



**CITY  
DEALS**

PLAYBOOK

## CITY DEALS IN AUSTRALIA

**AN OVERVIEW ON CITY DEALS; WHAT THEY ARE AND HOW TO GET STARTED. DRAFTED FROM OUR EXPERIENCE ON THE FIRST AUSTRALIAN CITY DEAL IN TOWNSVILLE.**

*"City Deals are a new approach to developing outcomes driven policy and investment for **individual cities** across all tiers of government, the private sector and community. They will address local challenges and maximise local advantages."*

Prime Minister Malcolm Turnbull, 29 September 2016



City Deals can stimulate, reinvigorate and kick-start city economies of all sizes through new and upgraded transport and social infrastructure, job creation initiatives, investment attraction and housing construction.



Joined up thinking and action across all three levels of Government has the capacity to bring new, integrated solutions to city challenges. Options for energy, water, employment, housing, transport, smart technology and digital disruption are all in the mix.

# CITY DEALS, LIKE CITIES ARE EACH UNIQUE

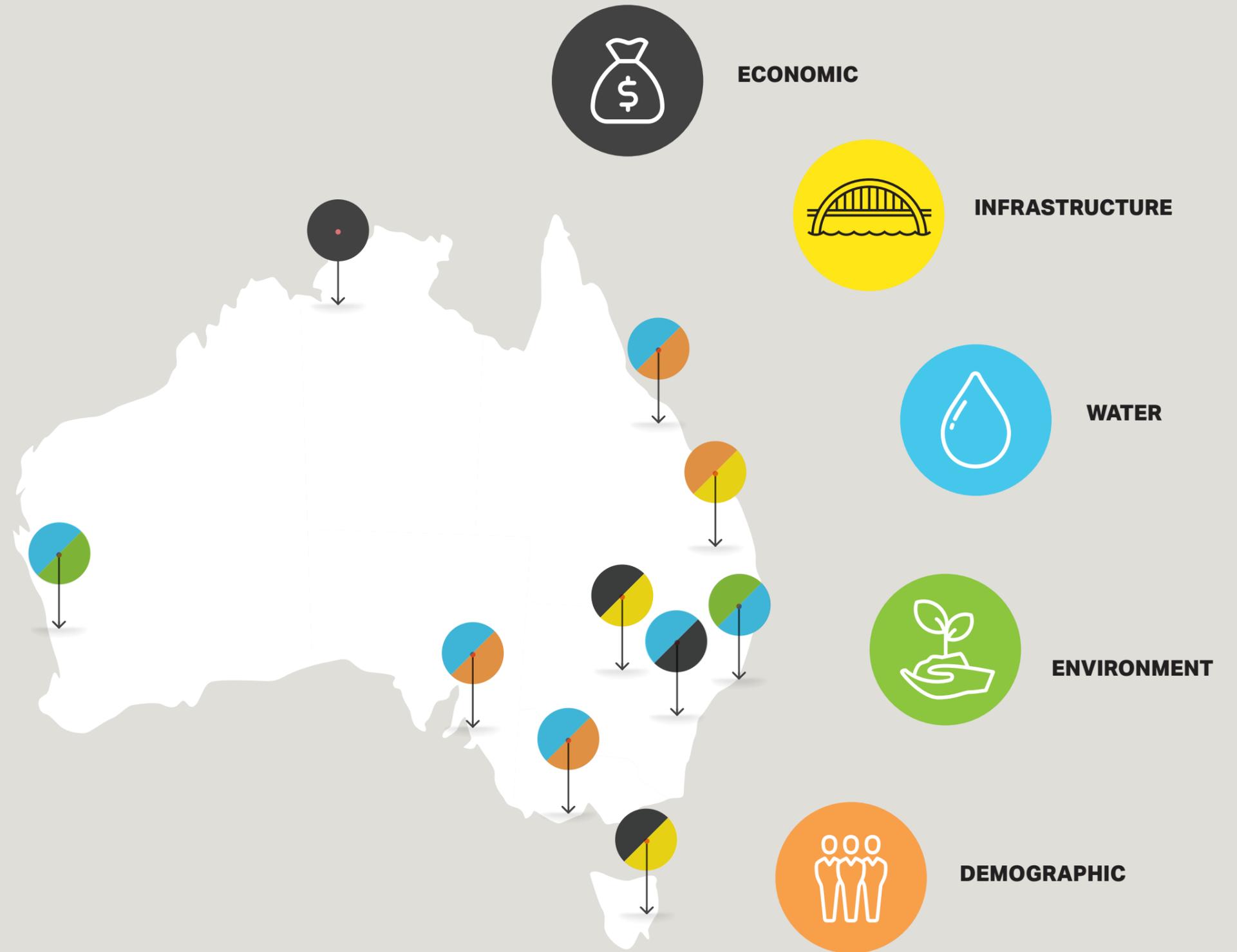
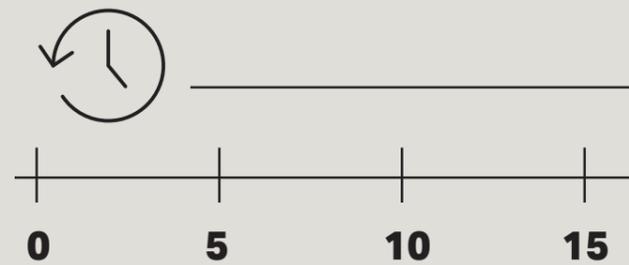
One size does not fit all in the City Deals context. There is no universal template to the process, the City Deals product and its implementation.

