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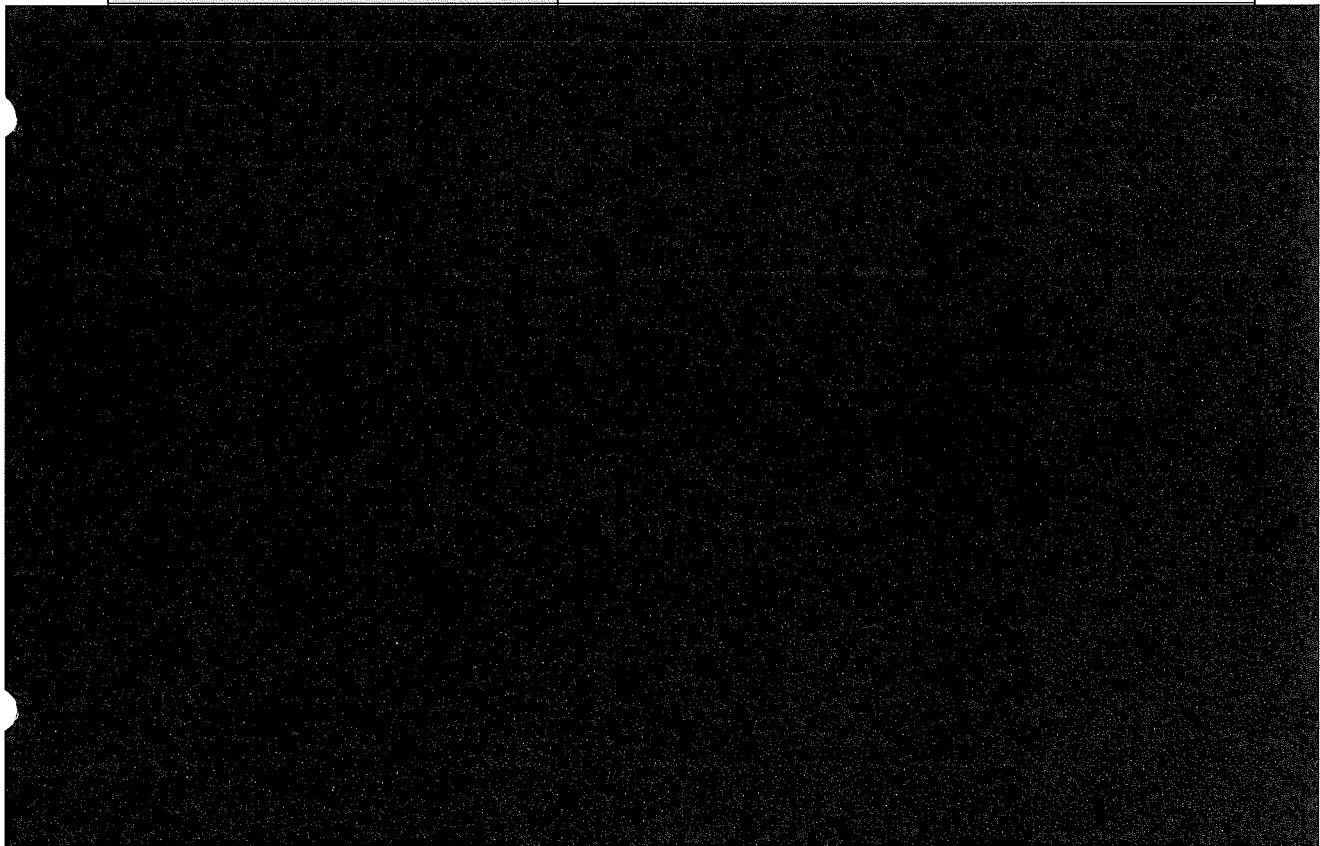


ACT
Government

Business Case for Project Development Funding

Project name:

Funding to progress a new or enhanced Canberra Stadium, a new Convention Centre Precinct and EPIC Redevelopment (Stage 1).



Sign-off

Sponsoring Agency: Economic Development

Print Name

Signature

Development of Entertainment, Arts, Sports Infrastructure
Projects

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1. Executive summary

This business case seeks funding to progress major infrastructure projects featured in the Entertainment, Arts and Sport sector updates to the ACT Government's Infrastructure Plan released in June 2023. Funding for the Canberra Stadium and Convention Centre Precinct (Entertainment Pavilion & Convention Centre) will allow for crucial project development for these flagship projects. Funding is also sought to progress the Exhibition Park in Canberra (EPIC) Redevelopment - Stage 1 works to detailed business case.

Concurrently, the ACT Government is working with the Federal Government to establish the National Capital Investment Framework, of which the Canberra Stadium and Convention Centre Precincts are key considerations. The National Capital Investment Framework will recognise Canberra's role as the Nation's capital through collaborative investment by the ACT and Federal Government in city shaping infrastructure projects. These two key projects require further development to ensure the ACT Government have confidence in the project scope, costing and construction program prior to submission to the federal government.

Funding to progress these projects cannot wait until Budget 2024-25 as it will put at risk our ability to be ready once the framework is agreed with Federal Government and could delay any concrete advancement on these high-profile projects into late 2024.

The EPIC Redevelopment (Stage 1) is another important piece of work in developing our events infrastructure to support major festivals and events. In 2021-22 Budget, funding was provided to undertake master planning for the redevelopment of EPIC including the development of options for a new 10,000m² indoor venue that can cater for large multicultural performances and private events such as weddings. Following extensive stakeholder consultation and precinct planning studies, it was recommended Stage 1 works should incorporate the 10,000m² multipurpose exhibition hall, and a new intersection and entrance to EPIC on the intersection of Randwick and Flemington Roads.



The funding sought in this business case will allow for the delivery of the following key activities:

Canberra Stadium

- Siting Studies; and
- Functional Design Brief

Convention Centre Precinct (Stage 1 - Entertainment Pavilion & Stage 2 - Convention Centre):

- Precinct Masterplan;
- Functional Design Brief;
- Concept Design Report; and
- Initial Cost Estimate.

EPIC Redevelopment -Stage 1

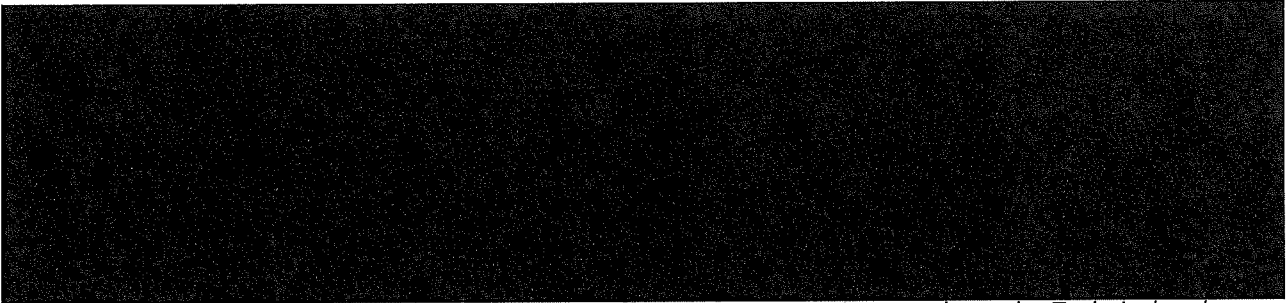
- Technical Due Diligence;
- Functional Design Brief for a new 10,000m² multipurpose exhibition hall;
- Concept Design Report (including Specification)
- Initial Cost Estimate; and
- Construction Program.

