is maintaining its investment in educational infrastructure.

- The Kingsford Smith School (preschool to Year 10) opened in 2009 and Harrison (Primary) School in 2008.
- Schools under construction are the Gungahlin College which will include a CIT flexible learning centre (to open in 2011), Kambah P-10 School (to open in 2011) and Harrison Secondary School (to open in 2012).
- Early Childhood Schools at Southern Cross (Scullin), Narrabundah, Lyons and Isabella Plains opened in 2009.

9 For more details on COAG Health reforms visit www.coag.gov.au



- A new performing arts centre at Lyneham High School opened in 2010. Another is currently being constructed at Calwell High School and another will be built at Canberra College.
- New gymnasiums at Belconnen and Stromlo High Schools opened in 2010.
- Substantial investment is being made in refurbishing older schools and improving maintenance activity, including the refurbishment of the Erindale Leisure Centre (2009) and Turner School hydrotherapy pool (2010).
- Information and communications technology improvements have ensured that 95 per cent of primary schools are connected to the full gigabit fibre network.

The Government funds and operates the Canberra Institute of Technology (CIT), which is the ACT and region's leading training organisation providing career opportunities and partnering with industry and the community to develop a skilled community. Delivery of education and training is provided at campuses and learning centres located throughout Canberra.

CIT's infrastructure assets range from the first building on CIT Reid Campus constructed in 1960 to the Horticulture Complex at Bruce Campus recently completed in November 2009. The Government is maintaining its investment in tertiary education and training infrastructure through:

- continued development of the CIT Online project which will significantly enhance the ability to deliver services online;

- a new Horticultural Facility at CIT's Bruce Campus opened in 2009 which provides contemporary horticultural training facilities with access to complementary programs in surveying, construction and environmental sciences;
- funding by CIT for specialist equipment and fitout of a new Sustainable Skills Training Hub building at CIT's Bruce Campus funded through the Commonwealth Government's Training and Infrastructure Fund for Tomorrow;
- the Electrotechnology Program Relocation project which when completed in 2010 will include a contemporary electrotechnology training facility at the CIT Fyshwick Trade Skills Centre; and
- substantial investment in asset upgrades to ensure quality of education and training environments.

Future directions

The number of children aged from 5 to 15 in the ACT is expected to increase by 12.7 per cent over the next 10 years. This increase will be greatest in Gungahlin and Molonglo with a small increase in other districts and a slight decrease in Tuggeranong.

Cross-border population growth will also impact on the demand for ACT schools. The number of 5 to 15-year-olds in surrounding NSW is expected to increase by similar rates as the ACT over the next 10 years. It is estimated that around 10 per cent of pupils in ACT schools are NSW residents.

New schools will be required in Gungahlin and Molonglo.

The demand for education in established areas will be driven by urban infill in West Macgregor, Lawson and Kingston/East Lake. As Kingston develops it is unlikely that Telopea Park School and Narrabundah College will have adequate capacity to meet increased levels of demand.

Over the next ten years the Government's policy objectives will be to:

- improve transition for children from home to early childhood settings, and to early school years;
- increase high school and college retention rates;
- increase workforce participation rates and a skilled workforce to meet the needs of our community;
- create schools that provide 21st Century learning and teaching environments;
- better integrate and coordinate secondary education and vocational training; and
- better coordinate and integrate community, educational and health services.

Each of these has implications for infrastructure.

A number of ACT schools will require major refurbishment over the next ten years to respond to the demand for new learning and teaching environments to meet occupational health and safety standards as to comply with Building Code of Australia requirements. Changing curriculum and pedagogy will also require many school buildings, in particular high school buildings, to be retrofitted, refurbished or replaced. Environmental policies may also result in additional refurbishment.

Over the next ten years, the Government will pursue the aim of making schools genuine community use facilities, in some cases incorporating child and family services, creative and performing arts facilities, and sporting and recreational facilities.

This has already begun through the establishment of the early-childhood schools, construction of new gymnasiums and performing arts centres, artificial sports fields and joint community/school libraries.

And of course the Government will continue to deliver new schools where they are needed.

Over the next ten years the Government will also need to address growing demand for tertiary education, training and lifelong learning opportunities from the ACT and surrounding regions, together with national

and international markets. Government will address this by creating high quality vocational education facilities that meet the demand for education and respond to emerging technologies and learning methods.

Lifelong learning opportunities will be created through initiatives such as the enhancement of the CIT Flexible Learning Centre at Tuggeranong, a new centre at Gungahlin and possible new learning centres at Molonglo and East Lake, new infrastructure for E-learning, Web 4 applications and mobile communication, as well as new student accommodation facilities at CIT's Reid Campus.

Infrastructure priorities in education include:

- new schools in new suburbs and in areas of higher density (urban infill) redevelopments;
- environmental sustainable design initiatives to reduce the 'carbon footprint' of ACT public schools;
- new 21st century learning and teaching environments at ACT public schools;
- virtual learning environments at selected schools;
- complying with safety requirements and security expectations, including the Building Code of Australia and relevant Australian Standards; and
- refurbishment or replacement of school facilities that are in poor condition or can no longer support modern pedagogy.



In the next two years, the Government will deliver:

- completion of the Electrotechnology Program Relocation project, including a contemporary electrotechnology training facility at the CIT Fyshwick Trade Skills Centre;
- substantial investment in asset upgrades to ensure quality of education and training environments;
- significant enhancement of online capabilities at all CIT Campuses;
- completion of the Gungahlin College which includes a CIT flexible learning centre;
- completion of the new Kambah P-10 School;
- completion of the Harrison Secondary School;
- completion of the Commonwealth funded Building the Education Revolution program;
- complete the Schools Infrastructure Refurbishment program;
- completion of new performing arts centres at Calwell High School and Canberra College;
- installation of rain water tanks at ACT public schools;
- installation of solar power generating systems at ACT public schools;
- commence construction of a new primary school in Bonner;
- commence construction of a new early childhood school in Franklin;
- commence construction of a new primary school in Molonglo;
- extension of the Red Hill Primary School;
- construction of new trade training centres in north and south Canberra;
- upgrade of car parks at priority ACT public schools;
- installation of security fences at medium and high risk ACT public schools; and
- upgrade of emergency lighting at ACT public schools.

In the next five years, the Government expects to complete:

- student accommodation facilities at CIT's Reid campus;
- a new CIT Learning Centre at Tuggeranong;
- completion of a program to remove hazardous materials from ACT public schools;
- construction of language learning centres at public schools across the ACT;
- construction of specialist environment science facilities at selected schools;

- completion of a program of school safety improvements;
- installation of lifts at multi-storey ACT public schools;
- upgrade of the fire services systems at ACT public schools;
- completion of a program to install artificial sports fields at ACT public schools;
- completion of a program to upgrade car parks at ACT public schools;
- completion of a program to replace roofs at older ACT public schools;
- complete the replacement of stormwater and sewer pipework at older ACT schools; and
- installation of security fences at all remaining ACT public schools.

In the next ten years, the Government will explore:

- new CIT Learning Centres at Molonglo and East Lake;
- construction of a new school in East Lake and associated school expansion and upgrades in surrounding suburbs;
- construction of further new schools in south-east and north-west Gungahlin (primary, high and special education schools);
- construction of further new schools in Molonglo (early childhood, primary, high and special education schools and a college);
- completion of the refurbishment of all ACT public high schools to create 21st century learning and teaching environments;
- completion of a program of initiatives to achieve carbon neutral schools; and
- completion of a library modernisation program at all ACT public schools.

Transport

Where are we now?

