GREATER LAUNCESTON PLAN

Consultant Report
May 2014

LAUNCESTON CITY COUNCIL

Meander Valley Council
WORKING TOGETHER

NORTHERN MIDLANDS COUNCIL

West Tamar COUNCIL

RENAISSANCE planning
understand | envision | plan | sustain

Project Reference: 12-104

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Acknowledgements

The professional contribution of the following people is acknowledged for the preparation of the Summary Position Papers:

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- Ian Abernethy - Pitt & Sherry
  - Infrastructure Issues
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The contribution of NRM North in the preparation of the environmental projects in the Greater Launceston Plan is acknowledged.

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Executive Summary

PREFACE

Launceston is a major regional city located on the Tamar River at its confluence with the North Esk and South Esk Rivers, some 45 kilometres south of Bass Strait. The greater urban area has a current population of approximately 107,000 people (2011 estimated resident population). It serves the North Tasmania region (143,000 people, 2011 ERP) and is a major point of entry for visitors to the state.

The Greater Launceston Plan (GLP) is a major strategic project to develop a unified and holistic approach to coordinate the long term planning and management of the City and broader greater urban area. The project was initiated by the City of Launceston through the Liveable Cities Program administed through the Commonwealth Department of Infrastructure and Transport and embraces the City of Launceston together with the municipalities of George Town, Meander Valley, Northern Midlands and West Tamar.

The primary reference area for the study encompasses the Northern Midlands townships of Perth, Longford and Evandale in the south and extends through the Launceston urban area and surrounding suburbs and localities to George Town and Beauty Point on the Bass Strait coast.

INTRODUCTION TO THE GREATER LAUNCESTON PLAN

The Greater Launceston Plan (GLP) is a community vision and evidence-based framework for the sustainable development of Launceston and its suburbs and localities over the next 20 years and beyond.

The GLP comprises several key components:

- a vision and strategic pathway for the preferred future of greater Launceston;
- a policy framework to achieve the vision;
- metropolitan structure principles which set out the logic and rationale for the physical structuring, planning and development of the greater Launceston area;
- a strategic framework plan which provides an overarching physical framework to guide the sustainable development of the greater urban area over the next 20 years and beyond;
- an implementation framework to provide guidance on the staging, monitoring and progressive implementation of the GLP;
- an important part of the implementation framework is the identification of key city projects. These are planning, development and investment initiatives identified to be of regional and state significance. The key city projects are being developed to support the timely implementation of the GLP and to facilitate new major sources of sustainable investment for the city and region.

WHAT DOES THE GLP SEEK TO ACHIEVE?

The GLP is directed to achieve five principal outcomes for the participating Councils and broader communities that they represent:

- to provide a unified vision and consistent policy framework to support prosperity and sustainable development for existing and future communities in the greater Launceston area;
- to provide an overarching metropolitan regional framework to coordinate planning and development in the municipalities that together make up the greater Launceston area;
- to provide a regional view of development priorities within the greater Launceston area;
- to identify key city projects to be undertaken by the participating Councils which will act as a focus for new investment and sustainable development opportunities in the greater Launceston area;
- to facilitate a consistent approach to the implementation of planning and development policy and initiatives within the greater Launceston area.

HOW IS THE PLAN BEING DEVELOPED?

The management of the preparation of the GLP is being co-ordinated by the office of the general manager of Launceston City Council. The principal steering group for the study is the Project Management Group (PMG) under the chairmanship of Alderman Tony Peck (Launceston City Council). All major stages by each of the consultant teams are required to be presented to the PMG.

The preparation of the GLP is being undertaken in four interrelated stages. These are:

- Stage 1: Visioning and Background Studies;
- Stage 2: Precinct Plans and Draft GLP Development;
- Stage 3: Council and community consultations;
- Stage 4: Strategy Resolution.

EVIDENCE BASE FOR THE STRATEGY

The GLP is strongly evidence-based. The evidence assembled for the Strategy is comprehensive and substantial and represents the most significant analytical and empirical basis for any strategy undertaken in the greater Launceston area or in the wider North Tasmania region. The cumulative evidence base for the GLP comprises the following:

- Resource Analysis, prepared by Geografia (November 2012) for the Greater Launceston Plan. The document comprises:
    - detailed economic assessment of the greater Launceston area within the wider North Tasmania region;
    - mapping, resource analysis and land use suitability analysis for the greater Launceston area;
    - economic based employment and population projections for various development scenarios;
    - highlights of key regional resources, strengths and constraints which the Strategy should take into account.
- Community Statement, prepared by Geografia (November 2012) for the Greater Launceston Plan. The document comprises:
    - detailed suburban based analysis of a range of social indicator measures;
    - state of the housing market;
    - population and housing projections;
    - highlights of social development issues to inform the development of the GLP.
- Community Visioning – Consultation Documentation, prepared by Geografia (December 2012), for the Greater Launceston Plan. The visioning process encompassed significant stakeholder and community consultations and provided:
    - cross-section of community and stakeholder views on a wide range of issues;
    - perceived resources and constraints of greater Launceston;
    - elements of the vision and supporting community and stakeholder values;
    - social, economic and environmental indicator measures to assess future progress of the greater Launceston area.
- detailed peer review papers, prepared for a series of workshops co-ordinated by the City of Launceston for the Greater Launceston Plan in April 2013. The papers build on and further develop the assessments prepared by Geografia and encompass the following:
    - Economic Issues, prepared by Dr Jeff Wolinski, Renaissance Planning;
    - Social Policy, prepared by Professor David Adams, University of Tasmania (UTAS);
    - Environmental Issues, prepared James McKee in association with Andrew Baldwin and Amanda Locatelli, NRM North;
    - Infrastructure Issues, prepared by Ian Abernethy, Pitt & Sherry;
    - Development Industry, prepared by Dr Jeff Wolinski, Renaissance Planning.

Executive Summary (cont.)

- significant contemporary studies, completed within the last two years. These include:
  - Launceston Retail Audit and Activity Centres Strategy, Renaissance Planning (2011) for the City of Launceston;
  - Regional Land Use Strategy, JMG (2011) for Northern Tasmania Development (NTD);
  - Industrial Land Use Study, SGS Economics and Planning (May 2013) for NTD;
- transport strategy planning and supporting studies being undertaken in the greater Launceston area and the North Tasmania region. The work encompasses:
  - Northern Integrated Transport Plan (November 2013) Department of Infrastructure, Energy and Resources (DIER) in liaison with the Councils of the north Tasmania region. This is a strategy and supporting regional access, main roads and freight analysis encompassing assessments of future requirements;
  - Launceston Traffic Study, prepared by DIER in liaison with Launceston City Council (2014);
  - Greater Launceston Metropolitan Passenger Transport Plan, under preparation by DIER, in liaison with the Councils of the greater Launceston area (2012-2013, ongoing). At this time (April 2014) the draft report has been completed. The strategy encompasses public transport, cycling and pedestrian travel.

VISION STATEMENT

Sustainable prosperity for greater Launceston will be achieved by consolidating and building nationally and internationally recognised strategic advantages for the region through a focus on creativity and innovation, maintaining exceptional environmental and liveability qualities and ensuring a diverse, connected and inclusive region.

POLICY FRAMEWORK

Building regional strategic advantage is directed to raising regional standing and competiveness through the consolidation of broadly based, well recognised and long established structural advantages for Launceston and its region, built on climatic, cultural, physiographic and regional endowments.

Launceston and the wider region's strategic advantages encompass:

- heritage and history;
- physical setting and environment;
- temperate climate, water resources and soils;
- amenity, liveability and lifestyle opportunities;
- nature and natural products;
- craftsmanship and creativity;
- strong sense of community and place;
- compact and connected region;
- proximity and connection to the Australian heartland.

The supporting policy framework underpinning the vision seeks to build strategic advantage through improvements in critical areas of planning and community development encompassing:

- creativity and innovation;
- building liveability and amenity;
- networked and connected region;
- building diversity;
- social inclusion and equity;
- environmental sustainability;
- governance;
- land use, transport and infrastructure;
- economic development.

SOCIAL, ECONOMIC AND ENVIRONMENTAL INDICATOR MEASURES

In the visioning study prepared for the GLP by Geografia (December 2012), indicator measures were prepared against which the outcomes of the GLP could be measured over time. The indicators represent specific future targets in a range of performance areas across the regional community, economy and environment. The diversity of measures encompasses the following areas:

- population, demography and migration;
- structure of the economy and economic conditions;
- state of the natural environment;
- transport accessibility and sustainability;
- housing industry;
- community culture and identity;
- health, well being and social development.

METROPOLITAN STRUCTURE PRINCIPLES

Metropolitan structure principles provide the underlying logic and rationale for the physical structuring and proposed development of the Greater Launceston Plan. The principles are directed to achieve the vision and policy objectives for the Plan. The principles encompassed the following:

- Principle 1: Effective Provisioning of Land Requirements;
- Principle 2: Urban Consolidation;
- Principle 3: Central City Focus;
- Principle 4: Accessible Robust Communities;
- Principle 5: Structured Metropolitan Development;
- Principle 6: Open Space and Shared Pathways;
- Principle 7: Activity Centres;
- Principle 8: Regional Nodes and Employment Areas;
- Principle 9: Gateways and Inter-Regional Access;
- Principle 10: Strategic Foresight;
- Principle 11: Resource Conservation.

REGIONAL FRAMEWORK PLAN

The proposed urban development and access strategy for the greater Launceston urban area to guide the future development of Launceston and its suburbs and localities over the next 23 years and beyond is presented in the Regional Framework Plan (RFP).

Key initiatives of the Regional Framework Plan include:

- a revitalised and more diverse inner city and CBD to be achieved through:
    - inner city living precincts and projects;
    - new regional level inner city attractions;
    - tourism and mixed use precincts;
    - a regional network of pedestrian and cycle pathways linking the suburbs and localities to greater Launceston and the central city (Metropolitan Parks and Pathways project).
- activity centres and employment areas:
    - clearly articulated hierarchy of activity centres and employment areas;
    - responsive framework to reflect population growth areas;
    - opportunities for new multi-purpose regional precincts for research and knowledge based activities and diversified commercial precincts requiring regional access.

Executive Summary (cont.)

- broadly based revitalisation of the city's northern suburbs:
  - comprehensive broadly based strategy encompassing social and physical planning with economic and housing initiatives, activity centre and public transport planning.
- a regional network of parks and shared pathways:
  - establishment of a regional shared pathways initiative linking the city's major parks and reserves to key parklands in the suburbs and localities based on the existing and proposed Principal Urban Cycling Network and the Arterial Bike Route Network;
  - the project will provide a unique attraction for Launceston and the greater city area for residents and visitors (Metropolitan Parks and Pathways project).
- public transport corridors:
  - planning framework to optimise activity, public access and design outcomes in the main public transport corridors which extend outward from the central area.
- consolidation of the city's existing urban areas:
  - there are significant opportunities for residential development within the existing urban areas;
  - the strategy provides a framework and development project to facilitate infill residential development in existing urban areas.
- integrated planning of urban growth areas:
  - planning of the urban growth areas as integrated communities with a focus on amenity, housing diversity and public access to broadly based activity centres, parks, recreation areas and community facilities;
  - co-ordinated planning of key growth areas facilitated through the Greater Launceston Plan through corridor planning include:
    - Waverley - St Leonards corridor in the City of Launceston;
    - South - west corridor encompassing Prospect Vale, Blackstone Heights and the adjacent township of Hadspen in Meander Valley municipality;
    - Legana - Riverside corridor in West Tamar municipality.
- regional gateways:
  - economic and strategic planning for the region's major trade and visitor gateways: the Launceston Airport and Bell Bay precincts.
- Launceston Connector Route (LCR):
  - framework for the staged development of an arterial route linking four national and state highways that converge on Launceston. This is city building infrastructure with a broad range of significant benefits
- multi-purpose strategic nodes:
  - creation of high access strategic nodes for a range of regional level activities through the development of the LCR and other improved access routes.

PROJECTS FRAMEWORK

The projects envisaged by the GLP are proposed as Council and/or agency managed initiatives to facilitate implementation of the Plan. The projects are envisaged as the basic building blocks of the GLP. Their purpose is threefold:

- to focus and direct Council and/or agency resources to specific initiatives likely to have optimal economic, community and environmental outcomes;
- to most effectively utilise Council and agency leadership to seed and leverage new investment and build strategic advantage for the region;
- to facilitate consistency and efficiency in the timely examination, initial development and implementation of regional and district initiatives.

Seven groups of projects are envisaged:

- Foundational Projects which are focused on co-operative leadership, marketing and intelligence and co-ordinated implementation and monitoring. The Foundational Projects are fundamental for the co-ordinated and structured implementation of the GLP;
- Regional Infrastructure Projects: focused on infrastructure vital for regional development encompassing the planning of utilities, arterial roads, pedestrian and cycle way networks, public transport and tourism infrastructure;

- Business Environment Projects: focused on improving the business environment and prospects in the region;
- Creative Region Projects: directed to improve community engagement, interest and creativity, regional health, population growth and the knowledge based economy;
- Environmental Projects: focused on improving environmental outcomes for the region;
- Inner City Revitalisation Projects: focused on a range of improvements and new investment in the inner city area;
- Suburban Integrated Planning and Development Projects: encompassing initiatives to be undertaken at the municipal level. The projects address urban consolidation and growth area planning together with planning for the district centres.

It is important the projects are prioritised to assist Councils and state agencies in the implementation process. The GLP provides indicative evaluations of the proposed projects in terms of:

- systemic significance of projects or the extent to which projects assist or underpin other projects (refer Section 6.4);
- the potential benefits of projects in terms of:
  - strategic benefits to greater Launceston region;
  - economic benefits;
  - social benefits;
  - environmental benefits.

On this basis, projects have been prioritised for implementation directed to meet two key objectives:

- to best assist the efficient implementation of the GLP;
- to optimise sustainable development opportunities and net community benefit for the local and regional communities.

KEY PROJECTS

The Greater Launceston Plan promotes key regional and district projects as the basic building blocks for new investment and development. The purpose of the projects is threefold:

- to focus and direct Council and/or agency resources to specific initiatives likely to have maximum economic and community benefit outcomes;
- to most effectively utilise Council and agency leadership to seed or leverage new investment and build strategic advantage for the region;
- to facilitate consistency and efficiency in the timely examination, initial development and implementation of regional and district initiatives.

The projects are Council or agency led initiatives to facilitate implementation of the GLP. The range of projects encompasses:

- **FOUNDATIONAL PROJECTS:** A group of projects have been classified as "foundational" as it is considered that they underpin the likely success and effective implementation of the broader strategy. The group encompasses the following projects:
  - A.1: Regional Leadership, Engagement and Co-operation;
  - A.2: Regional Marketing and Intelligence;
  - A.3: Co-ordinated Implementation and Monitoring.
- **REGIONAL INFRASTRUCTURE PROJECTS:** A group of projects was identified that encompass transport, utilities, shared pathways and cycleways infrastructure. The projects are:
  - B.1: Regional Infrastructure Co-ordination Strategy.
  - B.2: Metropolitan Pathways Network;
  - B.3: Launceston Connector Route (LCR);
  - B.4: Public Transport Corridors;
  - B.5: Cataract Gorge - Trevallyn Management Plan;
  - B.6: South Perth Strategy;

Executive Summary (cont.)

- **BUSINESS ENVIRONMENT PROJECTS:** A group of projects has focused on improving the business environment in the region. The projects encompassed are:
  - C.1: Bell Bay Investment Strategy;
  - C.2: Launceston Gateway Precinct;
  - C.3: Multi-purpose Regional Precincts;
  - C.4: Business Conference Centre: Demand Facilitation.
- **CREATIVE REGION PROJECTS:** A group of projects were identified that are directed to improve regional health, creativity and the knowledge based economy. The projects include:
  - D.1: Creative Communities Project
  - D.2: Whole of Life Development Program;
  - D.3: Research Park Project;
  - D.4: UTAS Newnham Campus: Community Plan.
- **ENVIRONMENTAL PROJECTS:** A group of projects has focused on improving environmental outcomes for the region. The projects encompassed are:
  - E.1: Sustainability Working Group
  - E.2: Tamar Estuary and Esk River Program: Action Plan;
  - E.4: Greater Launceston Urban Salinity Strategy: Action Plan;
  - E.5: Greater Launceston: Natural Heritage and Biodiversity Management Project.
- **INNER CITY PROJECTS:** A group of projects is focused on a range of improvements and new investment in the inner city area. It will be noted that the range of projects is likely to be augmented upon further resolution of the Central Area Development Strategy. The projects currently include:
  - F.1: Launceston City Heart: CBD Revitalisation Project;
  - F.2: North Bank Precinct;
  - F.3: Inveresk Precinct;
  - F.4: Charles Square Southbank;
  - F.5: Willis Street Precinct;
- **SUBURBAN INTEGRATED PLANNING AND DEVELOPMENT PROJECTS:** A broad group of projects encompasses initiatives to be undertaken at the municipal level. The projects include:
  - G.1: Living in the City (Launceston City Council);
  - G.2: Northern Suburbs Strategy (Launceston City Council);
  - G.3: St Leonards - Waverley Corridor Strategy (Launceston City Council);
  - G.4: South - West Corridor (Meander Valley Council);
  - G.5: Legana - Riverside Corridor Strategy (West Tamar Council);
  - G.6: Mowbray Precinct Plan (Launceston City Council).
  - G.7: Kings Meadows Precinct Plan (Launceston City Council);
  - G.8: George Town Strategy (George Town Council);
  - G.9: Ravenswood Review Strategy (Launceston City Council);
  - G.10: Relbia Review Strategy (Launceston City Council);

IMPLEMENTATION FRAMEWORK

The Implementation Framework provides a structure and guide for the organised and effective implementation of the GLP. The recommended Framework is consistent with the Land Use Planning and Approvals Act (1993) and Memorandum of Understanding (2008) between the State of Tasmania and North/North East Councils and Northern Tasmania Development which underpins the preparation of the RLUS for Northern Tasmania. The GLP and Implementation Framework:

- demonstrates the effectiveness of undertaking strategic land use planning on a regional basis by:
  - planning for the efficient and effective use of land;
  - identifying the economic, social and environmental benefits from taking a regional strategic approach to land use planning;
  - indicating how the plan will provide a more effective basis for infrastructure provision in the region;
  - providing for sustainable development in the region.
- ensures that strategic planning is evidence based;
- provides a regional strategy and desired outcomes to guide land use development.

The Implementation Framework sets out:

- objectives for the implementation of the GLP;
- principles for the implementation of projects;
- initial priority actions likely to be required for the member Councils to jointly resolve an agreed position in relation to the GLP and required amendments to the RLUS (2011) together with an indicative schedule to achieve these outcomes;
- a guide and recommended tasks for implementation stages to enable a consistent approach for the scheduling of projects;
- the proposed scheduling for the implementation of projects to reflect prioritised projects and provide a framework for major joint reviews by the member Councils;
- a summary of implementation requirements for the urban growth areas;
- an overview of the current state of planning and development approvals in the growth areas and major infill areas.

Acronyms

Acronym	Term
APAC	Australian Pacific Airports Corporation
ABS	Australian Bureau of Statistics
CBD	Central Business District
CRC	Cooperative Research Centre
DCAC	Demographic Change and Advisory Council
DEDT	Department of Education Tasmania (State)
DEDTA	Department of Economic Development, Tourism and the Arts (State)
DHA	Department of Health and Aging (Commonwealth)
DHHS	Department of Health and Human Services (State)
DIAC	Department of Immigration and Citizenship (Commonwealth)
DIER	Department of Infrastructure, Energy and Resources (State)
DIT	Department of Infrastructure and Transport (Commonwealth)
DLA	David Lock & Associates
DPIPWE	Department of Primary Industries, Parks, Water and Environment (State)
ERP	Estimated Resident Population
GLMPTP	Greater Launceston Metropolitan Passenger Transport Plan
GLP	Greater Launceston Plan
GTC	George Town Council
GSP	Gross State Product
LCA	Launceston Central Area
LCC	Launceston City Council
LCoC	Launceston Chamber of Commerce
LCR	Launceston Connector Route
LGH	Launceston General Hospital
LRP	Land Release Plan
MVC	Meander Valley Council
NAMT	National Automobile Museum of Tasmania
NBN	National Broadband Network
NMC	Northern Midlands Council
NTD	Northern Tasmania Development
PMG	Project Management Group
PSA	Planning Scheme Amendment
RDA	Regional Development Australia
RFP	Regional Framework Plan
RLUS	Regional Land Use Strategy
RSP	Regional Shared Pathway
TasWater	Tasmanian Water and Sewerage Corporation
TEER	Tamar Estuary and Esk Rivers
TNT	Tourism Northern Tasmania
TPC	Tasmanian Planning Commission
UTAS	University of Tasmania
WTC	West Tamar Council

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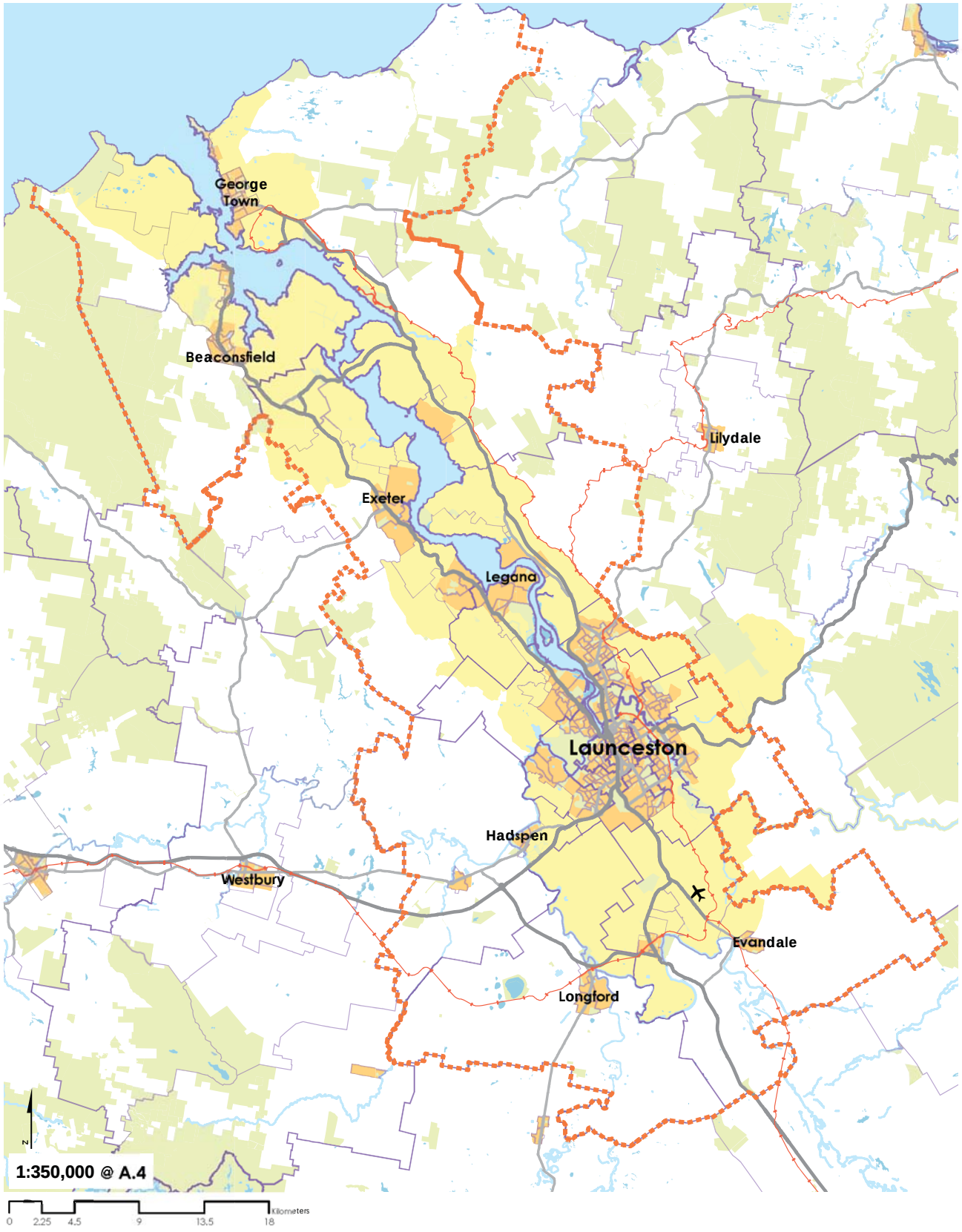
1

Overview
Greater Launceston Plan

Figure 1.1: Greater Launceston Area Study Area: Boundary Adjustments



Legend

- Greater Launceston Area (SSD)
- Statistical Area 2 (SA2)
- Statistical Area 1 (SA1)
- Water
- Parkland and Open Space
- Urban Centres / Localities (ABS, 2006)
- Revised Greater Launceston Area (ASGS - Currant ABS Geographic Boundaries)

Base data source:
Australian Bureau of Statistics
theLIST, © State of Tasmania
Launceston City Council

1.1 Preface

Launceston is a major regional city located on the Tamar River at its confluence with the North Esk and South Esk Rivers, some 45 kilometres south of Bass Strait. The greater Launceston area has a current population of approximately 107,000 people (2011 estimated resident population). It serves the North Tasmania region (143,000 people, 2011 ERP) and is a major point of entry for visitors to the state.

The Greater Launceston Plan (GLP) is a major strategic project to develop a unified and holistic approach to coordinate the long term planning and management of the City and broader greater urban area. The project was initiated by the City of Launceston through the Liveable Cities Program administered through the Commonwealth Department of Infrastructure and Transport and embraces the City of Launceston together with the municipalities of George Town, Meander Valley, Northern Midlands and West Tamar.

The primary study area for the project is the greater Launceston statistical sub-division as defined by the Australian Bureau of Statistics at the 2006 Census (Refer Figure 1.1).

Two reference areas are defined for the project:

- the Launceston region which comprises the municipal areas of the above Councils (Refer Figure 1.1);
- the North Tasmania region which comprises the local government areas of the Launceston region together with the municipalities of Break O'Day, Dorset and Flinders.

1.2 Introduction to the Greater Launceston Plan

The GLP is a community vision and evidence-based framework for the sustainable development of Launceston and its suburbs and localities over the next 20 years and beyond.

The course charted by the Greater Launceston Plan is for a compact, highly accessible green city with robust sustainable communities and a vibrant diverse inner city core. Key priorities and directions include:

- a major focus on a metropolitan parks and pathways system;
- compact growth areas with a strong focus on developing balanced communities;
- regeneration of the inner city underpinned by major new projects;
- transport corridors and broadly based urban revitalisation;
- new economic drivers through multi-purpose regional nodes;
- investment strategies for the region's major gateways.

The GLP comprises several key components:

- a vision and strategic pathway for the preferred future of greater Launceston;
- a policy framework to achieve the vision;
- metropolitan structure principles which set out the logic and rationale for the physical structuring, planning and development of the greater Launceston area;
- a strategic framework plan which provides an overarching physical framework to guide the development of the greater urban area over the next 20 years and beyond;
- an implementation framework to provide guidance on the staging, monitoring and progressive implementation of the GLP;
- an important part of the implementation framework is the identification of key projects. These are planning, development and investment initiatives identified to be of district or regional significance. The key projects are being developed to support the timely implementation of the GLP and to facilitate new major sources of sustainable investment for the city and region.

1.3 What does the GLP seek to achieve?

The GLP is directed to achieve several major outcomes for the participating Councils and broader communities that they represent:

- to engage the community to articulate their vision and preferred futures for the greater Launceston area;
- to provide a unified vision and consistent policy framework to support prosperity and sustainable development for existing and future communities in the greater Launceston area;
- to develop a comprehensive evidence base and supporting analysis to best position the strategy and optimise the region's opportunities and resources;
- to provide an overarching metropolitan regional framework, consistent with the Regional Land Use Strategy (RLUS) for the Northern Tasmanian region, to coordinate planning and development in the municipalities that together make up the greater Launceston area;
- to provide a regional view of development priorities within the greater Launceston area;
- to identify key projects to be undertaken by the participating Councils which will act as a focus for new investment and sustainable development opportunities in the greater Launceston area;
- to provide a consistent framework for emerging and future investment projects, strategic advocacy;
- to provide an integrated planning document to guide future development in the greater Launceston area.

Photo 1.1: Aerial view south west from Inveresk to the CBD

1.4 How is the Plan being developed?

The management of the preparation of the GLP is being coordinated by the office of the General Manager of Launceston City Council. The principal steering group for the study is the Project Management Group (PMG) under the chairmanship of Alderman Tony Peck (Launceston City Council). All major stages by each of the consultant teams are required to be presented to the PMG.

The PMG comprises membership from the following bodies (refer page iii):

- George Town Council
- Launceston City Council;
- Meander Valley Council;
- Northern Midlands Council;
- West Tamar Council
- Tasmanian Planning Commission;
- Department of Infrastructure, Energy and Resources (DIER);
- Northern Tasmania Development (NTD);
- Launceston Chamber of Commerce;
- Cityprom;
- Regional Development Australia (Tasmania)'
- Department of Development, Tourism and the Arts (DEDTA);
- University of Tasmania (UTAS);
- Social Inclusion Commission;
- TasWater;
- Hydro Tasmania (corresponding member);
- NRM North (corresponding member).

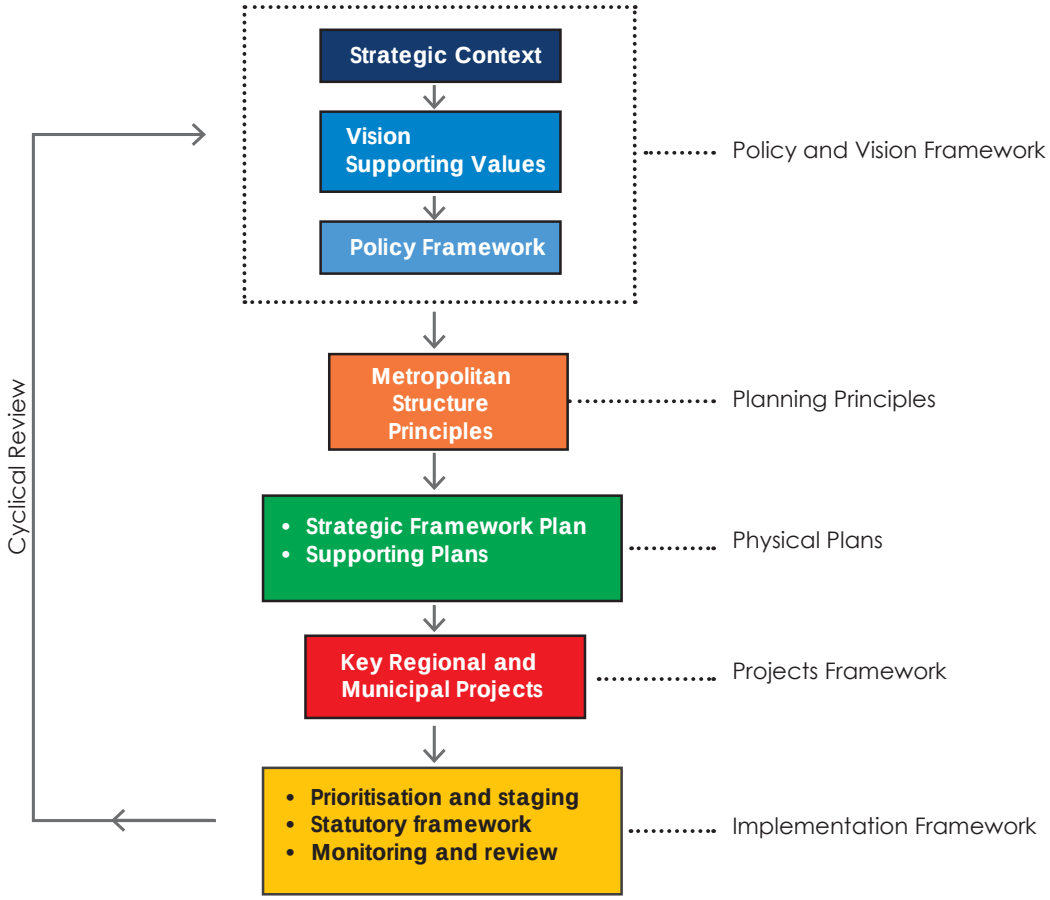
The preparation of the GLP is being undertaken in four interrelated stages. These are:

- Stage 1: Visioning and Background Studies;
- Stage 2: Precinct Plans and Draft GLP Development;
- Stage 3: Council and community consultations;
- Stage 4: Strategy Resolution.

Structure of the GLP

The structure of the GLP is set out in the diagram below. It will be noted that:

- the basis for the Plan is established by the policy and vision framework comprised of:
  - a statement of the strategic context for the Plan which refers to the geographic, physical and climatic setting of greater Launceston together with its historic and cultural legacies and the range of resources, opportunities and constraints that the Plan must address;
  - the vision and supporting values developed through engagement with the community and stakeholders;
  - the policy framework developed from the vision and key priorities for the greater Launceston and reflective of a number of key policy directions consistently expressed in national, state, regional and municipal policy documents.
- within the vision and policy framework a set of metropolitan structure principles were developed to guide the future development of greater Launceston;
- the broad framework for the future development of greater Launceston is established by the Regional Framework Plan (RFP). This sets out the future pattern of land use-transport and a range of supporting plans and principles;
- the RFP is comprised of a number of regional and municipal projects. These are recommended initiatives to facilitate implementation of the Plan to be undertaken by the Councils and state agencies;
- the implementation framework is focused on the prioritisation of recommendations and initiatives in the GLP for the review, adoption and progressive development of the Plan over the next decade and beyond.



Stage 1: Visioning and Background Studies (September 2012 - December 2012)

The first stage of the study encompassed an extensive community consultation and visioning process. Key component studies comprised:

- community surveys, workshops and group discussions. The work was undertaken by Geografia and the outcome of the work provided the contextual and vision statements for the GLP. A summary of the principal findings of the work is provided in the report: "Greater Launceston Plan: Vision Statement", December 2012, prepared by Geografia for Launceston City Council;
- extensive research and analysis of the economy of the greater Launceston area and the North Tasmania region and the assessment of future population and employment scenarios. The outcome of this work has contributed to an understanding of the underlying economic opportunities and challenges facing Launceston and its region. The work was undertaken by Geografia and the findings are presented in the report: "Greater Launceston Plan: Resource Analysis", November 2012, prepared by Geografia for Launceston City Council;
- detailed social analysis of the population of greater Launceston at a suburban level. The study undertook a detailed socio-demographic analysis of the greater urban area, and identified important social issues to inform the GLP. It also provided a set of social indicator measures for purposes of future monitoring and review. The work was undertaken by Geografia and the outcomes are set out in the report: "Greater Launceston Plan: Community Statement", November 2012, prepared by Geografia for Launceston City Council;
- a series of transport studies was undertaken by the Department of Infrastructure Energy and Resources (DIER) and the Launceston City Council. The work included:
  - Launceston Traffic Study (2014) undertaken with Launceston City Council. This study encompasses a review of traffic movements throughout the city and an analyses of significant routes and intersections;
  - preparatory research and analysis for the "Greater Launceston Metropolitan Passenger Transport Plan". This is a major public transport strategy being prepared in conjunction with the GLP;
  - preparatory research and analysis for the "Northern Integrated Transport Plan". This is an important review of regional roads and linkages and freight movements (existing and future demand) in the North Tasmania region within the state context and takes account of projected flows of freight through the state's major gateways.

Stage 2: Precinct Plans and Draft GLP Development (January 2013 - July 2013)

Stage 2 encompassed detailed planning work for three key precincts in the City of Launceston and preparation of the draft GLP plans and document.

As indicated in Sections 1.2 and 1.3, the identification of key projects likely to be of district or regional significance is an important initiative of the GLP. Earlier strategic work by Launceston City Council enabled further strategy development and planning for three important precincts to be undertaken with their strategic implications to be incorporated in the GLP. The precincts are:

- Launceston Central Area. This is an extensive area encompassing the Launceston Central Business District (CBD) and adjacent inner suburban areas extending north to the North Esk river (Refer Figure 5.6). Economic research, strategic planning and urban design studies were undertaken and the draft report of the "Launceston Central Area Development Strategy" was prepared by David Lock Associates in association with Hill PDA and Pitt & Sherry. The draft Strategy provides a framework for the future development of the Launceston Central Area, and identifies potential major projects to facilitate inner city living, tourism development, improved links to the Tamar/North Esk riverfront area and the diversification of the city's historic CBD precincts;
- Kings Meadows and Mowbray District Centres. Both activity precincts have been identified by Council as being of regional importance and are the focus of significant investment initiatives by major retailers. Kings Meadows is located on Hobart Road approximately 4.5 kilometres south of Launceston CBD and Mowbray is located on Invermay Road some 4 kilometres north of the CBD (Refer Figure 6.6). Precinct plans were commissioned by Launceston City Council to be undertaken as part of the GLP process.

  The precinct plans are based on economic research, planning and urban design studies and provide a vision, planning and design framework to guide future development and investment and facilitate improvements to the public realm and pedestrian safety and amenity.

  Two draft reports have been prepared for public consultation by David Lock Associates in association with Hill PDA and Pitt & Sherry. The reports are:
  - "Kings Meadows Precinct Plan", prepared for Launceston City Council;

Stage 2: Precinct Plans and Draft GLP Development (cont.) (January 2013 - July 2013)

- "Mowbray Precinct Plan", prepared for Launceston City Council.

The preparation of the Draft GLP has encompassed a number of steps. These included:

- a series of workshops undertaken by Renaissance Planning with the Councils of the greater Launceston area to ascertain planning issues and priorities, and to better understand the perspectives of each of the participating Councils;
- review and refinement of the Vision Statement prepared by Geografia, to provide a central focus and narrative to guide the GLP;
- review of population modeling scenarios prepared by Geografia and forecasts prepared by the Demographic Change and Advisory Council (DCAC);
- assessment of future land requirements over the periods 2013-2021 and 2021-2036;
- a series of summary position papers and policy workshops to provide a critical peer review of major issues likely to shape the GLP. The summary position papers encompassed:
  - Economic Issues (Dr Jeff Wolinski, Renaissance Planning);
  - Social Issues (Professor David Adams, University of Tasmania);
  - Environmental Issues (James McKee, National Resource Management);
  - Infrastructure (John Pitt, Pitt & Sherry);
  - Development Industry (Dr Jeff Wolinski, Renaissance Planning).
  - The papers and workshops have provided a critical framework for policy development focused on achieving the vision for the GLP through building strategic advantage for Launceston and its region.
- development of metropolitan strategic planning principles to provide a clear and transparent basis for the development of the GLP;
- preparation of a draft Regional Framework Plan to define the future preferred physical form for metropolitan Launceston;
- detailing of the draft Regional Framework Plan and supporting plans setting out the preferred pattern of activities and access, activity centres and employment nodes, major green spaces and open space areas, pedestrian and cycle networks, key education and health precincts and urban development and priority areas;
- preparation of a Draft Implementation Framework including potential and recommended key city projects.