The EPIC Redevelopment work will transition from Venues Canberra to the Strategic Infrastructure Coordination team within Economic Development, with external skills brought in as required. Noting the further works required to develop these flagship projects, two additional Infrastructure FTE will be required at an estimated cost of [REDACTED]. This will provide the appropriate level of infrastructure planning, engineering, coordination to support these projects.

In February 2023, through Budget Review 2022-23 the ACT Government committed \$2.215 million in funding to establish Strategic Infrastructure Coordination within Economic Development and to commence project inception studies for a new or significantly enhanced Canberra Stadium, new Entertainment Pavilion and Convention Centre. This funded a number of requisite studies, however due to the evolution of the projects further studies were undertaken. A budget of [REDACTED] remains uncommitted, which is insufficient to progress the precinct to proof of concept.



¹ Please add additional lines for offsets where required; for example, where there are multiple discrete offsets for funding components.



*Note, the figures used for the Infrastructure Officer FTE are an estimate only, as the *Technical and Other Professional Enterprise Agreement 2023-2026* is under negotiation.

2. Project context

Key messages

- The ACT's *Infrastructure Plan* released in June 2023 included the following priorities; a new or enhanced Canberra Stadium, a new Entertainment Pavilion, a new Convention Centre, and the EPIC precinct staged redevelopment. All these priorities were slated for the longer term: over five years from the Plan's publication.
- There is a demonstrated need for these projects to be pursued:
 - Canberra Stadium and Precinct – currently known as GIO Stadium Canberra – was constructed in 1977 and is now more than 45 years old. The projected growth of Canberra's population to 500,000 before 2030, is driving the need to renew aging infrastructure across the region. It is well recognised that the Stadium is reaching the end of its useful life and does not meet contemporary design standards for a facility of its importance and use. Canberra is a growing, diverse city that is a hub for a region of 750,000 people, and the Stadium facility must respond to changing needs and aspirations.
 - The National Convention Centre Canberra (NCCC) is not of the scale required to attract large conferences, for example those that require extensive exhibition space and banqueting facilities at the same time. This leaves the ACT uncompetitive in the business tourism market. The facility is also of an age that requires continuous investment in repairs and maintenance to extend its life.
 - Canberra's existing venues for large indoor performances do not meet minimum capacity requirements for many large touring shows and indoor sporting events such as basketball and netball to operate commercially.
 - There is a need in Canberra for a large multipurpose exhibition hall that can support festivals, trade shows, markets and commercial events, along with catering for large multicultural performances and private events, such as weddings. The Masterplan for EPIC identifies a staged redevelopment approach. Stage 1 of this redevelopment includes a new large multipurpose exhibition hall, new intersection and new public entrance into EPIC.
- The progression of these projects aligns closely with ACT Government policy, not only in line with the *Infrastructure Plan Update*, but in:
 - Progressing the ambitions of *CBR Switched On: ACT Government's Economic Development Priorities 2022-2025*, advancing Canberra's identity as a city that draws you in, and adding to its value proposition as a global destination.
 - Furthering the ACT Government's tourism goals as new destination venues for the business tourism and leisure markets, with the potential to grow overnight tourism expenditure *T2030: ACT Tourism Strategy 2023-2030* – vision "A thriving sustainable destination that benefits Canberrans".
 - Filling existing infrastructure gaps in arts and culture, with the Entertainment Pavilion to be a seminal large indoor performance venue, adding to the ACT's credentials as Australia's Arts Capital, a vision described in the *Statement of Ambition for the Arts 2021-26*.

- Progressing the simple and clear ambitions of *CBR Next Move: Sport and Recreation Strategy 2023-2028*, the Canberra Stadium Precinct project supports the ACT Government's commitments of inclusion and quality experiences, supporting more people to be engaged at all levels by building the sector's capability and capacity.
- Progressing the 2025 Major Events Strategy for the ACT - The Strategy recognises the importance of events to visitors. The ACT Tourism Strategy 2023-2030 sets a foundation to realise Canberra's potential as a global destination and sets out objectives to grow the value of the visitor economy to \$4 billion by 2030. The capacity for events to deliver interstate and international visitation outcomes is a tangible link to the strategy.
- This business case seeks funding to progress these projects, in accordance with the ACT Government's Capital Framework. For the Canberra Stadium and Convention Centre Precinct Projects only, the preparation of an Initial and Detailed Business Case (a 2-stage approach) will still require funding to support Government confidence for capital investment.

describes the planning, proposing and delivering processes, as well as the benefit measurement and lessons learnt practices. As the sponsoring Directorate, Economic Development is responsible for stages 0, 1, 2 and 5.

The proposed projects' "0. Plan" Stage was articulated in the 2019 Infrastructure Plan and its 2023 update, where the strategic service need was described. Subsequently, each of the proposed projects have commenced investigations in accordance with the complex "1. Develop" and "2. Prove" Stages outlined above, to varying extents as funding has allowed (refer *Needs Analysis* and *Project Background* below). This business case requests funding to progress each project to the next logical step within the *Develop* and *Prove* stages.

Further work to fully complete these projects is beyond the scope of this request and will be the subject of future funding bids. The Canberra Stadium and Convention Centre Precinct will still require further "2. Prove" investigations, with funding required for two-stage budget approval process of Initial Business Case followed by Detailed Business Case / Detailed Design, prior to handover to Major Projects Canberra for delivery. For EPIC Redevelopment, funding for a (likely) Design and Construct Contract will be required.

Needs analysis for the project

This business case seeks funding to progress a number of flagship ACT Government major infrastructure priorities: a new or enhanced Canberra Stadium, Convention Centre Precinct (new Entertainment Pavilion, and new Convention Centre), and the Redevelopment of EPIC (Stage 1). The progression of these projects aligns with the Government's strategic intent to continue building Canberra's future through its ambitious infrastructure pipeline, meeting the needs of a growing and changing city.

GIO Stadium Canberra

Originally constructed in 1977 (and receiving only one significant renovation in 1997), GIO Stadium Canberra is now among the oldest stadiums in Australia, nearing 50 years. This is considered end of life for major infrastructure of this nature. Whilst the structure itself may still be functional at 50 years, current trends, particularly the emergence of new technology and patron expectations of amenity, has resulted in the economic useful life of such venues being significantly shorter than the structural end of life. Additionally, as an ageing venue, the ACT Government will be required to continue to increase maintenance and asset replacement spending on the venue without any improvement in performance, functionality or appeal. Overall, the venue is costly to maintain, has poor accessibility, provides a compromised audience and player experience, and is limited in its ability to generate revenue, impacting the overall profitability of the venue and driving up the cost to the ACT Government.

The development of a new or significantly enhanced Canberra Stadium and Precinct would result in more Canberrans getting out to see and be inspired by professional sport, as well as being a home for the Canberra Raiders, ACT Brumbies, and potentially other high performance sport partners. It would also encourage more interstate visitors to Canberra to see their teams play away matches, and better equip the ACT to competitively bid to host international sporting event fixtures.

Indoor Entertainment Pavilion

An operational needs analysis was undertaken for the Entertainment Pavilion and notes that the ACT does not have a suitable venue to attract larger-scale touring acts, currently there is a gap in live entertainment venues that can host audiences between 5,200 – 16,000. At the midpoint of this gap, large-scale touring shows typically seek audiences of 8,000 to 10,000 people to be commercially viable. Within the spectrum of entertainment venues, Canberra is able to accommodate sporting events, has a reputation as being a 'festival hub', and has a significant provision of smaller venues, including theatres that hold smaller scale events. The AIS Arena is the only mid-scale venue, however is aging and approaching end of life.