Since 2001, the Government has invested over \$700 million in transport infrastructure. This has included:

- the extension of the road network – for example the Gungahlin Drive Extension stages 1 and 2; the Tharwa Drive duplication and upgrades; and the Airport Roads upgrade;
- the maintenance of the existing road network; and
- the modernisation of the public transport system, with investment in 190 new environmentally friendly, wheelchair-accessible buses, bicycle racks on buses, cycling and pedestrian improvements, public transport infrastructure improvements in the Belconnen Town Centre and bus priority lanes on Flemington Road and Belconnen Way.

The Government has also provided funding for road safety infrastructure, including the remedying of black spots, speed control measures and better signage.

In 2004, the Government released the *Sustainable Transport Plan* (STP), which set a policy direction and framework to achieve a more sustainable transport system over the next twenty years. The STP established targets to increase the use of sustainable transport modes – public transport, walking and cycling – for work trips in the Territory. The 2006 Census shows that we are on track towards the short term (2011) target of 20 per cent of Canberrans using a sustainable mode to travel to work, and infrastructure investments have been a critical part of this progress.

Future directions

Over the next 10 years the number of people commuting to work is expected to increase by more than 10 per cent, to about 238,000. The largest increase is expected to be to Civic, with 39,000 people commuting to work daily. The number of people commuting to Barton and Parkes will be around 20,000; Belconnen to 14,000; and Phillip 15,500. Almost 20,000 people living in the surrounding region travel to work in the ACT.

National freight movement is expected to double over the next 10 years, and the ACT needs to partner with the Commonwealth to develop rail, road and air infrastructure that ensures productivity in the national freight industry for international competitiveness.



Over the next 10 years, the Government's policy directions and priorities will focus on achieving:

- a transport system that reduces traffic congestion and allows people to move across Canberra efficiently and effectively. This requires a network of roads for public and private vehicles that connect our major town centres and employment areas, as well as providing major through-routes to ease passenger and freight movement;
- a shift in the way people travel to work and move around the city. We want to see more Canberrans walking, cycling and using public transport and we need to invest in the infrastructure that supports these choices;
- a safer transport system that minimises the risk of crashes. This results in huge social costs - smart traffic management systems will be considered to assist this outcome; and
- transport that integrates with sustainable urban development, supports the environmental and economic goals of the ACT, and supports efficient and sustainable freight transport.

The Government will support investments that deliver a truly sustainable transport system, in line with the *Transport for Canberra* package in 2010-11, and the longer term STP target of 30 per cent (or more) journeys to work by sustainable transport by 2026.

Much of our transport infrastructure was built in the 1970s and 1980s and so will require maintenance work, especially in areas of urban infill. The potential impact of increased temperatures and extreme weather events on transport infrastructure will be assessed through climate change vulnerability assessments.

Freight movements across Australia are expected to almost double from 2006 to 2020. The major implication for the ACT is that freight access along the Monaro Highway connecting to the Federal and Barton Highways will need to be improved in the next 10 years. This is a key link in national freight network and importantly, will also divert heavy traffic away from the inner north of Canberra.

Another development that is expected to have infrastructure implications in coming years is the advent of commercially produced electric vehicles.

Better Place has nominated the national capital as the destination for its first Australian roll-out of electric vehicle infrastructure (plug-in points and battery switching stations) and the ACT Government has agreed in principle to the gradual transition of its own car fleet, once vehicles are commercially available in significant numbers.

The ACT is a signatory to a number of national transport reforms that will require the adoption of, or adaption of, infrastructure to new technological requirements such as bridge upgrades, intersection and road design and modification to street lights, traffic lights and signs. We will also need to be able to accommodate higher mass limited vehicles and performance based vehicles.

The Canberra Airport also plays a major role in facilitating interstate and international passenger and freight movement. The recently approved Canberra Airport Master Plan indicates that there will be a significant investment in aviation infrastructure, including a new integrated domestic and international terminal, runway, apron and taxiway upgrades, and improvements to the Airport's aircraft navigation aids over the next ten years.

The Government's transport infrastructure priorities include strategic investment in the road network to reduce congestion and associated greenhouse gas emissions, support a greater uptake of sustainable transport modes, allow for more direct and rapid bus travel along central spines, and provide efficient peripheral ring-road options for car traffic.

In the next two years, the Government will:

- implement bus priority measures at key locations, including Barry Drive (ANU), College Street and Haydon Drive;
- build 'Park and Ride' and 'Bike and Ride' facilities at key locations on public transport corridors, including Exhibition Park, Erindale Shopping Centre, Phillip Pool, Cohen Street in Belconnen, Gungahlin, and Tuggeranong;
- implement smart card technology into the transport system;
- build new bus stations at Gungahlin, Erindale, City West, Barton and Dickson;
- improve bus shelters and bus stops, community paths, on and off road cycle connections and street lighting;
- complete key road infrastructure, including Gungahlin Drive Extension Stage 2, John Gorton Drive (Molonglo North-South Arterial), Sandford Street extension to Federal Highway, upgrade of Majura and Sutton Road, and Edinburgh Avenue improvements (city);
- upgrade or reconstruct intersections at Phillip and Majura Avenues, Gundaroo/Horse Park Drive, Fyshwick (Gladstone Street), Barton (Darling Street), North Weston, and Ginninderra/Aikman Drive;
- invest in smart road safety technology, including variable message signs and point to point cameras; and
- progress the MOU with Nissan on electric vehicles (EV) and work with Better Place and ActewAGL to facilitate the roll-out of EV infrastructure.



In the next five years, the Government expects to:

- undertake strategic road investments to support growing suburbs, manage congestion and improve road safety, including a third lane on Parkes Way from the Glenloch Interchange to the Acton tunnel, duplication of William Slim Drive and Horse Park Drive, upgrading Cotter Road, upgrading the Barry Drive and Clunies Ross Street intersection, upgrading Ashley Drive and undertaking airport road improvements;
- continue to build trunk road, public transport and cycle and pedestrian routes for new developments at Gungahlin, Molonglo and East Lake;
- implement bus priority measures and transit ways at key locations, including Canberra Avenue, Barry Drive (ANU), Northbourne Avenue and Flemington Road;
- continue to expand the network of 'Park and Ride' and 'Bike and Ride' facilities aligned with public transport corridors;
- invest in Intelligent Transport Systems such as a Real Time Passenger Information System to provide reliable information on bus arrival and to make public transport a more reliable and attractive mode of transport;
- expand the bus fleet and upgrade bus depots to deliver enhanced public transport service to a growing population and a growing number of public transport commuters and customers;
- investigate and deliver new transport technology, including smarter parking infrastructure and infrastructure to support new vehicle technology like EV;
- improve bus shelters and bus stops, community paths and on and off road cycle connections and street lighting;
- progress the relocation of the terminal site and railway facilities as part of the urban renewal project in East Lake; and
- continue to invest in smart road safety technology, including variable message signs and point to point cameras, and construct a traffic management centre for the Territory.

In the next ten years, the Government will explore:

- increasing the size of the city's bus fleet to deliver enhanced public transport service to a growing population and a growing number of public transport commuters and customers;



- expanding the network of high frequency public transport corridors with bus priority and transitways on key corridors of Belconnen to City, Gungahlin to the City, Woden to the City, Woden to Tuggeranong, Molonglo to Woden and Belconnen, and Queanbeyan to Canberra;
- building new public transport stations at Molonglo and Fyshwick, and expanding stops, shelters and bike racks on the bus network;
- completing the network of 'Park and Ride' and 'Bike and Ride' facilities aligned with public transport corridors;
- building strategic road infrastructure for parkways, arterials and new suburban access, including the east-west corridor (between Molonglo in the west and Queanbeyan in the east), the two north-south arterials of Gungahlin Drive and Majura Parkway/ Monaro Highway, and the trunk road, public transport and cycle and pedestrian routes through new developments at Gungahlin, Molonglo and East Lake and the eastern corridor;
- modernising parking infrastructure to support integrated use of smartcard system;
- completing and continuing to maintain Canberra's network of community paths and on- and off road cycling infrastructure, and improve bus shelters and bus stops and street lighting; and
- coordinating traffic and transport, and continuing to invest in smart technology and better roads to improve road safety.