Stage 3: Council and Community Consultations (September 2013 - October 2013)

The Council and Community Consultation Phase is scheduled to run from October - November 2013. This work will be undertaken by Geografia. The proposed components of the consultation are subject to change but will include a combination of the following:

- TV / radio, social media and paper media;
- Surveys through Survey Monkey and / Your Voice Your Launceston;
- Community displays at each Council office and on each Councils website;
- Manned displays at key locations;
- Multiple ways of providing feedback;
- Summary of the community feedback for the Greater Launceston Plan.

Stage 4: Resolution of the GLP (September 2013 - October 2013)

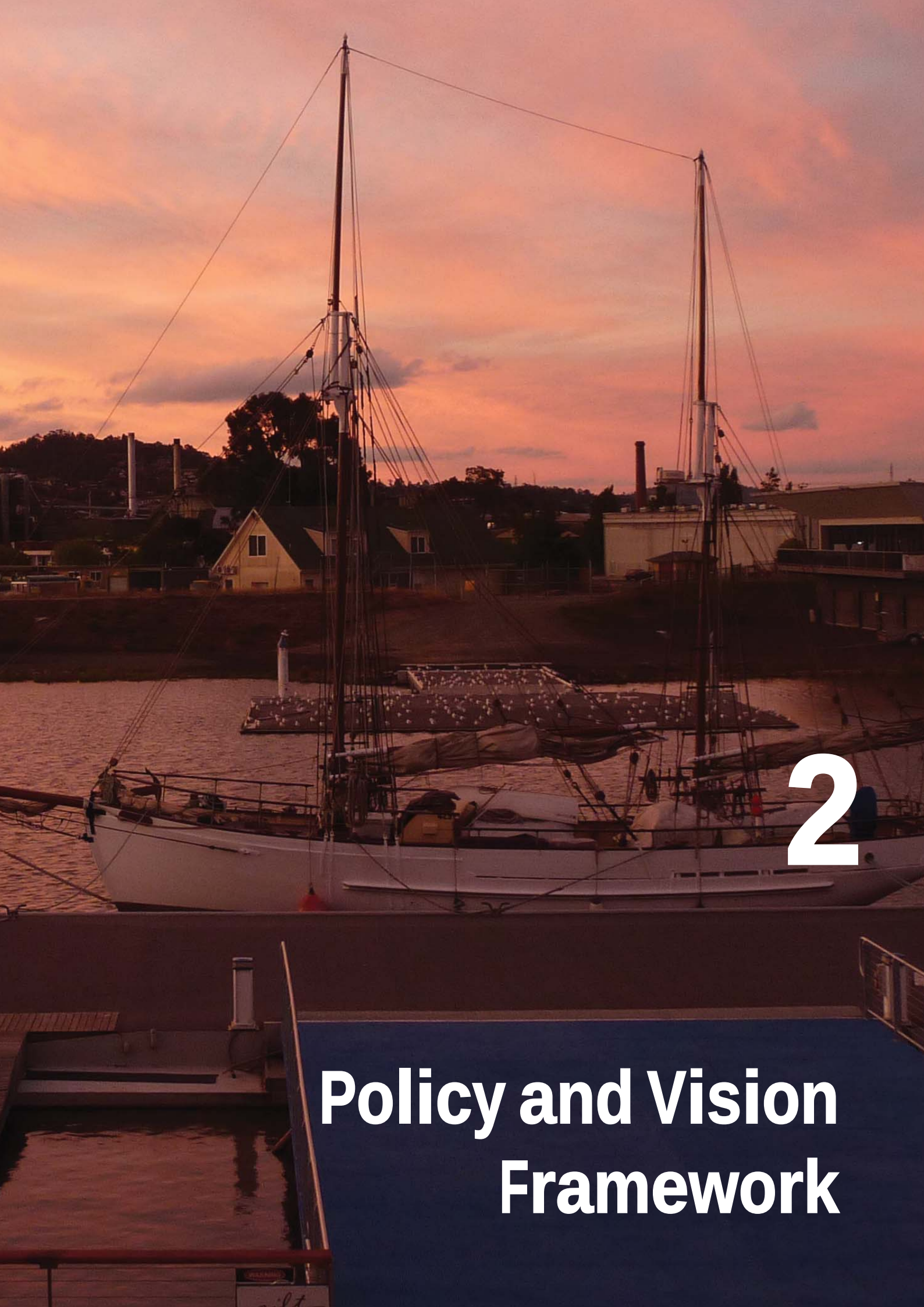
In the final stage of the project the draft GLP will be reviewed and finalised taking account of the outcomes of the Council and community consultations. Key phases in the resolution of the GLP include the following:

- joint review with the Project Management Group (PMG) of the response to the GLP in terms of:
  - the understanding of the challenges and opportunities facing Launceston and its region;
  - the vision statement and policy framework proposed for the GLP;
  - the underlying strategic principles on which the GLP has been built;
  - the main elements of the draft Strategic Framework Plan that provides the physical context for the GLP;
  - the main elements of the Urban Development Plan that sets out the physical strategy for the GLP;
  - the overall structure and key elements of the draft Implementation Framework including potential and recommended key city projects.
- critical review and guidance in terms of the above considerations for the resolution of the GLP;
- preparation of revised draft reports and the principal GLP documents;
- review of revised draft reports and GLP documents by the PMG and advisory technical staff;
- final revisions as required;
- final presentations to the PMG and the participating Councils.

Stage 5: Application of the GLP

The GLP will guide future planning in the greater Launceston area and provide a clear basis for sustainable investment and development. It is intended to contribute to the long term planning and development of the greater urban area through the following:

- in-principle and formal adoption of the GLP by each of the participating Councils and by the Tasmanian Government through the state agencies as a major policy statement providing a consistent overarching approach for the planning and development of the greater urban area;
- adoption of the Regional Framework Plan and supporting plans as the preferred physical framework for the future planning and development of the greater urban area, by each of the participating Councils and by the Tasmanian Government through the state agencies;
- adoption of the recommended Implementation Framework by each of the participating Councils;
- establishment of a joint review and monitoring program to be maintained by the participating Councils to ensure the effective and consistent implementation of the GLP.



2

Policy and Vision Framework

2.1 Context

The policy and vision framework is the key overarching and directional statement for the Greater Launceston Plan. It provides the strategic context, vision statement and supporting community values together with the policy framework that set the broad objectives and direction for the Plan.

The strategic context for the policy and vision framework establishes the unique characteristics and circumstances that define greater Launceston and its relationship with the North Tasmania region and broader state and national relationship. It identifies the importance of place, history and culture, regional role and strategic location of greater Launceston and the important attributes of the greater city. It also identifies the challenges greater Launceston must address to ensure the sustainable prosperity of its community. These issues establish a focus and define the local and regional relevance for the vision.

2.2 Statement of Strategic Significance

Regional Role

Launceston is the principal regional city for Northern Tasmania. The greater city area currently has an estimated resident population of approximately 107,000 people (2011 ERP). *"The city's economy and future prosperity is in large part underpinned by its regional services role. Its regional catchment area (RCA) .... defines a broad area of influence that extends well beyond the greater urban area that applies to a wide range of services that encompasses:*

- *retailing (including bulky goods and automotive retailing);*
- *commercial services;*
- *professional services;*
- *government administration;*
- *legal services and justice;*
- *health and community services;*
- *entertainment and the arts;*
- *higher education;*
- *regional sporting facilities;*
- *hospitality and tourism;*
- *transport and distribution."*

(Refer "Launceston Retail Audit and Activity Centre Strategy", Final Report, July 2011, Page xxii, Report prepared for Launceston City Council by Renaissance Planning).

Place Setting

The city is located on the Tamar River at the confluence of its tributaries, the South and North Esk Rivers, some 45 kilometres south of Bass Strait. The valley setting of the city is volcanic and glacial in origin with a deeply incised flood plain edged by steep ridges and hilly terrain. The river is tidal and parts of the suburbs of Inveresk and Invermay are below high tide level. As a consequence, there are limited areas of Launceston that have issues of drainage and periodic flooding. There are also landslip issues along the Tamar Valley arising from the physiography of the region.

The valley setting of the city and urban area and the presence of a thermal inversion which is problematic during winter months have led to issues of air borne pollution largely attributable to wood fired house heating. The significant decline in the proportion of households using wood heaters has considerably reduced the incidence of air borne pollution in the winter months.

The central city is located on the south bank of the North Esk River with a broad parkland edge that extends around the Tamar River to Cataract Gorge and the South Esk River, a major tourism attraction. Most of the urban area is situated well above the 1-in-200 year flood level on elevated ground. The resultant form of the city, indicates that the urban area has developed a modified linear form along a series of corridors separated by significant open space areas along the river valleys (Refer Figure 2.1). This characteristic form provides unique opportunities to provision the city and wider urban area with high levels of pedestrian and cycle access to existing and future open space and recreational areas (Refer Figure 2.1).

National and State Significance

Launceston is a recognised historic city of national significance. It is the third oldest city in Australia after Sydney and Hobart, and is the 17th largest urban area in the country and the ninth largest non-capital city metro area. It is the gateway to the North Tasmania region which in 2011 had a population (ERP) of approximately 143,270 persons or 28 per cent of Tasmania's population and approximately 25 per cent of the state's gross state product (2012, REMPLAN). The urban area and region is serviced by a major regional airport and Launceston is an integral part of the principal air route network for south-eastern Australia. The region contains the largest industrial area in the state serviced by a deep water port at Bell Bay and accessed by national and regional roads and the state electricity grid.

Historic Development

The evolution of European settlement, followed the extensive indigenous history in Northern Tasmania. Urban and rural development which date from the early 19th century established a pattern of development that clearly respected the topography and floodplains of the Tamar valley. The development of urban Launceston largely respected the constraints of the floodplain. The sensibility of the historic pattern is an important legacy for the Greater Launceston Plan (GLP) for the potential regional consolidation of open space linking the city, suburbs and outer localities: the recognition of the floodplain as a significant conservation, open space and recreational opportunity for greater Launceston (refer Figure 2.1).

The long history of development in the inner city area produced one of the most extensive and near-intact Victorian era central cities in Australia. The high character streetscapes and national recognition of the Launceston LCA are enduring legacies of this period. The Greater Launceston Plan recognises the unique character of the CBD and wider LCA and this is reflected in the principles and objectives for the plan;

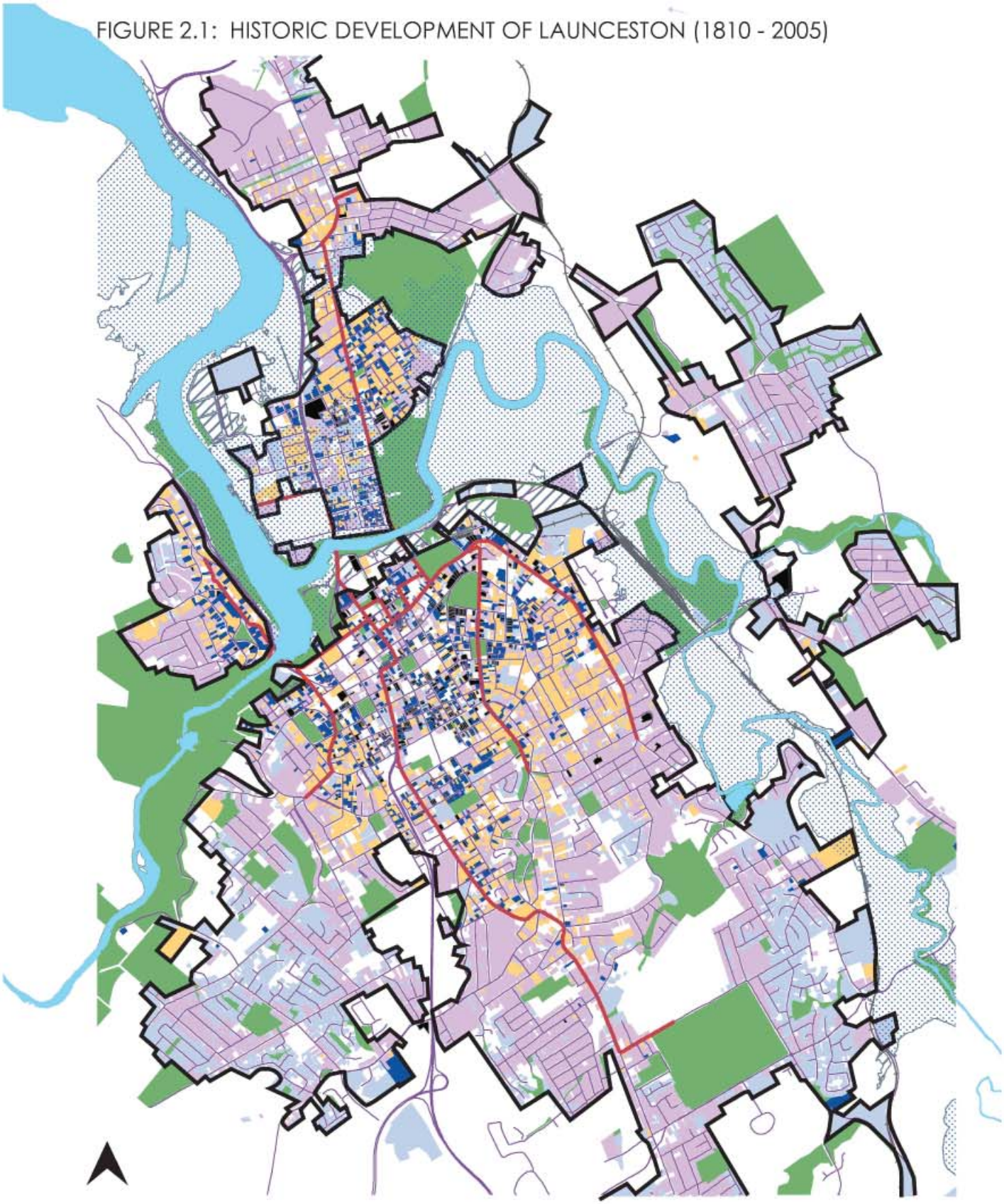
The city has an extensive history of European settlement by Australian standards, and this extended period of development characterised by relatively low and moderate growth rates have resulted in a high concentration of retail and commercial development in the CBD and LCA. As indicated in Section 5.9, some 45 per cent of the greater city's retail development and some 67 per cent of the greater city's professional and office services are in the LCA. The pre-eminent regional role and central place focus of the LCA is well understood and recognised by the plan, as a critical resource of state significance;

Launceston has undergone extensive periods of industrialisation. Since the 1970s and increasingly during the 1980s, 1990s and into the 21st century, there has been a long term shift to services in the city's economy. Nevertheless, the modernisation of greater Launceston's industrial areas has significantly advanced over the past 30 years with new developments at Translink adjacent to the airport, Connector Park, Techno Park, Legana and at Westbury beyond the greater Launceston area.

The history of greater Launceston clearly demonstrates the close inter-relationship between land use and transport infrastructure. The rapid suburbanisation and outward extension of the urban area in the 30 year period after 1980 was facilitated by significant freeway and arterial road upgrades of the state highways that converge on the city area.

The GLP seeks to modify the physical pattern of urban development by ensuring that new development occurs as in-fill in the existing suburbs or through the comprehensive planning for new communities and the consolidation of growth areas. Access infrastructure to facilitate urban consolidation will include a greater reliance on a network of pedestrian and cycle pathways and improved arterial access to take traffic around the central area and better connect employment and growth areas.

FIGURE 2.1: HISTORIC DEVELOPMENT OF LAUNCESTON (1810 - 2005)



0 0.5 1 2 3 4 kilometres

Development Pattern

- 1810 - 1880
- 1880 - 1900
- 1900 - 1930
- 1930 - 1970
- 1970 - 2005

- Tramway (1911 - 1952)
- Railway (developed 1868)
- 100 Year Flood Indundatic

Base data source:
theLIST, © State of Tasmania
Launceston City Council

2.3 Building Strategic Advantage

Building regional strategic advantage is directed to raising regional standing and competitiveness through the consolidation of broadly based, well recognised and long established structural advantages for Launceston and its region, built on climatic, cultural, physiographic and regional endowments.

Greater Launceston's strategic advantages are built around several inter-related themes. These encompass:

Natural Environment

- **Physical Setting and Environment**

  The region is well known and recognised for its exceptional scenic beauty and environmental qualities.

- **Temperate Maritime Climate, Water Resources and Soils**

  The region is endowed with a moderate maritime climate, relatively stable and reliable water resources and distributions of high quality soils for a range of agricultural activities.

- **Nature and Natural Products**

  The region has a national reputation for high quality viticulture and horticulture products. A focus on nature and natural products is a key strength of the region and the sate and reflects "Brand Tasmania", a state government initiative.

History, Culture and Lifestyle

- **Heritage and history**

  Launceston is Australia's third oldest city. Its iconic central area is nationally recognised for its extensive, largely intact heritage environment.

- **Amenity, Liveability and Lifestyle Opportunities**

  Launceston is well recognised as a city of high amenity, liveability and lifestyle opportunities. It was recently voted as "Australia's most family friendly city" (Suncorp).

- **Strong Sense of Community and Place**

  Launceston and its region are well recognised for their strong communities and sense of place.

Connections

- **Compact and Connected Region**

  Greater Launceston and the wider region is compact and inter-connected, a significant characteristic for a non capital city Australian region.

- **Proximity and Connection to the Australian Heartland**

  Greater Launceston is within one hour's flight of metropolitan Melbourne. It is within the same time zone as the principal Australian states and is well connected via the air transport network to the Australian eastern seaboard cities.

Economy

- **Role of Key Assets**

  Greater Launceston has unique precincts and facilities that significantly contribute to its regional city role. These include the CBD and wider LCA which encompasses Tasmania's second most significant employment precinct after central Hobart. It also includes the historic Inveresk precinct, the industrial district and Port of Bell Bay, Launceston airport and the district centres of Kings Meadows and Mowbray. Major regional facilities including the UTAS campuses at Newnham and Inveresk and the LGH are important cornerstones in the regional community and economy.

- **Craftsmanship and Creativity**

  This city and region has a long established history of craftsmanship and creativity expressed through artefacts, engineering and construction, the arts, architecture and design.

- **Extensive Regional Services**

  Greater Launceston has an extensive regional services role with connections to the national and state highway networks complemented by rail, air and sea services, and a diverse range of infrastructure, facilities and services.

  The greater city is Northern Tasmania's leading centre for a broad range of services including:

  - Health care and social services;
  - Construction services,
  - Education and training,
  - Public administration and safety;
  - Tourism, accommodation and food services,
  - Retail trade;
  - Financial and insurance services;
  - Professional, scientific and technical services;
  - Utilities;
  - Wholesale trade;
  - Transport, postal services and warehousing;
  - Food and beverage manufacturing.

- **Small and Medium Business**

  Private enterprise is an important economic strength of the greater Launceston area with more than 4,000 establishments providing employment (ABS 2011). The broad diversity of enterprises is dominated by small and medium business with approximately 87 per cent of businesses employing less than 19 persons.

2.4 Challenges for the Plan

The identification of challenges for the GLP was drawn from several sources:

- research prepared by Geografia in relation to social, economic and land use suitability assessments undertaken for the Community Statement (November 2012) and the Resource Analysis (November 2012) which are key supporting documents for the GLP;
- commentary and information garnered from the extensive community and stakeholder consultations (refer Greater Launceston Plan: Community Visioning – Consultation documentation, November 2012 and Vision Statement, December 2012, prepared by Geografia);
- detailed peer review workshops undertaken in April 2013 in relation to a number of key interest areas encompassing (refer Appendix B);
- an Information Briefing for the Project Management Group (PMG) prepared by Renaissance Planning on urban structure and principles for future development (June 2013).

The key challenges for the GLP are comprised in several major areas and include:

- Governance;
- Social Issues;
- Economic Issues;
- Environmental Issues;
- Urban Structure and Development;
- Regional Transport Linkages.

Governance

The critical role of governance in regional development has long been highlighted and is regarded as an essential requirement for effective regional planning and economic development (refer Michael Porter, *"The Competitive Advantage of Nations"*, The Free Press, New York, 1990). The success of the GLP and achieving optimal economic and social development for greater Launceston within a sustainable environmental framework, is significantly tied to effective regional leadership and governance.

There are several key governance issues that need to be addressed in the implementation of the GLP. These include:

- the need to achieve a unity of purpose and to identify key regional priorities that transcend the five municipal jurisdictions that extend across the greater Launceston area;
- the need to provide a consistent approach in the management of planning and development;
- the importance of optimising scarce resources to maximise regional benefit;
- the need to provide a unified approach for regional advocacy to maximise long term benefits for greater Launceston and the wider region.

The significance of governance as a key challenge for the GLP has been recognised through the recommended development of three inter-related foundational projects (refer Section 6.3):

- Project A.1: Regional Leadership, Engagement and Co-operation;
- Project A.2: Regional Marketing and Intelligence;
- Project A.3: Co-ordinated Implementation and Monitoring.

Social Issues

The consultations and research have identified a number of social and demographic challenges that confront greater Launceston and the wider region. These include:

- Age selective out-migration and the ageing of the population;
- Significant underperformance of the region and state in education and training levels;
- The need to address social inclusion and equity;
- Access to affordable housing, social support and equitable access to services;
- Increasing concerns in relation to diet and preventative health issues;
- The need to promote healthy living and lifestyles through education and public awareness programs linked to sporting, recreation and exercise programs.

Age Selective Out-Migration and the Ageing of the Population

All of the above issues represent the outcomes of long established trends and processes and reflect wider Tasmanian, regional or broader societal problem areas. Age selective out-migration is a state wide problem for Tasmania and for a number of regional areas in mainland Australia. In Tasmania, and a number of regional areas in mainland Australia there is also a long term ageing of the resident population which tends to be compounded by low population growth rates and age selective out-migration whereby young people and young families leave the region and are not replaced, or in some regions tend to be replaced by older people at the retirement stage of life. This pattern is reflected by migration and demographic statistics and projections for the greater Launceston area.

Though the effects of age selective out-migration is a regional issue, responsibility for migration policy and programs lies with the Commonwealth and is administered by the Department of Immigration and Citizenship (DIAC). In Tasmania, business and skilled migration programs are run by the Department of Economic Development, Tourism and the Arts (DEDTA), in co-ordination with DIAC. Within the framework of these responsibilities, the GLP proposes a marketing program as part of Project A.2 (Regional Marketing and Intelligence) to market greater Launceston to potential overseas business migrants and to interstate investors and potential migrants.

In summary, the GLP recognises that out-migration and the ageing of the population are long standing demographic issues that have a significant impact on the future structure and growth of population in greater Launceston and the wider region of Northern Tasmania. Within the limits of responsible actions that may be taken, the GLP proposes a marketing program as part of the one of the foundational projects, to attract potential investors and migrants.

Education and Training

The significant under-performance of Tasmania in terms of education participation in the later years of secondary school and skills training are recognised major issues by the government of Tasmania. The Department of Education, Tasmania has a policy and program in place to encourage and facilitate higher levels of participation in the later years of secondary education (refer Department of Education: Enrolment, Attendance and Participation Policy, December 2013).

Skills training and adaptability of the industry labour force are recognised as essential elements of industrial policy in Tasmania to improve opportunities for the workforce and long term productivity.

A major review of vocational training has been recently undertaken in Tasmania (Refer "The Review of the Role and Function of Tasmania's Public Sector Vocational Education and Training Providers", Virsis Consulting, Virginia Simmons, April 2012). The report is based on a consultation with 300 stakeholders. The overwhelming view of participants was a need to establish a single entity for vocational training in Tasmania.

As a consequence of the study and actions taken by the Tasmanian government, a new organisation was established on 1 July 2013 to deliver Vocational Educational Training Courses (VET) in Tasmania. The new organisation (TasTafe) brings together the Polytechnic and the Tasmanian Skills Institute (TSI).

In summary, the education and training imperative for greater Launceston and the wider Northern Tasmania region is well understood by the GLP. It is also clearly understood that the government of Tasmania has placed high priority on this issue and continues to apply resources and policies to improve performance outcomes. The most effective contribution that the GLP can make to education outcomes is through the delivery of a strategic framework for a compact, high amenity city serviced by a regional pedestrian and cycle network, public transport corridors and prioritised consolidation areas; and the organisation of new growth areas in planned integrated corridors. Within this context the future co-ordinated locational planning and development of schools and training facilities should be undertaken to optimise access and service opportunities for the long term.

Social Inclusion and Equity

The research and consultation undertaken for the GLP, reaffirmed the importance of policy and broad based social and planning initiatives to improve social inclusion and equity in greater Launceston. These are addressed in the GLP through the policy framework (refer Section 2.6) and by several projects encompassing:

- Improvements to pedestrian and cycle access in greater Launceston (refer Project B.2: Metropolitan Pathways Network);
- A broader diversity of housing and accommodation opportunities:
    - through integrated land use and planning in the public transport corridors (refer Project B.4: Public Transport Corridors);
    - a major project for the co-ordinated planning and development of the northern suburbs (refer Project G.2: Northern Suburbs Strategy);
    - infill housing opportunities in the public transport corridors and established suburbs of Launceston (refer Project G.1: Living in the City);
- facilitation of participation and engagement through creative and recreational activities (refer Project D.1: Creative Communities Project and Project D.2: Whole of Life Development Program);
- a broad based multi disciplinary review of housing, employment, community access and future access in the eastern corridor (refer Project G.10: Ravenswood Review Strategy).

Affordable Housing and Social Support Programs

The need for affordable housing and social support programs was identified in the research and consultation for the GLP. The Northern Tasmanian Housing Study (Draft, December 2013) is also likely to contribute guidance in relation to the demand and supply of affordable housing.

Housing Tasmania is a leading provider of affordable housing in the state. Its current strategic plan (2012-2017) seeks to maximise affordable housing opportunities for those with the greatest need. Dedicated public housing supply is no longer the "government's primary method of providing long term housing". Assistance is provided by:

- *property and tenancy management transfer;*
- *grant funding;*
- *financial assistance methods;*
- *managing our own portfolio to the best of our ability;*
- *working in partnership with external providers to secure funding to support supply".* (refer Housing Tasmania Strategic Plan 2012-2017, Department of Health and Human Services, 2012)

Housing Tasmania works in conjunction with external providers which include a number of not-for-profit organisations together with dedicated private property groups.

A number of important initiatives in the GLP will provide significant opportunities to address affordable housing within an integrated strategic framework. Key initiatives include:

- a broad based social, economic and land use development initiative for Launceston's northern suburbs (refer Project G.2: Northern Suburbs Strategy);
- a marketing initiative to maximise the diversity and supply opportunities of infill housing in Launceston's developed suburbs (refer Project G.1: Living in the City);
- land use, access and urban design planning for the city's public transport corridors (refer Project B.4: Public Transport Corridors);
- a broad based multi disciplinary review of housing, employment, community access and future access in the eastern corridor (refer Project G.10: Ravenswood Review Strategy).

Healthy Living and Lifestyles

Poor living and lifestyle choices together with inadequate opportunities in urban areas for active living, contribute to relatively high morbidity rates in Tasmania. The GLP recognises the important potential contribution of active lifestyles and preventative health to improve the quality of life for residents. This objective informs several of the planning principles that underlie the GLP (refer Section 3). There are several key initiatives designed to contribute to healthy living and lifestyles in greater Launceston. These include:

- facilitation of engaged and active communities through two inter-related projects (refer Project D.1: Creative Communities Project and Project D.2: Whole of Life Development Program);
- a major regional project focused on developing an integrated pedestrian and cycle network to connect inner Launceston to the network of parks and open space, schools, activity centres and the developing suburbs (refer Project B.2: Metropolitan Pathways Network);
- a broad based social, economic and land use development initiative for Launceston's northern suburbs (refer Project G.2: Northern Suburbs Strategy);
- integrated pedestrian and open space planning requirements within a broad based package of community structure planning in new growth areas (refer Project G.3: St Leonards - Waverley Corridor Strategy, Project D.4: South - West Corridor Strategy, Project D.5: Legana - Riverside Corridor Strategy).

Economic Issues

The changing pattern of employment and industry poses a significant challenge for the greater Launceston area and the broader North Tasmania region. Key economic issues identified in the consultation and research, include the following:

- the role and future of Bell Bay;
- the significance of private enterprise and small/ medium business;
- decline of forestry;
- agricultural development potentials;
- service industry strengths;
- the Bass Strait impediment;
- the investment imperative: critical support role of local and state government.

Role and Future of Bell Bay

Bell Bay is Tasmania's most significant heavy industrial area and a deep water port with major potential to service Tasmania, within the context of a broader ports strategy. The output and export value of major metal and metal product processors at Bell Bay dominates the economy of Northern Tasmania, and the high dependence of the broader regional economy on these producers poses a high risk for the for the wider economy.

The loss of service connections to the port of Bell Bay is also a major risk to industries at Bell Bay and the broader economy of greater Launceston and Northern Tasmania. Research undertaken for the GLP has found that there needs to be a critical assessment of the strategic significance of the port of Bell Bay to the wider regional economy, including the inter-dependence of the port and the Bell Bay industrial area. There is a need for industrial diversification at Bell Bay and clear consistent policies that will provide for the sustainable long term operations of the port of Bell Bay. This issue is addressed in the GLP by the recommended Project C.1: Bell Bay Investment Strategy.

Significance of Private Enterprise and Small/Medium Business

An important characteristic of business structure found in most regions of Australia is that the vast majority of enterprises are small or medium businesses (employing between 1 and 19 persons). Of the 10,106 private sector businesses in the Launceston region (ABS 2011), some 60 per cent were "non employing" (that is, registered businesses with no employment or single person businesses). A further 35 per cent employed between 1 and 19 persons. Five per cent employed 20 – 199 persons. A very small proportion employed 200 persons or more (0.2 per cent of enterprises).

The high number of small and medium businesses has significant implications in the promotion of a sustainable and dynamic future for greater Launceston. The highest prospects for sustainable employment growth lie with mid-sized (generally family based) companies that are developed in the region. In the GLP, the importance of fostering a supportive environment for the private sector and for small and medium business is a recurring theme in the policy framework (refer Section 2.6).

Decline of Forestry

The past five years have witnessed the rapid decline of the forestry industry in Tasmania where the workforce has declined by more than 50 per cent. The industry was heavily concentrated in the north of the state, and the greater Launceston area and the wider North Tasmania region have incurred major employment and output losses resulting from the demise of the forestry industry. The loss of Gunns Limited and the failure of the proposed pulp mill at Bell Bay to proceed adds uncertainty to future major industrial prospects for the region.

Photo 2.1: Corner of Paterson and St John Streets

Agricultural Development Potentials

An important initiative of the Tasmanian government is the ongoing development of a network of irrigation projects across the state. These projects will bring more than 100,000 hectares of irrigated land into high value agricultural production. In Northern Tasmania the development of new irrigation projects will add further opportunities for increased value and output in a range of agricultural activities including:

- traditional mixed farming enterprises, incorporating broad acre cropping (including poppies), wool and livestock production;
- dairying;
- fruit and vegetable production;
- viticulture and hops;
- alternative agricultural enterprises and niche products (including wasabi, ginseng, olives, truffles, herbs, cut flowers, bulbs, deer and goats).

The significant state wide irrigation initiative will provide opportunities for agricultural services support and processing in the greater Launceston area.

Service Industry Strengths

Launceston's key role as a regional services city is underpinned by its dominance in a broad range of service sectors including:

- financial, banking and insurance services;
- education and training;
- health care and social support;
- retail trade and services;
- legal services;
- government administration;
- tourism, sporting and entertainment services;
- cultural attractions and services.

The challenge for the GLP is to provide a supportive environment for these services through a clear vision for the long term development of the greater city area, supportive policies and urban development principles. These have a focus on governance and leadership, and building a creative and innovative city and region with high liveability and amenity, a diverse economy, with robust and inclusive communities and within the broader framework of environmental sustainability (refer Sections 2.6, 3).

The Bass Strait Impediment

The separation of Tasmania from the Australian mainland carries a significant transport cost impediment that is recognised by the Commonwealth government. The Tasmanian Freight Equalisation Scheme (TFES) provides opportunities and support for Tasmanian industries to compete in mainland Australian markets. The scheme is ongoing with the most recent agreement being approved in October 2013. It provides for the ongoing monitoring of the effectiveness and outcomes of the scheme by the Bureau of Infrastructure, Transport and Regional Economics (BITRE).

The Investment Imperative: Critical Support Role of Local and State Government

The GLP recognises the importance of fostering and securing ongoing and new investment by both the private and public sectors in the greater Launceston area as a key underpinning for building a dynamic city and region with a sustainable economy and viable robust community. As indicated above, the most effective contribution the GLP can make is the pursuance of a unified vision for the greater city area supported by clear policies and planning principles supported by a Regional Framework Plan (RFP) that provides a consistent strategic framework for the medium and longer term development of greater Launceston and underpinned by priority development projects.

Environmental Issues

Environmental sustainability is one of the key underpinnings of National Urban Policy and is a major component of the recommended policy framework for the GLP. Within the greater Launceston area, the key environmental challenges include the following:

- the need for ongoing education and public awareness programs to build understanding and support of the significance of environmental and biodiversity health as overarching issues for the overall sustainability, liveability and amenity of the region;
- the need to encourage the development of products, processes and practices that best contribute to sustainable development and living;
- management of the Tamar Estuary and Esk Rivers, and in particular the need to address:
    - protection, restoration and enhancement of waterway health;
    - reduction of pollution entering waterways;
- management of urban salinity:
    - identifying salinity risk areas;
    - assessing and managing impacts of salinity on farmland and urban settlement;

- natural heritage and biodiversity management:
    - ensuring increased resilience of natural heritage and biodiversity to enable adaption to future land use pressures;
    - ensuring resilience through environmental planning and the development and enhancement of natural landscape linkages ("green corridors").

In the GLP environmental issues are addressed through policy development (refer Section 2.6), metropolitan structure principles (refer Section 3) and supporting environmental projects (refer Projects E.1 – E.4, Section 6).

Urban Structure and Development

Research undertaken for the GLP found that the recent history of urban development in the greater Launceston area was characterised by high levels of suburban and ex-urban development. In just 30 years (1981-2011), the urban area in greater Launceston, expanded by 67 per cent. A large part of the expansion was generated by residential development (83 per cent) of the additional urban and peri-urban areas; and a high component of the residential expansion was generated by low density or rural areas (72 per cent of the additional residential areas). The extensive suburban and ex-urban development produced, in a number of instances, isolated housing estates with little community focus and the absence of the coherent metropolitan structure.

The GLP seek to provide an accessible, liveable, high amenity city through a policy framework, metropolitan structure principles and a Regional Framework Plan (RFP) seeks to provide a coherent urban structure for greater Launceston that is focused to achieve the following outcomes:

- maintain a compact city for future citizens;
- foster infill development in high access public transport corridors;
- facilitate pedestrian and cycle access to the central city and to key open space corridors;
- provide a coherent metropolitan structure with a social focus;
- ensure future new growth areas are developed within a consistent framework through corridor planning based on holistic urban and community planning principles.

Regional Transport Linkages

The GLP recognises the need to provide a clear framework for the efficient movement of goods and services within the greater Launceston area and to other regions within the state and beyond in mainland Australia.

Maintaining and improving the regional transport network is a key challenge for the GLP recognised in the policy framework, metropolitan structure principles, RFP and supporting development projects (refer Project B.2: Metropolitan Pathways Network, Project B.3: Launceston Connector Route, Project B.4: Public Transport Corridors and Project B.6: South Perth Strategy, refer Section 6).

Transport planning in the GLP is informed by important initiatives being undertaken by DIER in conjunction with Launceston City Council and the member Councils (Northern Integrated Transport Plan and the Greater Launceston Metropolitan Passenger Transport Plan). These studies provide a number of important outcomes including:

- regional access and transport vision;
- strategic planning principles;
- current transport structure;
- forecast regional access and transport needs;
- future transport network plan;
- prioritisation and implementation.

In summary, the research and consultations identified a number of important challenges for the GLP. These encompassed:

- **Governance;**
- **Social Issues;**
- **Economic Issues;**
- **Environmental Issues;**
- **Urban Structure and Development;**
- **Regional Transport Linkages.**

These are addressed in the policy framework and metropolitan structure principles, and reflected where appropriate in the Regional Framework Plan (RFP) and supporting projects.

2.5 Vision Statement

Sustainable prosperity for greater Launceston will be achieved by consolidating and building nationally and internationally recognised strategic advantages for the region through a focus on creativity and innovation, maintaining exceptional environmental and liveability qualities and ensuring a diverse, connected and inclusive region.

2.6 Policy Framework

The policy framework was developed from the vision and supporting values and reflects key policy directions in the Regional Land Use Strategy (RLUS) for Northern Tasmania (September 2011) and supporting national, state, regional and municipal policy documents. It provides the overarching directions for the development of the Greater Launceston Plan.

Governance

Governance refers to the effectiveness and consistency of the elected leadership and executive management of the member Councils that make up the greater Launceston area in terms of organisational structure, decision making and resource allocation together with the relationship and responsiveness with constituents and stakeholders and with other levels of government.

Regional Significance

The single most important factor that will ensure the sustainable growth and prosperity of greater Launceston is effective regional governance. The experience of regional planning and development clearly indicates the centrality and high significance of governance and regional leadership in influencing key outcomes including:

- communication of a clear vision and sense of purpose to a regional audience and beyond;
- consistent and directed implementation program;
- achievement of significant investment and sustainable development;
- building strategic advantage by focusing on recognised regional strengths and opportunities.