During development of the operational needs analysis for the new Entertainment Pavilion, it was revealed that ticketing data from a Sydney venue demonstrated up to 10% of concert goers to 'representative' events hosted in Sydney reside in the ACT region –representing significant leakage to the ACT economy. Canberra will continue to miss out on larger acts and indoor sporting events which visit other capital cities without an appropriately sized indoor venue.

The ACT's population is currently estimated to be approximately 455,000 and projected to be over 500,000 by 2030. The ACT's significant population growth – which continues at pace – adds to the need for a larger indoor entertainment space.

Convention Centre

The existing National Convention Centre Canberra (NCC) is aging and limited in its capacity. The ACT Government Infrastructure Plan Update notes that a new Canberra Convention Centre would be a premier destination for business events, support Canberra as a knowledge economy, create jobs in the visitor economy, and enhance Canberra's reputation.

Canberra has a number of strong demand drivers for a convention centre such as a growing defence, cyber and national security sector, multiple universities and proximity to federal and local government. This is supported by Canberra's local and regional population and economic growth, a strong demographic profile, and the unique status as the nation's capital. There is a demand for a new convention centre that provides facilities on par with those offered interstate. This is evidenced by turn away events at the existing NCCC. The ACT's competitiveness in the business tourism market has been exacerbated over recent years with significant additions and improvements to convention infrastructure in other jurisdictions.



The 2019 Infrastructure Plan outlined 2 options for a convention centre: the development of a new National Convention Centre in partnership with the Commonwealth or an upgrade of the existing Canberra Convention Centre within the coming decade. However, there are little benefits gained by upgrading the 35-year-old facility, noting its limiting constraints include site size. In addition, the

significant investment required, would not yield an increased capacity that will service the needs for convention space over the next 20 to 30 years.

EPIC

EPIC has been in operation since 1964 and holds a vast piece of land in Canberra's inner North, with a spread of existing buildings that are aging, and not purpose designed to support the ultimate function of the precinct as Canberra's preeminent large format event space. The mixture of built form includes, exhibition buildings of various fit outs and quality, bars and vendor stalls, administration buildings, grandstands, stables, storage sheds and workshop.

The quality of facilities and size of EPIC are key issues which limit attraction of new event organisers and subsequent venue revenue. This creates a significant challenge for event organisers to retrofit spaces to make them suitable for use. The extensive size of EPIC forces events to spread out in order to activate space. This then reduces the critical mass of events.

Due to the lack of appropriately sized indoor facilities, a large market of event organisers do not consider EPIC as a potential venue, as such EPIC has event leakage.

Consideration of a large-scale venue in the review of EPIC was the subject of a co-sponsored motion moved on 21 August by Mr Gupta MLA and Ms Orr MLA. The motion included noting that whilst existing community and private facilities across the city provide a range of spaces and services for multicultural groups to engage in performance and events, these venues have limited capacity to facilitate larger events of more than 350 people. The motion called on the ACT Government to explore the feasibility of a large-scale venue suitable for hosting multicultural and other community events to be located at EPIC, include scoping of alternative potential sites for such a centre in the wider Gungahlin region.

Indicative capital value, risk assessment and Tier

The indicative capital value of the new Canberra Stadium and Precinct, and the Convention Centre Precinct is expected to be within the Capital Framework's Tier 1 threshold. Stage 1 of the EPIC Redevelopment is estimated to sit within the Tier 2 category. However, capital value and risk will be further investigated for all projects through the activities identified in this business case.

Project background

The background of each project is discussed below:

New or enhanced Canberra Stadium

A new or enhanced Canberra Stadium will be the core feature of a revitalised Australian Institute of Sport (AIS) precinct, an activated hub for high performance sport and innovation. The government originally identified three possible locations for the project - on the existing site owned by the Australian Sports Commission (ASC), with other exhibition and community facilities at EPIC, or redevelop the existing Civic Pool site on Constitution Avenue.

Subsequent analysis found it was not feasible to locate a stadium on the Civic site for several reasons (compromised orientation and event plaza impacts, pedestrian and traffic management, noise, light

and other environmental issues etc). The ACT Government's preferred option is to develop a modern stadium experience within the AIS precinct in Bruce, to accommodate the needs of local, national and international users, over the expected +50-year life of the asset. On 28 June 2023, the ACT Government signed a Memorandum of Understanding with the ASC to work collaboratively towards the revitalisation of the AIS Precinct in Bruce.

The Canberra Stadium and Precinct is currently envisaged to incorporate:

- A modern all-weather stadium for sporting and concert events that provides a great experience for spectators, improved functionality for hirers and greater commercial activation.
- A thriving mixed-use precinct – consideration for non-event-day function facilities, and provision of experiences that attract people (including residents) to the precinct, with good access and adequate car parking and transport options.
- Placemaking opportunities of the immediate precinct surrounding the Stadium to be facilitated - identify possible complimentary commercial uses (shops and businesses), recreational amenities (hospitality such as cafes, shops, etc), and the potential for attractive community facilities (landscaping play, gathering spaces, community groups etc) will create an activated mixed-use area around the Stadium attracting life and vitality.
- The home of the Brumbies and Raiders.

To date, development on the Canberra Stadium's Project Outline has commenced investigating:

- Project Context – Defining the project benefits to ACT Government and wider community, high level market analysis (ACT population and visitor analysis); early demand analysis (current and forecast stadium attendance based on season, and event frequency); and high level competitive / complementary facility assessment (market competition and synergies, current and future opportunities) and benchmarking.
- Options Analysis / Preferred Project Approach – Determining whether the preferred option is to refurbish the existing GIO Stadium, demolish and rebuild GIO Stadium, or build on a new site location within the Bruce Precinct. This work considered benefits and challenges, site context, traffic, transport and utilities.
- Concept Planning – Preliminary plans for a preferred stadium design type, immediate precinct and stadium planning, are being prepared.

The above work is currently being finalised for Cabinet Submission consideration in December 2023.

Convention Centre Precinct - Indoor Entertainment Pavilion

A new indoor entertainment pavilion is envisioned as a key element of Canberra's future entertainment infrastructure to meet our growing entertainment needs. Although the pavilion concept was identified in the 2019 Infrastructure Plan as an enclosed arena, the Update identified an immediate priority planning and initial work on a new, versatile music and event venue that caters for at least 7,500 people.

An Entertainment Pavilion is currently envisaged to incorporate:

- An indoor venue that would cater to large-scale touring acts to contribute to the ACT economy and the wellbeing of Canberrans.
- A venue that would provide additional capacity for conventions, exhibitions, meetings and product launches and provide opportunities for groups within the Canberra community to hold large-scale gala dinners, cultural celebrations and awards ceremonies.
- Outdoor plaza with food and beverage options.
- Co-location within a Convention Centre Precinct, offering increased event and entertainment capacity in the city.

To date, development on the Entertainment Pavilion project has commenced and the following activities are complete:

- Operational Needs Analysis - which included exploration of market demand, articulation of project needs and investigation into potential operating models.
- Massing Studies – explored three different building typologies including a standalone Entertainment Pavilion, a combined model and collocated option with the convention centre and test fitting two key city sites.

As part of a Convention Centre Precinct there is potential to complement the new Canberra Theatre Centre precinct which will support our city's growth as a hub for entertainment. By co-locating the Entertainment Pavilion with a new Convention Centre, the Government can stage its investment in increased event, convention and entertainment capacity in the city, while allowing flexibility of sequencing of a new Convention Centre Precinct. This flexibility allows government to respond to priorities and look for opportunities to deliver future elements in partnership with the Commonwealth.