Housing and Community Services

Where are we now?

There has been a significant investment in public housing in the ACT over recent years by both the ACT and Australian Governments through the implementation of the national reform agenda for social housing.

In the past three years, the Government has invested significantly in this housing and community services sector and delivered an unprecedented level of infrastructure, including:

- 420 new social housing dwellings under way or completed and repairs and maintenance work at 243 housing properties;
- modification of public housing properties to enable ageing tenants to stay in them;
- aged care accommodation, including independent-living and staying-in-place options through the *Building for our Ageing Community Strategy*;
- the expansion and refurbishment of community facilities;
- under the *Nation Building and Jobs Plan* construction program, the ACT has committed to transfer 114 new properties to the community housing sector for management;
- the establishment of three regional community facilities and nine neighbourhood halls; and
- the completion of a new human rights compliant Youth Detention Centre - Bimberi in Mitchell.

Future directions

A significant generational shift is occurring - the ACT has one of the fastest ageing populations in Australia. In addition, there are growing numbers of retirees and the average age of older carers is advancing.

Through the *ACT Strategic Plan for Positive Ageing*, the Government is committed to developing Canberra as a place that encourages active ageing, creates opportunities for people to improve their quality of life as they age, and ensures that services are accessible to older people and meet their needs.

Priority areas for action include safe, flexible and accessible transport options, including public walkways. The creation of innovative and affordable accommodation choices is also a priority, which requires that land release, planning requirements and public and community housing support the specific needs of older people.

There is a growing desire by older people to remain in the communities where they live, and for facilities such as multi-purpose centres and specialised seniors' clubs.

Demand for facilities in existing parts of the city will need to be balanced against the infrastructure demands from growing areas such as Molonglo and Gungahlin. Future planning for infrastructure will require innovative approaches to the mix of planning categories of community facility, residential and commercial land.

New community centres will be constructed to universal design standards and will be 'one stop shop' hubs – a mixture of community facilities, government and non-government services. Currently there are Child and Family Centres in Gungahlin and Tuggeranong and a third is under construction in West Belconnen.

Coordinated and integrated community based service delivery is essential to improve time management and ease of access for the community. For example childcare linked to community and child and family centres is important as it is envisaged that there could be an increase in demand for formal childcare in the next ten years. This may require increased child care and early childhood development infrastructure in the ACT. A number of ACT Government agencies are currently working together to develop a comprehensive policy framework to support growth in childcare across Canberra.

The ACT Women's Plan (2010-15) highlights the need for women and girls to equally and fully participate in decisions about urban planning, transport and the environment. Consideration should be given to the



safety of women and girls and accessibility when designing, building or retrofitting public facilities.

One area of potential growth in demand for infrastructure is childcare, with the proposed Commonwealth expansion of parental leave provisions possibly driving an acceleration in demand for childcare and early childhood infrastructure.

A large number of the ACT Government's community facilities and public housing dwellings were built in the 1950s, 1960s and 1970s and will require major renovations over the coming decade. The Government has agreed to progress a Planning Study and Territory Plan Variation for the Bega, Allawah Currong Complex, including Section 52 and 57 Braddon, opening a world of opportunity for reshaping the community's public housing stock. This approach will be considered for other Housing ACT multi-unit properties as appropriate.

The Government is committed to growing social housing through modest expansion of the community housing sector and growth of affordable housing as outlined in the *Affordable Housing Action Plan*.

The ACT is signatory to a number of national agreements that address improved policy outcomes in affordable housing and homelessness across the country, including the National Partnership Agreement on Social Housing and the National Housing Affordability Agreement. These agreements may lead to consideration of different service delivery models in the future.

The Government's priorities in housing and community services are to achieve:

- an adequate and adaptive housing stock that continues to meet the needs of our community;
- a more co-ordinated approach to community infrastructure and service delivery across Government and community sector organisations; and
- increased provision of aged related community services in appropriate locations.

In the next two years, the Government will:

- facilitate two new childcare centres in Holt and Weston Creek and refurbish Flynn for a childcare centre;
- progress the development of the Planning Study and Territory Plan Variation for the Bega Allawah & Currong complex, including Section 52 & 57 Braddon, and implement Government decisions on these sites;

- continue a rolling capital works program for community facilities to upgrade the physical infrastructure ensuring that buildings are fit for purpose and support the operational viability for their services;
- manage the final stage of the facilities management contract with Spotless;
- re-tender the total Facilities Management Contract for the Public Housing portfolio integrating community facilities under a planned expenditure program to maintain asset values; and
- maintain a rolling program of condition audits for the public housing and community facilities portfolios.

In the next five years, the Government expects to:

- continue with the redevelopment of multi-unit sites, looking at the Ainslie Avenue and Northbourne Avenue precincts and Red Hill;
- facilitate a childcare centre in Coombs in Molonglo;
- investigate the feasibility of a full-service children and young persons' centre involving ACT Health, ACT Education and Training and non-government partners;
- facilitate a community facility (neighbourhood hall) in the early suburbs of Molonglo;
- continue the strategic realignment of social housing stock to meet clients needs, predominantly two bedroom accommodation;
- invest in social housing strategic locations maximising proximity to transport nodes and services;



- replace the existing stock and expand housing stock in East Lake;
- continue to deliver energy and water efficiency initiatives in existing stock; and
- deliver a fourth Child and Family Centre in the Woden/Weston Creek area.

In the next ten years, the Government will explore:

- options for future development of the existing stock of large multi-unit flats ;
- demand and timing of delivery for childcare centres in the new Molonglo suburbs;
- advancing planning studies for Northbourne Avenue and Ainslie Avenue; and
- delivering a fifth Child and Family Centre in Molonglo.



Justice and Community Safety

Where are we now?

Justice and Community safety infrastructure comprises a broad and complex range of assets, from office accommodation to courts, correctional facilities to police stations, ambulance stations to fire and emergency services facilities.

The breadth of the existing capital works program in this sector is illustrated by some recently completed projects, including:

- the Alexander Maconochie Centre - the ACT's first adult prison, designed and built in accordance with human rights principles to allow for programs that will reduce drug dependency and recidivism and deliver long-term benefits for both prisoners and the community;
- the reconfiguration of the Symonston Temporary Remand Centre to provide additional places for accommodating periodic detainees;
- improvements to the Gungahlin Police Station to enable it to operate 24 hours a day, seven days a week; and
- the refurbishment of a number of fire and ambulance stations and rural fire and SES sheds to meet safety and amenities requirements.

Future directions

The focus will continue to be on reinvigoration or replacement of existing infrastructure to meet the needs of a growing city and also to take account of modern standards in areas such as security.

Belconnen Police Station

Construction of the new Belconnen Police station will start in 2010-11. It has been designed with a strong focus on energy efficiency and will set a new benchmark for such developments. The building will boast clean and efficient Chilled Beam air-conditioning, rain water harvesting, solar hot water, use of low volatile organic compound materials and an abundance of natural light.

The station will allow for better interaction between Police and the community, with conference rooms and on-site welfare assistance.



Emergency Services Infrastructure

Construction projects under way include a fit-for-purpose headquarters for Emergency Services and a new ESA Training Centre. The Station Relocation Feasibility Study will inform other future decision-making.

Forensic Medical Centre

A new morgue will be built in Phillip to replace the Kingston facility, which was built in the 1960s. The Phillip facility aims to achieve accreditation from the NATA (National Association of Testing Authorities) and will house the latest equipment and technology for Forensic Pathology.

Supreme Court

Feasibility planning and design of a new Supreme Court to replace the existing court is progressing.