Policy Significance

Governance is one of the key goals underlying National Urban Policy to be achieved through (refer Our Cities, Our Future, Department of Infrastructure and Transport, 2011, pages 18-20):

- *"improving the planning and management of our cities by:*
  - *Facilitating a whole of governments approach;*
  - *integrating planning systems, infrastructure delivery and management;*
  - *encouraging best practice governance and applying the principle of subsidiarity.*
- *streamline administrative processes by:*
  - *Improving the effectiveness and efficiency of approval processes for development;*
  - *Encouraging participation and engagement with stakeholders.*
- *evaluate progress by:*
  - *Research, analysis and reporting."*

Governance is a key goal in the RLUS for Northern Tasmania:

"Goal 4: Provide strategic and transparent leadership that support inter-governmental co-operative governance structures to integrated strategic land use systems to achieve specific regional planning goals, objectives and policies pertaining to the regional land use strategy" (p. 28)

Key Directions

Encourage regional partnership and leadership to pursue a common vision and strategic pathway that will optimise sustainable regional prosperity for the greater Launceston area.

Provide an agreed process to co-ordinate and manage implementation of the Greater Launceston Plan (GLP).

This will be achieved by:

- **an acknowledged unity of purpose by the Councils of the greater Launceston area to implement the community based vision for its sustainable development through the Greater Launceston Plan;**
- **commitment to quality and consistent regional leadership supported by informed and responsive management;**
- **commitment to leadership through sustained engagement and communication with the community and stakeholders;**
- **development of a clear understanding of strategic priorities by the Councils and community of greater Launceston in partnership with the state of Tasmania and Commonwealth Government through their respective agencies;**
- **building a coalition of community and stakeholder understanding and support for the vision and key initiatives proposed by the Greater Launceston Plan.**

Application in the Greater Launceston Plan

In the Greater Launceston Plan the achievement of effective governance is accorded highest priority through a set of foundational projects recommended for the implementation of the Plan. Three inter-related projects are recommended:

- **Project A.1:** Regional Leadership, Engagement and Co-operation;
- **Project A.2:** Regional Marketing and Intelligence;
- **Project A.3:** Co-ordinated Implementation and Monitoring.

Creativity and Innovation

Creativity is concerned with the facilitation of new ideas and concepts. Innovation is clearly distinctive and complementary to creativity. It is concerned with introducing change and adding value to creative ideas and concepts through product or process development. Almost all human advancement has been through creativity and innovation. All innovation involves risk and all risks include the possibility of failure.

Regional Significance

The greater Launceston economy is proceeding through a long term transformation from a largely industrial based structure to a diversified services and trading economy. In this context one of the most significant challenges for the greater city is to facilitate advances in services, organisational processes and product development through creativity and innovation. This process will underpin the future sustainable prosperity of Launceston and its region.

Policy Significance

The advancement of creativity and innovation is a consistent theme in state and regional planning policy. Two recent major policy directions for Tasmania emphasise creativity and innovation as an integral part of economic planning and development:

- the Tasmanian Economic Development Plan (Tasmanian Government, 2011) seeks to facilitate an improved environment for creativity and innovation through:
  - the facilitation of skills development in industry led workforce development strategies;
  - support for the growth and development of social enterprises.
- Tasmania's Innovation Strategy (Tasmanian Government, 2010) has developed a range of policy objectives to support innovation and creativity including:
  - research and knowledge in the agri-business sector;
  - sustainable innovation in primary production;
  - assistance in developing markets for innovative high value products;
  - support in identifying opportunities for information and communications technology (ICT) industries in Tasmania;
  - fostering innovation that builds on Tasmania's lifestyle advantages;
  - encouraging a dynamic Tasmanian science and research sector.

In planning for the Northern Tasmania region, policy development to encourage innovation is directed towards (refer RLUS, 2011, page 97):

- increasing agricultural potential by investment irrigation schemes;
- promotion of food and wine innovation;
- diversification of the logistics, freight and port capacity of the region.

Key Directions

Encourage and facilitate creativity and innovation in all aspects of the daily life and business of greater Launceston and its relationship with the wider region.

Identify and pursue regional and district projects that advance creativity and innovation as part of the GLP. This will be achieved by:

- **pursuance of excellence in public administration through creativity and innovation in work practices, community and stakeholder engagement;**
- **planning support and development facilitation that maximises opportunities for new and ongoing private sector investment;**
- **fostering of creativity and innovation through partnerships between the tertiary education sector and industry;**
- **provision of physical and online environments to foster and facilitate creativity and innovation;**
- **providing opportunities to facilitate creativity and innovation in community life, health, education and business enterprise development;**
- **celebrating creativity and innovation through regional events in the life of the community.**

Application in the Greater Launceston Plan

In the GLP creativity and innovation will be fostered and advanced through several projects:

- **Project D.4:** UTAS Newnham Campus: Community Plan;
- **Project D.3:** Research Park Project;
- **Project F.3:** Inveresk Precinct;
- **Project C.1:** Bell Bay Investment Strategy;
- **Project G.2:** Northern Suburbs Strategy.

Liveability and Amenity

Liveability refers to "*the way the urban environment supports the quality of life and wellbeing of communities. Quality of life and wellbeing encompasses mental and physical health, happiness and life satisfaction for individuals and supportive social relationships and communities.*" (refer "Our Cities, Our Future": A National Urban Policy for a productive sustainable and liveable future, Department of Infrastructure and Transport, 2011, Chapter 5).

"Cities considered to have a high degree of liveability tend to have a high level of, and widespread accessibility to amenity. Amenity includes features such as open and green space, educational, social, cultural and recreational values." (refer State of Australian Cities, Infrastructure Australia, Major Cities Unit, 2010, Chapter 6).

Regional Significance

Liveability and amenity are considered to be of national significance and form an important part of National Urban Policy (refer Our Cities, Our Future, op.cit.)

The Community Visioning consultation undertaken for the GLP identified liveability and amenity as part of a set of fundamental requirements that reflected the values and priorities of the communities of greater Launceston (refer Greater Launceston Plan: Vision Statement, draft version 3, Geografia, December 2012). Assessments undertaken as part of the visioning development noted that "liveability is already a key asset in the region and can be developed as a point of difference to the mainland cities in order to attract the skills and investment necessary to diversify and strengthen the economy."(refer Vision Statement, draft version 3, op.cit., page 12).

Policy Significance

Liveability is a major consideration in National Urban Policy (refer Our Cities, Our Future, op. cit.) which is focused on a multi-faceted approach to policy development encompassing:

- encouragement for mixed income housing developments;
- support for affordable living choices;
- improved accessibility choices that reduce dependence on private motor vehicles;
- support community well being.

Recognition of Tasmania's liveability and lifestyle that is reflected through its communities is a major theme reflected in several state policy documents including:

- Tasmanian Economic Development Plan (Tasmanian Government, 2011);
- Regional Economic Development Plan: Northern Tasmania (Tasmanian Government, 2012);
- Northern Integrated Transport Plan (Tasmanian Government, 2013);
- Tasmania's Innovation Strategy (Tasmanian Government, 2010).

The Northern Integrated Transport Plan and the RLUS for Northern Tasmania both emphasise the need for effective transport access and safety as an important component of liveability.

The RLUS advocates for a structured approach to urban settlement planning to achieve high amenity areas and liveable communities. It also links the development of strong, local economies as an important part of building liveable communities.

Key Directions

Support initiatives that build improvements to sustainable liveability and amenity that contribute to the health and wellbeing of the community.

Monitor and measure selected indicators of liveability and amenity. Key elements include:

- **Protection and sustainable management of the exceptional environmental qualities in the greater Launceston area and wider region;**
- **Respect for the significant heritage and cultural environment in the planning and urban design of the central area, suburbs and rural localities;**
- **Importance of planning for cohesive and resilient communities and to ensure a safe and accessible environment;**
- **Access to a diversity of secure employment opportunities;**
- **Provision of high quality accessible health care services;**
- **Improved pedestrian and cycle access to public open space and recreation and to places of work, education and activity centres;**
- **Socially inclusive and cohesive communities;**
- **Effective and accessible public transport;**
- **A diverse and aesthetically pleasing built environment that reflects a city's history and culture.**

Application in the Greater Launceston Plan

Liveability and amenity will be achieved in the GLP through several initiatives including:

- Recommended adoption of a set of physical planning and development principles that will underpin the future direction and structure of the greater city to ensure a compact, liveable and highly amenable city, and a supporting framework for sustainable prosperity;
- **Project B.2:** Metropolitan Pathways Network;
- **Project D.2**: Whole of Life Development Program;
- **Project E.1:** Sustainability Working Group
- **Projects E.2 – E.4:** Environmental management projects;
- **Projects F.1 – F.5:** Inner city projects;
- **Project G.1:** Living in the City project.

Connected and Networked Region

Planning for greater Launceston as a connected and networked region encompasses three types of connectivity:

- digital technology;
- Social networking and connectivity;
- Transport connectivity.

Digital Technology

The rapid rise of information technology has had a transformative effect on the global economy, communications, business development and practices, a wide range of professional and technical services and patterns of trade. The ongoing development of digital technology is perhaps the most significant and pervasive change since the most recent phase of mass production in the early 20th century. It heralds a further transformation of the world's advanced regions from industrially dominated economies to service based economies in the late 20th century through to the emergence of the information age and the rise of knowledge based economies in the past two decades.

Social Networking and Connectivity

The need to build strong communities through social inclusion, engagement and universal access to local services, recreation, healthcare, education services and employment opportunities is an important theme in contemporary social policy development (refer Adams, D., "A Social Inclusion Strategy for Tasmania", 2009).

Transport Connectivity

Long term planning for the efficient movement of people, goods and services is an important part of city and regional planning. It encompasses:

- road and rail network planning to facilitate the efficient movement of freight within and beyond the region;
- road network planning for to facilitate the movement and interaction of people and goods;
- planning for effective public transport access;
- planning for equitable access for pedestrians and cyclists;
- links to the main intermodal gateways of the region for the transfer of people and goods by sea or air.

Regional Significance

The concept of greater Launceston as a connected and networked region was developed as an essential component and one of the key underpinnings of the vision (refer Greater Launceston Plan: Vision Statement, draft version 3, op.cit.). It encompasses:

- planning and development of digital networks to ensure the ongoing development of greater Launceston as part of the global knowledge economy;
- planning for interactive community networks as part of socially cohesive and resilient communities;
- planning for the range of transport and access needs generated by greater Launceston and its region.

Each of these elements are important recurring themes in contemporary urban and regional planning policy development at the national, state and regional level.

Policy Significance

National Urban Policy promotes connected and networked approaches to urban planning through integrated land use and infrastructure and improved infrastructure efficiency.

State policy promotes connectivity through (refer Tasmanian Economic Development Plan, op. cit., Northern Integrated Transport Plan, op. cit., and Tasmania's Innovation Strategy, op. cit.).

- development of regional freight networks;
- development of transport infrastructure and services;
- leveraging the National Broadband Network (NBN) to foster innovation and sustainable development.

Regional land use planning is focused on promoting a connected and networked region through (refer RLUS for Northern Tasmania, op. cit.):

- promoting patterns of growth that best support public transport development and other sustainable transport choices;
- facilitating an efficient and convenient public transport system through land use planning;
- providing for an integrated open space and recreation system that contributes to social inclusion and community health and well-being.

Key Directions

Encourage and foster the development of world's best practice in information and digital technology in greater Launceston and the wider region to create business and employment opportunities for new services and product development.

Encourage and facilitate the development of connected communities and social networks to achieve cohesive, interactive, creative and resilient communities.

Support the long term planning and development for the effective and efficient movement of people, goods and services within and beyond greater Launceston including connections to other regions in the state of Tasmania, the interstate market and overseas.

Key elements of building greater Launceston as a connected and networked region include:

- **maximising opportunities provided by the development of the National Broadband Network (NBN) system for industry sectors, households and government;**
- **fostering communities of interest to empower stakeholders and local communities to build commitment, active engagement, interest and support for co-operative actions and strategies;**
- **ensuring that the existing and future regional road and rail networks function as efficiently as practicable in the movement of freight and vehicles within and beyond the greater Launceston area;**
- **supporting an effective public transport network that provides equitable access within the greater Launceston area;**
- **providing a supportive and proactive environment for new and ongoing private sector investment through planning and development facilitation;**
- **facilitating the planning and development of pedestrian and cycle networks that provide universal access across the greater Launceston area linking the central area and suburbs to key destinations, parks and recreation areas and to the schools, communities and residential areas of the greater city;**
- **planning for the gateways of the region as inter-modal transport hubs for the efficient movement of people and goods by air and sea (Launceston Airport and Port of Bell Bay).**

Application in the Greater Launceston Plan

Building the networked and connected region will be achieved through the following initiatives in the GLP:

- Recommended adoption of a set of community development, planning and development principles that will underpin the future direction and structure of the greater city. The principles are designed to ensure a compact, liveable and highly amenable city, and a supporting framework for sustainable prosperity;
- Facilitation of digital technology networking and connectivity through:
  - **Project D.3:** Research Park project:
  - **Project D.4:** UTAS Newnham Campus: Community Plan
  - **Project F.1:** Launceston City Heart: CBD Revitalisation Project
- Facilitation of social networking connectivity through:
  - **Project D.2:** Whole of Life Development Program.
- Facilitation of transport access and connectivity through:
  - **Project B.2:** Metropolitan Pathways Network;
  - **Project B.3:** Launceston Connector Route (LCR);
  - **Project B.4:** Public Transport Corridors;
  - **Project B.6:** South Perth Bypass;
  - **Project C.2:** Launceston Gateway Precinct;
  - **Project C.1:** Bell Bay Investment Strategy

Building Diversity

There are three types of diversity:

- social and demographic diversity;
- diversity in ideas which may reflect social and demographic diversity;
- economic diversity which refers to business structure, industry sectors and output characteristics.

A key factor of modern development is the role of economic and demographic diversity to maximise opportunities for creativity and a broadening of investment.

"Regional economic growth is powered by creative people, who prefer places that are diverse, tolerant and open to new ideas. Diversity increases the odds that a place will attract different types of creative people with different skill sets and ideas ... Greater and more diverse concentrations of creative capital lead to higher rates of innovation, high technology, business formation, job generation and economic growth."

(Florida, 2002, The Rise of the Creative Class)

Regional Significance

The Launceston region and Tasmania generally, have relatively low demographic diversity in comparison to the mainland states. Tasmania has the lowest level of population growth generally, and the lowest level attributable to migration (refer RBA Bulletin, March quarter, 2012). There is a need to attract new migrants and ideas to the state and to reverse the out migration of young adults.

Policy Significance

Diversity is recognised as an important component of regional planning and sustainable development in the RLUS for Northern Tasmania (op. cit.). Key policies encompass:

- encouragement of a broader diversity of densities and mix of dwelling types in residential development (including medium density and multiple dwelling developments);
- planning of new development areas as a diversity of land uses, employment opportunities and a range of densities;
- support for walkable communities, shorter vehicle trips and efficient public transport services.

Key Directions

Several important initiatives need to be undertaken to improve diversity in the region encompassing:

- **planning support and development facilitation that maximises opportunities for new and ongoing private sector investment;**
- **the need to market the Launceston region to facilitate increased migration to the region;**
- **facilitation of funding opportunities for individuals and business start-ups to develop their ideas with professional business and marketing support;**
- **investigation of opportunities to develop complementary skills and enterprises that:**
  - **build on the region's leading growth and output sectors;**
  - **diversify the industrial base at Bell Bay;**
- **provide opportunities for new emerging industries in the region;**
- **ensure that the planning of the growth areas provides opportunities for housing and demographic diversity.**

Application in the Greater Launceston Plan

Building diversity will be facilitated in the GLP through the development of a number of projects including:

- **Project A.2**: Regional Marketing and Intelligence;
- **Project C.1:** Bell Bay Investment Strategy;
- **Project C.3**: Multi-Purpose Regional Precincts;
- **Project D.3**: Research Park Project;
- **Project D.6**: UTAS Newnham Campus: Community Plan

Social Inclusion and Equity

"A socially inclusive society is defined as one where all people feel valued, their differences are respected, and their basic needs are met so they can live in dignity. Social exclusion is the process of being shut out from the social, economic, political and cultural systems which contribute to the integration of a person into the community" (Cappo 2002) [http://www.health.vic.gov.au].

Regional Significance

Launceston contains several districts with relatively high levels of social disadvantage including:

- incidence of Long term unemployment;
- increased levels of domestic violence, drug, alcohol abuse and mental illness;
- higher proportions of children leaving school at an early age;
- inter-generational poverty;
- children living in jobless families;
- households dependent on government pensions and allowances.

These issues reflect a broader social, health and economic context with significant implications for the local and district economy. There are significant social and economic benefits to be achieved through improvements to social disfunction and isolation. "High levels of social inclusion are correlated with high levels of productivity, economic growth and sustainability at the level of nations and places generally" (Adams, 2009). Social exclusion results in talent wasted and productivity lowered. Social inclusion is vital to the future of Launceston.

On a positive note Tasmania, as a whole, has a strongly connected community with other 5,000 community groups and a volunteer participation rate that is higher than the national average. Previous research by the Stronger Communities Task Force and the Tasmania Together Progress Board has highlighted the strong commitment Tasmanians have to community – feeling supported and being able to support in return is important to Tasmanians (Adams, 2009). Launceston has the opportunity to harness this advantage and develop robust and connected communities involved in decision-making and creating effective partnerships to deliver social inclusive policies and actions.

Policy Significance

Social inclusion and equity are important considerations for policy development and strategic planning.

National Urban Policy supports several important initiatives directed to improve social inclusion and equity (refer Our Cities, Our Future op. cit.):

- *"Facilitate the supply of appropriate mixed income housing;*
- *Support affordable living choices;*
- *Improve accessibility and reduce dependence on private vehicles;*
- *support community wellbeing."* (p.18)

Tasmania has developed an innovative and comprehensive approach to social inclusion (refer A Social Inclusion Strategy for Tasmania, 2009). The policy framework encompasses:

- Access to the basics: Making ends meet
- Accessible goods and services: In our reach
- Learning for life: Diversity and skills training
- Building supportive local networks: Connected communities
- Social Enterprises: A hand up, not a hand out
- Volunteering: A robust civil society
- Building local capacity: Home grown solutions
- Digital inclusion: Equity for the information age
- Planning and liveability for social inclusion: Enabling future communities
- Good governance: Changing the way we work

Both state and regional policy have a consistent approach to social inclusion and equity primarily focussed on:-

- social and environmental sustainability
- support for community development
- support for liveability measures to create healthy and strong settlements

(refer RLUS for Northern Tasmania, op. cit., Tasmanian Economic Development Plan, op. cit. and the Regional Economic Development Plan: Northern Tasmania, op. cit.)

Key Directions

At the core of promoting inclusive communities is the importance of "shifting from a deficit to an assets model for people and places" (Adams, 2009). In other words socially inclusive communities will view individuals, families and communities through the lens of their inherent potentials or strengths, rather than deficits. David Adams (2009) has outlined a number of strategies and actions to adopt in order to strengthen social inclusiveness. These encompassed:

- **Access to the basics,**
- **Accessible services,**
- **Diversity and skills training,**
- **Building supportive networks,**
- **Social enterprises,**
- **Volunteering,**
- **Building local capacity,**
- **Digital inclusion,**
- **Planning and liveability,**
- **Governance.**

Application in the Greater Launceston Plan

In the GLP social inclusion and equity will be promoted through a number of inter-related projects encompassing:

- **Project B.2**: Metropolitan Pathways Network;
- **Project B.4**: Public Transport Corridors;
- **Project D.2**: Whole of Life Development Program;
- **Project G.2**: Northern Suburbs Strategy;
- **Project G.1**: Living in the City Project.

Environmental Sustainability

Environmental sustainability refers to decision making and management made in the interests of protecting the natural world, optimally to ensure no degradation of natural systems so that human and other needs can be met into the long term future.

Regional Significance

The greater Launceston area occupies part of the Tamar-Esk river system, and is one of the principal catchment areas of Tasmania that encompasses much of the North Tasmania region and extends beyond the regional boundaries to the Southern Midlands.

Environmental management of the Tamar-Esk river system is of fundamental significance to ensure the environmental integrity and high quality liveability of the greater Launceston area is sustained for future generations.

Policy Significance

Environmental sustainability is a major theme in National Urban Policy. It encompasses:

- protection and sustainable management of our natural and built environments;
- sustainable management of resources;
- increased resilience to climate change and natural hazards through risk averse land use planning.

Environmental sustainability is also of major significance in state policy reflected in:

- strong emphasis on renewable energy development (Tasmania's Innovation Strategy, op. cit.);
- planning and management to improve environmental sustainability (refer Tasmanian Economic Development Plan, op. cit., Regional Economic Development Plan: Northern Tasmania, op. cit.);
- the need to identify key environmental indicators for business and industry (Tasmanian Economic Development Plan, op. cit.).

In regional planning, the RLUS for Northern Tasmania provides a strong emphasis on environmental sustainability and management through:

- recognition and response to the region's unique environment;
- recommendation to developed planning scheme provisions to advance sustainability in development;
- the need to adapt and mitigate the effects of climate change and reduce energy emissions;
- protection and improvement of the ecological integrity of coastal environments;
- protection of the Tamar River catchment.

Key Directions

Engage the community and stakeholders to ensure a high level of understanding of environmental issues and implications for settlement policy, energy and water use, and lifestyle behaviour patterns, and to build a coalition of support for responsible environmental management and practice.

Work with all levels of government and the community to sustain and effectively manage the Tamar Estuary and Esk rivers.

Investigate urban salinity issues in the greater Launceston area and wider Tamar-Esk rivers catchment area, and provide advice to Councils on potential options and on a co-ordinated preferred strategy.

Protect and manage biodiversity, remnant vegetation and high value habitat areas.

Facilitate a review by the member Councils of the greater Launceston area of environmental planning guidelines for urban development to ensure consistently high environmental standards and a high amenity approach is achieved for future development. The review should take full account of community needs and aspirations, environmental best practice and the needs and constraints of the development industry.

Undertake a review by the member Councils for the greater Launceston area of current procurement practices and facilitate an innovation and development strategy to jointly direct future purchases that foster low carbon emissions technology and maximise opportunities for local innovation, investment and employment.

Application in the Greater Launceston Plan

In the GLP, environmental sustainability will be advanced through a number of initiatives encompassing:

- **Project E.1**: Sustainability Working Group;
- **Project E.2**: Tamar Estuary and Esk River Program: Action Plan;
- **Project E.3**: Greater Launceston Urban Salinity Strategy: Action Plan;
- **Project E.4**: Greater Launceston Natural Heritage and Biodiversity Management Project;
- **Project B.1**: Regional Infrastructure Co-ordination Strategy;
- **Project B.2**: Metropolitan Pathways Network;
- **Project B.3**: Launceston Connector Route (LCR);
- **Project B.4**: Public Transport Corridors.

Land Use, Transport and Infrastructure

Land use, transport and infrastructure policy refers to the development of directions for the co-ordinated planning and development of existing and future patterns of land use, transport and supporting infrastructure.

Regional Significance

An important theme in the RLUS (2011) and a key underpinning of the GLP is the need for a co-ordinated approach to the planning, provisioning and development of land use-transport and supporting infrastructure. These are expressed in the GLP through:

- urban structure principles which are focused on ensuring a compact, liveable and accessible city structure;
- the development of the Regional Framework Plan (RFP) which is the overarching physical framework for the greater Launceston area;
- implementation of a network of policy and physical development projects which directly reflect the approach to co-ordinated and integrated planning.

Policy Significance

The integrated planning and management of land use and infrastructure is an important objective in National Urban Policy (refer Our Cities, Our Future, op. cit.,).

This objective is also reiterated in state planning policy with the recognition that efficient infrastructure and planning will assist future growth opportunities (refer Tasmanian Economic Development Plan, op. cit.).

The Northern Integrated Transport Plan (op. cit.) provides a number of important goals for transport and land use planning including:

- planning for a regional freight transport system and intermodal facilities;
- the need for transport planning for both freight and passenger movements to be underpinned by evidence based assessments;
- fostering of urban transport corridors;
- integration of transport planning, economic and land use planning at a regional strategic and operational level;
- protection of the strategic function of regionally significant transport infrastructure;
- support for evidence based land use strategic planning.

In the RLUS for Northern Tasmania there is a clear recognition that economic development will be best fostered through:

- competiveness and innovation strategies;
- integration of land use and infrastructure planning.

Key Directions

Provide for a co-ordinated approach in metropolitan and regional planning to ensure the co-ordinated development of land use-transport and supporting infrastructure in order to optimise the effectiveness of available resources for future infrastructure and development.

Ensure that land use-transport and supporting infrastructure planning are directed to best achieve a compact, liveable and accessible city structure.

Ensure that long term planning for metropolitan and regional development protects historic character, liveability and amenity by minimising through traffic in the central area and established inner and middle suburbs.

Ensure that long term planning for metropolitan and regional development maintains flexibility and optimises opportunities to best support sustainable economic growth and development.

Application in the Greater Launceston Plan

In the GLP, co-ordinated land use-transport and supporting infrastructure planning and development will be promoted through a range of projects encompassing:

- **Group B Projects: Regional Infrastructure**
  - B.1: Regional Infrastructure Co-ordination Strategy
  - B.2: Metropolitan Pathways Network
  - B.3: Launceston Connector Route
  - B.4: Public Transport Corridors
  - B.6: South Perth Strategy
- **Group C. Projects (Part): Business Environment**
  - C.2: Launceston Gateway Precinct
  - C.1: Bell Bay Investment Strategy
  - C.3: Multi Purpose Regional Precincts
- **Group D Projects (Part): Creative Region**
  - D.3: Research Park Project
  - D.4: UTAS Newnham Campus: Community Plan
  - D.7: Business Conference Centre: Demand Facilitation
- **Group E Projects: Environmental Projects**
  - E.1: Sustainability Working Group
  - E.2: Tamar Estuary and Esk River Program: Action Plan
  - E.3: Greater Launceston Urban Salinity Working Strategy: Action Plan
  - E.4: Greater Launceston: Natural Heritage and Biodiversity Management Project
- **Group F Projects: Inner City**
  - F.1: Launceston City Heart: CBD Revitalisation Project
  - F.2: North Bank Precinct
  - F.3: Inveresk Precinct
  - F.4: Charles Square Southbank
  - F.5: Willis Street Precinct
- **Group G Projects: Suburban Integrated Planning and Development Projects**
  - G.1: Living in the City
  - G.2: Northern Suburbs Strategy
  - G.3: St Leonards - Waverley Corridor Strategy
  - G.4: South - West Corridor Strategy
  - G.5: Legana - Riverside Strategy
  - G.6: Mowbray Precinct Plan
  - G.7: Kings Meadows Precinct Plan
  - G.8: George Town Strategy
  - G.9: Ravenswood Review Strategy
  - G.10: Relbia Review Strategy

Economic Development

Economic development is a fundamental underpinning of sustainable societies and encompasses the production, exchange and consumption of goods and services, the changing pattern of employment and business enterprises, employment and vocational training and skills development together with innovation, product and process development. It also encompasses the changing pattern of investment in urban and regional development.

Regional Significance

The GLP is a community vision based policy and land use-transport framework to support the sustainable prosperity of greater Launceston. It is informed by a critical assessment of key economic resources and opportunities shaped by ongoing patterns of socio-demographic, technological and economic change (refer Resource Statement, November 2012 and Economic Issues Summary Position Paper, May 2013).

Policy Significance

National Urban Policy is focused on improved urban environments to better facilitate economic development through:

- improved labour and capital productivity;
- integrated approach to land use and infrastructure planning and management;
- fostering ongoing improvements to the efficient provision and operation of urban infrastructure.

State policy recognises that significant role of economic development in sustainable regional planning. This is promoted through (refer Tasmanian Economic Development Plan, op. cit.):

- support for business development and growth;
- optimising industry sector development;
- providing a business enabling environment;
- targeting of high order projects of regional and strategic significance;

Regional economic planning is consistent with these objectives and recommends policy development for (refer Regional Economic Development Plan: Northern Tasmania, op. cit.):

- development regional skills;
- improving the business enabling environment;
- optimising economic potential of key sectors in the northern region;
- enabling access to finance;
- enabling industry development in priority sectors;
- attracting and facilitating investment.

In regional land use planning the focus of economic development is in three key areas (refer RLUS for Northern Tasmania, op. cit.):

- capitalising on the region's sources of competiveness;
- recognising and protecting the region's port, airport and inter-modal facilities;
- managing the region's economic resources to sustainably and efficiently meet the needs of existing and future communities.

Key Directions

Maximise regional advantage and competiveness by focusing on strategic development and investment that builds on the greater city's strengths and opportunities.

Support planning and investment decisions that optimise greater Launceston's regional role and attraction.

Provide a framework for future investment and development within a co-ordinated physical framework.

Support the ongoing development of key services that best promote regional growth and exports and economic and employment diversity.

Support ongoing investment and the longer term consolidation and advancement of the region's gateways.

Support opportunities for new regional employment and logistics development co-located with existing and future regional arterial routes. Facilitate migration to promote population growth in greater Launceston.

Application in the Greater Launceston Plan

In the GLP, economic development will be promoted through a number of projects including:

- **Group A Projects: Foundational Projects**
  - A.1: Regional Leadership, Engagement and Co-operation
  - A.2: Regional Marketing and Intelligence
  - A.3: Co-ordinated Implemented and Marketing
- **Group B Projects: Regional Infrastructure**
  - B.1: Regional Infrastructure Co-ordination Strategy
  - B.2: Metropolitan Pathways Network
  - B.3: Launceston Connector Route

- B.4: Public Transport Corridors
- B.6: South Perth Strategy

- **Group C. Projects (Part): Business Environment**
  - C.1: Bell Bay Investment Strategy
  - C.2: Launceston Gateway Precinct
  - C.4: Multi Purpose Regional Precincts
- **Group D Projects (Part): Creative Region**
  - D.3: Research Park Project
  - D.4: UTAS Newnham Campus: Community Plan
  - C.4: Business Conference Centre: Demand Facilitation
- **Group E Projects: Environmental Projects**
  - E.1: Sustainability Working Group
  - E.2: Tamar Estuary and Esk River Program: Action Plan
  - E.3: Greater Launceston Urban Salinity Working Strategy: Action Plan
  - E.4: Greater Launceston: Natural Heritage and Biodiversity Management Project
- **Group F Projects: Inner City**
  - F.1: Launceston City Heart: CBD Revitalisation Project
  - F.2: North Bank Precinct
  - F.3: Inveresk Precinct
  - F.4: Charles Square Southbank
  - F.5: Willis Street Precinct
- **Group G Projects: Suburban Integrated Planning and Development Projects**
  - G.1: Living in the City
  - G.2: Northern Suburbs Strategy
  - G.3: St Leonards - Waverley Corridor Strategy
  - G.4: South - West Corridor Strategy
  - G.5: Legana - Riverside Strategy
  - G.6: Mowbray Precinct Plan
  - G.7: Kings Meadows Precinct Plan
  - G.8: George Town Strategy
  - G.9: Ravenswood Review Strategy
  - G.10: Relbia Review Strategy

Introduction to Regional and District Projects

Projects are Council and/or agency managed initiatives to facilitate defined development programs. Each project has been developed in terms of the following considerations:

- major elements
- regional significance and contribution
- recommended initial actions
- project responsibilities
- success factors
- benefits and relative costs

The projects are envisaged as the basic building blocks of the Greater Launceston Plan (GLP). The primary purpose of the projects is to focus Council and agency resources on key actions to implement the GLP. The projects are directed to:

- achieve the most efficient and productive use of available resources that best establish programs or initiatives in a timely and focused manner;
- provide opportunities to attract and promote supporting initiatives and activities and leverage new investment;
- encourage a consistent approach in the assessment, refinement and development of projects.

Group A: Foundational Projects

In the Greater Launceston Plan the achievement of effective governance to implement the Plan is accorded the highest priority through a set of inter-related projects. The initiatives are recommended as foundational projects as it is considered that they underpin the likely success and effective implementation of the broader strategy. They comprise the following projects:

- **A.1: Regional Leadership, Engagement and Co-operation**
  The project establishes a framework for the member Councils of the Greater Launceston Plan (GLP) to work together and implement the Plan.
- **A.2: Regional Marketing and Intelligence**
  The project proposes an active and ongoing high level marketing program informed by up-to-date regional and industry profiles outlining investment and development prospects.
- **A.3: Co-ordinated Implementation and Monitoring**
  The project develops and implements an agreed and co-ordinated approach to the staged implementation of the GLP by the member Councils in liaison with the state of Tasmania through its key agencies.

Group B: Regional Infrastructure Projects

A group of projects was identified that encompass transport, utilities, shared pathways and cycleways infrastructure. The projects are:

- **B.1: Regional Infrastructure Co-ordination Strategy**
  Proposed strategy to co-ordinate the planned development of the growth areas with the long term strategic planning and provisioning of sewerage infrastructure for the greater Launceston area.
- **B.2: Metropolitan Pathways Network**
  The is a major regional initiative that will involve all of the member Councils to significantly improve universal access for pedestrians and cyclists across the existing and future urban area with links to the suburbs and outer localities.
- **B.3: Launceston Connector Route (LCR)**
  A proposed alternative arterial access route around the Launceston Central Area (LCA) and inner suburbs connecting the East Tamar, Tasman, Midland and Bass Highways.
- **B.4: Public Transport Corridors**
  The project focuses on adding community amenity and value to established public transport corridors. Key elements may include:
  - all weather bus stops and amenities at selected locations;
  - associated urban design, safety and lighting improvements;
  - facilitation of high density living and mixed use development along the corridors, particularly in the vicinity of established major facilities and activity centres.
- **B.5: Cataract Gorge - Trevallyn Management Plan**
  Proposed comprehensive community and stakeholder review of facilities and usage patterns of Cataract Gorge. The project is directed to identify long term requirements that best meet the needs of the community and visitors and provide guidance for the sustainable management of the Gorge for future generations.
- **B.6: South Perth Strategy**
  Proposed new arterial road link to connect the Midland Highway west of the Perth Bridge at the South Esk River to Illawarra Road west of the main (railway) line, south of Drummond Street. The project is proposed to be undertaken in concert with the implementation of the South Perth Strategy (refer Project G.9).

Group C: Business Environment Projects

A group of projects has focused on improving the business environment in the region. The projects encompassed are:

- **C.1: Bell Bay Investment Strategy**
  Phased economic investment and development strategy to build on existing assessments and planning to facilitate long term improvements to the port and industrial area at Bell Bay.
- **C.2: Launceston Gateway Precinct**
  Planned integrated consolidation of the Launceston Airport and the Translink industrial precinct to serve as a major gateway for passengers and freight and a key logistics precinct for Tasmania.
- **C.3: Multi-Purpose Regional Precincts**
  Proposed high visibility multi-purpose regional precincts to support opportunities for new and consolidated activities. The precincts are proposed to facilitate the relocation of space extensive activities from the central area and provide a broader diversity of commercial and trade development opportunities.
- **C.4: Business Conference Centre: Demand Facilitation**
  The project is directed to consolidate and develop the conference centre market in Launceston and its region by:
  - facilitating improvements in marketing and closer relationships with local organisations and companies to generate convention events;
  - working with existing facilities and suppliers to improve their capacity for convention events;
  - developing a strategy for the cost effective improvement of existing convention and meeting facilities with an emphasis on attracting additional private investment into the sector;
  - building closer ties between the conventions market and the cultural development and life of the city.

Group D: Creative Region Projects

A group of projects were identified that are directed to improve regional health, creativity and the knowledge based economy. The projects include:

- **D.1: Creative Communities Project**
  The Creative Communities initiative is a broadly based project designed to improve community support, understanding and participation in a wide range of creative activities.

  The project is directed to improve community participation and reduce social isolation. It will also provide significant opportunities to foster and advance creativity across a broad range of interest areas in the community. The project encompasses three inter-related initiatives:

  - creative schools program;
  - creative interest groups to encourage participation in creative pastimes and leisure with a focus on the working age population;
  - creative renewal groups with a particular focus on the retired and elderly populations.

- **D.2: Whole of Life Development Program**
  The project is designed to inform, assist and support residents of all ages, improve their mental and physical health and wellbeing through a lifestyle and preventative health care program.

- **D.3: Research Park Project**
  Co-ordinated and master plan research park focused on the application of new technology and utilising co-operative research centres (CRCs) to pursue product and service development that best advances greater Launceston and its region.

- **D.4: UTAS Newnham Campus: Community Plan**
  Concept, regional and business case for a technical campus to be developed in greater Launceston as part of the University of Tasmania (UTAS). The project has the potential to deliver a transformational contribution to Launceston and its region.

Group E: Environmental Projects

A group of projects have focused on improving environmental outcomes for the region. The projects encompassed are:

- **E.1: Sustainability Working Group**
  The Sustainability Working Group project is directed to facilitate investment and development in environmental product development and processes, local investment and employment through the co-ordinated utilisation of procurement policies by the member Councils.

- **E.2: Tamar Estuary and Esk River Program: Action Plan**
  A co-ordinated and collaborative program bringing together industry, local government and state agencies and the community to improve management of the Tamar and Esk River systems and the community's understanding of the importance of maintaining natural values and a healthy river system.

- **E.3: Greater Launceston Urban Salinity Strategy: Action Plan**
  A collaborative research and environmental planning project to assess, plan and manage and mitigate salinity risk in the Tamar and Esk river catchment area.

- **E.4: Greater Launceston: Natural Heritage and Biodiversity Management Project**
  A co-ordinated research and environmental planning project to conserve and enhance biodiversity values in the greater Launceston and Tamar-Esk river catchment areas.

Group F: Inner City Revitalisation Projects

A group of projects is focused on a range of improvements and new investment in the inner city area. It will be noted that the range of projects is likely to be augmented upon further resolution of the Central Area Development Strategy. The projects currently include:

- **F.1: Launceston City Heart: CBD Revitalisation Project**
  A set of inter-related initiatives planned to improve living, tourism, recreational and employment opportunities within a robust heritage and environmental framework.

- **F.2: North Bank Precinct**
  An important initiative to revitalise the Tamar/North Esk riverfront area at Invermay. The project will provide an important new park, tourism, commercial and recreation precinct with significantly improved pedestrian and cycle access.