Convention Centre Precinct - Convention Centre

A new Canberra Convention Centre would be a premier destination for business events, support Canberra as a knowledge economy, create jobs in the visitor economy, and enhance Canberra's reputation. A Convention Centre will be an important element of the Canberra Civic and Culture District and play an important role in putting Canberra on the map as a global destination.

A Convention Centre is currently envisaged to incorporate:

- An active precinct, that supports Canberra as the emerging cultural, arts and entertainment hub.
- A venue that services the city, the region, and the nation, that attracts and hosts significant business events.
- A city centre location, with delegates able to stay and be entertained near the centre.
- Space that allows for concurrent uses and events including large-scale banqueting and large exhibition space of between 8,000-10,000m²

To date, development on the Convention Centre project has commenced investigating:

- Operational Needs Analysis- which included exploration of market demand, articulation of project needs and investigation into potential operating models.

- Massing Studies – explored three different building typologies including a standalone Entertainment Pavilion, a combined model and collocated option with the convention centre.

Due to interdependencies between the Entertainment Pavilion and the Convention Centre, the Operational Needs Analysis (ONA) and Massing studies were undertaken concurrently. The ONA articulated there is strong market demand for a new Convention Centre in Canberra, and industry support for an entertainment pavilion that could host shows with audiences between 5,200 and 10,000.

As a first stage of a Convention Centre Precinct, the government will look to progress a new entertainment pavilion, around which additional convention capacity can be delivered over the medium term. Interim upgrades to maintain the functionality of the existing NCC may be needed to ensure there is no gap in the availability of convention facilities. Additionally, there is evidence to support the benefits of investigating a collocated or integrated building typology, this work is currently underway with a recommended approach anticipated in late 2023.

The next phase of studies will develop a detailed concept for the new convention centre. During this time, the government will also seek to develop a partnership approach with the Commonwealth to support investment in the convention centre. This work will be essential to support future government decisions on the best option for realising the convention centre vision in the long term.

EPIC

The 2019 Infrastructure Plan recognised the need to maintain the status of EPIC as Canberra's preeminent large format event space in the years ahead. The Infrastructure Plan update confirms EPIC as Canberra's festival hub, able to host major events, including large concerts, and community activities within a fit-for-purpose precinct.

EPIC is ideally located on the main routes in and out of Canberra to Sydney and Melbourne, which is important for event organisers. It is conveniently close to light rail to assist with mass-transit of event and festival goers. Identified as a first step to create a more seamless and activated precinct, a Precinct Plan was prepared. The Precinct Plan interrogates the existing precinct and defines the way forward in a staged approach. This will ultimately revitalise the EPIC precinct allowing for existing uses to continue while catering for new opportunities within an increasing urban context and an enriched landscape setting.

The EPIC Redevelopment Stage 1 is currently envisaged to incorporate:

- A new large scale multipurpose exhibition hall to accommodate large exhibitions, concerts, conferences, gala dinners and community-based events;
- A new main entrance gate to the site, incorporating a new ticket booth, vehicular and pedestrian traffic, and associated services and landscaping;
- A new intersection at the corner of Randwick and Flemington Roads, pedestrian, road network, and carparking connecting to the new exhibition hall; and
- Relocation of ancillary storage buildings and stables.

- Creation of an urban precinct landscape character for initial implementation on the phase 1 site.

To date, work on the EPIC Redevelopment that has been completed includes:

- Precinct Masterplan – including Stakeholder Engagement, EPIC Precinct Site Analysis, and recommendations for project phasing.
- Stage 1 - Large Scale Exhibition Hall massing diagram and sketch plan demonstrating functional relationship and siting within precinct.
- Land Divestment, Reinvestment and Commercialisation Strategy.

Stakeholder engagement to date

The ACT Government has actively engaged with key internal and external stakeholders for all three projects.

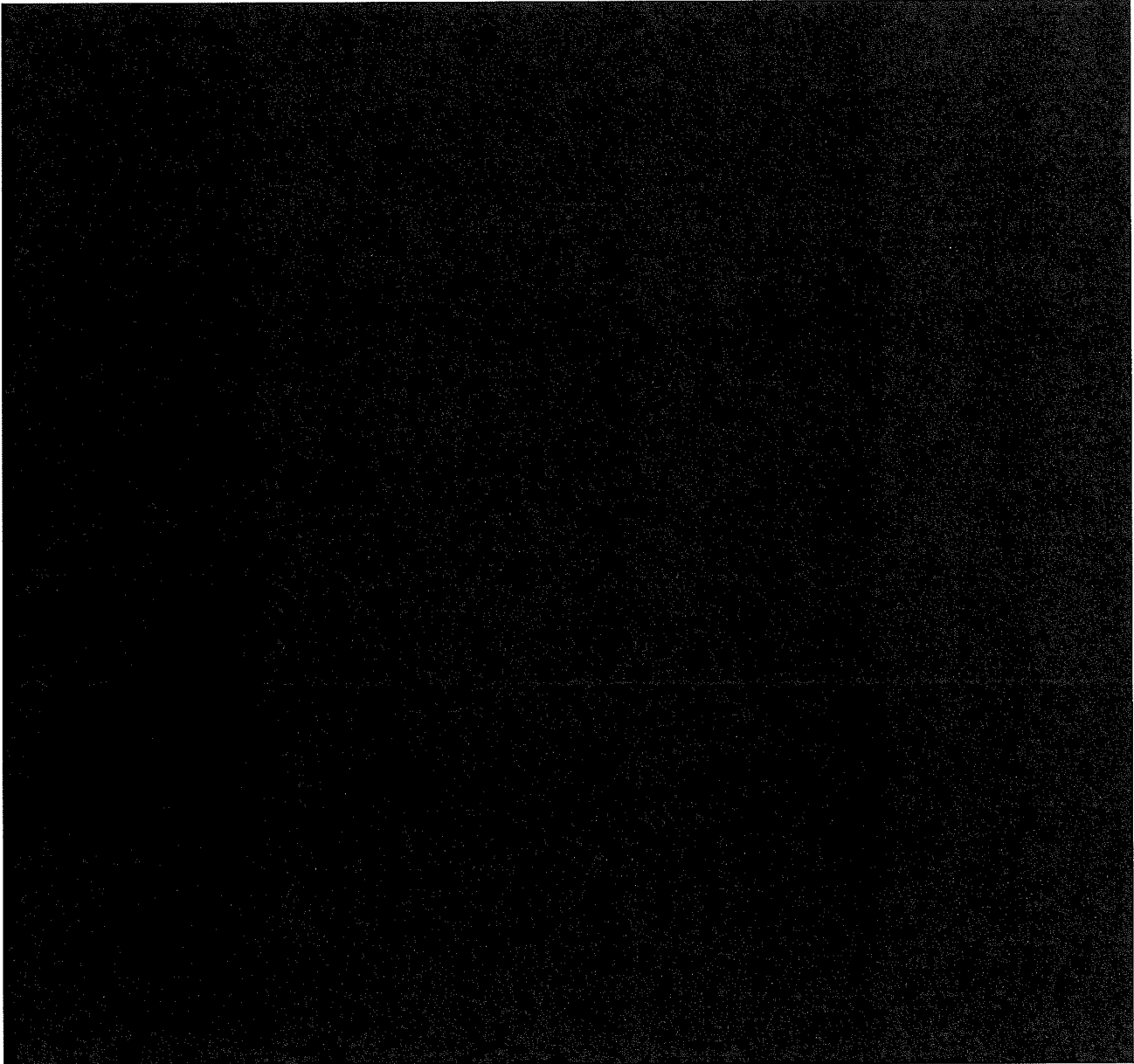
Specifically for the Canberra Stadium project, extensive consultation has been undertaken since June 2023 (and continues) with the Australian Sports Commission (ASC). The ASC are active members of the Canberra Stadium's Project Working Group. A Stakeholder User Advisory Group (SUAG) has been formed with members from major sporting codes. Workshops have informed SUAG members of the project approach and involved their active participation. Additionally, key Promoters and the entertainment sector were consulted on the potential of a new stadium.