Each city is unique in its challenges, some economic, some environmental, some demographic, some infrastructure related but most a combination of many challenges.

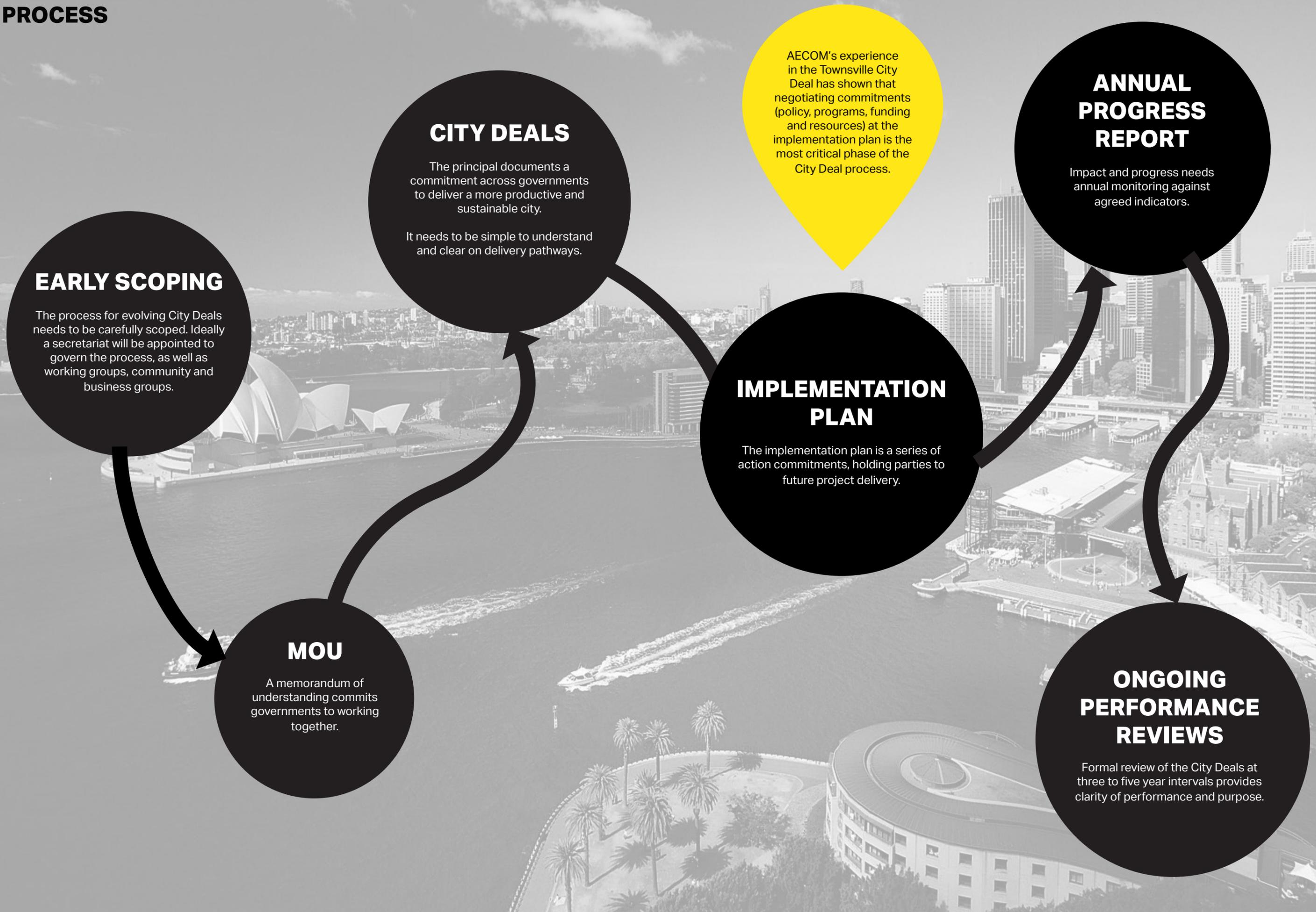
Ideally there should be enough time committed in the initial scoping stages to eruditely consider the nature of the challenges, pragmatic aspirations, real solutions and integrated commitments.