In the next two years, the Government will deliver:

- planning and design for a new Supreme Court;
- continuing improvement and upgrades of existing Emergency Service Stations (such as Fyshwick and Kambah);
- finalisation of planning for the Emergency Services Station Relocation program;

- the Belconnen Police Station and Forensic Medical Centre; and
- the Chapel, Quiet Place and gymnasium at the Alexander Maconochie Centre.

In the next five years, the Government expects to complete:

- expansion of accommodation at the Alexander Maconochie Centre, including cottages and a purpose built therapeutic community centre;
- construction of new stations under the Emergency Services Station Relocation Program; and
- planning for a new City Police Station and consideration of future use of the Winchester Centre.

In the next ten years, the Government will explore:

- construction of Supreme Court facilities and renewal of existing Magistrate Court facilities;
- completion of the Emergency Services Station Relocation Program; and
- expanded and upgraded policing facilities in the City, Tuggeranong and Gungahlin.

Municipal Services

Where are we now?

As part of the Building the Future program announced in 2008, the Government allocated \$100 million over five years to improving urban amenities.

The investment encompassed the Canberra CBD upgrade program, pavement upgrades, lighting improvements, playground and park upgrades, improved upkeep and landscaping of urban spaces and shopping centre upgrades. Some recent achievements include:

- revitalisation activity in the Woden and Civic town centres;
- the new Belconnen Arts Centre and the development of dedicated arts precincts in Civic Square, City West and the Kingston Foreshore;
- a major tree-planting push across the city;
- the release of the “Where Will We Play” strategy, which includes initiatives to drought-proof important and popular sportsgrounds and deliver non-potable water for irrigation of sports grounds;
- improvements to the way that waste is collected, recycled and disposed. Waste disposed to landfill as a percentage of all waste generated has dropped significantly. Resource recovery as a percentage of all waste generated has increased from 43 per cent in 1996 to 75 per cent in 2009; and
- the release of the *Greater City Area Action Plan* in 2010, identifying a number of infrastructure priorities for Civic.

Future directions

In the next 10 years the Government will focus on further developing Canberra as a city of high quality urban amenity, a city that becomes a sought-after place to live, a city that values its natural resources and heritage but which is keen to explore what the future can bring. Priorities will continue to be:

- municipal infrastructure that meets modern standards;
- minimising the volume of waste to landfill and maximising the value of waste recovered, including through innovative partnerships;
- investing in the continued development and maintenance of existing and new Town and District Parks, open space and National Parks;
- achieving zero net greenhouse emissions from the waste sector;



- appropriate sporting facilities and stadiums to meet demand, and well maintained grounds and parks and reserves;
- investment in high quality cultural facilities, including modern libraries, to provide real access to the community and to deliver opportunities for lifelong learning;
- the roll-out of the “Where Will We Play” strategy, including consolidation of school sports fields with community sports grounds; and
- well managed and updated strategic asset management plans.

In the next two years, the Government will deliver:

- development of Hume Resource Recovery Estate through new infrastructure partnerships to increase resource recovery from commercial waste;
- construction by private industry of a commercial dry mixed waste processing facility;
- improved library services that are tailored to community needs and interests;

- improved liveability and access to Civic by:
 - installing enhanced city path and street lighting;
 - augmenting walking and cycling infrastructure;
 - commencing the widening of Parkes Way;
 - starting Stage 1 of the City-Belconnen Busway;
 - implementing the Northbourne Avenue Bus Priority Measures;
 - considering the redevelopment of multi-unit sites adjoining Civic; and
 - finalising the Bunda Street improvements;
- development of Master Plans for Canberra Stadium, Manuka Oval and Stromlo Forest Park;
- implementation of the ACT Motorsport Strategy;
- extension of current landfill cell at Mugga Lane Resource Management Centre;
- construction of the Gungahlin Leisure Centre;
- development of neighbourhood ovals at Casey and Franklin;
- implementation of “Where Will We Play” strategies;
- development of a new Basketball Centre;
- redevelopment of the Holt District Playing Fields;
- improvements to Narrabundah Ball Park;
- a non-potable irrigation system for the EPIC site;
- development of low cost accommodation options at EPIC and Stromlo;

- finalise negotiation for a long-term lease over the service station site at EPIC;
- the Shopping Centre Upgrade Program;
- the Town and District Park Upgrade Program;
- development of new amenities such as shade and BBQ facilities in high use parks;
- improvements to public space directional and interpretive signage;
- Jerrabomberra Wetlands visitor and wetland infrastructure;
- development of Mulligans Flat Reserve;
- Eastern Valley Way Inlet refurbishment and redevelopment of the Belconnen Skate Park facility;
- establishment of a new park at the Weston Arboretum (Ex CIT site); and
- completion and implementation of the Play Space Strategy.

In the next five years, the Government expects to complete:

- the development of waste facilities and technologies enabling the recovery and processing of organic waste from the commercial and domestic sectors;
- implementation of *Libraries and Lifelong Learning* in the national capital strategy;
- implementation of the Master Plans for Canberra Stadium, Manuka Oval and Stromlo Forest Park;
- implementation of the ACT Motorsport Strategy;
- ongoing development of Hume Resource Recovery Estate;
- expansion of the Mugga Lane Resource Management Centre;
- waste disposal facilities to accommodate future growth into new town centre developments;
- Equestrian Park Upgrade;
- development of the Phillip Oval grandstand;
- development of neighbourhood ovals for Coombs, Wright and Kenny;
- development of district playing fields for Taylor, Jacka and Molonglo;
- development of the Stromlo Forest Park District Playing field and Athletics track;
- refurbishment of Dickson and Manuka pools;
- community and arts facility developments at the Kingston Foreshore;





Photograph courtesy of Luke Brown

- development of new and improved walking tracks and trails to develop a Canberra Great Walk;
- programs to continue the renewal of Canberra's urban forest to assist ameliorate climate change;
- the public toilet upgrade program;
- the public playground improvements;
- preparation and implementation of the East Molonglo river corridor design;
- implementation of the Greater Canberra City Coordinated Action Plan; and
- planning for a new cemetery/crematorium.

In the next ten years, the Government will explore:

- redevelopment of Stromlo Forest Park;
- redevelopment of Canberra Stadium;
- waste management facilities to accommodate future growth into new town centre developments;
- ongoing development of Hume Resource Recovery Estate;
- expansion of the Mugga Lane Resource Management Centre;
- development of the Molonglo Leisure Centre;
- continued development of Phillip Oval;
- programs to continue the renewal of Canberra's urban forest;
- implementation of the infrastructure development required for Bush Fire Management;
- redevelopment of the Tidbinbilla Nature Reserve; and
- new stadium and upgraded training fields for FIFA World Cup (should Australia's bid be successful).

Land Development and Planning

Where are we now?

The Government's Indicative Land Release Programs for the residential, commercial industrial and community sectors are an important part of the Government's broader economic and social strategies. The Programs provide guidance to property developers, builders, homeowners, investors, community organisations, and the business and industry sectors.

The delivery of the Programs involves planning and development of significant infrastructure to make land ready for the market.

The Government's Land Release Programs are prepared by the Department of Land and Property Services in consultation with other agencies. The aims are to meet market demand, support the Government's Affordable Housing Action Plan, deliver a range of land choices to the market, and allow for different housing types and different scales of commercial and industrial development.

In 2010 the Government commissioned a study of supermarket competition policy, with a view to exploring how it might, through land release mechanisms, drive greater supermarket competition in the Territory. As a result of that work the Government has adopted a formal policy that has seen decisions taken regarding group centres in Kingston, Dickson, Casey and Amaroo.

Residential Land

Housing demand remains strong in the ACT, as shown by above average growth in the number of housing finance commitments and dwelling commencements in the past 18 months.