Stakeholder Consultation for the Convention Centre Precinct was undertaken through the Operation Needs Analysis for the Convention Centre and Entertainment Pavilion projects. This included a wide range of internal and external stakeholders from the entertainment, arts and events sectors, along with Commonwealth Government bodies.

The EPIC Redevelopment project has had multiple layers of consultation with key stakeholders. Specifically, through the development of the Operational Needs Analysis key user groups were identified and then further consulted with. The development of the EPIC Precinct Plan involved key stakeholders in a two-stage consultation process which further defined issues and identified opportunities.

Potential delivery models

The delivery of this phase of the projects (enabling studies) will be undertaken through direct management of consultants by CMTEDD.



2.2 Strategic and policy alignment

Alignment with Government commitments and policies

Strategic Context: ACT Government ACT Infrastructure Plan Update

In July 2023 the ACT Government released the updated ACT Infrastructure Plan. These significant projects have all been discussed publicly and regularly by the ACT Government and stakeholders. Each of these infrastructure priorities are outlined in the updated plan as follows:

- **Canberra Stadium and Precinct:** The ACT Government has partnered with the Australian Sports Commission to work together to maintain and enhance the AIS precinct as an activated hub for high performance sport and innovation, with a new or enhanced 30,000 seat stadium as a key feature. The project will include placemaking opportunities of the immediate precinct surrounding the Stadium as well as ultimately extending to the wider

Bruce precinct identifying vitalisation opportunities (eg housing, hospitality, commercial, and community facilities). The possibility of situating the stadium at EPIC will be considered as part of the revitalisation strategy for EPIC, should the AIS option not prove feasible.

- Convention Centre Precinct: A new indoor entertainment pavilion that can hold at least 7,500 people is proposed to be built to host a diverse range of touring artists, exhibitions, events, sporting events and performances. To be built in the city, it will incorporate an outdoor plaza with food and beverage offerings for year-round enjoyment of patrons and local Canberrans. Detailed planning and concept design is underway to support this vision, with build commencement expected by 2026-27. Co-location with a new Convention Centre would allow staged investment in event, convention and performance capacity in the city.
- The government is continuing planning for a new Canberra Convention Centre. The new Centre will be designed and planned to meet the current and future demand, with room to expand in the future. The government has commissioned an operational needs analysis to inform more detailed planning. Stage 1 would see a new indoor entertainment pavilion, with a full Convention Centre Precinct developed as Stage 2, over the next 5-15 years.
- EPIC Redevelopment (Stage 1): Planned to be delivered in Stages, with Stage 1 forming part of this request. It is intended as a first step to create a more seamless and activated future precinct. This project will ensure EPIC will be able to continue to host large exhibitions, concerts, conferences and a range of multicultural and community events along with a revitalised festival precinct. Stage 1 works include the 10,000m² multipurpose exhibition hall, and a new intersection and entrance to EPIC on the intersection of Randwick and Flemington Roads. The refurbishment of Fitzroy Pavilion (project managed by Venues Canberra) is the subject of a separate business case. This refurbishment is aimed at providing a suitable venue for large-scaled community and multicultural events well before the completion of the larger 10,000m² multipurpose exhibition hall.

These flagship projects will contribute to ensuring Canberra remains one of the most liveable cities in the world as its population grows. Specific policy alignment is further discussed below:

CBR Switched On: ACT Economic Development Priorities 2022-2025 sets a vision for Canberra to continue to be one of the most liveable cities in the world. Within, the Chief Minister's Statement of Ambition notes "our mission is to work with willing partners across the community to ensure Canberra is prepared for new challenges, and able to grasp the opportunities that will come from the next phase of our economic development." The development of these flagship infrastructure priorities is one such opportunity, and when realised will elevate Canberra's offering to the benefit of its residents, visitors and the economy. They are transformative projects, advancing Canberra's identity as a city that draws you in, and adding to its value proposition as a global destination.

CBR Next Move: Sport and Recreation Strategy 2023-2028 highlights the ACT Government's priorities for sport and recreation for 2023 to 2028. Both a new or enhanced Canberra Stadium and the EPIC Redevelopment will support the ACT Government's sport and recreation commitments of inclusion and quality experiences, supporting more people to be engaged at all levels by building the sector's capability and capacity.

In addition to drawing in a new range of live acts and visitors, a new Entertainment Pavilion will be a step forward in achieving the ACT Government's ambition for Canberra to be recognised as Australia's arts capital, a vision described in the *Statement of Ambition for the Arts 2021-26*. It will be a prime venue for the creation of amazing art and culture in Canberra, and will attract artists and creators, arts workers, visitors and investment, both strategies in that *Statement* and in the *Arts, Culture and Creative Policy 2022-26*.

A new Convention Centre will underpin the ACT's future business tourism offering and expand Canberra's share of the lucrative conference market. It will support the ACT Government's strategic goal to meet and exceed the \$2.5 billion in annual overnight tourism expenditure reached prior to the COVID-19 pandemic.

As new infrastructure, the Entertainment Pavilion and Convention Centre will be important assets to Canberra over the decades to come, meeting the needs of a rapidly growing city that will count more than half a million residents by 2030.

Alignment with other projects, Programs and Precincts

While the locations of each of these priority infrastructure projects will be determined over the course of the work to be commissioned through this business case, the new or refurbished facilities will have a transformative impact on the precincts in which they are situated.

For the Canberra Stadium, it is intended that placemaking principles be applied to the wider Bruce precinct identifying housing opportunities, as well as possible complimentary commercial uses, visitor accommodation and amenities (hospitality such as hotels, cafes, etc), and attractive community facilities which will all form part of this activated mixed-use precinct to attract life and vitality. This consideration will ultimately embrace the wider precinct adjacent areas – Northside Hospital, CIT – Bruce Campus, and the University of Canberra.

With the demand analysis recommending a city centre location for the Convention Centre Precinct it will become significant neighbours to the planned Civic and Culture District development being led by the City Renewal Authority with the new Canberra Theatre at its heart. They will also be adjacent to the new UNSW precinct to the east, where UNSW is establishing a world-class research, education and innovation campus on the existing Parkes carpark on Constitution Avenue and on the adjacent Reid CIT Campus site through a \$1 billion investment. The existing NCCC site – once out of use – will become available for the Government to consider making available for private investment.

The City Renewal Authority (CRA) are progressing studies for the City South-East Precinct by commissioning technical and due diligence Site Investigation reports and studies, incorporating key sites of interest. Should any of these sites be preferred, the recommendations from these studies will directly inform the Concept Design Report for the Convention Centre Precinct.

The EPIC precinct will continue to provide opportunity for complimentary service delivery, aligning with the Transport Canberra Network including Light Rail.