- **F.3: Inveresk Precinct**
  Ongoing master planning and development of the precinct as one of greater Launceston's key cultural, educational and tourism precincts. The project encompasses a set of inter-related initiatives planned to provide student accommodation, tourism, recreational and employment opportunities within a robust heritage and environmental framework.
- **F.4: Charles Square Southbank**
  A concept plan and proposed investigation assessment and feasibility for the long term revitalisation of the riverfront area east of Charles Street Bridge. Potential for a mixed use redevelopment with opportunities for tourism, residential living and commercial development.
- **F.5: Willis Street Precinct**
  Proposed new residential precinct focused on the Willis Street area, between City Park and the North Esk river.

Group G: Suburban Integrated Planning and Development Projects

A broad group of projects encompasses initiatives to be undertaken at the municipal level. The projects include:

- **G.1: Living in the City**
  An initiative to promote new housing development on sites in the established suburbs. An important part of the project will be the facilitation of a broader diversity of housing and accommodation types to better meet changing demographic and lifestyle needs. The project will be directed to encourage creative architectural and garden design and innovations that support energy conservation.
- **G.2: Northern Suburbs Strategy**
  Comprehensive broadly based strategy encompassing social and physical planning with economic and housing initiatives, a multi-purpose urban village and public transport planning.
- **G.3: St Leonards - Waverley Corridor Strategy**
  Integrated physical development strategy for the longer term consolidation of the St Leonards area and progressive development of a new major growth area in the City of Launceston.
- **G.4: South - West Corridor Strategy**
  Integrated physical planning strategy for the medium and longer term development of the South - West Corridor encompassing the suburbs of Prospect Vale and Blackstone Heights and the peri-urban settlements of Travellers Rest and Hadspen in the Meander Valley municipality.
- **G.5: Legana - Riverside Strategy**
  Integrated physical planning strategy for the medium and longer term development of the Legana - Riverside corridor located in the West Tamar municipality.
- **G.6: Mowbray Precinct Plan**
  Integrated precinct plan to optimise activity centre and living opportunities at Mowbray and improve its district centre role as the regional focus for the northern suburbs.
- **G.7: Kings Meadows Precinct Plan**
  Integrated precinct plan to optimise activity centre and living opportunities at Kings Meadows and improve its district centre role as the regional focus for the southern suburbs.
- **G.8: George Town Strategy**
  Co-ordinating physical development strategy for the long term consolidation of the George Town township.
- **G.9: Ravenswood Review Strategy**
  The project is focused on a major review of potential residential development land in the Ravenswood area. The project is directed to support a robust more broadly based community with greater participation of the market in housing development and a broader diversity of housing and lifestyle opportunities.
- **G.10: Relbia Review Strategy**
  Potential project to facilitate restructuring of part of the existing rural residential area of Relbia as a high amenity diversified density residential area and village. The project seeks to canvass community views of the overall benefits and costs of restructuring part of the Relbia rural residential area to provide:
  - a broader diversity of lifestyle living opportunities;
  - a village environment and living opportunities;
  - a range of accessible amenities and facilities for current and future residents.

2.7 Measuring Success

In the visioning study prepared for the GLP by Geografia (December 2012) a set of indicators were prepared against which outcomes of the GLP could be measured. The indicators represent specific future targets in a range of performance areas across the regional community, economy and environment. The diversity of indicators set out in the following pages encompasses the following areas:

- population, demography and migration;
- structure of the economy and economic conditions;
- state of the natural environment;
- transport accessibility;
- housing industry;
- community culture and identity;
- health, well being and social development.

It will be appreciated that given the broad compass of areas covered by the indicator measures, the most appropriate application will be in measuring the overall success of the GLP as it is progressively implemented. It would not be meaningful to apply these measures to individual projects as changes in particular indicators could well be attributable to a range of contributory effects. For this reason, they should be viewed as region-wide measures to be applied to assess the overall progress of the GLP as a whole. It will be further noted that most of the measures are dependent (directly or indirectly) on future censuses and therefore the indicators should only be applied and updated on a cyclical basis (approximately every five years) which would both allow for progress to be made in the GLP and future censuses and subsequent outcomes.

Table 2.1: Key Success Indicators

Indicator	Current	Aspirational Target (2031)	Source	Vision Theme
Population				
Total population	103,000	120,000	ABS, Geografia Scenario Planner	Creative, Liveable, Diverse, Connected & Networked
Young families (no. 0 - 4 year olds)	6,450	7,000	ABS, Geografia Scenario Planner	Liveable, Diverse
Proportion of 15 - 19 year olds leaving the State	55 per 1,000	45 per 1,000	Tasmania Together	Liveable, Diverse
Tertiary students	5,000	8,000	UTAS	Creative, Liveable
Annual refugee intake	150 - 180	200 - 250	Department Immigration	Diverse
Economy				
Unemployment	6.5%	6%	ABS, Geografia Scenario Planner	Diverse
Total jobs	42,000	55,000	ABS, Geografia Scenario Planner	Diverse
Economic diversity index	0.92	0.93	ABS, Geografia Scenario Planner	Diverse
Agricultural and forestry jobs	1,000	2,000	ABS, Geografia Scenario Planner	Diverse
Manufacturing jobs	4,560	5,200	ABS, Geografia Scenario Planner	Creative, Diverse
Retail jobs	5,670	6,500	ABS, Geografia Scenario Planner	Diverse
People working from home	3.8%	10%	ABS	Creative, Diverse, Liveable, Connected & Networked
Weekly earning as % of national average	88%	95%	Tasmania Together	Diverse
Proportion in secure work	74.2%	76%	Tasmania Together	Diverse
Under-employment rate	7.1%	4%	Tasmania Together	Diverse
Business confidence in the local economy	25%	60%	Tasmania Together	Creative, Diverse

Indicator	Current	Aspirational Target (2031)	Source	Vision Theme
Natural Environment				
Air quality - days in which particle standards exceeded	0 days	0 days	Tasmania Together	Liveable
River systems biologically impaired / impoverished	33%	10%	Tasmania Together	Liveable
Greenhouse gas emissions (tonnes / capita / annum)	15	11.5	Tasmania Together	Liveable
Residential electricity use (KWh house) per household	7,841	5,700	Tasmania Together	Liveable
Transport Services				
Public Transport - average annual bus trips per capita	19 trips	25 trips	Tasmania Together	Liveable, Connected & Networked
Proportion who cycle for transport	5.9%	10%	Tasmania Together	Liveable, Connected & Networked
Percentage using the car to get to work	83.4%	80%	ABS, BITRE	Liveable, Connected & Networked
Housing				
Annual new dwellings	500	500	ABS, Geografia Scenario Planner	Liveable, Connected & Networked
Cumulative housing demand to 2031	n.a	10,000	ABS, Geografia Scenario Planner	Liveable, Diverse, Connected & Networked
Proportion of new dwellings that are separate houses	86%	82%	ABS, Geografia Scenario Planner	Liveable, Diverse
Affordable housing - price to income ratio	5.4	3.4	Tasmania Together	Liveable, Diverse
Public housing waiting times	24 weeks	15 weeks	Tasmania Together	Liveable
Community, Culture and Identity				
Cultural venue visitations per capita / annum	1.5	2	Tasmania Together	Creative, Liveable
Participation in cultural activities	25%	35%	Tasmania Together	Creative, Liveable
Arts and recreational services jobs	630	1,000	ABS, Geografia Scenario Planner	Creative, Liveable
Community use of schools - hours / annum / school	99	200	Tasmania Together	Liveable
Proportion of people who feel safe at home at night	90.3%	95%	Tasmania Together	Liveable
Proportion of people reliant on welfare	33%	30%	Tasmania Together	Liveable, Diverse
Proportion participating in decision making	51.3%	65%	Tasmania Together	Connected & Networked
Volunteer rate	41%	50%	Tasmania Together	Connected & Networked
Local Government election participation	54%	75%	Tasmania Together	Connected & Networked

Indicator	Current	Aspirational Target (2031)	Source	Vision Theme
Health and Wellbeing				
No. GPs per 100,000 people	83.9	90	Tasmania Together	Liveable
Proportion who do insufficient physical activity	72.7%	55%	Tasmania Together	Liveable, Connected & Networked
Percentage of persons who smoke	23.4%	10%	Tasmania Together	Liveable
Proportion of people who are obese (18 years plus)	22.5%	10%	Tasmania Together	Liveable, Connected & Networked
Public hospital waiting time for elective surgery	38 days	25 days	Tasmania Together	Liveable
Proportion of population in very good or excellent health	55%	65%	Tasmania Together	Liveable, Connected & Networked
SEIFA Index	957	1,050	ABS	Creative, Liveable, Diverse, Connected & Networked
Education				
Proportion with high level skills (Cert. III +)	45.4%	55%	Tasmania Together	Creative
Proportion of teachers with indigenous study training	53%	100%	-	Creative
Year 10 to 12 retention rates	70%	85%	Tasmania Together	Creative, Diverse
Reading - Year 5 students at or above the national minimum standard	90%	94%	ABS	Creative, Liveable
Numeracy - Year 5 students at or above the national minimum standard	94%	96%	ABS	Creative, Liveable
Participation in post-secondary education	19%	22%	Tasmania Together	Creative, Liveable
R&D jobs	1,780 (4.3%)	3,000 (5.5%)	Tasmania Together, ABS, Geografia Scenario Planner	Creative, Diverse

3

Metropolitan Structure Principles

Metropolitan structure principles provide the underlying logic and rationale for the physical structuring and proposed development of the Greater Launceston Plan. The principles are consistent with the strategic statement and are directed to achieve the vision and policy objectives for the Plan.

Photo 3.1: View over Tamar River

Principle 1:
Effective Provisioning of Land Requirements

Effective strategic planning for greater Launceston requires the assessment and provisioning of the range of land requirements and preferred land use - transport relationships over the next twenty years and beyond.

In the GLP provisioning for land requirements was undertaken through:

- evidence-based assessments of land likely to be required over the period 2013-2021-2036 and allowing for a seven year rolling reserve. The rolling reserve allows for time required to identify, plan and effect required statutory approvals to place additional land into the market for development (Refer Section 4);
- linking future land requirements to required implementation planning and a land release strategy for each of the major development areas;
- assessments of land requirements for the principal urban uses including:
    - residential land requirements and related open space, education, community and retail-commercial facilities;
    - district and regional level retailing, bulky goods and commercial land requirements;
    - industrial, logistics and transport land requirements;
    - allowance for other/special uses for a metropolitan population;
- an assessment of the preferred structuring of future land uses that takes full account of the existing land use-transport structure of the greater city, current municipal planning and zonings and regional and state policy requirements.

Principle 2:
Urban Consolidation

The efficient functioning, servicing and future development of greater Launceston will be optimised through its urban consolidation.

In the GLP the future development of the city and suburban areas is organised and structured to deliver a compact urban form, in order to:

- optimise use of existing services, facilities and infrastructure;
- most effectively link existing and new communities, with open space and a shared pathway system for pedestrians and cyclists;
- ensure the efficient use of new infrastructure;
- optimise access throughout the urban area;
- facilitate the development of robust communities and social interaction;
- minimise the development of isolated settlements and communities;
- minimise future demands generated by urban development on land and water resources.

Principle 3:
Central City Focus

The future prosperity, social development and liveability of greater Launceston is significantly related to the effective functioning, planning and development of the Launceston central area. Recognition of the central place role of the Launceston central area is an integral and unifying element of the Greater Launceston Plan.

The GLP recognises the regional role and heritage, economic and social significance of the Launceston Central Area. It seeks to ensure the continuity of the central area's regional contribution through project-based planning directed to ensure:

- the district is planned and managed as the region's central place and historic heart;
- the ongoing and longer term infusion of a diversity of new investments and developments in the central area to broaden the diversity of activities, facilities and attractions;
- that ongoing and future development respects the district's unique heritage streetscapes and buildings;
- the core central business district (CBD) is effectively linked to the Tamar/North Esk riverfront areas;
- the central area continues to evolve as the region's pre-eminent business and commercial district, social and cultural heart and recognised premier destination for tourists and business visitation;
- the district continues to develop as the region's hub for a diversity of education, health, social and professional services;
- a range of residential development opportunities are encouraged and facilitated as part of a broader strategy for inner city living;
- the city's pedestrian areas, squares, parks and gardens are linked to the reserves and green spaces throughout the district and wider urban area by a shared pathway system to encourage more people to walk;
- that access to the district is optimised for a balance of travel modes encompassing walking, cycling, public transport and travel by car;
- that opportunities are developed to encourage heavy vehicles and through traffic to use access routes around the central area and to minimise unnecessary traffic in the district.

Principle 4:
Accessible Robust Communities

The planning and development of residential areas as integral components of balanced accessible communities rather than as isolated housing estates will maximise a range of accessibility, place, social, economic, health and wellbeing benefits for the metropolitan community.

The GLP is structured to deliver accessible communities through:

- comprehensive area planning of the principal development areas in greater Launceston that provide physical frameworks and design guidelines for the progressive development of each of the areas to ensure high amenity, sustainable design outcomes;
- road network planning to ensure effective access from each of the residential development areas to district and regional roads via local connector roads to the district centres, Launceston CBD and to the major employment, education and leisure precincts;
- precinct planning focused on a hierarchy of village and local town centres appropriate to the scale of the residential areas to meet local shopping and service requirements;
- provision for community and infant health facilities, child day care facilities and provision for primary and secondary education commensurate with planned long term demand in each of the development areas;
- planning for a balance of housing and density types including opportunities for social and affordable housing to achieve integrated diverse communities in the development areas;
- integrated planning and development of a range of recreation and passive open space areas linked by shared pathways that form part of local, district and a metropolitan network;
- an implementation plan and land release plan for each of the development areas to ensure their effective sequencing and effective implementation;
- planning for each of the development areas to facilitate access to the existing public transport network.

Principle 5:
Structured Metropolitan Development

The strategic development of greater Launceston will be facilitated through the articulation of its urban form and structure to maximise the effectiveness and economic, environmental, amenity, access, social, health and wellbeing benefits of the key elements provided in the GLP including:

- ***public transport;***
- ***regional access;***
- ***open space, pedestrian and cycle access;***
- ***the Launceston central area;***
- ***activity centres, employment and community precincts;***
- ***existing and future residential precincts.***

In the GLP the differentiation of key urban form elements and tailored strategic planning is an important step in significantly improving a range of benefits to the local and regional communities through:

- the development of high access public transport corridors linking the CBD and Launceston central area to planned mixed use and urban revitalisation areas. Note that potential for higher frequency public transport along key corridors is currently being reviewed as part of the Greater Launceston Metropolitan Passenger Transport Plan;
- regional road network planning that has the potential to achieve several major benefits for the greater Launceston community including:
    - improving access through the greater Launceston area and providing more effective connections to the national and state highway systems;
    - improving access around the Launceston Central Area for through traffic and heavy vehicles;
    - generating opportunities for new premium high access high visibility sites for regional level special uses and employment areas.
    - the development of regional level greenways and open space corridors providing access to all of the major parks and reserves in the urban area via a regional shared pathway (RSP) network based on the existing the proposed Principal Urban Cycle Network (PUCN) (shared pedestrian pathways and cycleways) is a major initiative of the GLP (Refer Principle 6);
- ensuring that metropolitan planning takes full account of the Launceston Central Area as the historic central place of the greater city and the region's pre-eminent business and services district (Refer Principle 3);
- the planned development of a network of activity centres, employment areas and community precincts (Refer Principle 7);
- effective provisioning, strategic placement and long term planning for attractive, amenable, sustainable and robust residential precincts (Refer Principle 4).

Principle 6:
Open Space and Shared Pathways

The amenity and appeal of greater Launceston is significantly dependent on the quality, safety and accessibility of its parks, gardens and reserves. The development of a regional parks and shared pathways network is a major initiative of the GLP directed to improve the health and wellbeing of the community.

The proposed Metropolitan Pathways Network project is a significant regional initiative of the GLP. It seeks to achieve a number of important community benefits including:

- significant lifestyle and amenity benefits through the provision of a high quality shared pathway network based on the PUCN for pedestrians and cyclists linking the Launceston Central Area to greater Launceston's suburban areas and localities;
- provision of a safe high amenity shared pathway network linking all of the key parks and reserves in the urban area to greater Launceston's Central Area, major activity centres and employment areas, the university campuses, schools, colleges and major community facilities.

Principle 7:
Activity Centres

Effective service provisioning, public access and community benefits will be optimised through a hierarchical system of activity centres planned to cater for the range of discretionary and convenience, goods and services requirements of the metropolitan and wider regional communities.

In the GLP, provisioning and strategic planning for activity centres reflects:

- the existing retail-commercial system supported by established policy and the Planning Scheme. The existing hierarchy and network of centres recognises:
    - the pre-eminent regional role of the Launceston CBD and the Launceston Central Area (LCA);
    - the complementary district roles of Kings Meadows and Mowbray that are intended to provide district and sub-regional roles for the southern and northern suburbs of Launceston and to complement the Launceston CBD and LCA with a full complement of weekly and daily service requirements and a range of discretionary regional service requirements;
    - the existing sub-regional role of the Kmart Plaza precinct to complement the Launceston CBD and provide a local and district service role for Launceston's eastern suburbs;
    - the neighbourhood activity centre roles of a range of centres that provide daily and weekly shopping requirements and a range of supporting services (Refer Section 5.4.5);
    - local activity centres and isolated stores that provide convenience items for local populations;
- recognition of the need for dynamic change in the planning of activity centres to serve as local neighbourhood and district centres reflecting future population needs in the residential growth areas. Areas where longer term neighbourhood and district roles will need to be reflected in activity centre planning include:
    - St Leonards;
    - Legana;
    - Prospect Vale.
- a strategic requirement to ensure that activity centres are broadly based and accommodate the full range of service needs beyond shopping requirements;
- the need to co-locate community facilities including shared facilities with schools at activity centres where possible;
- the need to link activity centres to existing and planned residential areas by shared pathways and open space networks;
- the need to ensure that activity centres provide a clear identity, sense of place and a recognised social and community role for local and district communities.

Principle 8:
Regional Nodes and Employment Areas

The economic prosperity and social vitality of greater Launceston and the broader region will be significantly facilitated through the development of regional nodes and a diversity of employment areas.

The GLP seeks to maximise the regional attractions and employment opportunities of greater Launceston through:

- broadening the range of regional level precincts as part of the co-ordinated planning of the regional road network and land use system (Refer Section 5);
- ensuring that regional nodes and employment areas are accessible to the regional road network and are linked into the public transport and principal shared pathway networks;
- master planning of regional nodes and employment areas to maximise their amenity for workers and visitors and their importance as generators of major activities;
- maximising their potential in planning and design for business development and investment which complements and further broadens their activity base and regional attraction.

In the GLP, regional nodes and employment areas encompass a diversity of activities ranging from the UTAS university campus at Newnham, to the industrial and trade service precincts and extend to new special purpose trade and research precincts (Refer Section 5).

Principle 9:
Gateways and Inter-Regional Access

Regional prosperity, trade and development are critically dependent on high capacity efficient gateways that provide links to the Australian and international markets.

The GLP recognises the significance of the region's gateways and highway linkages through:

- designation of two regional projects focused on the region's two major gateways:
    - Launceston Gateway Precinct Strategic Plan setting out the framework planning requirements for the Launceston Airport and the precinct encompassing the Translink logistics park. The project will also assess the business case and provide a planning framework for a rail modal interchange in the precinct (Refer Section 6);
    - Bell Bay Economic Development Strategy setting out the business case, strategy and framework plan for the long term optimal development of Bell Bay as Tasmania's premier industrial area and deep water port;
- a proposed Launceston Connector Route (LCR) comprising sections of upgraded existing roads and new arterial links. The proposed route will provide alternative arterial access around the central and inner suburbs of greater Launceston and link the national and state highway system (Refer Principle 5 and Section 5.5).

Principle 10:
Strategic Foresight

Strategic planning needs to ensure a long term pathway for the effective and efficient consolidation of the urban area and identify strategic areas and resources that need to be protected to maintain opportunities for the integrity of the strategy to be maintained into the future.

The strategy and framework for the GLP identify and plan for future development over the period 2013-2021-2036. The GLP provides a foundation and pathway for the development of greater Launceston beyond 2036. It identifies critical land resources that need to be protected in order to maintain the opportunities for consolidated urban development and growth and to optimise long term benefits for the regional community (concept of Strategic Reserves, Refer Section 5.9).

Principle 11:
Resource Conservation

Long term sustainability and ultimately quality of life for existing and future communities of the region is greatly enhanced through the conserving of natural resources and areas of high agricultural value.

The GLP provides policy direction and initiatives for conservation and protection, in order to ensure the integrity of the region's waterways and land resources for future generations (Refer Sections 2 and 6).

4

Land Provision Requirements 2013-2021-2036

4.1 Determinants of Urban Land Requirements for the GLP

The GLP provides a physical framework and strategy for the principal urban areas likely to be required over the next 23 years and beyond. In this section, findings are presented of urban land requirements for the GLP. Analyses undertaken directly for the Plan and drawn from associated studies have identified the likely range of land demands for a range of activities including:

- residential land requirements and related open space, education, community and retail-commercial facilities;
- district and regional level retailing, bulky goods and commercial land requirements;
- industrial, logistics and transport land requirements;
- allowance for other/special uses for a metropolitan population.

Land provision requirements for future development reflect several factors including:

- ongoing and likely future population growth;
- changing demographic structure of the population;
- household and housing growth forecasts;
- patterns and densities of future residential development;
- economic development patterns and the changing structure of industry and employment;
- existing stocks of vacant urban land and effective capacity of the land to be utilised.

Table 4.1: Population Projection Comparison between DCAC, Geografia and Renaissance Planning (2011 - 2036)

Source: DCAC 2008, 'Greater Launceston Plan: Community Statement', Table 32, Geografia 2012, Renaissance Planning (April 2013)

Demographic / Housing Measure	Greater Launceston Region: Population Projections (No. Persons)						
	Historic	Forecast					
		2021			2036 [4]		
	2011	Low [1]	Medium [2]	High [3]	Low [1]	Medium [2]	High [3]
Demographic Change and Advisory Council[5]	107,750	109,400	114,680	125,920	109,350	123,490	146,360
Geografia[6]	107,750	113,490	116,950	119,740	116,620	128,290	131,110
Renaissance Planning	107,750	110,240	111,510	112,750	116,470	120,360	124,820
Mean of Forecasts	**107,750**	**111,040**	**114,380**	**119,470**	**114,150**	**124,050**	**134,100**
% Variation from the Mean	**n.a**	**2.2 -1.5**	**2.2 -2.5**	**5.4 -5.6**	**2.2 -4.2**	**3.4 -3.0**	**9.1 -6.9**

[1] Low projections for Geografia are Scenario 1: Business as Usual
[2] Medium projections for Geografia are Scenario 3: Medium Growth. Medium Renaissance projections are an average between high and low growth projections.
[3] High projections for Geografia are Scenario 4: High Growth
[4] DCAC and Geografia forcasts are to 2031. These have been updated to 2036 using the same growth rate as the 2026 - 2031 period.
[5] DCAC projections have been calibrated to the 2011 ERP for the 6 Statistical Local Areas in the Greater Launceston Region
[6] Geografia projections have been calibrated to the 2011 ERP for the 6 Statistical Local Areas in the Greater Launceston Region

4.2 Population Forecasts (2011-2021-2036)

Population forecasts for the strategy are drawn from three sources:

- economic output-population forecasting model developed by Geografia (Refer Greater Launceston Plan: Resource Analysis, November 2012, prepared by Geografia, refer also Geografia Scenario Planner, 2012);
- residential development-population forecasting model by Renaissance Planning (December 2012 – May 2013);
- cohort population forecasting model prepared by the Demographic Change and Advisory Council (DCAC, 2008).

For comparative assessment purposes, each of the forecasts were calibrated by Renaissance Planning to the 2011 estimated resident population (ERP) for the greater Launceston area.

The DCAC forecasts were prepared at a local government area (LGA) level. These were separately converted by Renaissance Planning to be consistent with the component local areas that comprise the greater Launceston area.

Both the Geografia and DCAC forecasts were prepared for the period 2011-2031. In each case the forecasts were extended to 2036 by Renaissance Planning applying rates of growth for the previous period (2026-2031) identified in each forecast and applying this for the subsequent five-year period to 2036.

All forecasts have been rounded to the nearest 10 units. The resultant forecasts are shown in Table 4.1, together with an average of the three forecasts. It will be noted that the forecasts represent quite different methodologies and modelling assumptions.

Nonetheless, the variations between the outcomes of the forecasts are within acceptable long term forecasting limits. All three models are within 2.5 per cent of the mean in the initial period 2011-2021 for the low and medium range forecasts, and within approximately 5.6 per cent for the high range forecasts. In the subsequent period 2021-2036, all three models are within approximately 4 per cent of the mean for the low and medium range forecasts. In the high range forecasts the variation between the three models is within an approximate 7-9 per cent band.

The average of the three model forecasts show a medium range projection for the greater Launceston area as follows:

- 107,750 persons in 2011;
- 114,380 persons by 2021;
- 124,050 persons by 2036.

The resultant forecast population growth rates for the average medium range projection are as follows:

- for the period 2011-2021: 0.56 per cent per annum;
- for the period 2021-2036: 0.54 per cent per annum;
- for the entire period 2011-2036: 0.55 per cent per annum;

By comparison, over the 30 year period 1981-2011 population growth in the greater Launceston area was approximately 0.71 per cent per annum and 0.60 per cent per annum in the 10 year period 2001-2011.

In summary, the population forecasts for the greater Launceston area provide an initial step in assessing residential and other land use requirements. Forecasting modelling undertaken by DCAC, Geografia and Renaissance Planning, employ quite different methodologies and modelling assumptions. Nonetheless, the forecasting outcomes generally fall within a relatively narrow band given the time period of the forecasts. Taken together, the forecasts indicate a long term mid-range level of population growth of approximately 0.55 per cent per annum over the 25 year period 2011-2036.

4.3 Supporting Considerations in the Assessment of Urban Land

In addition to population demand there are several factors that are influential in determining future urban land requirements for the GLP.

Changing Demographic Structure of the Population

The DCAC forecasts indicate the likely long term ageing of the residential population. The population aged 60 years and over is forecast to grow significantly both in proportional and absolute terms.

Age-selective out migration is forecast to continue by both DCAC and Geografia with consequential effects on the young adult and family forming population age groups.

Household size has been forecast by Renaissance Planning to continue to marginally fall over the forecast period (albeit at slower rates than have occurred over the past 15-20 years).

As a consequence, the growth of households will marginally exceed the general population growth rate, and this factor more closely affects dwelling unit requirements than the general growth rate.

Patterns and Densities of Future Residential Development

The analysis of development change over the past 30 years indicates that approximately two-thirds of residential development in this period was in low density and rural residential development. The Greater Launceston Plan through its policy framework and its supporting physical plans, advocate strongly for standard density residential and for a mix of multiple units at closer densities where there were opportunities to provide new strategic directions for future residential development.

The change in effective residential density outcomes advocated in the GLP compared to the previous 30 years of urban development will result in lower additional land requirements for future urban development than would otherwise have been the case if the historic pattern had continued.

Economic Development Patterns and the Changing Structure of Industry and Employment

Assessments of future economic patterns have been made by Geografia and Renaissance as a basis for the GLP. Both assessments indicate the ongoing long term differential growth of services in the Launceston economy and the marginal decline of manufacturing in both employment and output terms.

The Launceston Retail Audit and Activity Centres Strategy (2011) indicated long term demand growth for retail, bulky goods and commercial office floorspace. The translation of this into additional urban land requirements is likely to be minimal given existing stocks of commercially zoned land and the availability of former industrial sites for bulky goods and other forms of development.

In addition, a major driver of non-residential land demand has been the industrial sector in the past. A recent study by SGS: Industrial Land Study (2013), has identified a significant oversupply of industrial land in the Northern Tasmania region and throughout the greater Launceston area.

4.4 Residential Analysis Methodology

Residential demand modeling was undertaken for the greater Launceston area through the development of a residential development-population forecasting model which related future dwelling stock requirements to forecast long term population growth over the periods 2011-2021 and 2021-2036. The model forecasts the following outputs by municipal area for each of the forecast periods:

- total dwelling stock;
- occupied dwelling stock;
- long term changes in the proportion of occupied dwellings as a percentage of total rolling stock;
- residential yield rate or the ratio of the residential population to the occupied dwelling stock;
- forecasts of the estimated resident population.

Subsequent residential land demand and supply modeling was developed. The modeling was informed by detailed inventories prepared for the study. These assessed the stock of existing residential land and allotment supply together with the state of residential zonings. The inventories were prepared by municipality and district. Forecasts of residential allotment supply were developed in several stages to produce the following outputs:

1. **Forecast of new housing requirements** for the periods 2013 - 2021 and 2021 - 2036 by:
    - low range demands;
    - return to trend;
    - return to growth.
2. **Forecast housing requirements by dwelling type** for each period by scenario by:
    - standard density - detached;
    - multiple units;
    - low density.
3. **Forecast allotments required** for each period and scenario by:
    - standard density;
    - low density.
4. **Net additional residential allotment requirements** for each period by scenario taking account of:
    - minimum 7 year rolling reserve for residential land;
    - current supply (at March 2013);
    - likely additional supply (based on discussions with each Council).
5. **Demand supply balance at 2021 and 2036.**

4.5 Overview of Land Requirements (2013-2021-2036)

Research and analysis undertaken for the strategy together with information drawn from supporting related studies indicate that the total amount of urban land likely to be required is 1,980 hectares for all purposes over the 23 year period 2013-2036.

The major components of future urban land requirements are as follows[1]:

- residential land[2] (includes conventional and low density): 1,800 hectares (approximately 91 per cent of urban land requirements);
- industrial and employment land together with regional multi-purpose sites[3]: 150 hectares (approximately 8 per cent of requirements);
- land for retail and commercial purposes: 20 hectares (approximately 1 per cent);
- other land requirements: 10 hectares (approximately 0.5 per cent).

[1] This analysis does not include the reservations for the Eastern Bypass or the Prospect link.

[2] It will be noted that this includes uses considered ancillary to residential urban development (includes local open space, local streets and district connector roads, schools, community facilities and activity centres).

[3] Estimate of additional land required to be rezoned for these purposes.

This clearly indicated that in terms of general industrial land demand, there was no basis to support significant additional supply. Nonetheless there are identifiable demands in specialised sectors (refer Section 4.6)

It is clear that planning for future urban land requirements in the greater Launceston area is predominantly a residential planning problem, generating more than 91 per cent of projected land requirements.

Further details of land requirements are set out in the following sections.

4.6 Residential Land Requirements (2013-2021-2036)

Future residential land requirements were modeled by Renaissance Planning based on forecast population and household growth. Assessments were made of:

- gross residential allotment requirements;
- net additional residential land requirements over the forecast periods taking account of the existing supply of approved residential land and zoned (undeveloped) land.

In relation to future residential development, the guiding principles for the GLP are:

- to ensure an effective provision of sufficient land stocks to cater for forecast needs (refer Metropolitan Structure Principles, Section 3, Principle 1);
- to provide a framework that best achieves urban consolidation and accessible robust communities (Principles 2 and 4);
- to facilitate access to public transport, open space, activity centres, employment areas and places of education (Principles 5 – 8).

Residential Density Requirements

Where possible, the GLP has placed prime emphasis on the achievement of standard density residential development designed to achieve a **target density outcome of 9 – 12 dwellings per hectare net developable area for new greenfields developments.** This is a realistic objective and is broadly consistent with policy objectives developed by DIER. Significantly, setting an overall density outcome target provides extensive flexibility to vary lot sizes and achieve the overall density outcome through a mix of residential densities.

In land provisioning for the GLP, approximately 90 per cent of future residential allotments to be supplied in the first planning period (2013-2021) are standard density as defined above. In the second planning period (2021-2036) approximately 95 per cent of future residential allotments to be supplied are standard density.

Rolling Reserve Requirements

The assessment of residential land requirements incorporates a minimum rolling reserve of seven years. That is, the forecasts for each of the planning periods take account of projected actual take up requirements together with a seven year allowance for demand for each of the planning periods. This is to provide a safety buffer to ensure that residential land stocks would never fall below a seven year reserve in any area in order to maintain price and supply stability in suburban and growth areas.

Infill and Greenfield Developments

In the GLP, infill developments are defined as the planning and development of residential sites and precincts (including related and ancillary activities) in existing suburban areas where the resultant outcome consolidates existing suburbs and does not extend the urban growth boundary.

Greenfields developments are defined as the planning and development of residential communities (including related and ancillary activities) in designated growth areas where the resultant outcome extends the urban growth boundary.

Planned residential development for the GLP provides for a broad balance of population growth in the established suburban areas and growth areas:

- in the first planning period (2013-2021), for the GLP area as a whole;
    - 57.4 per cent of new residential dwelling units are proposed to be developed in the established urban areas;
    - 42.6 per cent in the growth areas;
- in the second planning period (2021-2036), for the GLP area as a whole;
    - 37.2 per cent of new residential dwelling units are proposed to be developed in the established urban areas;
    - 62.8 per cent in the growth areas;
- over the entire development period (2013-2036), for the GLP area as a whole;
    - 43.5 per cent of new residential dwelling units are proposed to be developed in the established urban areas;
    - 56.5 per cent in the growth areas.

In summary, the residential development policies provided by the GLP place an emphasis on urban consolidation and the delivery of an efficient and compact city form. There is also a significant emphasis on structure planning of growth areas focused on integrated community development with a mix of densities, and encompassing local activity centres, social and education facilities and open space planning with pedestrian and cycle way access; and the provisioning for housing in the growth areas should be viewed in this context (refer Section 5.10).

The major components of residential land demand were as follows:

- 2013-2021: approximately 4,680 lots. It will be noted that:
  - this is comprised largely (about 90 per cent) of conventional density lots and the balance of low density lots;
  - the assessed demand includes the establishment of a seven year rolling reserve;
- 2021-2036: approximately 7,530 lots. It will be noted that:
  - this is comprised almost entirely (95 per cent) of conventional density lots;
  - the assessed demand includes the maintenance of a seven year rolling reserve and minor adjustments to the reserve.

The residential land demand assessments were undertaken by municipal area and forecasts of land requirements were developed for these areas (or more accurately, the components of each municipality in the greater Launceston area). The assessments indicate that approximately two-thirds of projected land requirements are concentrated in the City of Launceston and West Tamar.

The forecast residential land requirements for the period 2013-2036 (including a seven year rolling reserve) for the greater city area are as follows:

- City of Launceston (inner and part B): 4,810 lots (approximately 39.4 per cent of the total residential land requirement in the greater Launceston area);
- George Town (part A): 780 lots (approximately 6.4 per cent of greater city demand);
- Meander Valley (part A): 1,370 lots (approximately 11.2 per cent of the greater city demand);
- Northern Midlands (part A): 1,720 lots (approximately 14.1 per cent of greater city demand);
- West Tamar (part A): 3,530 lots (approximately 28.9 per cent of greater city demand

Table 4.2: Dwelling Unit Requirements (2012 - 2021 - 2036): Summary

Scenario	Forcast Dwelling Unit Requirements: Greater Launceston Area		
	2013 - 2021	2021 - 2036	Total: 2013 - 2036
Low Growth	2,870	6,090	8,960
Return to Trend	3,380	7,370	10,750
Return to Growth	3,900	8,920	12,820

Table 4.3: Residential Land Forecasts (2012 - 2021 - 2036): Summary of Residential Allotment Requirements*

Scenario	Forcast Residential Allotment Requirements: Greater Launceston Area		
	2013 - 2021	2021 - 2036	Total: 2013 - 2036
Low Growth	4,370	4,720	9,090
Return to Trend	5,190	5,980	11,170
Return to Growth	5,950	7,530	13,480

* Includes a 7 year rolling reserve

4.7 Industrial, Employment and Multi-Purpose Site Requirements (2013-2036)

Industrial and employment land requirements were assessed on the basis of the Industrial Land Study, Northern Tasmania (SGS Economics and Planning for Northern Tasmania Development, Draft 2, Stage 1, March 2013). The industrial and employment land requirements extend beyond traditional manufacturing and include warehousing and administration, transport and logistics activities. An assessment was also made by Renaissance Planning of the potential demand for new regional level multi-purpose sites. These could include:

- reconstituted/relocated activities from inner Launceston and other suburban areas (e.g. automobile retailing, agricultural machinery and supplies, boat and caravan sales, redeveloped as a new regional centre);
- research and development/specialist tertiary campus facilities;
- specialist industry display/exhibition centres.

The Industrial Land Study (op.cit.) indicated that industrial land is in ***general*** oversupply across the Northern Tasmania region and in a number of districts in the greater Launceston area. In general terms, the oversupply is significant: there are sufficient industrial land stocks to meet prospective demands beyond 2043.

On this basis the Greater Launceston Plan and its physical framework plan, the Regional Framework Plan, do not propose wide ranging additions to industrial land stocks throughout greater Launceston.