A driver of demand for new dwellings is high population growth, with current rates of 1.9 per cent per year well above the long-term average. Additional drivers have been record low interest rates and stimulus measures, including the Commonwealth's First Home Owner's Grant.

To help meet the demand for housing, the ACT Government has embarked on an ambitious Indicative Residential Land Release Program, which involves the proposed release of 17,000 new dwelling sites over the next four years, including 5,000 sites in 2010-11 and 2011-12.

Indicative Residential Land Release Program (dwelling sites)

	2010-11	2011-12	2012-13	2013-14
Gungahlin	3,027	1,125	800	650
Belconnen	200	600	750	240
Central Canberra	510	925	200	560
Molonglo	813	2,100	800	1,100
Woden and Weston	340	100	100	100
Tuggeranong	-	-	200	200
Other	110	150	650	650
Total	5,000	5,000	3,500	3,500

Commercial Land

Demand for commercial land in recent years has been affected by the global financial crisis and tighter lending practices adopted by financial institutions. These factors, combined with an increased volume of properties available for sale and an increased vacancy rate, have reduced demand for commercial land. Notwithstanding this, the outlook for the commercial property market is positive with an expectation that lending practices will return to normal and vacant space will be absorbed.

Growth in the residential sector is also driving demand for additional retail and trade service areas, particularly in greenfield areas. The Commercial Program also includes a number of mixed use sites that are expected to have a high residential component. These sites are also included in the Residential Program.

Indicative Commercial Land Release Program (site area m²)

	2010-11	2011-12	2012-13	2013-14
Gungahlin	21,996	27,471	18,000	15,000
	36,394	2,309	11,164	-
Central Canberra	62,065	40,625	33,674	20,343
	-	-	-	5,000
Woden and Weston	19,050	-	6,058	4,350
	3,431	-	4,151	11,480
Other	-	30,000	27,000	45,000
	142,936	100,405	100,047	101,173

Industrial Land

Due to the increased availability of land from private-sector and holdings, the supply of industrial land is keeping up with demand. However, to ensure there is sufficient land available to meet future needs for bulky goods retailing, storage, service trades and to ensure a sufficient supply of land in the hands of the private sector, the Government proposes an average release of 110,000 m² a year.

Indicative Industrial Land Release Program (site area m²)

	2010-11	2011-12	2012-13	2013-14
Fyshwick	45,616	-	26,000	42,000
Hume	65,000	110,000	68,000	48,000
Symonston	-	-	16,000	20,000
Total	110,616	110,000	110,000	110,000

Community and Non-Urban Land

The Indicative Community and Non-Urban Land Release Program identifies a number of community facility sites including aged care sites and surplus properties located on Community Facility land. A number of these sites will be released through expression of interest and auction processes rather than the traditional direct sale process.

Indicative Community and Non-Urban Land Release Program (site area m²)

	2010-11	2011-12	2012-13	2013-14
Gungahlin	-	5,000	3,500	3,000
Belconnen	-	9,407	10,000	2,000
Central Canberra	3,877	-	-	-
Molonglo	-	-	-	5,000
Woden and Weston	-	22,786	-	28,829
Tuggeranong	44,684	3,842	-	-
Total	48,561	41,035	13,500	38,829

Future directions

Over the next 10 years it is estimated that around 30,000 – 35,000 new residential dwellings will be built in the ACT. Just over half of these are expected to be constructed as part of Greenfields development in Gungahlin and Molonglo. The remaining new dwellings are expected to be built as urban consolidation, primarily in the inner north and inner south (including a major consolidation opportunity in East Lake) and to a lesser extent Belconnen.

The Government will continue to support the land release program with appropriate provision of infrastructure, including:

- major arterial roads, public transport infrastructure, cycle and pedestrian paths, trunk sewers, water supply and stormwater mains and floodways in both Gungahlin and Molonglo; and
- major environmental infrastructure such as water quality control ponds.

The Government is also undertaking an evaluation of the *Spatial Plan*.

In the next two years, the Government will deliver:

- a decision on an ACT Government office block;
- a financial feasibility study on the proposal to develop a general aviation airfield at Williamsdale;
- identify land releases and coordinate infrastructure provision to achieve the development targets described in the Civic Coordinated Action Plan 2010-16;
- continued development of land to release ready stage, including 10,000 residential sites to be released by the end of 2011-12;
- completion of the first 2.3 kilometres of John Gorton Drive between Holdens Creek and the intersection of Cotter Road and Streeton Drive;



- completion of the Weston Creek Pond, a major municipal water quality control pond for the Weston Creek and Woden districts;
- construction of two water quality control ponds in Coombs to support the first development in the new suburbs of Molonglo;
- the upgrade of three major intersections in North Weston to reduce current congestions and cater for increased traffic volumes generated by the new land developments;
- the extension of Sandford Street (Morisset Road) to the Federal Highway;
- the extension of Well Station Drive to Horse Park Drive;
- the extension of Clarrie Hermes Drive to the Barton Highway; and
- sites for new tourist accommodation across the Territory.

In the next five years, the Government expects to complete:

- the extension of additional 2.8 km of John Gorton Drive between Holdens Creek and Coppins Crossing Road;
- the construction of water quality control ponds and trunk sewer infrastructure to facilitate land development in the first stage of Molonglo 3 and 4;
- the final extension of Horse Park Drive;
- the extension of Mirrabai Drive to Horse Park Drive;

- Nudurr Drive from Grampians Street to Gungahlin Drive; and
- a further 7,000 residential sites to be released by the end of 2013-14.

In the next ten years, the Government will explore:

- construction of the East-West Arterial Road from the Molonglo Group Centre to Tuggeranong Parkway;
- construction of a major water quality control pond and a trunk sewer infrastructure to serve the whole of Molonglo 3 and 4 and the Group Centre Site;
- construction of John Gorton Drive Bridge over the Molonglo River;
- completion of the Fyshwick Ring Road; and
- innovation in infrastructure to support infill development.

Water

Where are we now?

ACTEW is responsible for the provision and maintenance of potable water and sewage related infrastructure in the ACT. As the Government is the sole shareholder, ACTEW seeks government approval for investment in major infrastructure projects.

In October 2007 the ACT Government announced a raft of major water supply infrastructure projects, which ACTEW is now delivering.

These projects will deliver water security at a level that will mean the ACT will be able to avoid water restrictions 95 per cent of the time.

The main projects under way are:

- the massive expansion of the Cotter Dam from a 4 gigalitre (GL) capacity to 78 GL. The dam is scheduled for completion in late 2011;
- the Murrumbidgee to Googong Water Transfer; and
- the purchase of water entitlements to be released from the Tantangara Dam and stored in Googong.

ACTEW is also responsible for the maintenance of existing water infrastructure assets. There are currently two major upgrade projects under way - the Lower Molonglo Sewage Treatment Works stage 2 and the Googong Spillway Upgrade.

The ACT Government has undertaken significant work in the area of potable water use and management, with a focus on replacing potable water with stormwater for irrigation where feasible.

The ACT Government is a partner with the Commonwealth in delivering the Integrated Urban Waterways project, which will contribute to the Territory meeting its target of displacing 1.5 GL (rising to 3.5 GL) of potable water currently used for irrigation purposes. A two year trial of stormwater harvesting and reticulation will commence in mid 2010.

The *Think water, act water* strategy of 2004 looked at decreasing the use of potable water, increasing the use of treated sewage effluent, maintaining water quality through control of nutrients and sediment in waterways, and urban stormwater flows.



A review of the *Think water, act water* project is currently under way. It will assess what we have achieved and look at developments since the announcement of the policy in 2004.

Future directions

The Government's priorities for the next ten years will be to:

- secure a high-quality and safe water supply;
- maintain water infrastructure assets;
- secure non-potable sources of water for irrigation of sports grounds; and
- meet the city's environmental commitments.