Alignment to Wellbeing Framework domains and indicators

As this business case seeks funding to continue project planning only for a Canberra Stadium and Precinct, a new Entertainment Pavilion, new Convention Centre, and Stage 1 of the EPIC Redevelopment, the projects' specific impact in this Stage on the wellbeing of the Canberra population will be minimal. However, once these projects are commissioned there will be major positive impacts in the domains of the Economy, Health, Identity and Belonging, and Social Connection. During construction there may be a minor negative impact on access and connectivity if transport routes are disrupted. A Wellbeing Impact Assessment is attached at **Appendix A**.

3. Project development options

Key messages

- Three options are considered in this business case, with varying progress possible.
- Option 1 (Recommended) seeks funding to progress:
 - the Canberra Stadium and Convention Centre Precinct Projects substantially through the ACT Government's Capital Framework's *Stages 1 Develop* and *2. Prove*. A two-staged budget approval approach, with both an Initial and Detailed Business Case (IBC and DBC), will still require funding to support Government's confidence for capital investment.
 - the EPIC Redevelopment project through to the completion of *Stages 1 and 2*, with a DBC to support the Government's decision to approve Capital investment.
- Option 2 is similar to option 1, however work will cease after project scoping.
- Option 3 is to not provide any funding through this business case. Project progress will cease under this option and will delay the delivery of all three projects.

3.1 Project development options

There are three options considered in this business case to progress the project planning and development stages of these city-defining priorities to Stage 2- Prove of the Capital Framework. Work under all options will be led by a small infrastructure specialist team within CMTEDD Economic Development, with external skills brought in only as required.

- **Option 1 (RECOMMENDED)** – This Option seeks funding to progress:
 - the Canberra Stadium and Convention Centre Precinct Projects substantially through the ACT Government's Capital Framework's *Stages 1 Develop* and *2. Prove*. A two-staged budget approval approach, with both an IBC and DBC, will still require funding to support Government's confidence for capital investment.
 - the EPIC Redevelopment project through to the completion of *Stages 1 and 2*, with a DBC to support the Government's decision to approve Capital investment. Once approval for the DBC is provided, this project will progress to MPC for delivery of the work.

Should option 1 be pursued, CMTEDD would undertake several external subject-expert consultant engagements, with services tailored to each of the 3 projects.

Table 5: Activities - Option 1 (Recommended Option)

ACTIVITY	Convention Centre Precinct	Stadium	EPIC Redevelopment Stage 1
<i>Technical Due Diligence</i>			✓
<i>Functional Design Brief (detailed scoping)</i>	✓	✓	✓
<i>Concept Design Report</i>	✓		✓
<i>Initial and/or Detailed Business Case</i>			✓ (prepared by internal FTE)

Option 2 – this option progresses the Canberra Stadium, the Convention Centre Precinct, and EPIC Redevelopment Stage 1 to Functional Design Brief only.

Similar to Option 1, external subject-expert consultants will be engaged to undertake the required activities as per table 6.

However, under Option 2, after completion of the Functional Design Briefs (detailed scoping), progress will cease until further funding can be secured.

Table 6: : Activities - Option 2

ACTIVITY	Convention Centre Precinct	Stadium	EPIC Redevelopment Stage 1
<i>Technical Due Diligence</i>			✓
<i>Functional Design Brief (detailed scoping)</i>	✓	✓	✓
<i>Concept Design Report</i>	X		X
<i>Initial and/or Detailed Business Case</i>			X

Option 3 – Do Nothing: Seeks no funding through this business case. Project progress will cease under this option and will delay the delivery of all three projects.

Table 7: Activities - Option 3

ACTIVITY	Convention Centre Precinct	Stadium	EPIC Redevelopment Stage 1
<i>Technical Due Diligence</i>			X
<i>Functional Design Brief (detailed scoping)</i>	X	X	X
<i>Concept Design Report</i>	X		X
<i>Initial and/or Detailed Business Case</i>			X

4. Planned stakeholder engagement and consultation

Key messages

- Ongoing and extensive stakeholder engagement will be critical for all infrastructure priorities in capturing the requirements and objectives of the entertainment, arts and sports sectors, in addition to hearing from the broader community.
- CMTEDD will develop a communications strategy that ensures a joined-up approach across Government and extensive community consultation.

4.1 Key stakeholders

Stakeholder engagement will be a key component to the success of all projects reflected in this business case.

There are a wide a range of government and industry stakeholders that will continue to be brought together in a coordinated approach to engagement in the planning and delivery of these projects. Internally a communications and Engagement Plan will be developed for each project. A list of these stakeholders includes, but is not limited to:

Convention Centre Precinct

INTERNAL Entertainment Pavilion

Venues Canberra

City Renewal Authority – Canberra Civic and Cultural District

VisitCanberra

Cultural Facilities Corporation – relationship to Theatre Precinct

TCCS – Traffic Planning

EPSDD – Planning and Approvals

artsACT

Major Projects Canberra

Canberra Theatre Centre

Treasury

INTERNAL Convention Centre

Development of Entertainment, Arts, Sports Infrastructure Projects

EXTERNAL Entertainment Pavilion

National Capital Authority

MusicACT

Live music promoters such as TEG Dainty, Live Nation and AEG Ogden

EXTERNAL Convention Centre

National Capital Authority

Canberra Convention Bureau

Canberra Tourism Leaders Forum

IHA and the management of the NCCC

Other Commonwealth Government bodies, including Defence

Event organisers and other facility users

Professional conference organisers

Visit Canberra	Australian Hotels Association ACT
City Renewal Authority – Canberra Civic and Cultural District	Event organisers and other facility users
Major Projects Canberra	
Treasury	

Stadium

INTERNAL

Venues Canberra

Sport and Recreation

Events ACT

Major Projects Canberra

Visit Canberra

Policy and Strategy

artsACT

Communications and Engagement

Business and Innovation

Treasury

EXTERNAL

Australian Sports Commission and the Australian Institute of Sport

National Capital Authority

Other Commonwealth Government bodies as required

The National Rugby League and the Raiders

Rugby Australia and the Brumbies

Football Australia, A-League and Capital Football

Existing contractors, including security and catering

Business and Economic Development, Inter-Directorate Committee (BEDIDC)

Canberra Region Tourism Leaders Forum Board (CRTLFB)

Stadium Contractors

Events Promoters

EPIC Redevelopment

INTERNAL

Venues Canberra

Sport and Recreation

Events ACT

Major Projects Canberra

Visit Canberra

EXTERNAL

Royal National Capital Agricultural Society

Canberra Region Tourism Leaders Forum Board (CRTLFB)

Festival organisers (Folk Festival, Summernats)

Event Promoters (Kick Entertainment)

Farmers Markets

Policy and Strategy

Dogs ACT

Communications and Engagement

Multicultural Community Leaders

Treasury

Table 7: Stakeholders

Question	Description
Who is the Sponsoring Minister for this project?	Minister for Economic Development
What is Government's involvement and interest in this project? Which Agencies are directly involved in or affected by this project? Have they been consulted to date?	The ACT government's Infrastructure Plan Update identified, the Canberra Stadium, Entertainment Pavilion, Convention Centre and EPIC Redevelopment as priorities for investing in infrastructure to meet the growing needs of our city. These projects will be led by CMTEDD (ED) and supported by MPC, CRA (where applicable), TCCS and EPSDD
What is the community's involvement and interest in this project?	As these projects have a high community interest. Economic Development will continue to engage the community and key stakeholders – including Australian Government and industry– to progress the scoping and planning of these priorities. There will be strong interest from across the community in the development of facilities which will host major events in Canberra over the coming decades.
Are there any other key stakeholders or third parties that should be consulted during the development of this project?	Industry and government stakeholders including local businesses, special interest groups and Regulatory and approval authorities
What is the plan for future stakeholder engagement and consultation during the project's development?	It is envisioned that extensive stakeholder engagement will continue throughout the project. A range of methods will be used for engagement such as Community forums, information sessions and requests for submissions. A Communications Strategy will be developed to outline the means of engagement, objectives and agreed messaging for stakeholders.