Nonetheless, there are specific or localised needs that will need to be addressed. There are several provisos where additional employment and special purpose land is likely to be warranted, notwithstanding the ongoing general oversupply of industrial land. These are:

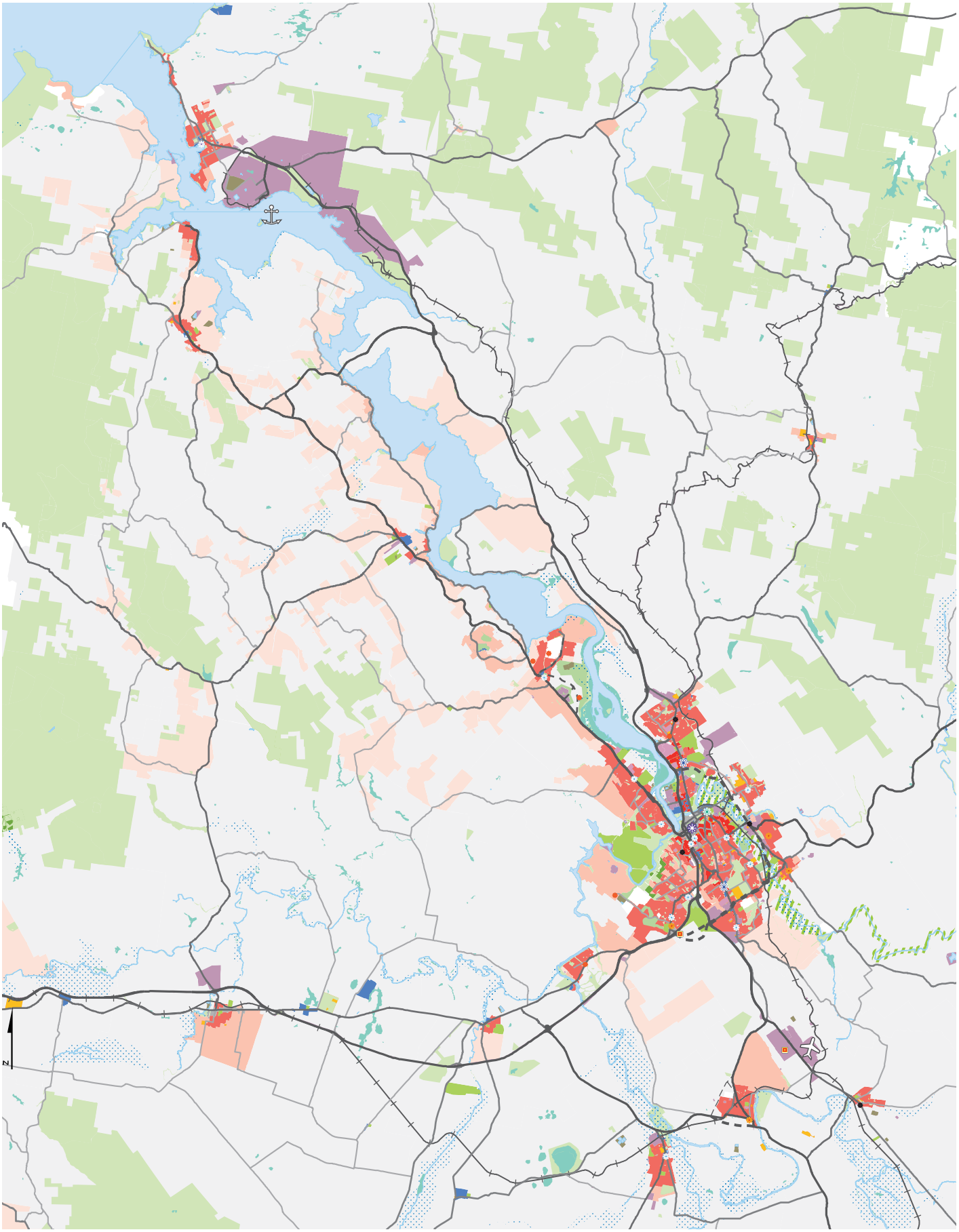
- where demand in localised areas is likely to exceed current supply. The Industrial Land Study (op. cit.) provided the example of Inveresk where this appeared to be the case;
- relocation of activities from existing industrial areas to new regional sites;
- land supply flexibility to pursue opportunities for new mixed use regional nodes;
- flexibility to consolidate the Translink precinct at Western Junction. This is underpinned by significant transport and logistics opportunities related to growth in demand at Launceston Aiport and proximity to major established rail and national/state highway infrastructure. This is proposed as a business environment infrastructure project of regional significance (refer Section 6.6, Project C.2, refer also Figure 5.5)
- The need for land resources to be available to accommodate new industrial demands, transport orientated uses and environmental industrial activities together with relocated industries in the south west corridor as part of a planned industry park and employment node (refer Section 5.9, Employment Areas, refer also Figure 5.7)

On the basis of these considerations, the Greater Launceston Plan and supporting physical plans have allowed opportunities for new types of developments as indicated above. Further details of the types of activities that could be accommodated are provided in Section 5.9.

5

Regional Framework Plan

Figure 5.1: Greater Launceston Context Map



Land Use

- Inner Residential
- General Residential
- Low Density Residential
- Residential Other
- Education, Health and Community
- Business, Commercial and Tourism
- Industrial / Utilities
- Sewerage Treatment Plant
- Other
- Forest and Conservation
- Parks and Open Space
- Proposed Open Space
- Water Body
- Wetlands
- Flood Plains

Existing Transport Network

- National / State Highway
- Major Arterial Road
- Railway

Proposed Transport Network

- Proposed Arterial Road Upgrade
- Proposed New Arterial Road
- Proposed New District Collector Road
- Potential Longer Term Road Link

0 2.5 5 7.5 10km

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Base data source:
theLIST, © State of Tasmania
Launceston City Council, Meander Valley Council,Northern Midlands Council, West Tamar Council & George Town Council

5.1 Introducing the Regional Framework Plan

The Regional Framework Plan (RFP) sets out a strategy for proposed urban development and access in the greater Launceston area over the next 20 years and beyond. The RFP and supporting physical plans set out:

- the overall extent of the urban area (current and preferred future);
- major activity types (including residential areas, activity centres, industrial and employment areas, open space and other areas);
- CBD/LCA and inner northern precincts together with the supporting hierarchy for activity centres and employment areas;
- network of major open spaces and proposed regional shared pathway system;
- inter-regional and interstate gateways (the airport and port);
- main road network (existing and future);
- principal public transport corridors and priority residential consolidation areas;
- supporting residential consolidation areas;
- urban growth corridors and supporting growth areas.

5.2 Background to the Strategy: A New Direction for Greater Launceston

Considerations in Building the Regional Framework Plan

The Regional Framework Plan (RFP) was developed on the basis of a number of key considerations. These encompassed:

- community and stakeholder vision and supporting values (refer Section 1);
- the policy framework for greater Launceston within a broader context of national, state and regional policies (refer Section 2);
- metropolitan structure principles (refer Section 3);
- demographic forecasts and economic needs for the city and its region, together with urban land provision requirements over the next 23 years (refer Section 4);
- the historic evolution of Launceston and the guidance this provides for future planning (refer Section 2).

New Priorities and a New Direction

The Greater Launceston Plan and its key physical plan: the Regional Framework Plan, provide a strategy for new priorities and a new direction in the development and consolidation of Launceston and its suburbs and localities. It seeks to build strategic advantage for greater Launceston by adding amenity, economic, access and community value to the region's key strengths:

- Its physical setting, extensive parks and open space;
- recognised significant heritage core and major regional business district;
- major regional gateways;
- established urban communities;
- developing suburban and peri-urban areas;
- transport corridors and the regional access network;
- network of employment and activity centres.

The course charted by the Greater Launceston Plan is for a compact, highly accessible green city with robust sustainable communities and a vibrant diverse inner city core. Key priorities and directions include:

- **a major focus on a metropolitan parks and pathways system;**
- **compact growth areas with a strong focus on developing balanced communities;**
- **regeneration of the inner city underpinned by major new projects;**
- **transport corridors and broadly based urban revitalisation;**
- **new economic drivers through multi-purpose regional nodes; and**
- **investment strategies for the region's major gateways.**

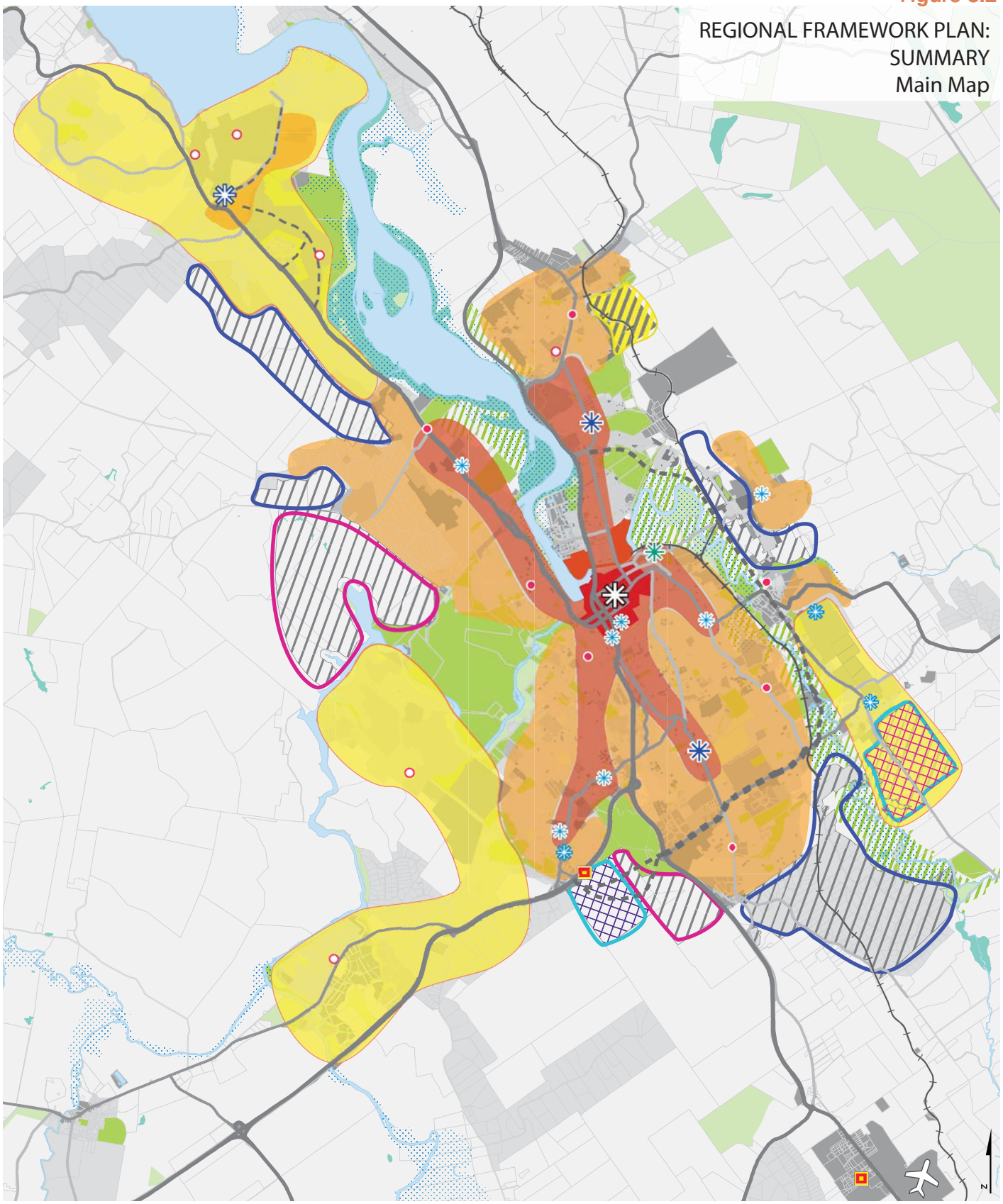
5.3 The Regional Framework Plan at a Glance

Key initiatives of the Regional Framework Plan include:

- a revitalised and more diverse inner city and CBD to be achieved through:
  - inner city living precincts and projects;
  - new regional level inner city attractions;
  - tourism and mixed use precincts;
  - network of pedestrian and cycle pathways linking the suburbs and localities of greater Launceston to the central city.
- priority urban consolidation areas and public transport:
  - priority areas for infill urban development;
  - integrated access and land use planning in the central area and the principal public transport corridors.
- activity centres and employment areas:
  - clearly articulated hierarchy of activity centres and employment areas;
  - responsive framework to reflect residential growth areas;
  - opportunities for new multi-purpose regional precincts for research and knowledge based activities and diversified commercial precincts requiring regional access.
- broadly based revitalisation of the city's northern suburbs:
  - comprehensive broadly based strategy encompassing social and physical planning with economic and housing initiatives, activity centre and public transport planning.
- a regional network of parks and shared pathways:
  - establishment of a regional shared pathways initiative linking the city's major parks and reserves to key parklands in the suburbs and localities. The project will provide a unique attraction for Launceston and the greater city area for residents and visitors (Metropolitan Parks and Pathways project).
- integrated planning of urban growth areas:
  - planning of the urban growth areas as integrated communities with a focus on amenity, housing diversity and public access to broadly based activity centres, parks, recreation areas and community facilities.
- regional gateways:
  - economic and strategic planning for the region's major trade and visitor gateways: the Launceston Airport and Bell Bay precincts.
- Launceston Connector Route (LCR):
  - framework for the staged development of an arterial route linking four national and state highways that converge on Launceston. This is city building infrastructure with a broad range of significant benefits.
- multi-purpose strategic nodes:
  - creation of high access strategic nodes for a range of regional level activities through the development of the LCR and other improved access routes.

Figure 5.2

REGIONAL FRAMEWORK PLAN: SUMMARY Main Map



Active Reserves
- Launceston Central Area
- North Bank / Inveresk
- Priority Consolidation Areas
- Supporting Consolidation Areas

New Growth Areas
- Growth Corridors
- Supporting Growth Areas

Other
- Review Area
- Strategic Reserve Investigation Area
- Priority Investigation Area - Residential
- Priority Investigation Area - Employment

Existing Transport Network
- National / State Highway
- Major Arterial Road
- Railway

Proposed Transport Network
- Proposed Arterial Road Upgrade
- Proposed New Arterial Road
- Proposed New District Collector Road
- Potential Longer Term Road Link

Land Use
- Low Density Residential / Rural Living
- Other Urban
- Other
- Water Body
- Wetlands
- Flood Plains
- Forest and Conservation
- Parks and Open Space
- Proposed Open Space

0 0.5 1 2 3 4km

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Base data source:
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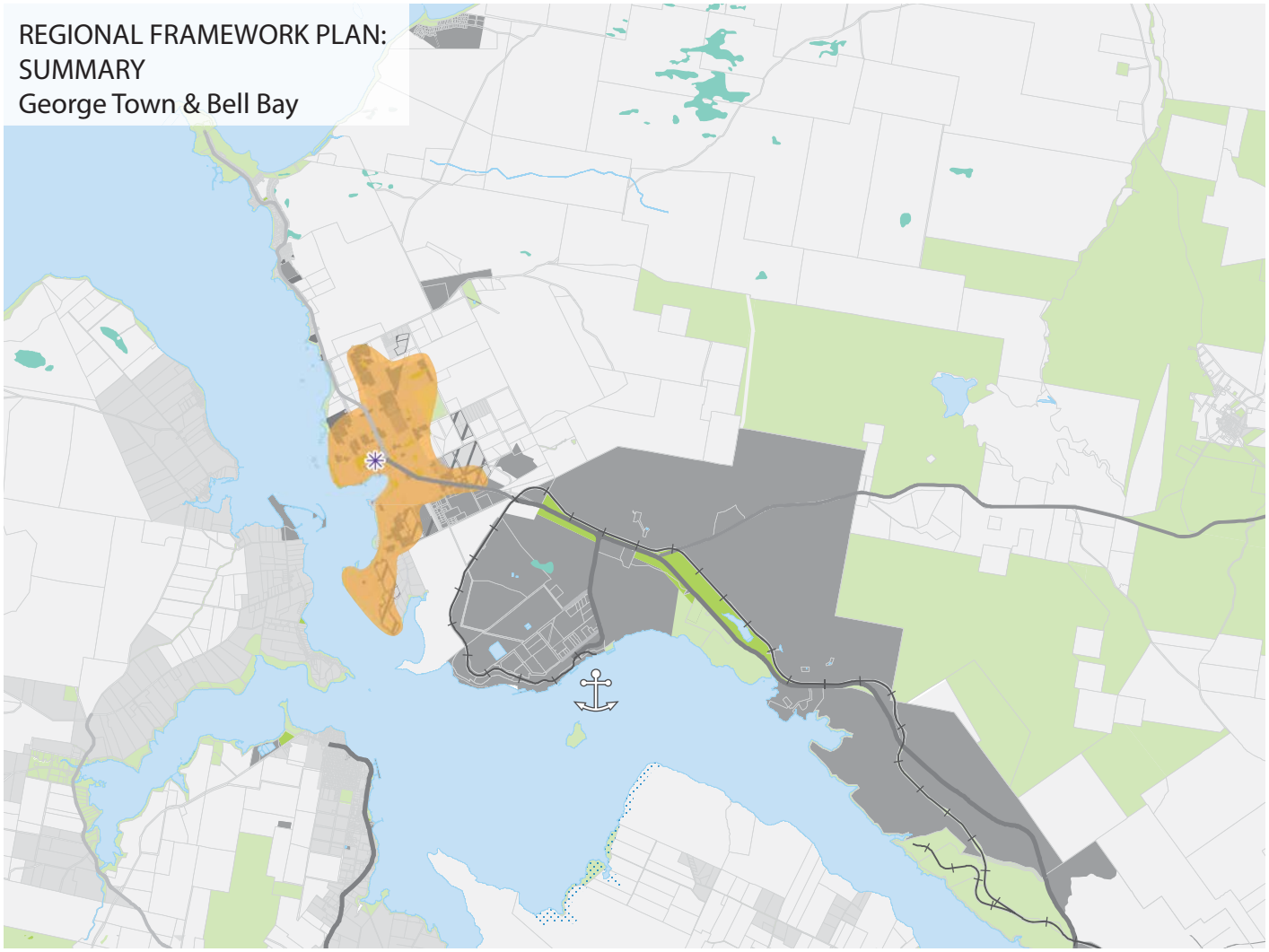
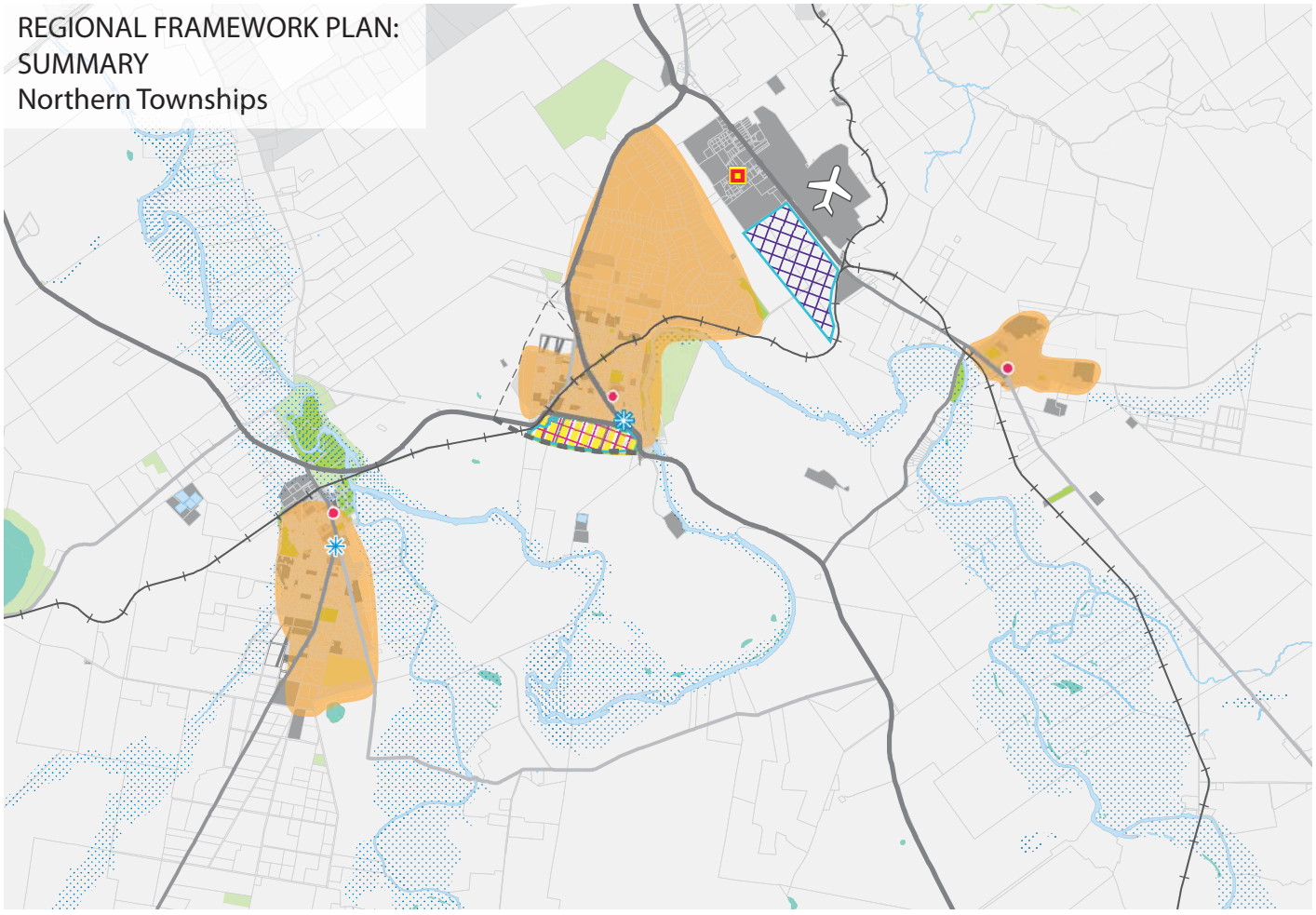
Launceston City Council, Meander Valley Council,Northern Midlands Council, West Tamar Council & George Town Council

Note: Refer to Figure 5.5 for Activity Centre Hierarchy

REGIONAL FRAMEWORK PLAN:
SUMMARY
George Town & Bell Bay



REGIONAL FRAMEWORK PLAN:
SUMMARY
Northern Townships



5.4 Existing Urban Areas

The distribution of existing urban areas encompasses the contiguous areas of urban development and land zoned for urban purposes (as at 2012). The current extent of urban areas is spatially defined as follows:

- the majority of the urban area in greater Launceston is concentrated in a generally contiguous area that encompasses most of the residential population of the greater Launceston area (in excess of 80 per cent) and most of the non-industrial, non-farm activities of the greater area. In broad terms, this area extends approximately 7 kilometres north, south, north-west and south-west of Launceston CBD, and within 5-6 kilometres of the eastern and south-eastern suburbs;
- the generally contiguous principal area:
    - encompasses central Launceston and surrounding suburbs;
    - extends north to Newnham, Rocherlea and Mayfield;
    - extends south to Youngtown, adjacent to the rural living peri-urban area of Relbia;
    - encompasses the eastern corridor areas of Ravenswood, Waverley and St Leonards;
    - includes the western suburban areas of Trevallyn and Riverside;
    - extends to include the south-western suburban and peri-urban areas of Prospect, Prospect Vale, Blackstone Heights and Hadspen.
    - includes several major clusters of urban development are located within close proximity to the central contiguous urban area:
    - encompasses the Legana-Grindelwald district which is a growing peri-urban residential area on the West Tamar Highway corridor, approximately 12 kilometres north of the CBD;
    - includes the Launceston airport and the related Translink logistics area, located at Western Junction, some 14 kilometres south of the CBD is one of the major gateways to the greater Launceston area; and
    - includes the townships of Evandale, Longford and the Perth-Devon Hills area, which are growing residential communities located in the vicinity of the airport and and within approximately 17-20 kilometres of the CBD.
- several important urban areas and residential communities are located at the mouth of the Tamar River, some 44 kilometres north of the CBD. These comprise:
    - the deepwater port and manufacturing district of Bell Bay, the state's most significant heavy industrial area and the major maritime gateway for the Northern Tasmania region;
    - the historic town and service centre of George Town and the nearby historic community of Low Head;
    - the local service centres and ex-urban communities of Beauty Point, Beaconsfield and Exeter, located on the west bank of the Tamar River.

5.5 Regional Access Network

The regional access network for the Greater Launceston Plan is presented in terms of the following components:

- national/state highway network;
- major arterial roads;
- Launceston Connector Route (LCR);
- Illawarra Road (South Perth) Bypass.

National/State Highway network

The national and state highway system encompasses the network of trunk roads and highways that traverse the state connecting Hobart to the Bass Strait ports of Burnie, Devonport and Bell Bay via the greater Launceston area. The national/ state highway network constitutes the main access corridors that converge or traverse through the greater Launceston urban area and encompasses (Refer Figure 5.3):

- Midland Highway/Southern Outlet Road;
- the Bathurst-Wellington Street couplet;
- Goderich Street and the East Tamar Highway;
- the West Tamar Highway;
- Bass Highway;
- Tasman Highway;
- Evandale Road from the junction at the Midland Highway south to the railway line crossing;
- Illawarra Road/Drummond Street.

Major Arterial Roads

A network of major arterial roads provides a supporting district access function in the Launceston urban area and its outskirts (Refer Figure 5.3);

Illawarra Road (South Perth) Bypass:

- Proposed arterial bypass connecting the Midland Highway to Illawarra Road;
- the proposed route has been modified from earlier concepts to optimise opportunities for a future residential community to be developed between the bypass and Drummond Street;
- the envisaged project also provides for a town centre development in the vicinity of Drummond Street and Main Road to provide a social, community and retail-commercial focus for Perth.

Launceston Connector Route

The GLP proposed the development of the Launceston Connector Route (LCR) to provide a bypass and connector road function around Launceston's inner and middle suburbs. The proposed route comprises the following links:

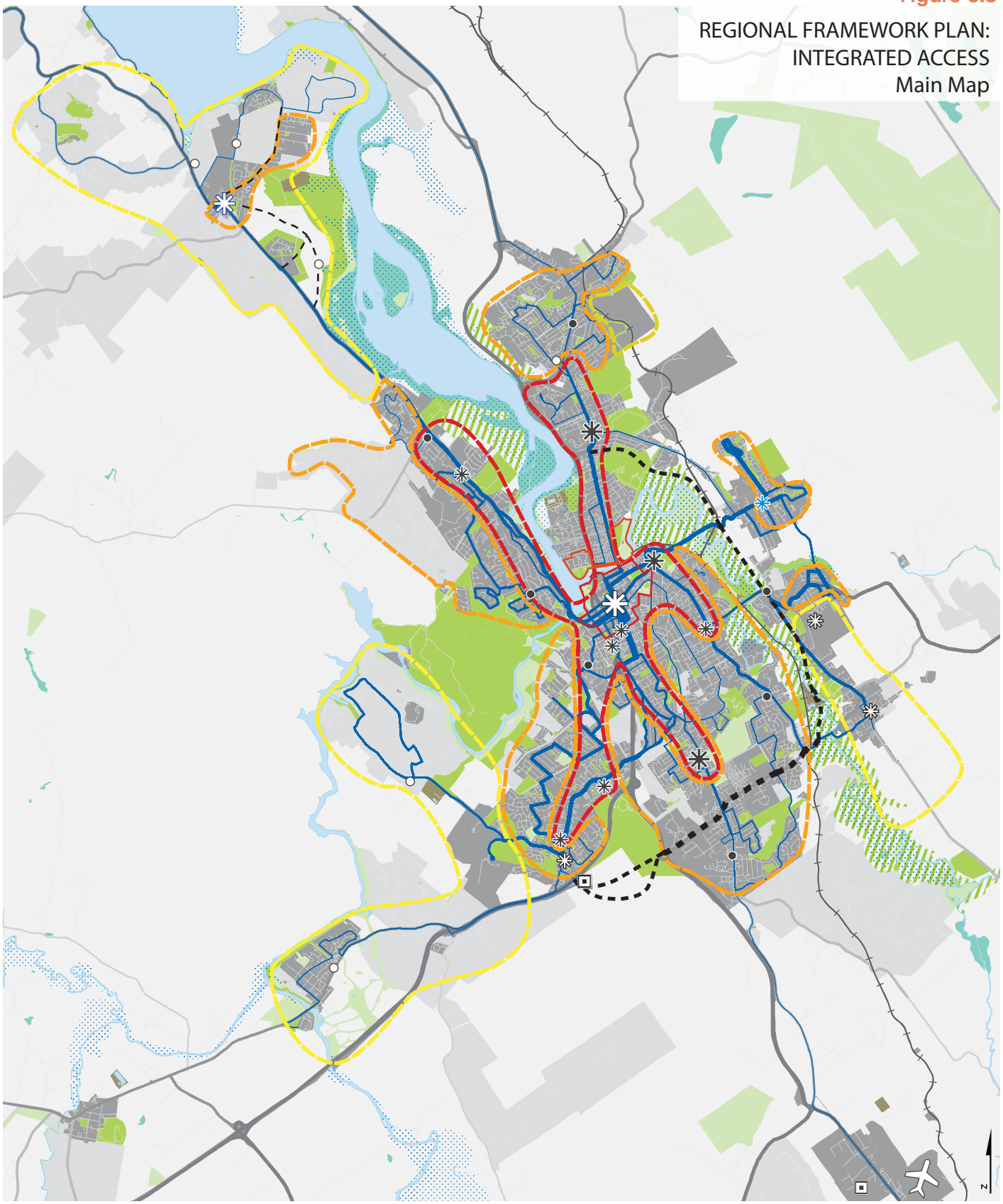
- proposed eastern bypass route to run from McKenzie Street at Mowbray Link road south-east through the Heritage Forest area and along the North Esk river valley to Johnston Road at St Leonards;
- upgrading of Johnston, Quarantine and Kings Meadows link roads;
- Development of the proposed Prospect Link road to connect the Kings Meadows Link road at the Midland Highway, south-west to the Westbury Road/Bass Highway interchange (refer Section 5.10 Strategic Reserves: Investigation Areas).
- proposed longer term regional road network that could be progressively developed to provide an access system and structure for current and future development areas in the southern and south-eastern suburbs of Launceston City;
- city building infrastructure that will provide new regional access and development opportunities. New regional multi-purpose nodes are proposed to be co-located with the LCR (refer Regional Framework Plan: Summary, Figure 5.2)

The proposed Launceston Connector Route (LCR) is an important initiative of the Greater Launceston Plan. It is viewed as city building infrastructure that will provide a number of important benefits for regional and district access in urban Launceston and the greater Launceston area. Benefits include:

- high immediate direct benefits with significant multiplier effects to the construction industry;
- a bypass route around the LCA and inner suburbs providing alternate route for through traffic and heavy vehicles using the East Tamar Highway;
- a new high level access route to Launceston's eastern corridor providing improved levels of access to current and future employment areas and to planned new major residential areas (Waverley - St Leonards area);
- improved arterial access to the existing Kings Meadows link road/ Quarantine Road that is proposed to be upgraded. This will provide improved access to several important employment areas located along the route;
- the proposed extension of the Kings Meadows link road west to the Westbury Junction interchange at the Bass Highway will facilitate improved inter-urban access from Prospect/Prospect Vale and Blackstone Heights to Kings Meadows and the southern suburbs of Launceston;
- the LCR will provide new high level access regional locations for new multi-purpose nodes at the Midland Highway and at the Bass Highway (Refer Figure 5.3).

Figure 5.3

REGIONAL FRAMEWORK PLAN: INTEGRATED ACCESS
Main Map



Existing Transport Network

- National / State Highway
- Major Arterial Road
- Arterial Road
- Feeder
- Access Road
- Railway

- Forest and Conservation
- Parks and Open Space
- Proposed Open Space

Proposed Transport Network

- Proposed Arterial Road Upgrade
- Proposed New Arterial Road
- Proposed New District Collector Road
- Potential Longer Term Road Link

Bus Network (no. bus routes)

- 1
- 2
- 3
- 4
- 5 and over

Residential Consolidation Areas

- Launceston Central Area
- North Bank / Inveresk
- Priority Consolidation Areas
- Supporting Consolidation Areas

New Growth Areas

- Growth Corridors
- Supporting Growth Areas

- Water Body
- Wetlands
- Flood Plains

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1:110,000 @ A.4

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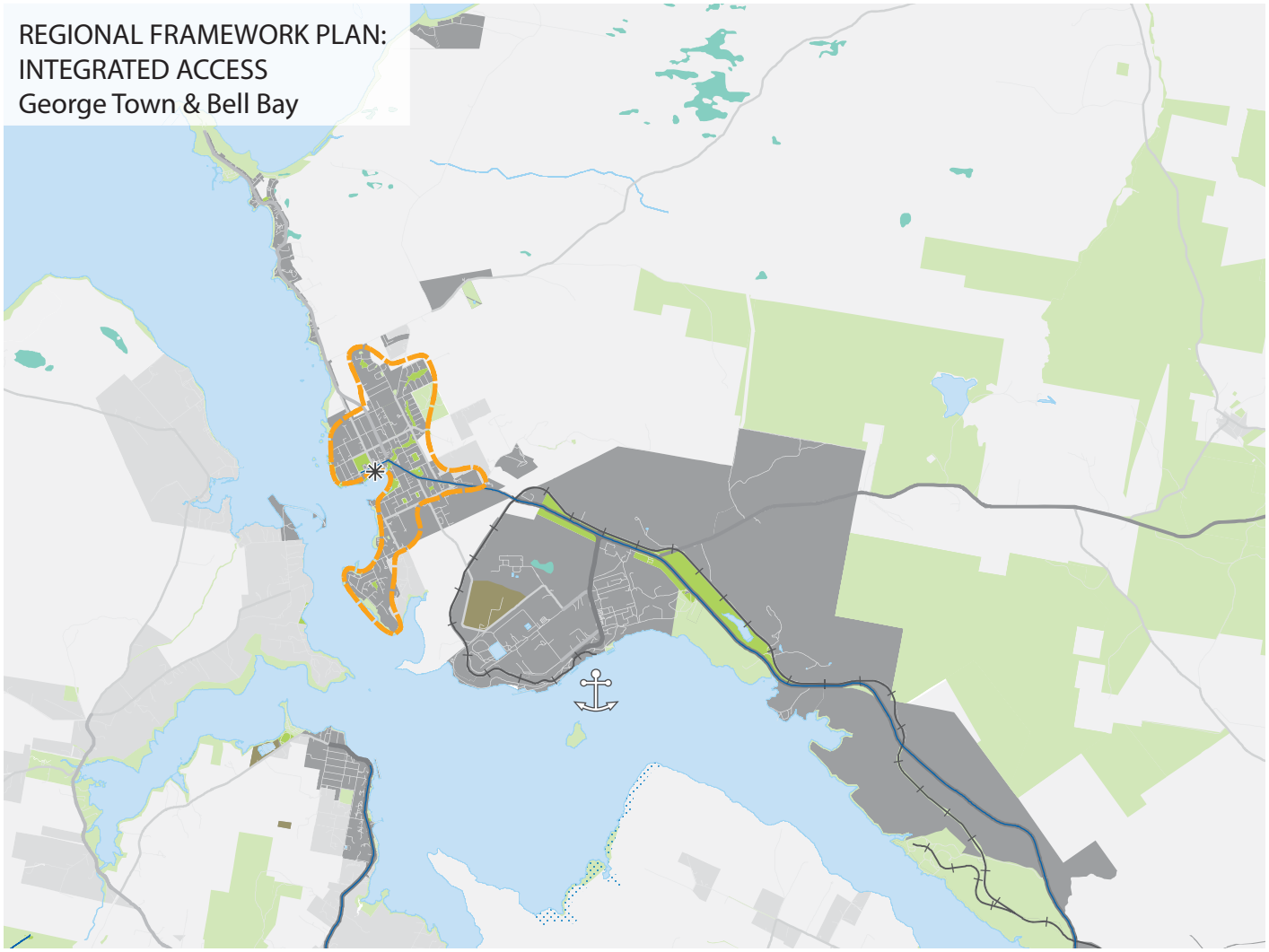
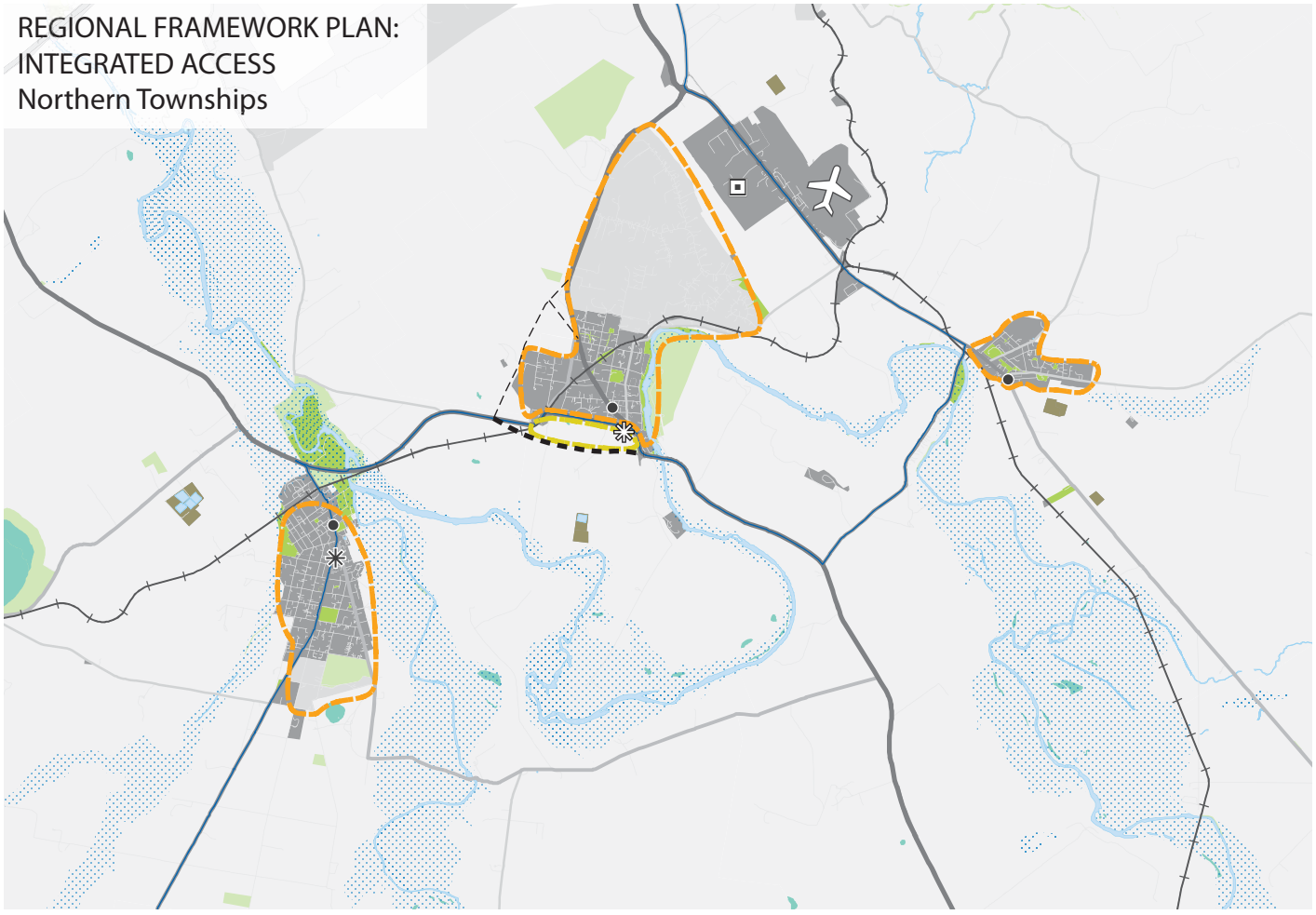
Base data source:
theLIST, © State of Tasmania
Launceston City Council, Meander Valley Council,Northern Midlands Council, West Tamar Council & George Town Council

REGIONAL FRAMEWORK PLAN:
INTEGRATED ACCESS
George Town & Bell Bay



REGIONAL FRAMEWORK PLAN:
INTEGRATED ACCESS
Northern Townships



5.6 Gateways

Launceston Airport and Bell Bay are the two key gateways for the Launceston region. The GLP acknowledges the significance of each precinct and includes a major project for each (refer Projects C.2 and C.3).