Each City Deal has to be bespoke and individual needs considered. Community and stakeholder engagement is vital to explore what the city would like to be in five, ten, fifteen years and how will City Deals help achieve this?

...They also require time to scope and mature



# PROCESS



# CONTENT

AECOM recognise that certain aspirations and initiatives that may benefit a city require detailed planning and business case analysis. Retaining these as 'future' opportunities has been a hallmark of the Townsville City Deal. Examples include, renewable energy innovation, a local workforce development plan and a supply chain prioritisation strategy.



## VISION & EXPECTATIONS

The City Deals will need a clear vision for a desired future city state. The vision belongs to the city but is shared in its delivery by all levels of government, industry and the community and hence will need support in its evolution from each.

Community and industry engagement needs to be early, frequent and well chaired to manage expectations.

## DISTINCTIVE AIMS

A simple and distinct set of objectives will help create a unique set of aims and purpose for the City Deals. But they must be focused on stimulating local economic growth.

Aspiration needs to be matched by pragmatism.

## DISCRETE & PACKAGED THEMES & PROJECTS

Discrete themes that are understandable by the wider community will help sell the rationale and scope of the City Deal. For example, the Townsville City Deal adopted "Capital of North Queensland", "Port City" and the "Innovative and Connected City".

The selection of projects within the themes must be prioritised on the basis of 'greatest bang for \$' and economic, social and environmental benefits. Rigor and clarity must be built in to this prioritisation process.

Packaging of themes and projects provides integrated solutions and avoids a single project focus. It also has greater potential for economic stimuli and productivity. It also enables collective governance from all parties.

## NOW COMMITMENTS & FUTURE COMMITMENTS

Draw a distinction between what can be committed now and what is an aspiration for the future and will need further development, such as a business case or a review board.

# GOVERNANCE

The City Deals is only as good as its governance processes. It will need astute direction and a clear structure of management and decision making. Local Governments need to be at the forefront, ideally leading this.

Internal working groups will need to be established to focus on themes and projects and importantly to work with State and Commonwealth agencies, setting direction and maintaining commitments.



## PLAN

## MONITOR

*Plan, deliver, monitor and manage. Establishing a suite of indicators for monitoring the performance of the deal allows a firm indication of progress, impact and action.*