4.2 Stakeholder engagement and consultations planned

Extensive stakeholder engagement will continue throughout the lifecycle of all three projects. Engagement methods will be tailored to the projects, and will include community and industry forums, information sessions, briefings, interviews and requests for submissions.

Stakeholder engagement will be incorporated into the preparation for all Functional Design Briefs and Concept Design Reports, which will draw on industry specialists and existing stakeholders. This will ensure that a broad range of input and views are available to the ACT Government in relation to preferred locations, designs and inclusions for the projects.

As the projects progress a Communications and Engagement Strategy will be developed for each project to outline the means of engagement, objectives and agreed messaging for stakeholders in accordance with the Capital Framework Guidelines.

5. Approach

Key messages

- CMTEDD will follow established project development principles and steps in carrying out the groundwork for the development of all three projects.

5.1 Key deliverables and timetable

A full project program for the recommended option 1 has been developed for all three projects at **Appendix C**. The programs identify the key deliverables, milestones, critical paths, and timeframes.

A summary of the key deliverables and timelines for options 1-3 and each project is as follows:

Option 1: (Recommended)

Canberra Stadium			
	Key Deliverable	Scope	Timetable
1	Siting Studies	Analysis of site options	Feb – Jul 2024
2	Functional Design Brief	Stakeholder Consultation, scope of works, technical output	Feb – Jul 2024

Convention Centre Precinct – Stage 1			
	Key Deliverable	Scope	Timetable
1	Functional Design Brief	Stakeholder Consultation, scope of works, technical output,	Feb – Jul 2024
3	Procurement and Delivery Analysis	Procurement methodology, and Form of contract for delivery	Feb – May 2024
4	Site Analysis	GAP analysis (validate existing documentation), Site analysis (incl site context, constraints, technical due diligence, integrated transport assessment, landscape analysis, topographical analysis, opportunities and constraints, planning and governance, EPA)	Feb – May 2024

5	Precinct Masterplan Development	Precinct concept plan, urban design and placemaking framework, integrated transport strategy, landscape masterplan	Feb – June 2024
6	Reference Design Stage 1	Reference concept design, technical design (Specification), stakeholder consultation	June – July 2024
7	Preliminary Cost Estimate (P30)	Preliminary cost plan (concept design), development of operating and financial model	June – July 2024

EPIC Redevelopment – Stage 1			
	Key Deliverable	Scope	Timetable
1	Technical Due Diligence	Engagement of engineering and other subject experts to establish site issues related to planning, utilities, landscaping, geotechnical, topographical, integrated transport assessment, heritage significance, environmental/EPA issues etc.	Feb – July 2024
2	Functional Design Brief	Stakeholder Consultation, scope of works, technical output,	Feb – July 2024
3	Economic Benefit	Benefit to local economy analysis	Feb – July 2024
4	Procurement and Delivery Analysis	Procurement methodology, and Form of contract for delivery	Feb – July 2024
5	Site Analysis	GAP analysis (validate existing documentation), Site analysis (incl site context, constraints, technical due diligence, integrated transport assessment, landscape analysis, topographical analysis, opportunities and constraints, planning and governance, EPA)	Feb – July 2024
6	Reference Design	Reference concept design, technical design (specification), stakeholder consultation	March – July 2024
7	Preliminary Cost Estimate (P30)	Preliminary cost plan (concept design), development of operating and financial model	June – July 2024

Option 2:

Canberra Stadium			
	Key Deliverable	Scope	Timetable
1.	Functional Design Brief	Stakeholder Consultation, scope of works, technical output	Feb – Jul 2024

Convention Centre Precinct- Stages 1&2 Functional Design Brief only			
	Key Deliverable	Scope	Timetable
1.	Functional Design Brief	Stakeholder Consultation, scope of works, technical output.	Feb – Jul 2024

EPIC Redevelopment – Stage 1			
	Key Deliverable	Scope	Timetable
1	Technical Due Diligence	Engagement of engineering and other subject experts to establish site issues related to planning, utilities, landscaping, geotechnical, topographical, integrated transport assessment, heritage significance, environmental/EPA issues etc.	Feb – Jul 2024
2	Functional Design Brief	Stakeholder Consultation, scope of works, technical output.	Feb – Jul 2024

Option 3:

This option seeks no funding through this business case and further tangible project progress will cease under this option. The remaining funding provided in the 2022-23 budget review will be used to fund small imperative studies. These will likely be concluded by early 2024.

5.2 Governance

The key directorate and project owner for this Stage of the project is CMTEDD, led by Strategic Infrastructure Coordination, Economic Development in close collaboration with CRA and MPC as required.

Economic Development, within CMTEDD will project manage the development of the proposed next project stages for each priority infrastructure project. A Project Governance Framework for each Development of Entertainment, Arts, Sports Infrastructure Projects

project is under development and will provide clear and transparent structures for decision-making, risk management, and communication to ensure project objectives are met. These Governance Frameworks provide overall Governance for the “Develop” and “Prove” stages of the projects, in accordance with both the ACT Government’s Capital and Partnerships Frameworks.

Direction will be provided by an Executive Steering Committee, with advisory working groups established to ensure user needs are considered at every stage.

Major Projects Canberra, the City Renewal Authority, Environment, Planning and Sustainable Development Directorate, Transport Canberra and City Services will be integral members of the executive steering committee.

The projects will also establish Project Review and Risk Committees as appropriate.

5.3 Project Team resources

The Strategic Infrastructure Coordination team in Economic Development is responsible for the overall direction as the Project Lead, supporting the governance arrangements, overseeing the delivery outputs of the consultants, and ensuring extensive stakeholder consultation.

Funding has been provided through a previous business case for the resources required to progress and manage the key activities for both the Convention Centre Precinct and Stadium projects until 30 June 2024.

This Business Case will provide funding for an additional two internal infrastructure specialist resources to progress these flagship projects until Dec 2024. These resources will not only support the immediate projects, but also build on the capability of the team for future insourcing capability of the Directorate.

Continued funding to resource all three projects will be sought in 2024-25 Budget business case submissions.

6. Funding request

Key messages

- Funding is required for an additional two support staff resources to progress these flagship projects.
- Funding is required for the engagement of external consultants to progress the Stadium, Convention Centre Precinct, and EPIC Redevelopment Stage 1.

6.1 Funding history

2022-23 Budget Review provided \$2,215,000 total in funding to the Strategic Infrastructure Coordination business unit. Of that total funding \$1,400,000 was allocated for the Entertainment Pavilion and Stadium projects. This funded a number of requisite studies, however due to the evolution of the projects further studies were undertaken.

A budget of \$365,000 remains uncommitted. It is anticipated this funding will be used to commission the following studies.

Remaining uncommitted budget (\$'000, nominal)		
Project	Study name	Estimated Value
Convention Centre Precinct	Building typology and Siting Analysis	100
Stadium	Sizing Analysis and Stadium Typography – concept design	135
EPIC Redevelopment Stage 1	GAP Analysis	130

6.2 Funding requested

Two additional resources are required to progress the projects. To provide the appropriate level of infrastructure planning, engineering, coordination and support, an Infrastructure Officer Level 4 and 5 is required.