ACTEW advise that there will be a need for major asset replacement for water infrastructure over the next 10 years as a high proportion of the ACT infrastructure was built around 50 years ago.

In the next two years, the Government will deliver:

- completion of the Enlarged Cotter Dam; and
- completion of the Murrumbidgee to Googong Dam pump and pipeline transfer.

In the next five years, the Government expects to complete:

- a new ACT Sewerage Strategy and Investment Program.

Energy

The Government is not directly involved in the provision of large scale energy services. The industry is regulated at a national level (although technical regulation occurs at the State and Territory level). The ACT enjoys a relatively reliable supply of electricity through the National Electricity Market transmission infrastructure from NSW.

Second connection to the National Electricity Grid

The ACT currently has one connection to the National electricity grid at Yass.

Construction of a second connection at Williamsdale is currently under way. This will provide further security of supply and ensure adequate capacity into the future. TransGrid has begun building the substation at Williamsdale and ActewAGL has recently started construction of the transmission line.

Renewable Energy - Large Scale Solar Power

In 2010-11, the Government will facilitate the establishment of large scale solar power capacity for the ACT.

In 2009-10, the Government received 23 proposals from 18 consortia, from both within Australia and internationally, in the expressions of interest process conducted earlier in 2009. That process has placed the ACT in a strong position to have large scale solar renewable generation built in the ACT.

The Commonwealth's Solar Flagships Program has attracted a number of applicants who have an ACT solar power generation facility in their proposals. The Flagships program is complementary to the ACT process and is designed to meet broader national objectives.

The Government believes the deployment of large-scale renewable electricity generation facilities in the ACT is a matter of considerable public importance and urgency. The Government will be proceeding to meet this objective in parallel with the Flagships process.

The Feed-in Tariff

Energy infrastructure need not always be large-scale. Since the introduction of the ACT's feed-in tariff, more than 1,000 Canberra households have invested in domestic micro-generation plants connected to the grid. This is expected to remain a growing area of domestic energy infrastructure in the coming years.

In the next two years, the Government will deliver:

- completion of the ACT's second connection point;
- continued encouragement of investment in ACT-based renewable energy (including small, medium and larger scale solar capacity); and
- investigation of options to increase the level of distributed generation.

In the next five years, the Government expects to:

- complete development of distributed generation capacity in the ACT; and
- investigate waste to energy as part of enhanced waste management strategies.

Culture and the Arts

Where are we now?

The ACT Government has been a strong supporter of the Arts and the broader cultural landscape in Canberra. From an infrastructure perspective the ACT Government has built or provided facilities for community and sector needs for arts and cultural services. The Belconnen Arts Centre has recently been completed and is an example of a multipurpose arts facility that will provide opportunities for the community to participate in the arts and cultural activities.

The ACT Government also has a collection of heritage properties as well as arts and culture related facilities. A number of these facilities have been adapted for their current use such as the Glassworks and Canberra Museum and Gallery. The broader cultural capacity is enhanced by the Territory's libraries and school facilities. Continued work is being undertaken on management and maintenance requirements for these facilities.



Future directions

The concept of arts precincts is not new to the Territory Government. The 2003 Arts Facilities Strategy outlined the potential for Civic Square to showcase our arts and culture, City West to become a precinct for contemporary performance, arts training and development, and Kingston Foreshore as a centre for leading visual arts production and activity. These precincts are developing and continue to provide focus for the ACT Government.

The 2010-11 Budget allocated \$150,000 to Chief Minister's Department to develop a Kingston Arts Precinct Strategy which will identify opportunities to expand and enhance creative arts activity at the Kingston Foreshore. A staged approach will be developed to provide for a range of uses that will complement activity already occurring at the Kingston Bus Depot Markets and the Canberra Glassworks. The initiative will be undertaken in partnership with the Department of Land and Property Services.

In the next two years, the Government will deliver:

- re-use of the Fitters' Workshop, Kingston;
- construction of new studios and residence at Watson Arts Centre;
- a Master Plan for Strathnairn Arts Centre;
- upgrades to Commonwealth Park for Floriade;
- identification and preservation of heritage sites; and
- complete facility improvements at The Street Theatre.

In the next five years, the Government expects to complete:

- Civic Square Master Plan;
- the National Arboretum for opening in 2013; and
- a feasibility study for Stage Two – Belconnen Arts Centre.

In the next ten years, the Government will explore:

- redevelopment of the Canberra Theatre Centre;
- construction of a new community theatre at the Belconnen Arts Centre; and
- Molonglo Arts Centre.



The ACT'S Infrastructure Framework

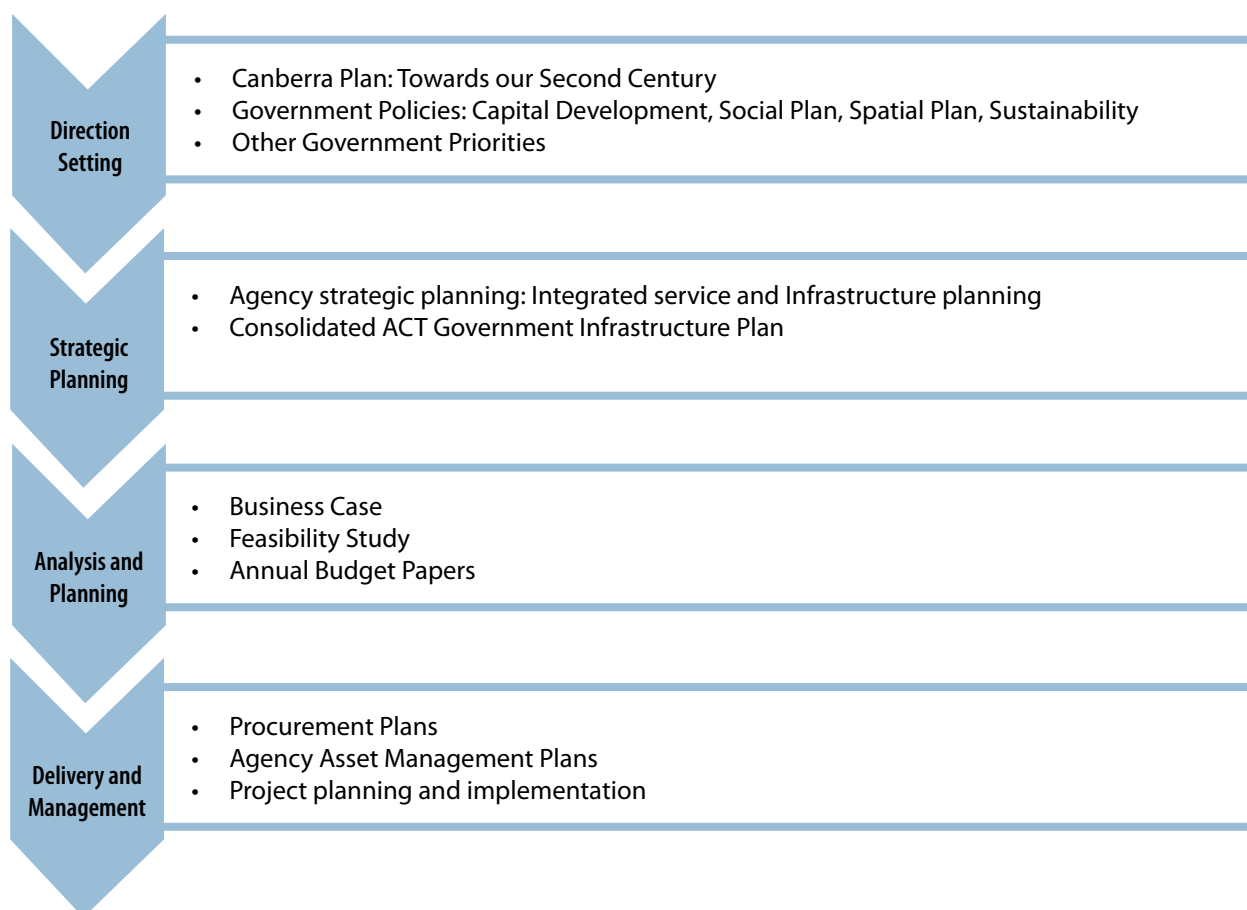
This is the ACT Government's first Infrastructure Plan. It is a living document that will be updated annually at Budget time.