Launceston Airport and Translink Precinct

Regional Significance

Launceston Airport and the Translink industrial precinct are located on Evandale Road, Western Junction in Northern Midlands between the Midland Highway and Leighlands Road. Translink is located north of the airport predominately on the western side of Evandale Road. The precinct is ideally positioned at the intersection of the rail network, state highway network and the airport.

Launceston Airport and the Translink precinct play a significant gateway role for tourism and freight movements in the northern region. Both are forecast to grow. During 2008/09 there were approximately 1.1 million passenger movements through the airport. This number is forecast to grow to 1.9 - 2.49 million movements by 2028/29 (refer Launceston Airport Master Plan, 2009). Freight movements in the area are also expected to grow however data is not publicly available.

Planning Issues

Translink and the airport play a crucial freight role for the northern region. The GLP sees both precincts as interconnected and proposes an integrated planning framework to provide a development strategy for the Launceston Gateway Precinct (refer Project C.2).

Major elements of the precinct project include:

- planned integrated consolidation of Launceston airport and Translink to serve as gateway for northern region;
- Integrated Master Plan for the precinct with:
    - long term plan to meet requirements for Launceston airport;
    - co-ordinated plan for consolidation of the Translink development as a leading logistics precinct for Tasmania;precinct;
    - co-ordinated access planning to link air and rail access to the highway network;
    - rail modal interchange project at the junction of the western and main lines;
    - plan for phased upgrading of Evandale and Leighlands Roads.

In summary, these projects will provide substantial positive impacts on the precinct and on the wider northern region. A strategy is required to co-ordinate the long term planning of the airport and the adjoining current and future logistics precincts to cater for increased tourism, together with general visitation levels and freight movements through the precinct.

Bell Bay

Regional Significance

Bell Bay is the most significant industrial area in Tasmania and a major deep water port for the state. It encompasses one of the three northern ports in the state and employs approximately 3,500 people and indirectly generates an additional 20,000 jobs (refer IMC Link, May 2011). It is located within the municipality of George Town south of the town centre along the recently upgraded East Tamar Highway. The port specialises in container shipping and contributes approximately 12.5% of total Gross State Proejct (GSP) impacts for Tasmania. The majority of people working at Bell Bay port and in the surrounding industrial area live in the Launceston urban area.

Bell Bay and the ports of Devonport and Burnie have constraints that limit their capacity to accommodate container growth. At present there is more than 1,100 hectares of vacant land that is suitable for development at Bell Bay. A long term port infrastructure strategy has been prepared and aims to increase the freight capacity at Bell Bay from 150,000 to 400,000 TEUs per annum (Tasmanian Freight Logistics Council, 2012). A proposal is before Infrastructure Australia for $150 million to fund the first stage of this strategy. NTD has previously identified maritime manufacturing and service provision as a potential specialised focus for the precinct (Industrial Land Study Northern Tasmania, 2013).

Planning Issues

The GLP has identified the need for a Bell Bay Investment Strategy (refer Project C.3). Major elements of the strategy include phased economic investment and a development strategy with three main components:

- expansion of the port at Bell Bay as a major deep water cargo and container port;
- consolidation and diversification of the Bell Bay industrial area through:
    - supply chain analysis to target potential businesses that best add value to the precinct;
    - analysis of developing primary production market in northern Tasmania and identification of opportunities;
- advocacy and marketing to build a market and investment support for the strategy.

Successful implementation of the Bell Bay Investment Strategy will assist in clarifying the role of Bell Bay as a port and in diversifying industrial output to reduce risks arising from the high concentration of output in two major resource industries.

5.7 Public Transport

Key Elements of the Current Public Transport System

Greater Launceston's bus network is essentially a modified lineal system reflecting the main residential corridors and converging on the CBD with several clearly defined suburban networks (Refer Figure 5.3). It is important to note that the draft Greater Launceston Metropolitan Passenger Transport Plan (GLMPTP) has been prepared by DIER in consultation with Councils and Metro. At the time of compilation of the final consultant report (April 2014), the draft report was not available for public release. The report provides a review of the city's public transport corridors. Details of the corridor plan are not available at this time. It is understood that the existing principal public transport corridors are maintained into the future plan. The Integrated Access Plan (refer Figure 5.3) reflects this understanding. These corridors are also the basis for the recommended priority consolidation areas for infill urban development (refer Regional Framework Plan, Figure 5.2, Integrated Residential Development, Figure 5.8 and Potential Infill Development Areas, Figure 5.9).

The heart of the system is comprised of a CBD inner route (St John, Frederick, Charles and Elizabeth Streets), extending north along St John Street from York to Cimitiere Street and south on Charles Street to the Launceston General Hospital and Howick Street. The main north-south system is supplemented by east-west routes encompassing Paterson and York Streets, Cimitiere Street and Brisbane Street.

Public transport access to the Launceston Central Area (LCA) is complemented with inter-urban connections at the transit centre (St John and Paterson Streets). The Tiger Bus route, an initiative by Launceston City Council, provides a complimentary service for commuters linking St John and Charles Streets to all day parking at the Inveresk cultural precinct.

The North Bus and the West Bus converge at Cimitiere Street with the principal North Bus line extending along Invermay and George Town Roads and the main East Bus line extending to Ravenswood via Kmart Plaza precinct. A supporting East Bus route extends east from St John Street along Brisbane Street and Elphin and Penquite Roads providing services to Newstead and Norwood and connecting with St Leonards.

The principal West Bus routes extend south and west from Howick Street to service South Launceston, West Launceston, Prospect Vale and Blackstone Heights with connections through to Hadspen.

The principal River Bus route extends along West Tamar Highway through the suburb of Riverside to Legana and converges on the city centre via Paterson and York Streets.

The principal South Bus route extends from the CBD via York and Brisbane Streets to connect to High Street and Hobart Road serving the suburbs of East Launceston, South Launceston, Kings Meadows and Youngtown.

TassieLink operate the Evandale - Perth - Longford - Cressy bus route which runs every hour in peak hours and every two hours throughout the day. Saturday services also operate three times a day.

Key Elements of an Improved Public Transport Network in Launceston

The GLMPTP (draft, April 2014) is not available for public release at this juncture. We are advised that the proposed streamlining of the network to facilitate service improvements and efficiencies will address the following:-

- a north - south high frequency public transport corridor extending from Kings Meadows to Mowbray via the CBD;
- supporting extensions of the main north - south public transport corridor to UTAS and Rocherlea in the north and to Youngtown in the south;
- an eastern corridor extending from the CBD to Launceston Plaza Shopping Centre with supporting links to Newstead, Norwood and St Leonards;
- an eastern loop extending from Launceston Plaza linking with Ravenswood and Waverley to link with a secondary north south route at Newstead;
- a supporting south-west corridor to Prospect Vale with a loop service to Summerhill and West Launceston;
- a north west corridor extending from the CBD to Riverside and Legana with a secondary loop linking Trevallyn.

In summary, the bus network system has several important characteristics:

- **the network generally reflects the principal residential areas and growth corridors. It is anticipated that the projected growth patterns in the period to 2036 will be accommodated with adjustments within the existing route network;**
- **ongoing and future growth at St Leonards will likely increase the demand for higher frequency services along Penquite Road and St Leonards Road;**
- **high frequency corridors provide opportunities to improve the diversity of activities, access and urban design in urban revitalisation projects (Refer Northern Suburbs Strategy, Section 6).**

5.8 Metropolitan Parks and Pathways

The Regional Framework Plan (RFP) proposes a framework to link the greater city's major parks, reserves and open space areas with a Regional Shared Pathway (RSP) network for pedestrians and cyclists. This would be linked to an on-road bicycle network. The pathways are based on the existing and proposed Pincipal Urban Cycling Network (PUCN) and the Launceston On-Road Arterial Bike Route Network. Key elements of the Plan include (refer Figure 5.4):

- development of a Regional Shared Pathway network generally shown in Figure 5.4 to encompass the following principal routes:
    - an east-west route on the south bank of the Tamar and North Esk Rivers connecting Cataract Gorge to Royal Park and the CBD and extending east to Ravenswood with links to Inveresk and the Kmart Plaza shopping centre precinct;
    - an east-west route on the north bank of the North Esk river extending from Invermay and Inveresk through to the North Bank project area that will include a boardwalk, new public spaces and riverside parks (Refer Figure 5.4);
    - development of a North Esk valley network encompassing two principal routes:
        - a route on the eastern side of the valley extending south from Invermay to Waverley and St Leonards;
        - a pathway along the western side of the valley with connections to Newstead, Norwood and Waverley/St Leonards.

      It is proposed that the North Esk valley shared pathway network be planned as part of a major initiative to reinstate the natural riparian values of the North Esk wetlands and flood plains and provide new parks on the western and eastern edges of the valley (Refer Figure 5.4).
    - a shared pathway on the eastern side of the West Tamar highway extending from Kings Park north to Legana via Riverside;
    - a shared pathway extending north along the western edge of the North Esk river valley from Inveresk and Invermay to Mowbray and Mayfield;
    - longer term extensions of the shared pathway network west from Prospect to Blackstone Heights and to Hadspen with opportunities for further links to Longford and Perth using edge of road / reservation treatments;
- development of complementary networks comprising cycle routes and pedestrian pathways. Key routes include:
    - Elphin and Penquite Roads extending south from Brisbane Street in the CBD to East Launceston, Newstead and Norwood;
    - Invermay Road and George Town Road extending north from the Inveresk cultural precinct to Mowbray and Newnham to Mayfield and Rocherlea with connections to the UTAS and Alanvale Polytechnic campuses;
    - a south-western route extending from Brisbane Street. It is recommended that alternative routes be investigated to connect to Peel Street West taking account of the topography, links to public spaces, parks and schools. It is proposed that the route be connected by a shared pathway link from Dalrymple Street south-west to Pitcher Parade as part of structure planning requirements for future residential areas.

The Regional Framework Plan (RFP) proposes consolidation of the existing open space network to protect the greater city's rivers and catchments. Key proposals include:

- proposed conservation areas along the South Esk river to extend from Invermay south to St Leonards and Relbia. It is proposed that these areas be brought into public ownership and management subject to future budget resources for implementation of the GLP (Refer Section 7);
- new public parks and green space linkages along the western and eastern edges of the South Esk river valley extending south from East Launceston and Mowbray to Ravenswood, Waverley and St Leonards in the east and to Newstead and Norwood in the west with connections to St Leonards;
- conservation areas along the South Esk river extending from Lake Trevallyn to Hadspen. It is proposed that these areas be brought into public ownership and management subject to future budget resources for implementation of the GLP (Refer Section 7);
- conservation reference areas along the South Esk river in the vicinity of Longford and south of Perth and Evandale. It is proposed that these areas remain under private ownership and use but subject to land management guidelines to be prepared for these areas to ensure long term protection of water quality and riparian values.

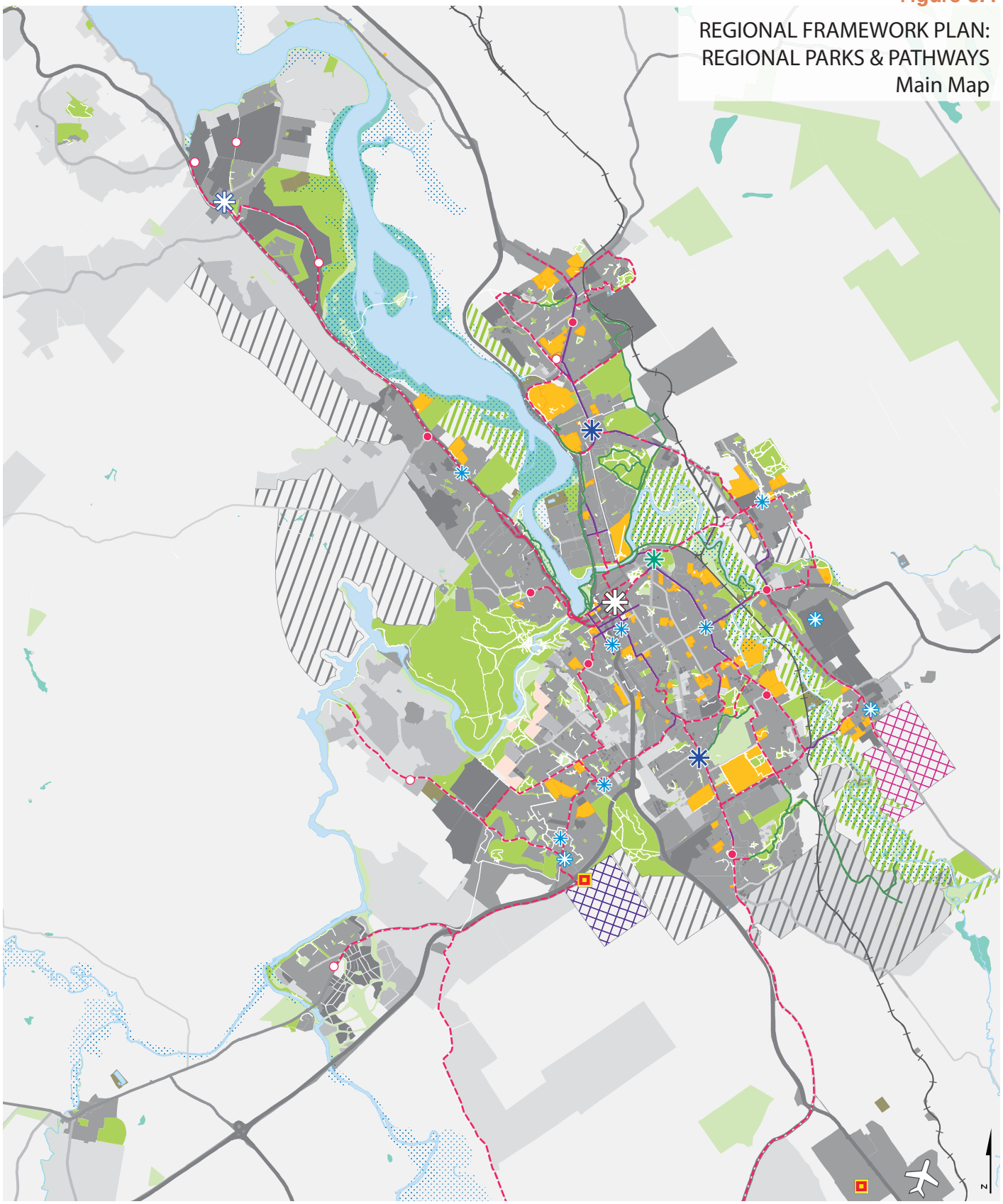
George Town pedestrian and cycle networks:

- a shared pathway is proposed to be developed to extend north from the town centre to Low Head;
- complementary pedestrian and cycle pathways are proposed to be linked to the town centre to connect to schools and major recreation areas (Refer Figure 5.4).

In summary, the metropolitan parks and pathways project is a major initiative of the Greater Launceston Plan and its key physical plan: the Regional Framework Plan. It will make an important contribution to the quality of life through major improvements to safe and amenable pedestrian and cycle access. The project will link the greater city's major parks and recreation spaces to the central area, major shopping centres, employment areas, places of education and the broad diversity of residential suburbs and localities.

Figure 5.4

REGIONAL FRAMEWORK PLAN: REGIONAL PARKS & PATHWAYS Main Map



Pedestrian and Cycle Network
- Off-Road Trail
- On Road Bike Lanes
- Proposed Bike Route
- Walking path
- Forest and Conservation
- Parks and Open Space
- Proposed Open Space
- Water Body
- Wetlands
- Flood Plains

Activity Centre Heirarchy
- Launceston Central Area
- Urban District Centre (Existing)
- Urban District Centre (Future)
- Launceston (Kmart) Plaza
- Suburban Activity Centre (Existing)
- Suburban Activity Centre (Future)
- Rural District Centre
- Local Centre (Existing)
- Local Centre (Future)
- Future Regional Employment Node

Land Use
- Education, Health and Community
- Low Density Residential / Rural Living
- Other Urban
- Sewerage Treatment Plant
- Other

Potential Future Residential Development
- General Residential
- Low Density Residential
- Strategic Reserve / Review Area
- Priority Investigation Area - Residential
- Priority Investigation Area - Employment

0 0.5 1 2 3 4km

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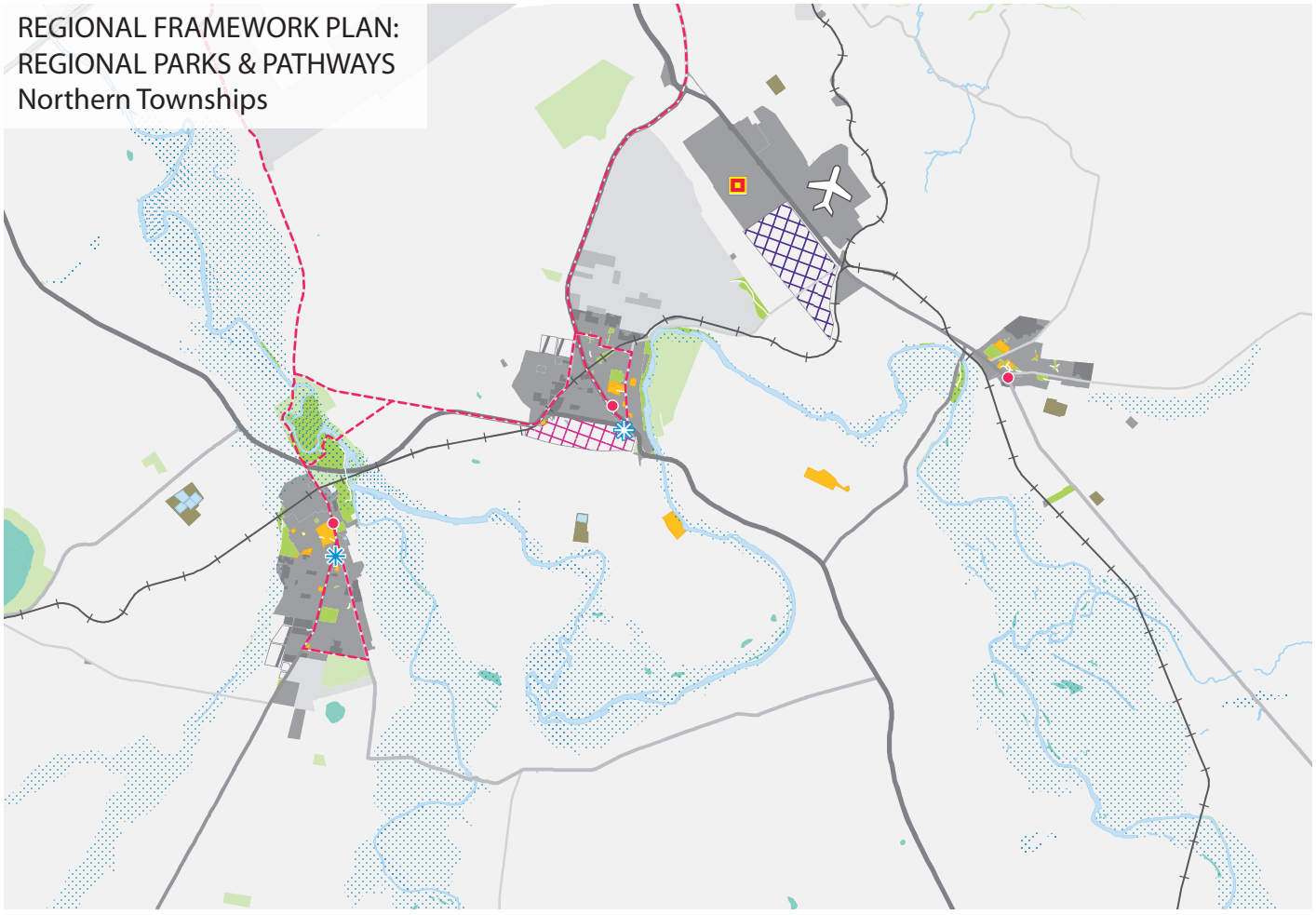
Other

RENAISSANCE planning
understand | envision | plan | sustain

Base data source:
theLIST, © State of Tasmania
Launceston City Council, Meander Valley Council,Northern Midlands Council, West Tamar Council & George Town Council

REGIONAL FRAMEWORK PLAN:
REGIONAL PARKS & PATHWAYS
George Town & Bell Bay

REGIONAL FRAMEWORK PLAN:
REGIONAL PARKS & PATHWAYS
Northern Townships



5.9 Activity Centres and Employment Areas

The recommended activity centre network for greater Launceston reflects two recent major studies, the Regional Land Use Strategy (2011) which provides a policy framework for the Northern Tasmania region and the Launceston Retail Audit and Activity Centres Strategy (2011) which provides a detailed assessment of the current functioning and future needs of the greater city's commercial areas and activity centres. Significantly, the Activity Centres Strategy provided principles for future activity centre development and provision and has taken account of the rising significance of online retailing.

Activity centres and employment areas form an important component of the Regional Framework Plan (RFP). The principal elements are presented as follows:

- activity centre hierarchy;
- Launceston Central Area and CBD;
- envisaged changes to the hierarchy;
- industrial and employment areas.

5.9.1 Activity Centre Hierarchy

The hierarchy comprises the following elements:

Launceston Central Business District (CBD) and the wider Launceston Central Area (LCA)

This comprises Northern Tasmania's central place and pre-eminent retail, commercial, administrative and cultural district. A detailed discussion of the LCA and CBD is presented in Section 6.

The CBD and LCA comprise Tasmania's most important employment area, outside central Hobart (Refer Figure 6.1, Launceston Retail Audit and Activities Centre Strategy, p.64). Approximately 45 per cent of all of the greater city's retail and bulky goods floorspace is located in the LCA and the district accommodates more than 67 per cent of the greater city's offices and other services.

The GLP and the Regional Framework Plan recognise the enduring centrality of a wide range of activities in the CBD and LCA and the significance of ensuring the vitality, regional services role, cultural and historic significance of the district is retained and consolidated into the foreseeable future. Details of the policy and projects framework for the CBD and LCA are set out in Section 6.

Urban District centres

These centres provide a comprehensive range of day-to-day shopping and service requirements and a number of discretionary goods and services. Kings Meadows and Mowbray are identified as district centres and precinct plans have been prepared as part of the GLP process. These plans were developed to provide a clear framework to improve the diversity of activities, quality of public realm and design amenity (refer DLA, Kings Meadows Precinct Plan and Mowbray Precinct Plan). Key elements and directions of the plans are set out in Section 6.

The RFP recognises that there is a need for an integrated town centre to be developed at Legana through a consolidation of the existing shopping centre and surrounding precinct. Planning and research work undertaken for West Tamar Council indicate that the regional catchment area (RCA) currently served by the Legana activity centre is in excess of 27,000 people (2011). The planned consolidation and growth of the Legana district is expected to increase this regional catchment to approximately 33,000 people by 2026 and to exceed 35,000 people by 2036. Subject to the implementation of an effective planning framework for the district and activity centre precinct, the GLP supports the planned development of Legana as a future Urban District Centre (refer Legana Town Centre Structure Plan, April 2014 and Legana Structure Plan, November 2013).

Suburban activity centres.

These are defined as supermarket based activity centres, generally with a complement of retail stores and services located in the greater Launceston urban area. The suburban activity centres are listed below in terms of their approximate order of functional size and catchment:

- Legana
- Prospect Vale marketplace
- Riverside
- Launceston (Wellington Street)
- Longford
- Prospect
- Newstead
- Youngtown
- Ravenswood
- Norwood
- Trevallyn

Neighbourhood Stores

A characteristic of the urban area particularly within the City of Launceston, is the presence of a number of non-supermarket based local stores and clusters. A full listing of these centres is contained in the Launceston Retail Audit Activity Centre Strategy (op.cit., Refer Table 6.2). These include:

- Evandale
- Perth
- St Leonards

Rural District Centres

These are diversified town centres that provide for day-to-day requirements and a range of discretionary goods and services serving extensive rural catchments.

Within the greater Launceston area the George Town centre is in this classification.

Rural Local Centres

Within the greater Launceston area and the rural area of the City of Launceston there are several centres based on a small supermarket or convenience store and which cater for a range of day-to-day requirements and some discretionary services. These centres include:

- Beaconsfield
- Exeter
- Lilydale

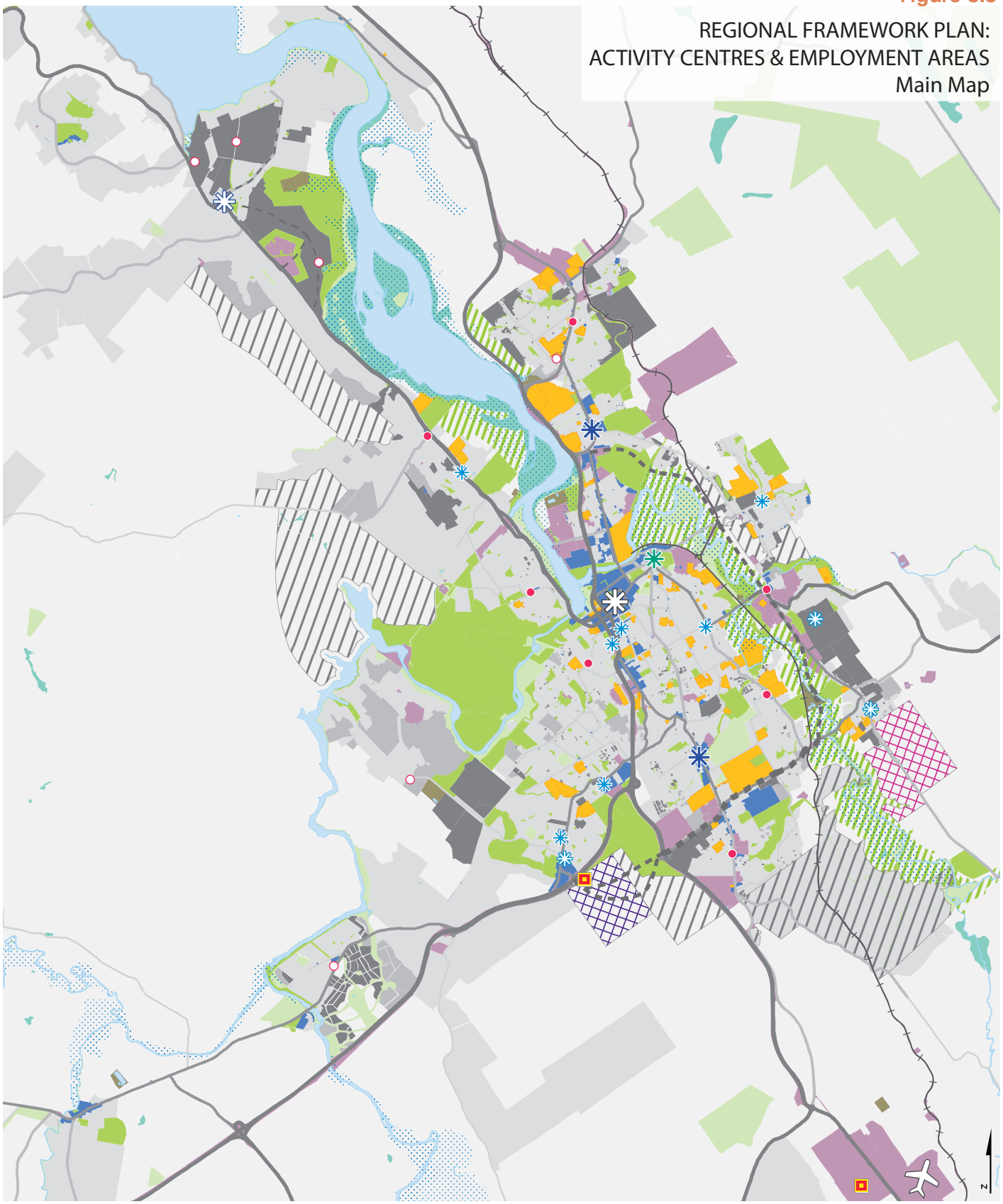
Bulky Goods Precincts

The bulky goods hierarchy In the greater Launceston area is highly centralised:

- at 2011, approximately 39 per cent of all occupied bulky goods floorspace was located in the LCA;
- specialised bulky goods precincts at Invermay and Connector Park comprised approximately 21 per cent of bulky goods floorspace in the greater city area;
- the precinct adjoining the Kmart Plaza shopping centre accommodated approximately 14 per cent of bulky goods floorspace;
- the two district centres of Kings Meadows and Mowbray accommodate a negligible level of bulky goods development (approximately 1 per cent);
- "*A further 20 per cent is distributed in a range of locations throughout the City of Launceston.... The majority of this is located south of the Kmart Plaza development or along highway locations in South Launceston, Mowbray and Kings Meadows (outside the district centres) extending south to Youngtown*" (Refer Launceston Retail Audit and Activity Centres Strategy, op.cit, page 82);
- "*Only 5 per cent (of occupied bulky goods floorspace) is located outside the City of Launceston*" (op.cit, page 82).

Figure 5.5

REGIONAL FRAMEWORK PLAN: ACTIVITY CENTRES & EMPLOYMENT AREAS
Main Map



Activity Centre Heirarchy

- Launceston Central Area
- Urban District Centre (Existing)
- Urban District Centre (Future)
- Launceston (Kmart) Plaza
- Suburban Activity Centre (Existing)
- Suburban Activity Centre (Future)
- Rural District Centre
- Local Centre (Existing)
- Local Centre (Future)
- Future Regional Employment Node

Potential Future Residential Development

- General Residential
- Low Density Residential
- Strategic Reserve / Review Area
- Priority Investigation Area - Residential
- Priority Investigation Area - Employment

Land Use

- Residential
- Education, Health and Community
- Business, Commercial and Tourism
- Industrial / Utilities
- Sewerage Treatment Plant
- Other

0 0.5 1 2 3 4km

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Base data source:
theLIST, © State of Tasmania
Launceston City Council, Meander Valley Council,Northern Midlands Council, West Tamar Council & George Town Council

Note: Refer to Figure 5.5 for Activity Centre Hierarchy

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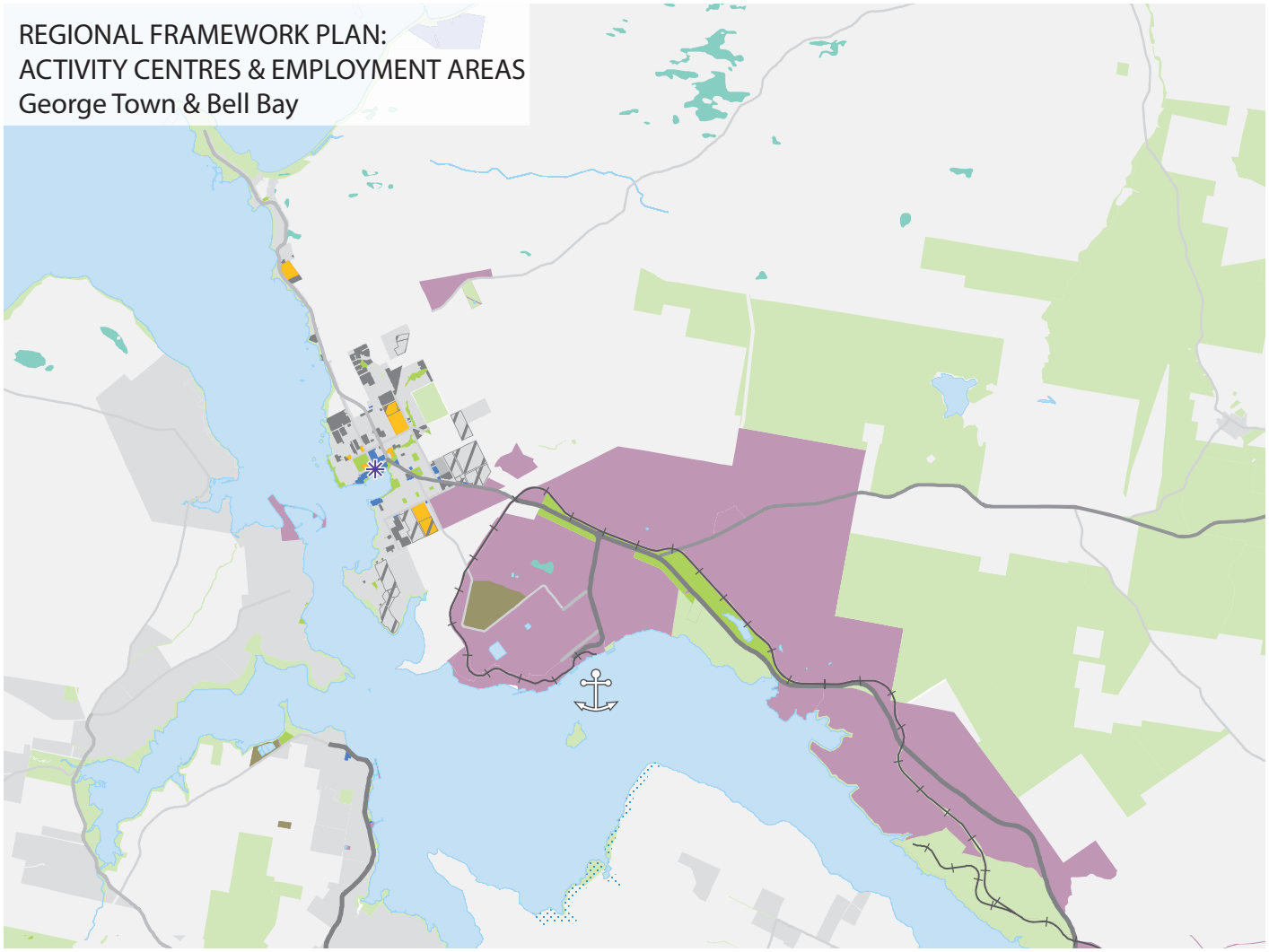
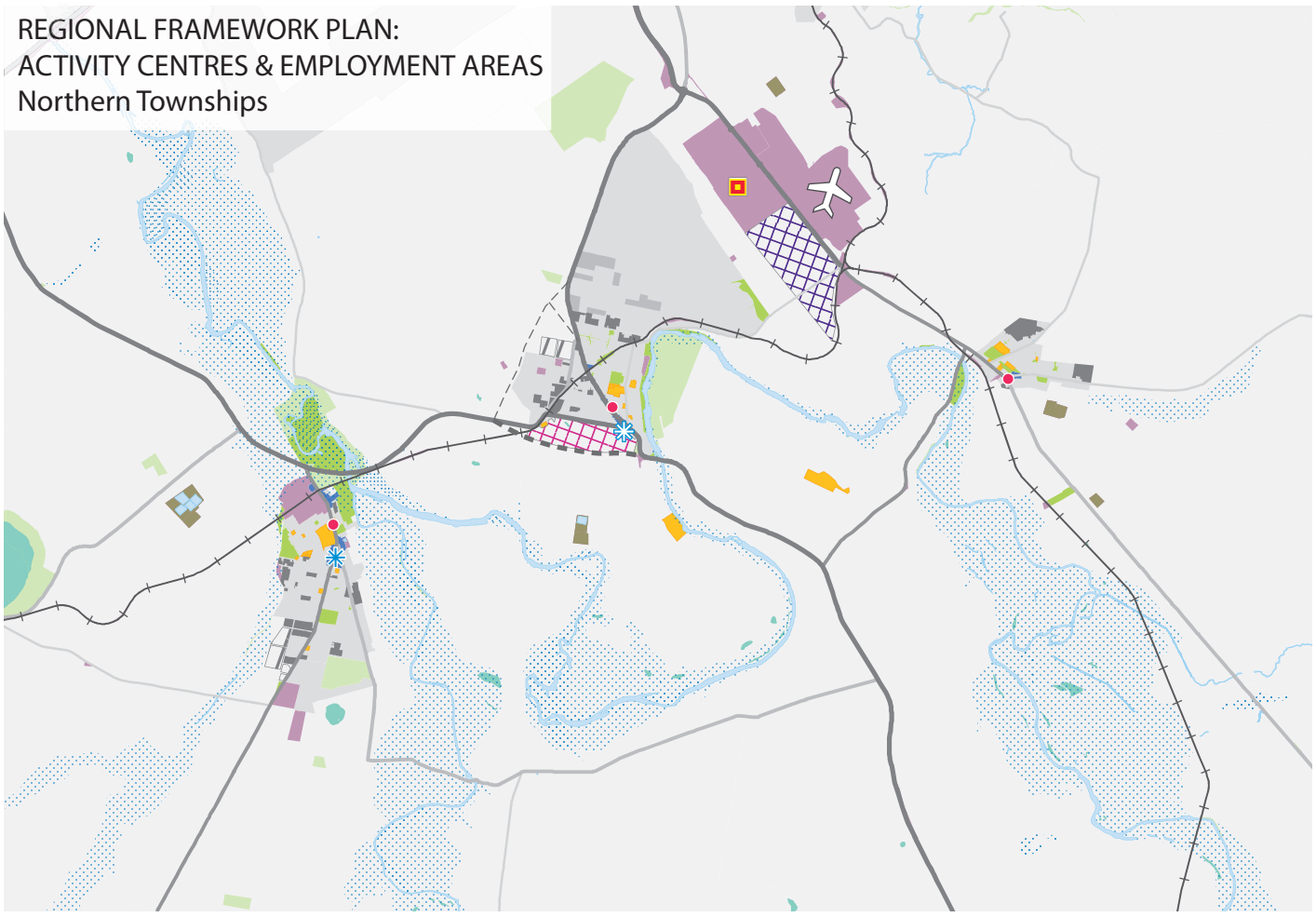
REGIONAL FRAMEWORK PLAN:
ACTIVITY CENTRES & EMPLOYMENT AREAS
George Town & Bell Bay



REGIONAL FRAMEWORK PLAN:
ACTIVITY CENTRES & EMPLOYMENT AREAS
Northern Townships



5.9.2 Inner Launceston and the CBD

As indicated in the section above, Launceston's CBD and wider Launceston Central Area (LCA) together with the inner northern precincts of Inveresk and North Bank comprise the region's pre-eminent central place and business district and one of the state's most important employment areas, second only in importance to central Hobart. The area (Refer Figure 5.6) is the region's commercial, administrative and social heart and the leading destination for a wide range of goods and services including:

- higher order discretionary shopping requirements;
- commercial office services;
- professional services;
- public administration;
- entertainment, tourism and hospitality;
- health and medical services;
- legal services and justice;
- social welfare support services;
- recreation and sporting activities;
- higher education support;
- wholesale trade services.