Table 8: Additional Staffing Costs (\$'000, nominal)

Additional Staffing Costs (\$'000, nominal)	
Additional FTE no.	Budget Estimate
1 x Infra 4	166*
1 x Infra 5	194*
Total	360*

*Note, the figures used for the Infrastructure Officer FTE are an estimate only, as the *Technical and Other Professional Enterprise Agreement 2023-2026* is under negotiation.

Option 1 (Recommended):

. This option will see the progression of three major ACT Government infrastructure priorities: a new or enhanced Stadium, a new Entertainment Pavilion, and a new Convention Centre delivered as part of a Convention Centre Precinct, and the EPIC Redevelopment Stage 1.

A breakdown of the project development activities is provided in the table below.

Table 9: Activities - Option 1 (\$'000, nominal) (Recommended Option)

ACTIVITY	Convention Centre Precinct	Stadium	EPIC Redevelopment Stage 1
<i>Technical Due Diligence</i>			
<i>Functional Design Brief</i>			
<i>Concept Design Report</i>			
<i>Totals</i>			
<i>Total Project activities Option 1</i>			

Option 2:

. This option will see the progression of the Canberra Stadium, the Convention Centre Precinct, and EPIC Redevelopment Stage 1 to Functional Design Brief.

Under this Option, after completion of the Functional Design Briefs (detailed scoping), progress will cease until further funding can be secured.

A breakdown of the project development activities is provided in the table below.

Table 11: Activities - Option 2 (\$'000, nominal)

ACTIVITY	Convention Centre Precinct	Stadium	EPIC Redevelopment Stage 1
<i>Technical Due Diligence</i>			
<i>Functional Design Brief</i>			
<i>Totals</i>			
<i>Total Project activities Option 2</i>			

Table 12: Option 2 - Financial impacts summary (\$'000, nominal)

	2023-24	2024-25	2025-26	2026-27	2027-28	Total
Capital impacts						
Capital injection						
Capital inflows						
Capital offset – existing provision						
Expense impacts						
Expenses						
Expenses – offsets						
Expenses – offsets – existing provision						
Depreciation						
Revenue/Commonwealth contribution/savings impacts						
Revenue						
Commonwealth contribution						
Savings						
Staffing impact						
Total additional FTEs (no.)	1	1				2

Option 3 – No funding provided through this business case. Activities described in section 6.1 will be funded from remaining uncommitted budget, however these activities alone are insufficient to progress the projects.

6.3 Other funding sources / offsets

Concurrent to preparing this budget review business case, Economic Development are investigating federal government funding options such as the urban Precincts and Partnerships Program (uPPP), which seeks to support transformative investment in Urban Australia. While the goals for the program funding likely align with all three projects, funding will not be released until FY24/25. As such reliance on any funding provided through the uPPP will delay the progress of the Convention Centre Precinct.

6.4 Comparable unit costs

The indicative costs (excluding staffing resources) for undertaking consultancies of a similar size and complexity include:

Project	Key Deliverable	Year	Consultancy Cost (\$'000, nominal)	Internal dedicated FTE
Canberra Theatre Centre Redevelopment	Proof of Concept (limited to reference design only, excludes technical due diligence, functional design brief, concept design report)	2018/2019		Currently 10 FTE
Kingston Arts Precinct (Funded through land divestment)	Masterplan and concept design	2022		Approximately 1.5 FTE
Canberra Hospital Masterplan	Implementation and business case	2023		Approximately 6 FTE

7. Risks and sensitivities

Key messages

- A Risk Register has been developed to identify key project risk (**Appendix B**).
- Risks at this stage of the projects' development are associated with the consultancies required and the procurement of those consultancies, for planning phases of the projects, rather than the construction of the project.
- All of the risks identified can be managed through identified controls.

7.1 Key risks and sensitivities

The key project risks associated with the activities to be funded under this business case, and proposed mitigation strategies, are identified in **Appendix B**.

At this stage of the project, risks are primarily associated with the procurement and execution of the required studies and reports. These risks can be mitigated through following best practice procurement methods and continuous monitoring of the progress and work of consultants. A new consideration of risks will be required at the business case stage for all projects as they approach and enter into the construction phase.

Appendices

The Project Team may attach supporting information to the Business Case for Project Developing Funding as required.

Appendix A - Wellbeing Impact Assessment

Appendix B - Preliminary Risk Register

Appendix C – Projects program - Canberra Stadium, Convention Centre Precinct and EPIC
Redevelopment Stage 1

WELLBEING IMPACT ASSESSMENT

Funding to progress Canberra Stadium, Convention Centre Precinct and EPIC Redevelopment Phase 1	CMTEDD	Wellbeing Impact 1
Purpose of proposal The proposal seeks funding to progress planning for the Government's Entertainment, Arts Infrastructure portfolio. Project planning will consist of Technical Due Diligence, functional design briefs and concept design reports for the Canberra Stadium, Convention Centre Precinct and EPIC Redevelopment Phase 1.		
Impact description The specific activities to be undertaken under this business case will have little to no impact on the community at large. However, once realised, the three major infrastructure projects will have a transformative impact on their home precincts, businesses and employees in the industries they support, and the broader Canberra population. We anticipate that, once complete, these projects will have the following impacts across the economy, identity and belonging, and social connection wellbeing domains: • Major positive impact on the tourism and hospitality, and arts and creative sectors, as their core business radically benefits from flagship infrastructure; • Cumulative major positive impact on identity and belonging, in particular residents' connection to Canberra and positive perceptions of livability, with the improvement of major social amenities and the additional positive arts and cultural activity impact on wellbeing; and • Cumulative major positive impact on social connection, as new major meeting places are introduced and new opportunities to participate in events and activities eventuate. We also anticipate that there will be a minor impact on access and connectivity during the construction phase while some transport routes may be disrupted.		
Who is affected? The end-state of the proposal – construction of these major venues – will benefit the entire ACT community. Businesses and employees in the entertainment, arts sectors will receive an additional benefit as core supporting infrastructure to their activities come online.		
Wellbeing domain The economy is the major domain impacted by the proposal, but as outlined above there will be major positive impacts on identity and belonging and social connection. Minor, transient negative impacts will be felt in access and connectivity as construction disrupts transport routes.	Economy	
Timeframe Five years plus For the benefits to be realised upon construction and commissioning of the facilities.		
Evidence base and data What do we know now? • The construction of these major infrastructure projects will create jobs and stimulate the economy. • In relation to the new Convention Centre, data from the Canberra Convention Bureau estimates that the ACT is losing in excess of \$25 million per annum in direct tourism spend each year due to infrastructure shortfalls. What do we need to know? • The funds requested by this business case will be used to commission studies including technical due diligence, functional design briefs, and a concept design report. • These studies will include options for the location and specifications for these venues to derive the maximum benefit, including to community wellbeing.		
Key relationships Extensive stakeholder engagement will continue throughout the projects. Engagement methods will include community forums, information sessions and requests for submissions. A Communications Strategy will be developed to outline the means of engagement, objectives and agreed messaging for stakeholders. Stakeholder engagement will be incorporated into the proposed study engagements and will draw on industry specialists and existing stakeholders. This will ensure that a broad range of input and views are available to the ACT Government in relation to preferred locations, designs and inclusions for the projects. As the projects progress, a stakeholder engagement plan will be developed in accordance with the Capital Framework Guidelines.		