It links the immediate infrastructure priorities that are detailed in the annual budget papers with the Government's (and the community's) long-term vision, as set out in *The Canberra Plan*.

Infrastructure has a crucial role to play in delivering on this vision. And an integrated and well-aligned framework for planning, analysing, prioritising, delivering and managing infrastructure will see that it does so.

Key elements of the ACT's Infrastructure Framework are outlined in the table below.

Key elements of ACT's Infrastructure Framework



Direction Setting

What do we want Canberra to look like in 10 or 20 years time? *The Canberra Plan* addresses this question. It articulates the vision of the Government and what it aims to achieve over the medium to long term.

How do we get there? The Government's strategic policies – economic, social, spatial and environmental – identify the broad strategies by which the Government will achieve its long-term objectives.

Strategic Planning

Direction setting is broad and long-term. Strategic planning is more focused, and looks to the medium term. It bridges the gap between long-term aspirations and decisions that are made today by ensuring that approved projects are integrated, well coordinated and are the most effective way of achieving our goals.

Strategic planning by Government agencies includes:

- examining the changes that are expected to impact service delivery and infrastructure requirements over the medium to long term;



- in consultation with stakeholders, identifying service delivery and infrastructure options which respond to these changes;
- developing an integrated service delivery and infrastructure strategy, which identifies preferred options and future steps; and
- identifying how its strategies are aligned with Government objectives and priorities.

This medium-term agency planning, as well as consultation with industry and community representatives, informs development of this document - a consolidated ACT Government Infrastructure Plan.

The Plan sets out the Government's infrastructure priorities for the next 10 years, and is to be updated and revised every year.

Infrastructure priorities are not limited to new investment. They include strategies to improve management and use of existing assets, improvements to procurement processes and strategies to manage or reduce infrastructure demand.

This document is the first ACT Government Infrastructure Plan. Over time it is anticipated that this Plan will become more detailed and specific, as the supporting decision making and planning frameworks are embedded and refined.

Analysis and Approval

Infrastructure priorities identified in the Infrastructure Plan do not represent a commitment to construct. This is dependent on more detailed analysis establishing feasibility, affordability and effectiveness, as well as the emergence of new priorities, and budget constraints.

Agencies, in consultation with central agencies, are responsible for undertaking more detailed analysis of priority infrastructure, whether it is new investment or better use of current infrastructure priority. This will include:

- full examination of the problem or change which the initiative responds to;
- consultation with stakeholders;
- identification of all options; and
- preparation of a full business case, examining economic, social and environmental implications.

This analysis and consultation should be aligned with the budget cycle, allowing the Government to make an informed decision about the individual initiative, in the context of all other recurrent and capital priorities.

Currently, infrastructure initiatives are assessed broadly across the short to medium term on the basis of whether they:

- increase productivity capacity of the economy;
- reduce future social, economic and environmental costs; and/or
- provide for growth in the economy to gain or maintain a competitive edge in the ACT.

Delivery and Management

Once an initiative is approved, the Government is committed to efficient and effective delivery, as well as sustaining and making the most of these investments.

The Government has sound procurement policies in place to support effective, timely delivery and infrastructure.

Agencies are also required to develop strategic asset management plans to optimise the maintenance and use of their existing assets. The Government has committed to strengthening these plans over the coming years, improving both their coverage and detail.

Prioritising Future Infrastructure Investment

The key objectives for any infrastructure investment are as follows.

- How does the proposal link to the Government's long term objectives?
- Are benefits maximised in the most efficient manner (e.g. what alternative proposals were considered and why is this the best option?). New methods of service delivery will also be sought to ensure that the most innovative approaches are pursued.
- For new infrastructure proposals - has existing infrastructure been taken into account and alternative uses considered?
- How does this relate to other infrastructure objectives? Where should it fit in our overall planning cycle?
- How will the investment add to our long term productivity capacity?

In the next 12 months the Government will:

- ensure that strategic asset management plans are developed and/or updated by all agencies to ensure we make the most of our existing infrastructure assets;
- ensure that service delivery plans are developed/ updated by all agencies to ensure that services are being delivered in the most effective and efficient manner; and
- decide upon the next suite of infrastructure initiatives through the 2011-12 Budget process, taking into account the Government's priorities as outlined in this plan.

Future Engagement

Community Conversation on a Sustainable Canberra

Over the next few months the Government will be running a series of broadly based engagement sessions that will be aimed at gathering opinions from across the community on a range of issues, rather than specific *ideas*. The feedback from this consultation process will enable the Government to identify community priorities, which will inform policy development and guide resource allocation for future infrastructure plans and the development of the 2011-12 Budget.

Infrastructure Round Tables

This plan has been informed by the views of the community and industry through the Government's budget consultation strategy and through a series of Infrastructure round tables. The Government will continue to host these round tables every six months as a component in the development of future infrastructure plans and priorities.

APPENDIX A

2010-11 Infrastructure Investment Program

The 2010-11 Budget provides for an Infrastructure Investment Program of \$394 million over four years. This includes New Capital Works (\$317.3 million), Plant and Equipment (\$6.9 million), ICT (\$24.3 million) and Capital Upgrades (\$45.2 million). The value of works in progress, flowing from previous years is almost \$1.2 billion over four years, with \$666 million available for expenditure in 2010-11. The total Infrastructure Investment Program over four years is \$1.549 billion.

The 2010-11 Infrastructure Investment Program is a return to more typical levels of new capital works initiatives. This reflects the Government's continued focus on delivering a substantial works in progress program and projects associated with the Nation Building and Jobs Plan. For example, the 2009-10 program included \$306 million in new initiatives funded by the Commonwealth, including those allocated as part of the stimulus package.

Significant infrastructure investment commitments made in the 2010-11 Budget include:

- the Transport for Canberra package (totalling over \$90 million);
- Official Opening 2013 – National Arboretum Canberra (\$22.620 million);
- Coombs – Water Quality Control Ponds (\$17 million);
- Narrabundah Ball Park Facility Upgrade (\$1.050 million);
- Tuggeranong Health Centre – Stage 2 (\$14 million);
- Integrated Cancer Care Centre – Phase 1 (\$27.9 million);
- Gungahlin – The Valley Ponds and Stormwater Harvesting Scheme (\$6.5 million);
- Red Hill Primary School Expansion (\$5.3 million); and
- Flynn Childcare Centre (\$4 million).