As the region's central place, the LCA and inner Launceston is the focus of the public transport network and the proposed metropolitan parks and pathways system that will significantly improve pedestrian and cycle access from the suburbs and localities of the greater urban area to the central city (Refer Figure 5.6).

Recent strategic planning and other assessments provide the basis for the Inner City Strategic Framework Plan (Refer Launceston Central Area Development Strategy, DLA, current, Launceston Retail Audit and Activity Centres Strategy, 2011, Public Spaces and Public Life, Gehl, 2011).

The Strategic Framework Plan comprises the following elements:

Core CBD

Core CBD area with a planning management focus to:

- protect the unique heritage and streetscape qualities and built form scale and integrity of the CBD;
- maintain high levels of amenity and safety for shoppers, visitors and workers;
- facilitate a diversity of supporting tenancies at both ground and upper levels;
- provide a focus for nightlife activities in the adjacent George and Charles Street precincts;
- improve levels of access, amenity and safety for public transport users;
- access and availability of CBD parking resources will be optimised;
- market the CBD's broad range of tenancies, goods and services through a high profile shared website (Refer to the Launceston Online Project, Section 6).

Supporting CBD precincts
(Refer Figure 5.6)

- ensure and enhance distinctive places and environments in the supporting CBD precincts through thematic urban design;
- maintain the broad diversity of retail-commercial and supporting services and provide opportunities for new entrants by encouraging a broader range of ground and upper level spaces than is currently offered in the traditional commercial market (e.g. upper level "shell" spaces with minimal fit out and with a central services area with potential applications for studio offices and shared workspaces);
- market the CBD's broad range of tenancies, goods and services through a high profile shared website (Refer to the Launceston Online Project, Section 6).

Supporting LCA precincts
(Refer Figure 5.6)

- support the development and diversification of commercial, community and tourism precincts in the LCA (Refer Project F.4: Charles Square Project, Section 6);
- support and facilitate opportunities for inner city living and the development of high amenity residential precincts with a diversity of living and lifestyle opportunities (Refer to Willis Street Precinct Project F.5, Section 6).

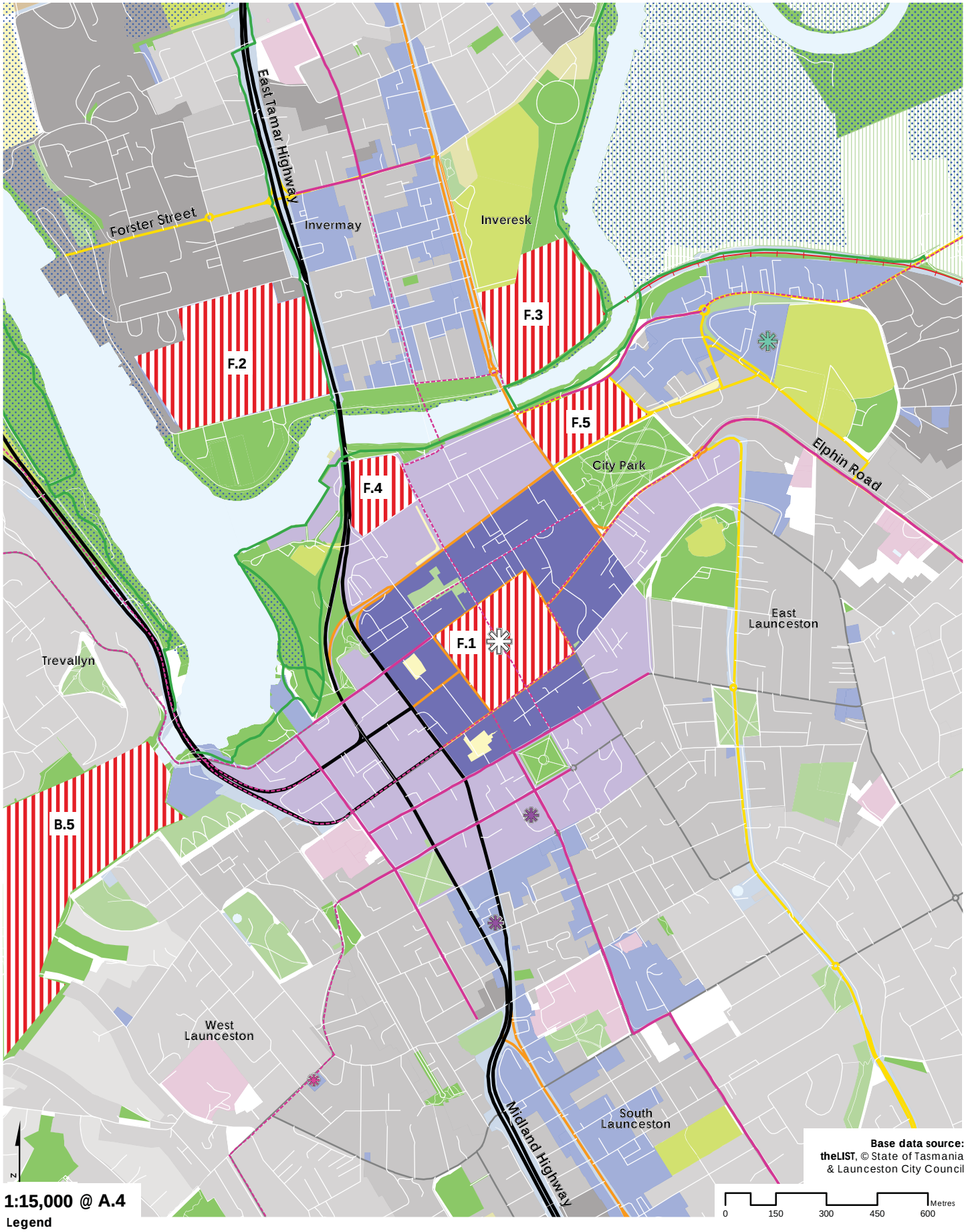
Inveresk Precinct

- support the current initiative for the development of student accommodation at Inveresk;
- support the implementation of the master plan for Inveresk to facilitate its ongoing development as a cultural, tourism and leisure precinct of state significance (Refer to Inveresk Precinct Project. Project F.3, Section 6).

Invermay-North Bank

- support the implementation of the master plan for North Bank to facilitate its development as a major leisure, tourism and recreation precinct for Launceston (Refer Figure 5.6, refer also to North Bank Precinct Project, Project F.2, Section 6).

Figure 5.6: Regional Framework Plan: Inner City Area



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Base data source: **theLIST**, © State of Tasmania & Launceston City Council

0 150 300 450 600 Metres

Legend

Activity Centre Hierarchy
- Launceston Central Business District
- District Centre
- Launceston (Kmart) Plaza
- Suburban Activity Centre
- Rural District Centre
- Neighbourhood Stores
- New Suburban Activity Centre
- New Local Centre
- Future Regional Employment Node

Pedestrian and Cycle Network
- Off-Road Trail
- On Road Bike Lanes
- Proposed Bike Route
- Walking & Bike Trails

Proposed Transport Network
- Proposed Arterial Road Upgrade
- Proposed New Arterial Road
- Proposed New District Collector Road
- Potential Longer Term Road Link

Transport Network
- National / State Highway
- Major Arterial Road
- Arterial Road
- Feeder
- Railway

Parkland and Open Space
- Forest and Conservation
- Parks and Open Space
- Recreation
- Utilities and Special Use
- Proposed Open Space

Water
- Water Body
- Wetlands
- Flood Plains

Land Uses
- Commercial Use
- Education and Health
- Particular Purpose
- Industrial Use
- Utilities
- Sewerage Treatment Plant
- Inner Residential
- General Residential
- Supporting CBD
- Launceston Central Area Balance
- Inner City Projects

F.1: Launceston City Heart: CBD Revitalisation Project
F.2: North Bank Precinct
F.3: Inveresk Precinct
F.4: Charles Square Southbank
F.5: Willis Street Precinct
B.5: Cataract Gorge Facilities Project

5.9.3 A Dynamic System: Likely Patterns of Activity Centre Change (2013-2036)

A broad range of factors are likely to influence a number of significant changes in greater Launceston's activity centres and precincts over the next 20 years and beyond (Refer Section 4). Key changes envisaged by the RFP include:

Inner Launceston and the Launceston Central Area

- CBD: Key changes include:
  - new bulky goods developments;
  - new major supermarket development;
  - new fresh food stores/food market;
  - potential changes in tenancy types (lower concentration of clothing tenancies, increases in food stores and cafes);
  - potential broader diversity of office tenancies;
  - boutique hotel development with opportunities for additional hotel development during the forecast period;
  - beginnings of a housing market in the CBD and wider LCA;
  - ongoing tourism development.
- LCA and Inner Launceston: Key changes include:
  - consolidation of the Kmart Plaza complex;
  - bulky goods developments at Inveresk;
  - beginnings of an inner city housing market;
  - new tourism developments at the North Bank and Inveresk cultural precincts;
  - new student housing at the Inveresk cultural precinct.

Mowbray District Centre

- discount department store development;
- limited demand for new specialty stores and services;
- opportunities for new infill housing development;
- opportunities for new low scale office development;
- opportunities for medical offices.

Kings Meadows District Centre

- discount department store development;
- limited demand for new specialty stores and services;
- oppportunities for new infill housing development;
- opportunities for new low scale office development;
- opportunities for medical offices.

Legana Town Centre

- opportunities for consolidation of the existing shopping centre as a planned activity centre precinct as a future Urban District Centre to serve a growing district and regional population;
- opportunities for a new/enlarged supermarket and a discount department store;
- potential for additional specialty stores and services;
- opportunities for a broader diversity of supporting professional, leisure, community and commercial services.

Legana District

- neighbourhood centre development opportunities associated with new residential precincts.

Northern Suburbs

- opportunities for new local centre as part of mixed use urban village (Northern Suburbs Strategy. Project G.2, Section 6).

South - West Corridor

- new supermarket and neighbourhood centre development opportunities at Westbury Road, Prospect Vale (commercial hub concept to extend along Westbury Road from the Prospect Vale shopping centre to Country Club Avenue, Refer Project G.4, Section 6);
- local/convenience centre opportunities to service Blackstone Heights;
- local centre opportunities to service the Hadspen community;

Waverley-St Leonards

- local centre opportunities to service the Waverley growth area;
- longer term opportunities for a new major supermarket-based neighbourhood centre at St Leonards (linked to growth area development);

Perth

- opportunities for new supermarket based town centre (linked to new residential development in the South Perth area).

In summary, the Greater Launceston Plan through its policy framework and its principal physical plan: the Regional Framework Plan, provides flexibility in the activity centre network to allow for change and growth to reflect new requirements for greater Launceston and the projected residential growth areas.

Inner Launceston will provide major opportunities for a range of new activities. Other significant opportunities will be generated at:

- the district centres of Kings Meadows and Mowbray,
- developments at Legana,
- the northern suburbs,
- the south - west corridor suburbs of Prospect Vale, Blackstone Heights and Hadspen,
- the Waverley - St Leonards corridor;
- Perth.

5.9.4 Employment Areas

An extensive network of employment areas and precincts complements greater Launceston's activity centre system. These areas and precincts encompass:

- industrial sites and precincts;
- Launceston Airport;
- Country Club Casino;
- Inveresk Cultural Precinct;
- UTAS Newnham Campus;
- major schools and colleges;
- hospitals
- other institutions (nursing homes and care facilities).

Industrial Sites and Precincts

The City of Launceston's Industrial Strategy and the current Industrial Land Study: Northern Tasmania (SGS, Stage 1, March 2013) provide an inventory of industrial precincts in the City of Launceston and the wider greater Launceston area. Stage 2 of the study will provide a strategic assessment and advisory framework for the region. Work for this stage will commence in late 2013.

Industrial areas and precincts supported approximately 11,000 jobs in 2011 and provided a significant contribution to greater Launceston's economic output.

As indicated in Section 4.6, the Industrial Land Study has clearly indicated that industrial land is in oversupply across the Northern Tasmania region and throughout the greater Launceston area. The oversupply is significant and there are sufficient industrial land stocks to meet prospective demands beyond 2043.

On this basis, the Regional Framework Plan does not propose new industrial areas to cater for projected (general) direct demand growth assessed for the Industrial Land Study. This will be adequately catered for within the existing network of industrial precincts.

There are several provisos identified by the Industrial Land Study (op.cit.) where additional industrial/employment land is likely to be warranted, notwithstanding the ongoing general oversupply:

- **where local area demand is likely to exceed current supply.** The Study cited the example of Inveresk where there is evidence of local service demand for a range of activities. The Study indicated that the redevelopment of the Gunns site will largely address this local demand for the foreseeable future;
- **relocation of activities from existing industrial areas to new sites.** The Regional Framework Plan provides a framework for the longer term relocation of space extensive activities that could be relocated from the CBD and LCA to new purpose built regional activity nodes. In the case of motor vehicle sales yards, for example, several regional cities have facilitated the co-ordinated relocation of establishments from their CBDs to new regional sites. Opportunities for this type of initiative should be investigated in the review and consideration for implementation of the GLP. Brownfield sites will be potential investigation areas for mixed use development.

  The relocation of space extensive activities from the CBD and LCA provides a historic opportunity to optimise regional competitive advantage for greater Launceston. New precincts for relocated activities should have high visibility and high levels of access to the existing and planned regional road network.

- **land supply flexibility to pursue opportunities for new mixed use regional nodes.** These could provide for a range of activities encompassing special use research and exhibition centres, trades centres, mixed use commercial and employment areas. The potential for a regional sustainable village research and permanent display centre is an example of a new type of activity requiring special location provisions.

Priority Investigation Areas: Employment

Two priority investigation areas are proposed to meet specific demands in the south-west corridor and to provide for opportunities for the ongoing consolidation of the Translink precinct at Western Junction (refer Figures 5.2, 5.5:

- **Proposed development area south of the Bass Highway at Westbury Road interchange.** A new employment node and industrial area is proposed as part of the proposed extension of the Kings Meadows Link Road to the Westbury Road / Bass Highway interchange (termed Prospect Link Road in this report). A priority investigation area has been identified to resolve site and development planning issues to facilitate a new industrial park and employment node to service the south west corridor. The proposed development will accommodate new industrial activities which may require specific buffer provisions together with transport based activities and environmental management services.

These activities together with a regional sustainable village demonstrating products and services of the building and construction industry will serve as a new regional employment node for the south west corridor and greater Launceston

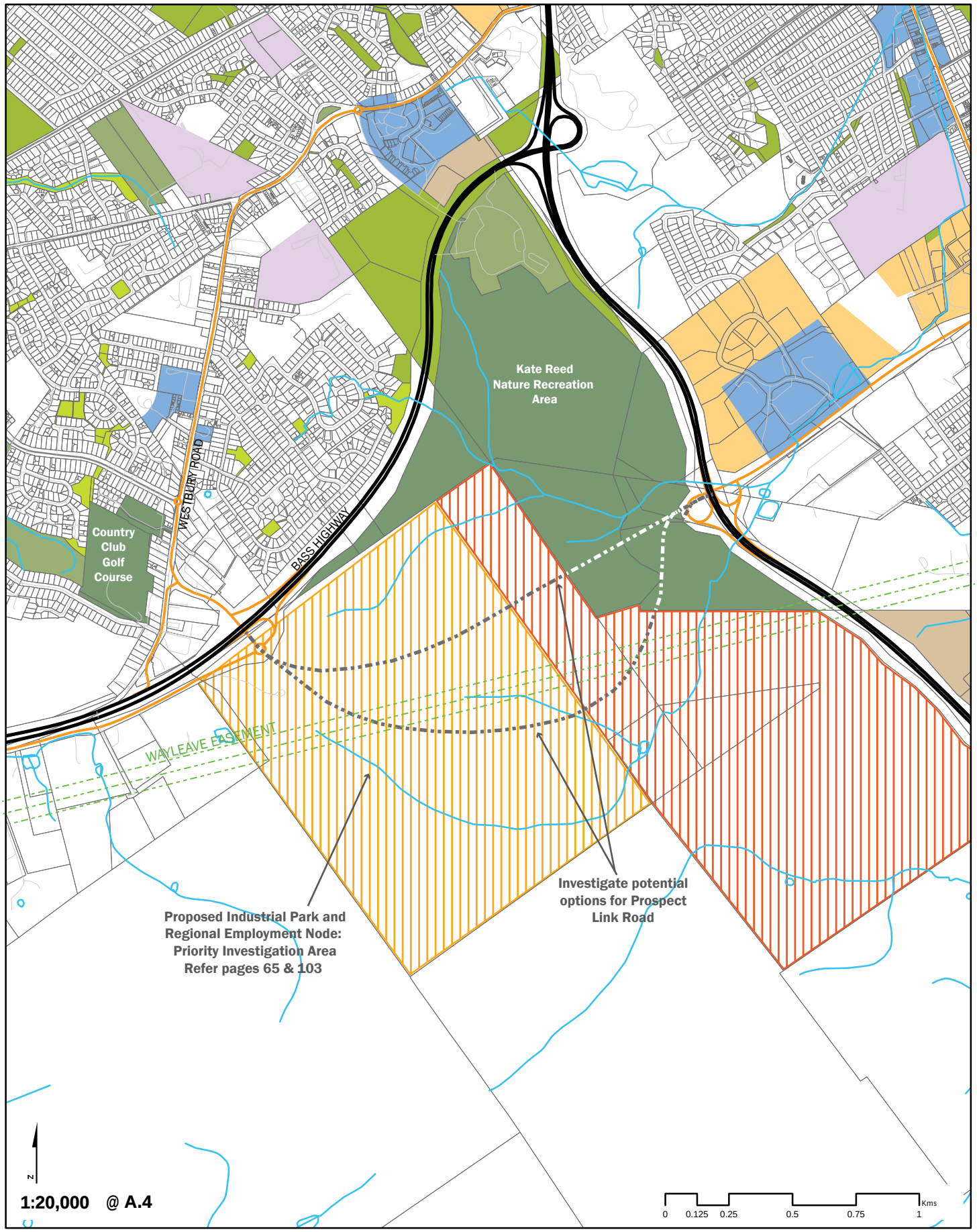
The proposed priority investigation area is located south of the Bass Highway and will be accessed by the future Kings Meadows link road extension (refer Figure 5.7). The proposed link road extension will provide regional access and high visibility to the proposed industrial park and employment node.

The Priority Investigation Area is proposed as an important strategic initiative together with a proposed strategic reserve south of the Kate Reed Nature Reserve. There are also recommendations in relation to the future planning of the proposed Prospect Link Road and its relationship with the Kate Reed Nature Reserve. This project is vital for the proposed industrial park and regional employment node.

- **Flexibility to further consolidate the Translink precinct at Western Junction.** This study concurs with the Industrial Land Study (op.cit.) that the unique position of the Translink precinct will likely provide longer term opportunities for transport and logistics type operations. The Translink precinct forms an important part of the recommended Launceston Airport Gateway project, and within this context, the Greater Launceston Plan supports the examination of options and a strategy to further consolidate the Translink precinct.

In summary, the Greater Launceston Plan does not propose a broad based extension of industrial areas in greater Launceston. However, the RFP does provide for two regional employment nodes which are envisaged as multi-purpose precincts for transport, environmental and broadly based industrial development. The two nodes are located at the airport (refer Project C.2, Section 6.6) and south of Bass Highway (refer priority investigation area above).

Figure 5.7: Regional Employment Node: Proposed Investigation Area



Legend

hydline

Transport Network
- National / State Highway
- Major Arterial Road
- Arterial Road
- Feeder
- Access Road
- Railway

Proposed_Transport_Network
- Proposed Arterial Road Options

Cadastre

Contours

Education and Health

Commercial Use

Utilities

Hydro
- Water Body
- Wetlands

Parkland and Open Space
- Forest and Conservation
- Parks and Open Space
- Recreation
- Utilities and Special Use

Zone
- Inner Residential
- General Residential
- Village
- Low Density Residential
- Rural Living
- Genera Industrial Zones
- Light Industrial GLA

- Strategic Reserve (post 2036 development)
- Priority Investigation Area

5.10 Residential Development

5.10.1 A Balanced Approach to Residential Development: Planning Objectives

The Regional Framework Plan (RFP) provides for a balance of population growth in the established urban areas and the new growth areas. Dwelling unit demand forecasts prepared for the GLP indicate that over the entire planning period (2013-2036) approximately 10,750 dwelling units are likely to be required (mid-range forecast, refer Table 1, Appendix C). Approximately 44 per cent of the new housing requirements are proposed to be accommodated in the established urban areas, primarily as infill development, and 56 per cent in the growth areas (greenfields developments). For an explanatory statement on infill and greenfields developments (refer Section 5.10.4).

Residential planning is focused on infill housing and the planning and development of designated growth areas. Guidelines provided by the RFP are directed to ensure a holistic approach with an emphasis on integrated planning encompassing a mix of residential densities, provision for local activity centres, social and education facilities and open space planning with pedestrian and cycle way access.

The Greater Launceston Plan and its key physical plan, the Regional Framework Plan (RFP), place significant emphasis on the need to plan future residential areas as integrated communities, rather than as isolated housing estates which in large part, has typified much of the history of suburban and particularly outer urban and peri-urban development in greater Launceston over the past 30 years.

The key objectives for the planning of the residential growth areas in the RFP are:

- first, to ensure that the Greater Launceston Plan in policy terms and the RFP in physical planning terms provide a framework for the progressive development of balanced integrated communities as part of a compact, highly accessible urban area;
- second, to ensure that future land provisioning for the growth areas is far-sighted, systematic and contains flexibility to respond to market conditions over time.

The first objective is reflected in several metropolitan structure principles set out in Section 3:

- Principle 2: Urban Consolidation;
- Principle 3: Central City Focus;
- Principle 4: Accessible Robust Communities;
- Principle 5: Structure Metropolitan Development;
- Principle 6: Open Space and Shared Pathways;
- Principle 7: Activity Centres

The second objective is reflected in two metropolitan structure principles:

- Principle 1: Effective Provision of Land Requirements;
- Principle 10: Strategic Foresight.

5.10.2 Urban Consolidation

As indicated above, almost half of the new housing requirements for the greater Launceston area over the forecast planning period (2013-2036) are planned to be accommodated in the established urban areas. This intended outcome is required to meet a number of important metropolitan structure principles that directly relate to urban consolidation (refer above).

The strategic approach to urban consolidation has been threefold:

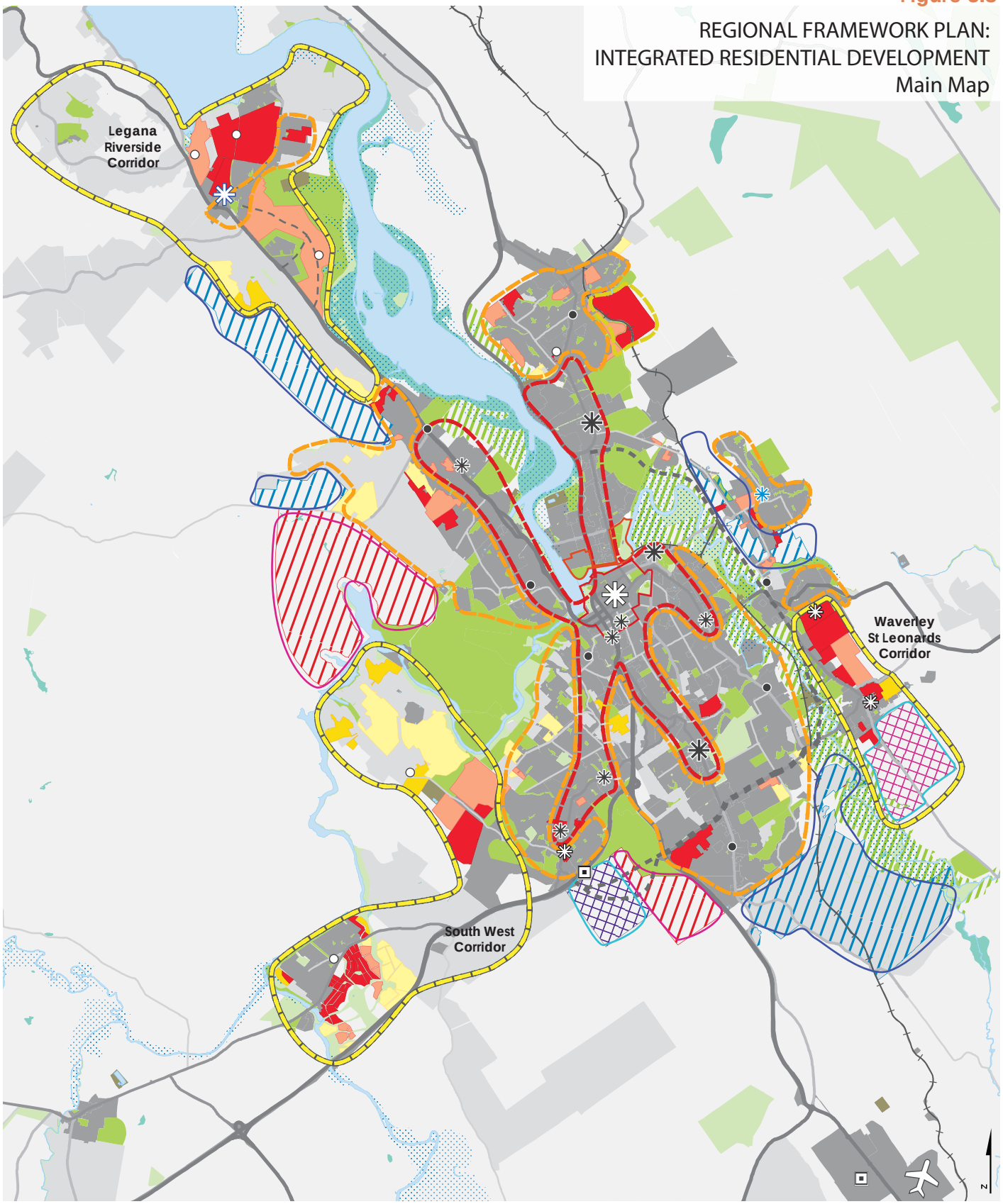
- Significant opportunity sites identified for potential infill development (refer Figure 5.9) have been compiled from several sources including:
  - research and analysis for the GLP prepared by Renaissance Planning;
  - the Launceston Central Area Development Strategy (DLA, April 2014);
  - Launceston Residential Strategy (2009-2029, Launceston City Council).
- High priority residential development corridors were identified by the RFP (refer Figures 5.2, 5.8). These areas encompass:
  - the CBD and wider LCA;
  - the principal public transport corridors;
- identification of supporting residential consolidation areas for infill development. These encompass the bulk of older established suburbs outside the high priority residential development corridors.

The resulting residential strategy recommends:

- a proactive approach to urban consolidation and infill development in the priority consolidation areas (refer Figures 5.2, 5.8). This prioritised approach to fostering new housing development opportunities as part of broader land use and access planning, urban design and investment facilitation, is reflected in a number of development projects including:
  - Project B.4: Public Transport Corridors;
  - Project F.1: Launceston City Heart: CBD Revitalisation Project;

Figure 5.8

REGIONAL FRAMEWORK PLAN: INTEGRATED RESIDENTIAL DEVELOPMENT Main Map



Active Reserves
- General Residential (2013 - 2021)
- General Residential (2021 - 2036)
- Low Density Residential (2013 - 2021)
- Low Density Residential (2021 - 2036)
- Strategic Reserve (post 2036 development)
- Review Area
- Priority Investigation Area - Residential
- Priority Investigation Area - Employment

Residential Consolidation Areas
- Launceston Central Area
- Inveresk / North Bank
- Priority Consolidation Areas
- Supporting Consolidation Areas

New Growth Areas
- Growth Corridors
- Supporting Growth Areas

- Water Body
- Wetlands
- Flood Plains

0 0.5 1 2 3 4km

1:110,000 @ A.4

Land Use
- Low Density Residential / Rural Living
- Other Urban
- Sewerage Treatment Plant
- Other

Note: Refer to Figure 5.9 for infill opportunities in the City of Launceston

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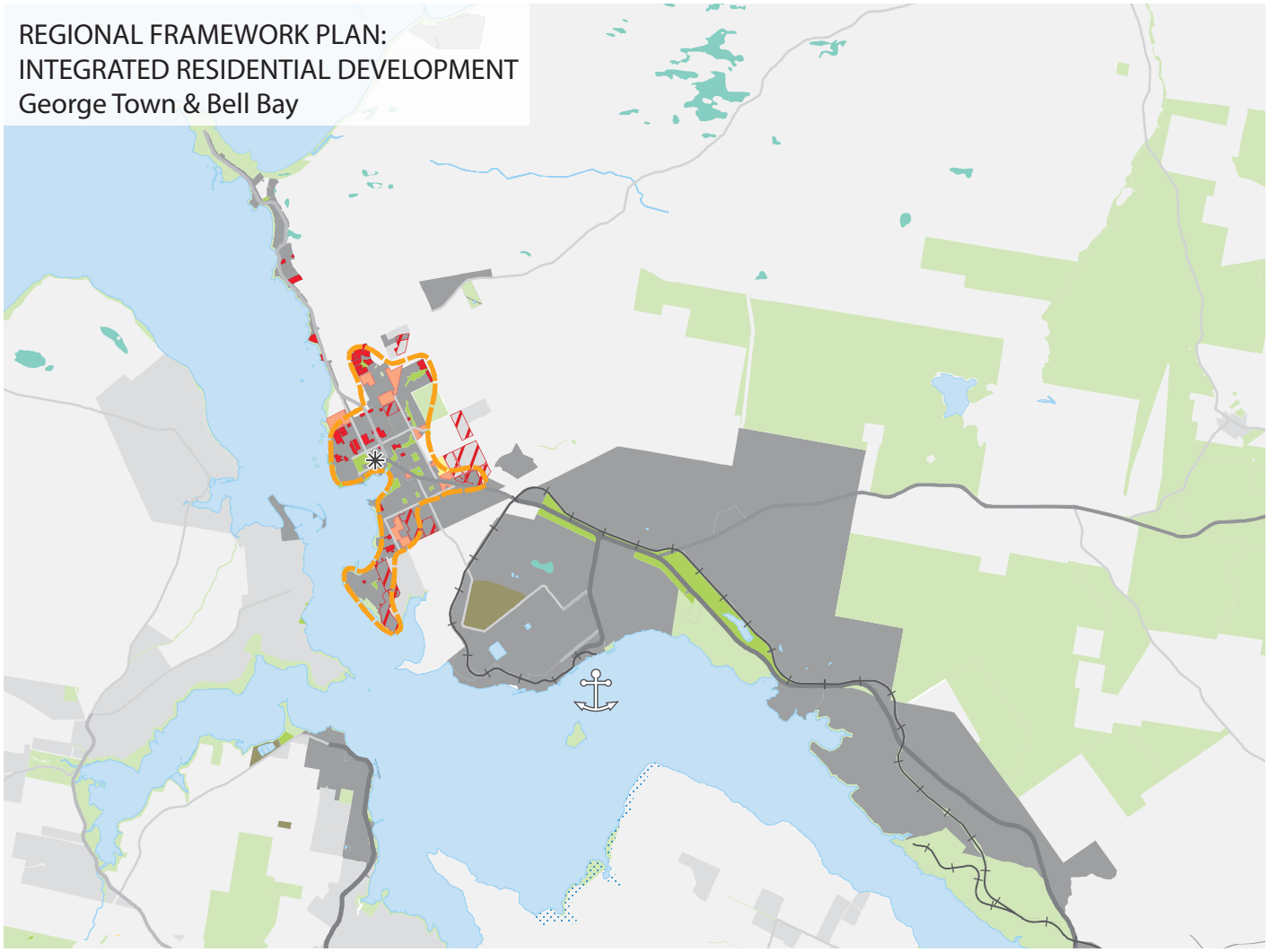
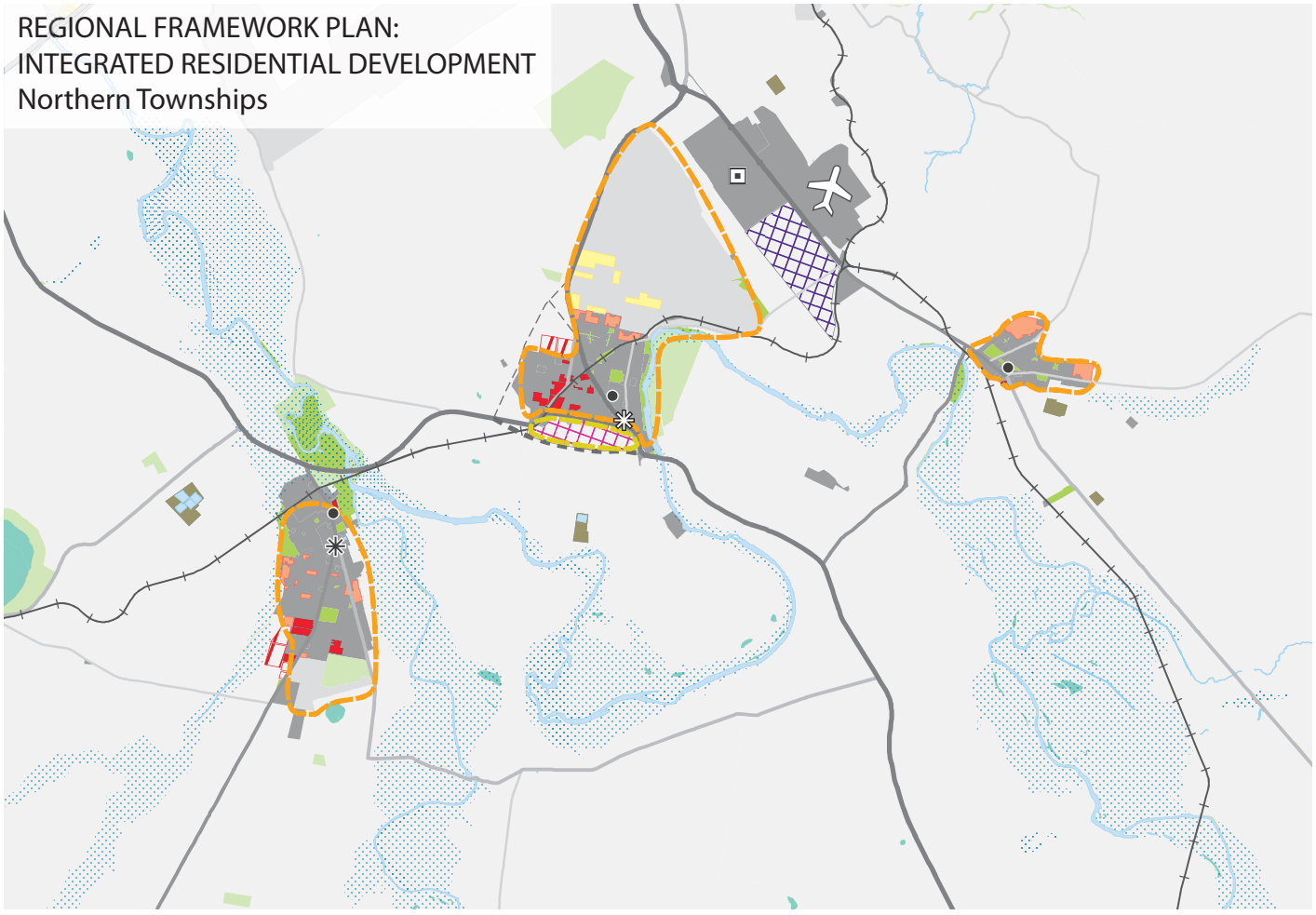
Base data source:
theLIST, © State of Tasmania
Launceston City Council, Meander Valley Council,Northern Midlands Council, West Tamar Council & George Town Council

REGIONAL FRAMEWORK PLAN:
INTEGRATED RESIDENTIAL DEVELOPMENT
George Town & Bell Bay



REGIONAL FRAMEWORK PLAN:
INTEGRATED RESIDENTIAL DEVELOPMENT
Northern Townships



- Project F.4: Charles Square Southbank;
- Project F.5: Willis Street Precinct;
- Project G.1: Living in the City;
- Project G.2: Northern Suburbs Strategy;
- Project G.6: Mowbray Precinct Plan;
- Project G.7: Kings Meadows Precinct Plan.

- policy and statutory support for private sector initiatives to develop infill housing opportunities in the established suburbs and localities of Launceston. Key related projects include:
  - Project G.1: Living in the City;
  - Project G.8: George Town Strategy;
  - Project G.9: Ravenswood Review Strategy.

The two-tiered approach is intended to provide:

- A clear indication to the market of Council and government agency priorities to reinforce a range of urban living opportunities in the strategic corridors of highest public transport access (the recommended priority consolidation areas, refer Figure 5.2, 5.8).

  In these areas, LCC and other member Councils should facilitate initiatives that foster private sector engagement and participation to develop new types of housing projects, consistent with the requirements of DIER and other relevant state agencies as part of broader based planning through the development projects;

- The widest potential range of opportunities of potential infill sites in the older established urban areas. In these areas, resources of LCC and other member Councils should be limited to policy and statutory support for private sector initiatives.

5.10.3 Density Objectives: Infill Development

In order to maximise social and community service provision effectiveness and best support efficient public transport provisioning, the GLP has adopted DIER recommendations for a minimum target density in excess of 15 dwellings per hectare for the urban consolidation areas.

5.10.4 Infill and Greenfields Development

"Greenfield development involved the conversion of rural land or natural landscapes on the urban fringe into residential development, usually through large multi-staged subdivisions. Residential development in greenfield areas tends to be in the form of detached dwellings set on their own allotments at densities that have their historical roots in the traditional '¼ acre block'.