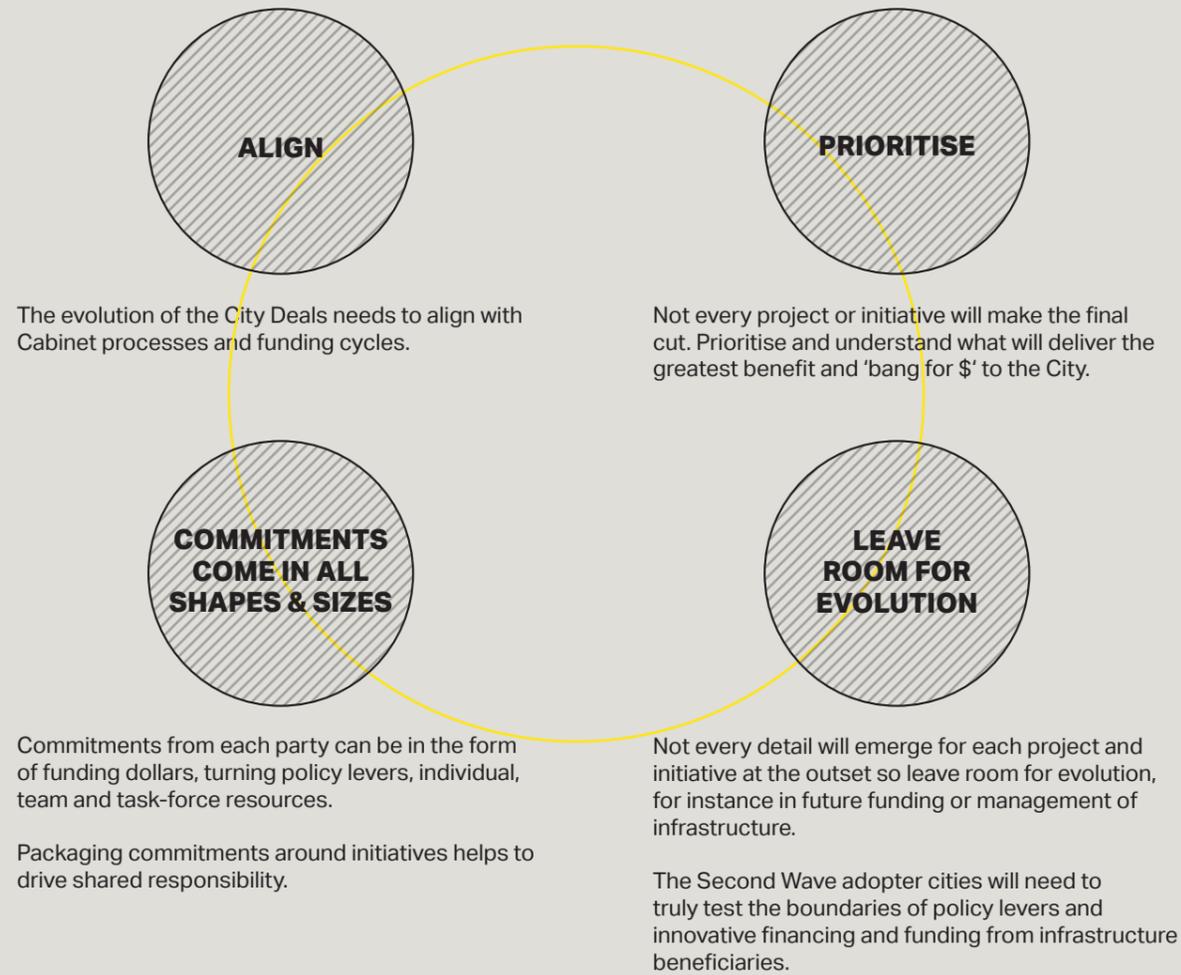


## DELIVER

## MANAGE

*Indicators need to be selected to simplify complex interactions. Indicator targets are advisable to provide measurable progress.*

# ALIGNMENT & FLEXIBILITY



*"AECOM have provided clear and informed guidance and advice in the evolution of the very first Australian City Deal. Their appreciation of a broad range of technical and procedural matters was instrumental in delivering the deal that will stimulate local economic growth for Townsville. We simply couldn't have done this without them."*

Adele Young, CEO  
Townsville City Council

## FIRST ADOPTERS

- Centralised funding sources
- Local levies and contributions
- User charges

## SECOND ADOPTERS

- Value sharing mechanisms
- Tax increment funding
- Business rate supplement
- Sale of land and development rights
- Smart use of idle assets
- Partnerships – across governments and with industry



INNOVATIVE  
FINANCING/  
FUNDING



CHANGED  
POLICY  
LEVERS



REAL  
REFORM

This City Deals Playbook has been prepared by the AECOM Cities team. As one of the world's largest urban design and civil infrastructure consultancies, AECOM does more than answer questions for cities, we help to reframe them. Both pragmatic and visionary, we are well placed to deliver successful urban environments — from providing trusted policy and economic development advisors, to creative designers of public realm and dynamic new urban districts. We see the opportunity to not just build resilience in cities but achieve brilliance. Brilliant Cities aren't just smart. They are visibly vibrant and delightful. They shine.

Join us to connect the dots and create a world of new opportunities. [aecom.com/brilliantcityinsights](http://aecom.com/brilliantcityinsights)

### FOR MORE DETAILS CONTACT:

**Mike Gillen**  
Cities Strategy  
D +61 7 3553 4063  
M +61 429 436 678  
[Mike.Gillen@aecom.com](mailto:Mike.Gillen@aecom.com)



AECOM  
Level 8, 540 Wickham Street,  
Fortitude Valley, QLD 4006  
PO Box 1307 Fortitude Valley QLD 4006  
T +61 7 3553 2000 F +61 7 3553 2050

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