2010-11 Capital Works Program by Agency

Initiatives – Capital Works	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000
Chief Minister's Department				
Extension to the Street Theatre (Design)	150	-	-	-
Watson Arts Centre – Additional Studios and Residence	747	-	-	-
Floriade – Upgrade to Commonwealth Park	300	-	-	-
Strathnairn Homestead – Kitchen, Toilet and Veranda Improvements	100	-	-	-
Strathnairn Homestead – Additional Studio Space and Landscaping	100	-	-	-
Kingston Arts Precinct Strategy	150	-	-	-
Department of Territory and Municipal Services				
Transport for Canberra – Walking and Cycling Infrastructure	1,000	-	-	-
Transport for Canberra – Street Lighting in the City	1,000	1,000	-	-
Transport for Canberra – City Path Lighting	500	1,000	-	-

Initiatives – Capital Works	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000
Department of Territory and Municipal Services <i>continued</i>				
Transport for Canberra – Parkes Way Widening	-	1,200	13,500	-
Transport for Canberra – Phillip and Majura Avenues Intersection Upgrade	100	900	-	-
Transport for Canberra – Cotter Road Improvements	150	560	6,440	-
Transport for Canberra – ACT Road Safety Strategy (Design)	250	250	-	-
Transport for Canberra – Major Bus Stops Program	150	800	800	-
Transport for Canberra – Installation of Bus Shelters	500	500	-	-
Transport for Canberra – Canberra Avenue Bus Priority Measures	200	300	3,850	3,850
Transport for Canberra – Northbourne Avenue Bus Priority Measures and Dickson Major Bus Station	250	4,000	-	-
Transport for Canberra – Flemington Road Bus Priority Study (Design)	100	650	-	-
Transport for Canberra – Park and Ride Facilities	900	1,200	1,000	1,000
Transport for Canberra – Bike and Ride Facilities	250	250	200	-
Transport for Canberra – Gungahlin Town Centre Major Bus Station	175	1,500	-	-
Transport for Canberra – Erindale Centre Major Bus Station	150	3,000	-	-
Transport for Canberra – Barton Major Bus Station (Feasibility)	100	-	-	-
Transport for Canberra – Improvements to City Bus Services and Facilities	100	900	1,000	-
Transport for Canberra – Belconnen to City Transitway Stage 1 (Barry Drive and College Street Sectors)	700	6,600	-	-
Transport for Canberra – Belconnen to City Bus Transitway Alignment (Feasibility)	200	-	-	-
Transport for Canberra – Barry Drive and Clunies Ross Street Intersection Upgrade	100	4,000	2,900	-

Initiatives – Capital Works	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000
Department of Territory and Municipal Services <i>continued</i>				
Strategic Bushfire Management Plan Version 2	925	941	958	974
Extension of Mugga Lane Resource Management Centre Landfill Cell	1,500	2,500	200	200
Mugga Lane Resource Management Centre – Future Options (Feasibility)	250	750	750	-
ACTION – Depot Upgrades (Feasibility)	151	-	-	-
Gungahlin Canberra Connect Shopfront (Feasibility)	100	-	-	-
Belconnen Skate Park (Design)	200	-	-	-
Jerrabomberra Wetlands Infrastructure Improvements	274	397	1,670	-
Lake Ginninderra District Parks Playground and Picnic Facilities	300	-	-	-
Lake Ginninderra Community Path Lighting	1,000	-	-	-
Drakeford Drive Pedestrian Link for Kambah P-10 School (Design)	240	-	-	-
Majura and Sutton Roads – Upgrade	250	2,000	-	-
Naas Road – Gudgenby Bridge (Design)	200	-	-	-
Ashley Drive Upgrade (Feasibility)	150	-	-	-
Bridge Strengthening on Commercial Routes	1,000	-	-	-
Page and Fyshwick Stormwater Augmentation	1,000	2,000	-	-
Forde – Horse Park and Gundaroo Drives Intersection Upgrade	4,000	-	-	-
Watson – Stormwater Upgrade – Aspinall Street Block 2, Section 95	2,870	-	-	-
Fyshwick – Intersection Upgrades – Gladstone Street Section 26	3,500	500	-	-
Barton – Intersection Upgrades – Darling Street Section 22	1,000	-	-	-
North Weston – Road Intersection Reconstruction	5,000	9,000	-	-
Coombs – Water Quality Control Ponds	7,000	10,000	-	-
Lawson – Ginninderra and Aikman Drives – Intersection Upgrade	1,800	700	-	-

Initiatives – Capital Works	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000
Department of Territory and Municipal Services <i>continued</i>				
Sandford Street Extension to the Federal Highway - Additional Funding	2,000	3,000	-	-
Molonglo – John Gorton Drive (North–South Arterial Road) - Additional Funding	11,000	-	-	-
City West Infrastructure Stage 3	1,900	-	-	-
City Action Plan Stage 1 – Edinburgh Avenue Improvements	200	2,300	-	-
Lyneham Precinct Redevelopment Stage 3	2,100	-	2,100	-
Throsby Multisport Complex (Design)	500	-	-	-
Narrabundah Ball Park Facility Upgrade	1,050	-	-	-
Gungahlin Leisure Centre (Design)	1,460	-	-	-
Manuka Oval Facilities Upgrade	407	-	-	-
Gungahlin Wellbeing Precinct – Infrastructure Works	-	6,500	-	-
Shared Services Centre				
Data Management Scoping Study – Current and Future Data Requirements (Feasibility)	250	-	-	-
Department of Land and Property Services				
Official Opening 2013 – National Arboretum Canberra	7,710	12,110	2,800	-
Remediation of Fuel Storage Facilities	500	500	-	-
Conservation Management Plans for Heritage Buildings (Feasibility)	400	400	-	-
Department of Treasury				
ACT Government Office Project – Procurement Planning and Documentation	3,100	-	-	-
ACT Health				
Clinical Services Redevelopment – Phase 2	15,000	-	-	-
Tuggeranong Health Centre – Stage 2	-	10,000	4,000	-
Capital Asset Development Plan – Change Management and Communication Support	1,765	2,352	-	-
National Health Reform	7,839	4,755	1,669	835
Integrated Cancer Care Centre – Phase 1	3,500	17,000	7,400	-

Initiatives – Capital Works	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000
Department of Justice and Community Safety				
Tidbinbilla Rural Fire Service Shed	1,644	-	-	-
Additional Jury Courtroom	450	-	-	-
Department of the Environment, Climate Change, Energy and Water				
North Weston/Molonglo Stormwater Harvesting Scheme	1,000	4,000	-	-
Gungahlin – The Valley Ponds and Stormwater Harvesting Scheme	1,000	5,500	-	-
Department of Education and Training				
Harrison High School – Second Gymnasium Court	-	2,000	-	-
Bonner Primary School (Design)	1,000	800	-	-
Car Parks and Traffic Safety Program	250	500	500	-
Molonglo Primary School (Design)	950	1,000	-	-
Franklin Early Childhood School (Design)	800	600	-	-
Red Hill Primary School Expansion	4,300	1,000	-	-
ACT Planning and Land Authority				
Lawson South – Relocation of Power Line (Design)	300	-	-	-
Lawson South – Water Quality Control Pond (Design)	200	100	-	-
Molonglo – Future Stormwater Management (Feasibility)	450	-	-	-
Molonglo – East-West Arterial Road and Extension of John Gorton Drive to Molonglo River (Feasibility)	250	200	-	-
Gungahlin Town Centre Roads (Feasibility)	300	-	-	-
Scrivener Dam Upgrade (Feasibility)	350	-	-	-
Woden Valley Stormwater Retardation Basins (Feasibility)	150	100	-	-
Symonston – Arterial Road (Feasibility)	200	100	-	-
Department of Disability, Housing and Community Services				
Flynn Childcare Centre	3,000	1,000	-	-
Regional Community Facilities Car Parks and Building Facades	1,939	1,223	-	-
Replacement of Centre-Based Respite Houses (Feasibility)	250	-	-	-

Initiatives – Capital Works	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000
Housing ACT				
Refurbish Early Morning Drop-in Centre in the City (Grant)	750	-	-	-
Homelessness Initiative – A Place to Call Home (ACT Contribution)	1,000	1,000	500	-
Canberra Institute of Technology				
New CIT Learning Centre Tuggeranong (Feasibility)	250	-	-	-
Bruce – Refurbishment of Canberra Raiders Training Facility (Design)	65	-	-	-
Cultural Facilities Corporation				
Canberra Theatre Centre – Heating, Ventilation and Air Conditioning and Hydraulics Works	125	-	-	-
TOTAL CAPITAL WORKS INITIATIVES	122,786	135,438	52,237	6,859