Infill development, on the other hand, involves increasing residential densities through medium and high-density residential development in existing urban areas. It can occur at a range of scales including:

- *small scale subdivision or unit development on existing residential lots;*
- *redevelopment of existing and/or underutilised larger buildings and sites, sometimes in mixed-use areas (greyfields); and*
- *development of vacant urban sites, including brownfield sites.*

There are a number of benefits associated with increased residential densities achieved through greater infill development, including:

- *more efficient use of physical and transport infrastructure;*
- *reduced vulnerability to increases in petrol costs and peak oil;*
- *reduced ecological footprint of urban development and reduction in loss of biodiversity;*
- *increased opportunities for social interaction and reduction in social segregation;*
- *a greater proportion of the population living in proximity to services and employment opportunities;*
- *increased economic viability of public transport, and subsequent extension thereof;*
- *better utilisation and revitalisation of other public infrastructure, including parks and open spaces;*
- *provision of a greater range of housing options to suit the decreasing size of households;*
- *Promotion of health and wellbeing by eliminating distance as a barrier to walking and cycling as preferred modes of transport;*
- *improved amenity; and*
- *maximising agglomeration potential of inner cities through intensification of land use.*

In the majority of capital cities across Australia, target levels are being set for increasing infill development in existing urban areas. Metropolitan plans in Melbourne, Perth and South-East Queensland include targets for the proportion of new housing to be provided through infill development of between 50% and 70%. In addition to the above 'common good' benefits, these targets are also a policy response to market forces, with projected increased demand for attached and medium density housing over the next 20 years."

(Southern Tasmania Regional Land Use Strategy, Background Report No. 14: Providing for Housing Needs, April 2011, page 14)

Figure 5.9: Potential Infill Development Areas in Launceston

Legend

Potential Infill Sites
- Launeseton Residential Strategy 2009 -2029
- Launceston Central Area Development Strategy

Significant Infill Sites (Launeston only)
- Inner and General Residential
- Low Density Residential
- 100 Holdings

Residential Development Corridors
- Launceston Central Area
- Inveresk / North Bank
- Priority Consolidation Areas
- Supporting Consolidation Areas
- Growth Corridors
- Supporting Growth Areas

- Water Body
- Wetlands
- Flood Plains
- Parks and Open Space
- Proposed Open Space

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Base data source:
theLIST, © State of Tasmania
Launceston City Council, Meander Valley Council,Northern Midlands Council, West Tamar Council & George Town Council

5.10.5 Urban Growth Areas

The Growth Corridors

Approximately half of the housing requirements for the greater Launceston area are planned to be accommodated in the urban growth areas. A large part of these greenfields requirements (in excess of 75 per cent of greenfields developments) are planned to be met in three growth corridors (refer Figures 5.2, 5.8). These corridors are located as follows:

- St Leonards - Waverley corridor, City of Launceston: an area extending south-east along the northern edge of the North Esk river valley. It includes the planned residential areas of Waverley and extends south to include St Leonards and future potential growth areas;
- South-West corridor, Meander Valley Council: an area extending north and west from Prospect Vale to include the localities of Blackstone Heights and Travellers Rest and the planned community of Hadspen;
- Riverside - Legana corridor, West Tamar Council: an area extending north from Riverside to include the Legana district and the adjoining Grindelwald and Rosevears areas.

Various levels of structure planning have been undertaken by the relevant member Councils (Launceston, West Tamar and Meander Valley). The GLP recommends that corridor strategy plans be required to be undertaken in each of the key corridors. The corridor plans are not intended to replicate existing structure planning work but rather to reconcile the range of work that has been undertaken in each of the corridors together with future planning requirements.

Supporting Growth Areas

As indicated above, in excess of 75 per cent of future greenfields development requirements are planned to be met in the three growth corridors. The balance will be provided by supporting growth areas. The key supporting growth areas are located as follows:

- City of Launceston:
  Zoned residential land at:
  - Mayfield;
  - Punchbowl;
  - Youngtown;
- West Tamar Council:
  Zoned residential land at:
  - West Riverside;
- Northern Midlands Council:
  - Proposed future residential precinct as part of the South Perth project.

5.10.6 Density Objectives: Greenfields Development

In order to provide optimal planning to best support social and community service provisioning and public transport services, the GLP has adopted DIER recommendations for a minimum target density of 15 dwellings per hectare for greenfields developments within the growth corridors and the support growth areas.

Hadspen, Source: Meander Valley Council

5.10.7 Corridor Strategy Plans

Corridor strategies are recommended for each of the three major growth areas to facilitate effective regional infrastructure co-ordination and provision (refer Project B.1: Regional Infrastructure Co-ordination Strategy).

The fundamental purpose of the corridor strategy plans is to ensure that existing structure planning and future structure planning for areas within each corridor are fully reconciled and integrated in a sub-regional context, and that there is full consideration of the range of provision planning and related requirements including:

- land development strategy and staging (refer Land Release Plans);
- water, drainage and sewerage planning;
- energy infrastructure planning;
- main road planning;
- regional and district open space, pedestrian and cycleway planning;
- activity centre planning;
- public transport planning;
- education facilities planning;
- health facilities planning.

Three development projects have been recommended to implement the corridor strategy plans. These are:

- Project G.3: St Leonards - Waverley Corridor Strategy;
- Project G.4: South - West Corridor Strategy;
- Project G.5: Legana - Riverside Corridor Strategy.

5.10.8 Land Release Plans

Land Release Plans (LRPs) are broad area based strategies for the staged release of land for planned residential and community development to ensure the orderly provision of future residential land supply and to minimise situations of gross oversupply or supply shortages in established suburbs and growth areas.

OBJECTIVES FOR LRPS

The designation of LRPs are directed to achieve the following objectives:

- provide a strategic assessment of residential land requirements for designated suburban areas for consolidation and growth areas;
- provide an identification of gross residential area requirements sufficient to meet projected needs over an effective 20 year planning period in defined established suburbs or growth areas;
- ensure that the effective land supply for residential development in designated established suburbs or growth areas will provide for a minimum of 10 years supply provision and a maximum of 15 years supply provision plus an allowance for a rolling reserve of 7 years which should be maintained and augmented over the supply period;
- ensure that the development of LRPs are informed by:
    - strategic planning assessments to be prepared by each responsible member Council;
    - assessments of the future demand for residential and associated land requirements in each of the established suburban and growth areas.

RECOMMENDATION

It is recommended that the designation of Active Reserves and the rezoning of land for residential and associated development be contingent on the preparation of LRPs and required supporting information.

5.10.9 Strategic Assessment Typology

In the analysis and planning for the growth areas, four types of areas were identified in terms of recommended strategic actions. These were:

- Active Reserves;
- Priority Investigation Areas;
- Strategic Reserves;
- Review Areas.

Active Reserves

In order to assist the monitoring of residential land supply and demand across the greater Launceston area, it is recommended that land intended for development or release in the first or second planning period be designated as active reserves. The two planning periods are:

- First planning period: 2013-2021;
- Second planning period: 2021-2036.

Active reserves are priority growth and significant infill areas (generally sites in excess of 0.4 hectares) intended for residential development over the first and second planning periods.

The intention of the Greater Launceston Plan is that the Active Reserves designate land either in a current state of active development, or imminent development within the next few years (that is, to be in development at some time during the first planning period, 2013-2021). It also designates land where strategic planning is likely to be required in the first planning period together with statutory approvals in order to prepare land for development in the second planning period: 2021-2036. The clear intention is that the Active Reserves are intended to be at some stage of active on-ground development within the planning horizon of the GLP: 2013-2021-2036.

The Active Reserves include an allowance for projected direct housing demands in each of the future periods together with a rolling reserve that provides for an additional seven year demand capacity to allow for successive cycles of site investigations, strategic planning and statutory approvals, when future reserves need to be identified.

Each of the Active Reserves is subject to a Land Release Plan which sets out the staged release and development of land over the life of the Active Reserve.

Active Reserves in the Regional Framework Plan (RFP) identify:

- general residential land of "conventional" or "standard" density (Refer Figure 5.7);
- low density residential land (Refer Figure 5.7).

It is recommended that the designation of land in the growth areas as Active Reserves should be accompanied by a structure planning process by each of the member Councils. The preparation of structure plans for the growth areas should encompass:

- a concept plan for the residential areas indicating residential densities and lot sizes;
- intended street layout showing the hierarchy of connector roads and local streets with connections to the arterial road network;
- the planned pattern of local and district open space and recreational areas with connections to the regional open space network;
- suburban activity centres and neighbourhood stores that meet the daily and weekly shopping and service requirements of residents;
- local employment areas;
- identified requirements for school and community facilities;
- the local shared pathway network with connections to the regional shared pathway (RSP).

In most cases the identified Active Reserves in the growth areas will accommodate the residential allotment requirements assessed for the Strategy over the two planning periods 2013-2021 and 2021-2036.

In summary, the Active Reserves designate land identified for the growth areas and significant infill areas of greater Launceston to consolidate existing or planned communities. They are intended to be developed in the immediate and following planning periods (that is, 2013-2021 and 2021-2036). It is proposed that they be subject to a Land Release Plan (LRP) that indicates the intended broad development stages of each of the growth areas.

Priority Investigation Areas: Residential / Community Development

The Priority Investigation Areas designate potential development areas that the Greater Launceston Plan has identified for strategic investigation by relevant member Councils to assess their suitability for urban development to consolidate established urban areas or future urban areas.

The designated areas have not been identified by Councils in previous strategy planning.

It is recommended that community and stakeholder engagement, strategic analysis and planning be undertaken in the Priority Investigation Areas within the first planning period: 2013-2021. Subject to the outcome of the investigations, it is recommended that rezoning and statutory approval processes be undertaken by the commencement of the second planning period: 2021-2036 to facilitate incorporation of the areas in whole or part as Active Reserves.

The recommended Priority Investigation Areas are at the following locations:

City of Launceston:

It is recommended that an extensive area south of St Leonards be investigated for long term development as part of a planned community encompassing the St Leonards - Waverley Corridor (refer Figure 5.8, Project G.3: St Leonards - Waverley Corridor Strategy, Section 6).

Northern Midlands municipality:

- the South Perth area, south of Drummond Street to the proposed Illawarra bypass road (Refer Figure 5.2, refer also South Perth Strategy, Project B.6, Section 6).

The proposed South Perth area will provide a unified residential area that can be progressively developed over the next 20 years together with a potential town centre to adjoin the existing commercial areas on Main Road. The investigation area complements and adds community value to the proposed South Perth Bypass project. It changes the nature of the project from a purely transport focus to more broadly based transport, town consolidation, residential development and town centre revitalisation project. For further details of the project refer Project G.9, Section 6.

Strategic Reserves: Investigation Areas

In the Regional Framework Plan potential areas have been identified for initial strategic evaluation to assess their potential contribution to the future and longer term development of the greater Launceston urban area, generally beyond 2036. The purpose of the reserves is threefold:

- to maintain a compact city in the long term through maximising utility of regional access and infrastructure. The recommended strategic reserves appear to best consolidate the greater Launceston urban area over the long term from the standpoint of:
    - current and likely future main road access;
    - potential connectivity to the proposed metropolitan parks and pathways system;
    - relative proximity and access to Launceston's central area;
    - proximity and access to the bulk of established urban areas and suburbs in greater Launceston.
- to maximise opportunities to consolidate the greater Launceston urban area in the long term through the growth and development of comprehensively planned robust communities. The recommended strategic reserves appear to best consolidate the greater Launceston area over the long term taking account of opportunities to:
    - consolidate existing growth areas and provide increased opportunities for strong community centres and a broad base of facility provision;
    - develop new communities that can be readily linked and integrated with existing urban areas and the proposed metropolitan parks and pathways system.
- maintain the integrity of the GLP and preserve opportunities for the orderly long term development of future growth areas. The recommended strategic reserves are intended to ensure that sufficient flexibility and opportunities are retained for the life of this plan to continue the long term consolidation of greater Launceston without prejudice or threat by inappropriate development or other local planning decisions.

Strategic Reserve investigation areas have been identified as follows:

City of Launceston

- an extensive area in Prospect, south of the Kate Reed Nature Recreation Area (Refer Figure 5.2). The area is strategically located between the Bass and Midland Highways within seven kilometres of the CBD. The GLP proposes that a new arterial road be developed (proposed Prospect Link road) to connect the Kings Meadows Link road at the Midland Highway to the Westbury Road/Bass Highway interchange as part of the Launceston Connector Route (LCR) project (Refer Figures 5.2, 5.8).

  It will be noted that the GLP has identified two strategic initiatives in the Propect area:-

  - a priority investigation area for an industrial park and employment node in the western section of the area (refer Figure 5.2, refer also Section 5.9);
  - a proposed strategic reserve south of the Kate Reed Nature Reserve, west of the Midland Highway (refer Figure 5.2).

  It is recommended that the identified strategic reserve should be subject to planning investigation to assess its long term suitability for possible urban development that could encompass future residential and employment areas. The planning assessment should consider the desired long term relationship with the proposed industrial park and regional employment node in the land adjacent to the strategic reserve south of the Bass Highway (refer Figure 5.2)

  Future planning of the strategic reserve and the adjacent priority investigation area must protect the integrity of the Kate Reed Nature Recreation area, the natural drainage system of the area and the existing Wayleave Easement (refer Figure 5.7).

  It is recommended that a development planning framework for both the strategic reserve and the priority investigation area be undertaken concurrently with the examination of optional routes for the proposed development of the Prospect Link road. The future route selection and road planning should be undertaken to minimise effects on the Kate Reed Nature Recreation area (refer Figure 5.7) and should consider provision for fauna access corridors under/over the proposed road to protect existing native species.

  It is further recommended that no further development in the strategic reserve area should be considered until the investigations are resolved and there is a clear strategic direction for the long term development of the subject area.

West Tamar municipality

- a significant area in Riverside, west of the Trevallyn Nature Recreation and south of Ecclestone Road. This area could potentially accommodate a future urban community immediately adjacent to the established urban area with opportunities to link to one of the most important park and recreation areas in greater Launceston.

It is recommended that land evaluation and suitability analysis together with strategic planning for an integrated urban community be undertaken for the area to determine its status as a strategic reserve for intended application in the post 2036 period. Longer term strategic planning for the area should consider future arterial road access, including a potential western access corridor linking the Bass Highway to Ecclestone Road.

In summary, the Strategic Reserve investigation areas are proposed as an important initiative to ensure the long term integrity and intent of the strategy directed to achieve a compact, highly accessible, inter-connected and highly amenable urban area.

Review Areas

The Regional Framework Plan has identified areas for review to assess their long term suitability for integrated residential and community development. The recommended review encompasses areas that may have been considered for potential future development by the respective Councils. The review should assess:

- the intended pattern of development for the areas including the indicative future road structure and future location of residential precincts;
- how the future development areas would relate and be integrated with established neighbouring urban areas;
- how the future areas would be served by public transport, community facilities and a neighbourhood/village centre/s;
- opportunities to link to the proposed metropolitan parks and pathways network.

City of Launceston

- areas in Launceston's eastern corridor, north and south of Ravenswood. These areas are presently not zoned for residential purposes. Launceston City Council's Residential Strategy (2009) identified the areas as potential future residential;
- the Ravenswood Review Strategy is proposed as a social development and housing initiative for the Ravenswood area. The project will encompass a number of residential areas within and adjoining Ravenswood. The purpose of a review of more extensive adjoining potential residential areas is to require the development and evaluation of the Ravenswood Review Strategy prior to proceeding with further land development. The recommendation is framed to maximise net community benefit for current and future residents of Ravenswood and to ensure that the social and development outcomes are measured and optimised prior to proceeding to more extensive land development;
- It is recommended that the Relbia area which is an extensive rural residential district should be subject to a comprehensive strategic review, to investigate opportunities for restructuring as a high amenity, diversified density residential area and village (refer Figure 6.7, Project G.10: Relbia Review Strategy).

West Tamar municipality

- a significant area parallel to the West Tamar highway extending north from Riverside to the Legana district (Refer Figure 5.2);
- an area west of Riverside, north of Ecclestone Road west of Riverside;
- a review is requested to identify how the potential areas could be planned and developed to be fully integrated with existing Riverside area or how they could be planned as integral communities.

Ongoing and future development in the residential growth areas will be the most significant spatial changes in the Regional Framework Plan (RFP). The strategy supports ongoing infill development and seeks to facilitate urban consolidation and the organisation of the growth areas to facilitate balanced development for sustainable robust communities where this is practicable to achieve.

Planning for the development of sustainable communities in the growth areas is inter-linked with a number of initiatives which encompass the proposed metropolitan parks and pathways project, activity centre policy, road access and public transport planning.

The Regional Framework Plan proposes a system of reserves to ensure a co-ordinated approach across the greater Launceston area in the evaluation, strategic planning and release of land for development of the growth areas.

5.10.10 Summary of Residential Land Requirements by Municipality

City of Launceston:

First planning period (2013-2021):

The assessed future residential land demands can be accommodated by existing residential land stocks (including both sub-divided and broad hectare land). All land required for this period, including a seven year rolling reserve can be accommodated from existing supply which comprises zoned residential land.

Land stocks for the first planning period are contained in a number of significant infill sites and several major greenfields development areas. The significant infill areas include sites at (refer Figure 5.9):

- Kings Meadows;
- LCA (refer Launceston Central Area Development Strategy, April 2014);
- Mowbray;
- Norwood;
- Prospect;
- Punchbowl;
- South Launceston;
- Trevallyn.

The major greenfields areas likely to be developed in the first planning period include (refer Figure 5.8):

- Mayfield;
- Punchbowl;
- St Leonards - Waverley corridor;
- Youngtown.

Second planning period (2021-2036):

The assessed future residential land demands including a seven year rolling reserve exceed land supplies.

Within the existing and likely stock of land supplies projected to be available during the second planning period there are a number of potential significant infill areas including:

- LCA;
- Mowbray;
- Newnham;
- Norwood;
- Ravenswood;
- South Launceston;
- Summerhill.

Additional land stocks will be required and the Waverley-St Leonards corridor is recommended as a priority development growth area to achieve this. The RFP proposes St Leonards as a long term growth corridor and recommends investigation areas to the south and west of St Leonards to ensure the long term development of the area as an integral community focused on the St Leonards township with a revitalised/new town centre to reinforce the existing centre. This will be integrated with other proposed initiatives of the Greater Launceston Plan and the RFP (Refer Section 5);

Further details of related initiatives in the Greater Launceston Plan and the RFP are set out as follows:

- Northern Suburbs Strategy (Refer Project G.2, Section 6);
- Metropolitan Pathways Network (Refer Project B.2, Section 6);
- Ravenswood Review Strategy (Refer Project G.9, Section 6);
- Living in the City Strategy (Refer Project G.1, Section 6);
- St Leonards - Waverley Corridor Strategy (Project G.3, Section 6).

Municipality of George Town:

First planning period (2013-2021):

Demands through to 2021 can be readily accommodated with existing land stocks through infill development of areas within approximately 1.5 kilometres of the George Town town centre (Refer Figure 5.2).

Recommended priority areas for residential development are readily accessible to the proposed shared pathway network for George Town extending through to Low Head (Refer Figure 5.8).

Second planning period (2021-2036):

Housing land demands in the period 2021-2036 can be readily accommodated through infill development of existing zoned land generally located within approximately two kilometres of the town centre (Refer Figure 5.8).

Further details of related initiatives in the Greater Launceston Plan and the RFP are set out as follows:

- Metropolitan Pathways Network (Refer Project B.2, Section 6);
- George Town Strategy (Refer Project G.8, Section 6).

Municipality of Meander Valley:

First planning period (2013-2021):

The municipality of Meander Valley have focused strategic and structure planning to develop three suburban areas, Prospect Vale and Blackstone Heights and the adjacent township of Hadspen. The areas are referred to collectively as the South - West Corridor in the Greater Launceston Plan. The corridor is an important growth area in the context of greater Launceston.

Detailed analysis of future land demands, including an allowance for a seven year rolling reserve indicate that there are sufficient land stocks either zoned or which have been identified in previous structure planning to accommodate future needs.

Second planning period (2021-2036):

The analysis indicates that future land stocks identified by Council within the South - West Corridor exceed the requirements to 2036 allowing for a seven year rolling reserve.

It is important to note that the analysis undertaken for the GLP has found that only 35 per cent of potential residential land stocks in the South - West Corridor are required through to 2036 based on present and project residential land demands in the area.

The RFP does not consider this to be a significant issue, and indeed there may be merits in focusing future development in a single corridor over a long period of time. However, it is recommended that each of the municipalities be requested to prepare a Land Release Plan (LRP) to broadly indicate the intended areas and staging of future development. At present in the case of Meander Valley, there is no clear indication as to sequencing of development and staging of development areas.

Structure planning for Blackstone Heights has placed emphasis on low density residential development. The provision of low densities over large areas greatly restricts potential catchment populations and reduces demand and thus opportunities for future retail, commercial, education and community facilities.

It is recommended that structure planning for Blackstone Heights be reviewed to develop opportunities for a mix of densities including standard density residential with medium density in restricted areas, and to assess the potential effects of a higher and broader density mix on achieving better facility provision, education and social outcomes for the Blackstone Heights community.

Further details of related initiatives in the Greater Launceston Plan and the RFP are set out as follows:

- Metropolitan Pathways Network (Refer Project B.2, Section 6);
- South - West Corridor Project (Refer Project G.4, Section 6).

Municipality of Northern Midlands:

First planning period (2013-2021):

Northern Midlands municipality has a policy stance to consolidate the existing townships of Evandale, Perth and Longford through infill development. Strategic planning studies undertaken for the three townships and analysis by Council provided a detailed inventory of potential developable residential land.

Information on the available residential land stocks together with forecast housing land demands undertaken for the Greater Launceston Plan indicate that there are sufficient land stocks available to meet prospective demands in the first planning period, allowing for a seven year rolling reserve.

Second planning period (2021-2036):

The analysis indicates that additional land stocks will be required to meet prospective residential land demands over the second planning period, allowing for a seven year rolling reserve, particularly in the Perth township.

A potential area for future residential development has been identified in the South Perth area (south of Drummond Street to the proposed Illawarra Bypass, Refer Figure 5.7). This is proposed as a strategic reserve investigation area. The area offers potential for a comprehensive project encompassing a consolidated residential community, new bypass road and a potential town centre development to revitalise and consolidate the existing Perth town centre.

Further details of related initiatives in the Greater Launceston Plan and the RFP are set out as follows:

- Metropolitan Pathways Network (Refer Project B.2, Section 6);
- South Perth Strategy (Refer Project B.6, Section 6).

Municipality of West Tamar:

First planning period (2013-2021):

West Tamar municipality has a policy stance to consolidate most of its future residential demands at the Legana district.

A detailed analysis of available residential land stocks was undertaken for the Greater Launceston Plan. It was found that there are sufficient residential land stocks likely to be available, allowing for a seven year rolling reserve. The assessment includes:

- current land stocks in the Riverside, Legana and Grindelwald areas;
- existing sub-division approvals at Legana.
- the Bulmans Brook approved development at Legana.

Second planning period (2021-2036):

In the second time period forecast residential land demands will exceed available supply, allowing for the Bulmans Brook development.

Structure planning recently commissioned by Council identified sufficient land stocks in two areas sufficient to meet forecast residential land demands through to 2036, allowing for a seven year rolling reserve. The identified areas are:

- Western Precinct, an area west of Bindaree and Jetty Roads, within 1.5-2 kilometres of the Legana town centre;
- Southern Precinct, an area south of existing residential development fronting Fulton Street and Freshwater Point Road, located within approximately 1-3 kilometres of the Legana town centre

The structure planning provides a mix of conventional density residential allotments (averaging approximately 800 square metres per site) and multiple units (averaging in excess of 450 square metres per site). The plan provides a wide range of amenity and community benefits and will consolidate Legana as an integrated strong community with a range of housing and lifestyle opportunities.

Further details of related initiatives in the Greater Launceston Plan and the RFP are set out as follows:

- Metropolitan Pathways Network (Refer Project B.2, Section 6);
- Legana - Riverside Strategy Project (Refer Project G.5, Section 6).

In summary, the Regional Framework Plan provides a strategy for the progressive consolidation of Launceston's developed suburbs and the ongoing development of the greater city's growth areas. The emphasis of the RFP is to lead and foster new residential development through the consolidation of existing suburbs, or via the provision of a broad comprehensive framework in the residential growth areas to deliver balanced communities rather than as isolated housing estates. This concept encompasses:

- The strategic objective of achieving an approximate balance in future housing development to meet the needs of the greater Launceston area;
    - Approximately 44 per cent of new housing requirements are planned to be provided through infill development;
    - Approximately 56 per cent of new housing requirements are planned to be provided through greenfields developments in the growth corridors and supporting growth areas;
- A framework for urban consolidation through infill residential development:
    - Priority Consolidation Areas focused on the LCA and corridors in established urban areas which are generally co-extensive with the principal public transport routes (refer Figures 5.2, 5.8). The planning and development of the Priority Consolidation Areas will be facilitated by several key projects directed to broaden the range of housing accommodation types, improve access, amenity and liveability of these areas, and best position these areas for ongoing improvements to public transport;
    - Supporting Consolidation Areas encompassing the established suburbs of Launceston and adjoining localities (refer Figure 5.2 and the established urban areas of George Town and the northern townships of Evandale, Perth and Longford);
- Co-ordinated planning for three designated growth corridors to provide the bulk of greenfields housing requirements and achieve new/consolidated communities connected through a network of town and local centres, pedestrian and cycle pathways to regional parks, other suburbs and inner city, and a broad diversity of housing opportunities. The growth corridors are:
    - City of Launceston: St Leonards - Waverley corridor;
    - Meander Valley Council: South - West corridor;
    - West Tamar Council: Legana - Riverside corridor.
- A framework for supporting growth areas to be integrated into the network of established suburbs. These areas are located as follows:
    - City of Launceston: Mayfield, Punchbowl and Youngtown;
    - West Tamar Council: West Riverside;
    - Northern Midlands Council: proposed future residential precinct as part of the South Perth project;
- The GLP recommends a co-ordinated approach for the planning and development of the growth areas to ensure the optimal use of resources in infrastructure planning and provisioning and in the staging of land release and development;
- A framework for the strategic assessment and management of land for development is recommended to provide a clear consistent approach across the greater Launceston area for future land use and to ensure a sufficient planned supply of residential land for future requirements.

6

Projects Framework

6.1 Approach

Projects are Council and/or agency managed initiatives to facilitate defined organisational, planning and development programs within specific objectives and required performance outcomes. Project profiles have been developed in terms of the following characteristics (refer Figure 6.6):

- major elements;
  - objectives, major characteristics and principal components of each of the projects;
- regional significance and contribution;
  - regional context of the project;
  - primary and contributory importance of the project to the region in terms of any of the key elements identified in the vision;
- recommended initial actions;
  - critical actions required to initiate and progress the project through to approvals and formal commencement;
- project responsibilities;
  - Council/s or agencies proposed to lead the project through inception and development;
- success factors;
  - key milestones that would need to be achieved in the progressive development of the project;
- benefits and relative costs;
  - regional or district benefits that the project could be reasonably expected to generate in terms of any of the key elements identified in the vision;
  - relative order of project cost;
  - indicative benefit-cost outcomes.

The projects are envisaged as the basic building blocks of the Greater Launceston Plan. The purpose of the projects is threefold:

- to focus and direct Council and/or agency resources to specific initiatives likely to have optimal economic, community and environmental outcomes;
- to most effectively utilise Council and agency leadership to seed or leverage new investment and build strategic advantage for the region;
- to facilitate consistency and efficiency in the timely examination, initial development and implementation of regional and district initiatives.

6.2 Project Typology

The proposed projects have been classified into categories based on the primary purpose of particular initiatives. The categories are set out below:

Foundational Projects

A group of projects have been classified as "foundational" as it is considered that they underpin the likely success and effective implementation of the broader strategy. The group encompasses the following projects:

- A.1: Regional Leadership, Engagement and Co-operation;
- A.2: Regional Marketing and Intelligence;
- A.3: Co-ordinated Implementation and Monitoring.

Regional Infrastructure Projects

A group of projects was identified that encompass transport, utilities, shared pathways and cycleways infrastructure. The projects are:

- B.1: Regional Infrastructure Co-ordination Strategy;
- B.2: Metropolitan Pathways Network;
- B.3: Launceston Connector Route (LCR);
- B.4: Public Transport Corridors;
- B.5: Cataract Gorge - Trevallyn Management Plan;
- B.6: South Perth Strategy.

Business Environment Projects

A group of projects has focused on improving the business environment in the region. The projects encompassed are:

- C.1: Bell Bay Investment Strategy;
- C.2: Launceston Gateway Precinct;
- C.3: Multi-Purpose Regional Precincts
- C.4: Business Conference Centre: Demand Facilitation.

Creative Region Projects

A group of projects were identified that are directed to improve regional health, creativity and the knowledge based economy. The projects include:

- D.1: Creative Communities Project
- D.2: Whole of Life Development Program;
- D.3: Research Park Project;
- D.4: UTAS Newnham Campus: Community Plan.

Environmental Projects

A group of projects has focused on improving environmental outcomes for the region. The projects encompassed are:

- E.1: Sustainability Working Group
- E.2: Tamar Estuary and Esk River Program: Action Plan;
- E.3: Greater Launceston Urban Salinity Strategy: Action Plan;
- E.4: Greater Launceston: Natural Heritage and Biodiversity Management Project.

Inner City Revitalisation Projects

A group of projects is focused on a range of improvements and new investment in the inner city area. It will be noted that the range of projects is likely to be augmented upon further resolution of the Central Area Development Strategy. The projects currently include:

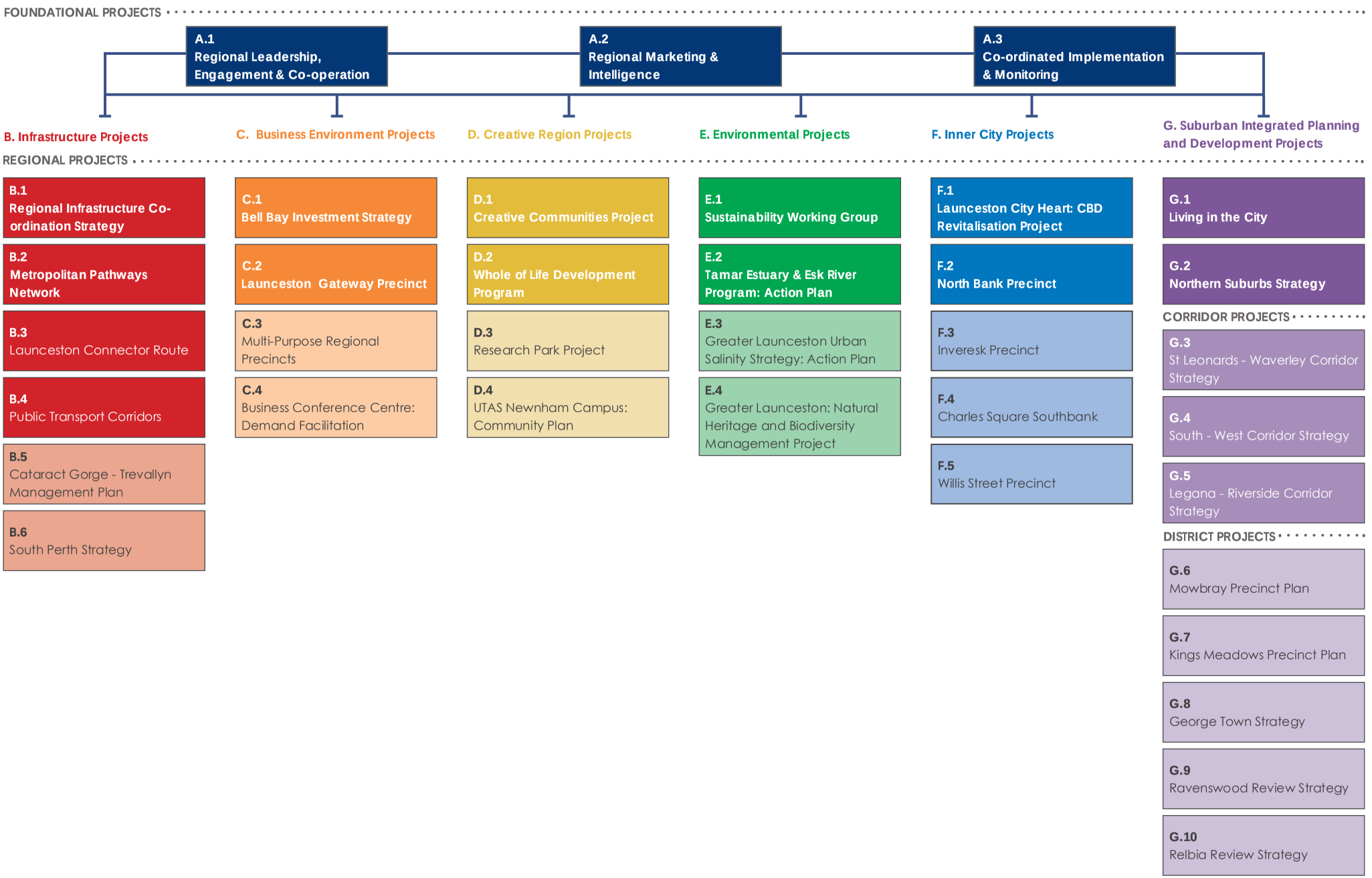
- F.1: Launceston City Heart: CBD Revitalisation Project;
- F.2: North Bank Precinct;
- F.3: Inveresk Precinct;
- F.4: Charles Square Southbank;
- F.5: Willis Street Precinct;

Suburban Integrated Planning and Development Projects

A broad group of projects encompasses initiatives to be undertaken at the municipal level. The projects address urban consolidation, growth area planning and planning for the district centres of Kings Meadows and Mowbray. The projects include:

- G.1: Living in the City (Launceston City Council);G.1:
- G.2: Northern Suburbs Strategy (Launceston City Council);
- G.3: St Leonards - Waverley Corridor Strategy (Launceston City Council);
- G.4: South - West Corridor (Meander Valley Council);
- G.5: Legana - Riverside Strategy (West Tamar Council);
- G.6: Mowbray Precinct Plan (Launceston City Council).
- G.7: Kings Meadows Precinct Plan (Launceston City Council);
- G.8: George Town Strategy (George Town Council);
- G.9: Ravenswood Review Strategy (Launceston City Council);
- G.10: Relbia Review Strategy (Launceston City Council);

Figure 6.1: Projects Framework



6.3 Projects Framework

The projects framework is illustrated in Figure 6.1. The diagram shows the activity- based classification of projects (Groups A-G) set out in Section 6.2. It also indicates the proposed prioritisation of projects for implementation. Prioritisation categories encompass the following :

Foundational Projects

These are projects deemed to be fundamental to the progression and implementation of the GLP.

They encompass a set of three inter- related projects :

- Project A.1 : Regional Leadership, Engagement and Co- operation;
- Project A.2 : Regional Marketing and Intelligence;
- Project A.3 : Co- ordinated Implementation and Monitoring.

High Priority Regional Projects

A group of 14 projects were identified as being of high priority for the successful and effective implementation of the GLP. These encompass the following :

- **Infrastructure Projects**
  - Project B.1 : Regional Infrastructure Co- Ordination Strategy;
  - Project B.2 : Metropolitan Pathways Network;
  - Project B.3 : Launceston Connector Route;
  - Project B.4: Public Transport Corridors;
- **Business Environment Projects**
  - Project C.1 : Bell Bay Investment Strategy;
  - Project C.2 : Launceston Gateway Precinct;
- **Creative Region Projects**
  - Project D.1 : Creative Communities Project;
  - Project D.2 : Whole of Life Development Program;
- **Environmental Projects**
  - Project E.1 : Sustainability Working Group;
  - Project E.2: Tamar Estuary and Esk River Program : Action Plan;
- **Inner City Projects**
  - Project F.1 : Launceston City Heart : CBD Revitalisation Project;
  - Project F.2 : North Bank Project;
- **Suburban Integrated Planning and Development Projects**
  - Project G.1 : Living in the City;
  - Project G.2 : Northern Suburbs Strategy.

Supporting Regional Projects

A group of 11 projects were identified, comprising important supporting regional projects that should be implemented subject to the allocation of resources for the foundational and high priority regional projects.

These encompassed the following :

- **Infrastructure Projects**
  - Project B.5 : Cataract Gorge - Trevallyn Management Plan;
  - Project B.6 : South Perth Strategy ;
- **Business Environment Projects**
  - Project C.3 : Multi- Purpose Precincts;
  - Project C.4 : Business Conference Centre : Demand Facilitation;
- **Creative Region Projects**
  - Project D.3 : Research Park Project ;
  - Project D.4 : UTAS : Newnham Campus: Community Plan;
- **Environmental Projects**
  - Project F.3 : Inveresk Precinct;
  - Project F.4 : Charles Square Southbank;
  - Project F.5 : Willis Street Precinct.

Corridor Projects

A group of three corridor projects have recommended to be undertaken to facilitate the co-ordinated planning of the major growth areas. It is envisaged that these projects will be led by the relevant member Councils in co- ordination with DIER and other relevant agencies. Outcomes of these projects are required to inform several projects particularly projects A.1- A.3 and projects B.1- B.4. The projects are :

- Project G.3 : St Leonards – Waverley Corridor Strategy;
- Project G.4 : South - West Corridor Strategy;
- Project G.5 : Legana – Riverside Corridor Strategy.

District Projects

A group of five supporting district projects were identified to be undertaken by the relevant member Councils to assist in the implementation of the GLP. The projects comprised the following;

- Project G.6 : Mowbray Precinct Plan;
- Project G .7 : Kings Meadows Precinct Plan;
- Project G.8 : George Town Strategy;
- Project G.9 : Ravenswood Review Strategy;
- Project G.10 : Relbia Review Strategy.

6.4 A Systems View of the Projects

An assessment was undertaken of the likely functional linkages that the projects would generate. The work was prepared to address the following objectives:

- to provide an understanding of the projects functional systems;
- to identify major likely inter-dependencies between various projects;
- to provide an initial measure of the potential strategic significance of projects.

A summary of the assessment is shown in Figure 6.2. This shows the likely levels of inter-dependence and linkages between projects. The structure of Figure 6.2 is best explained as follows:

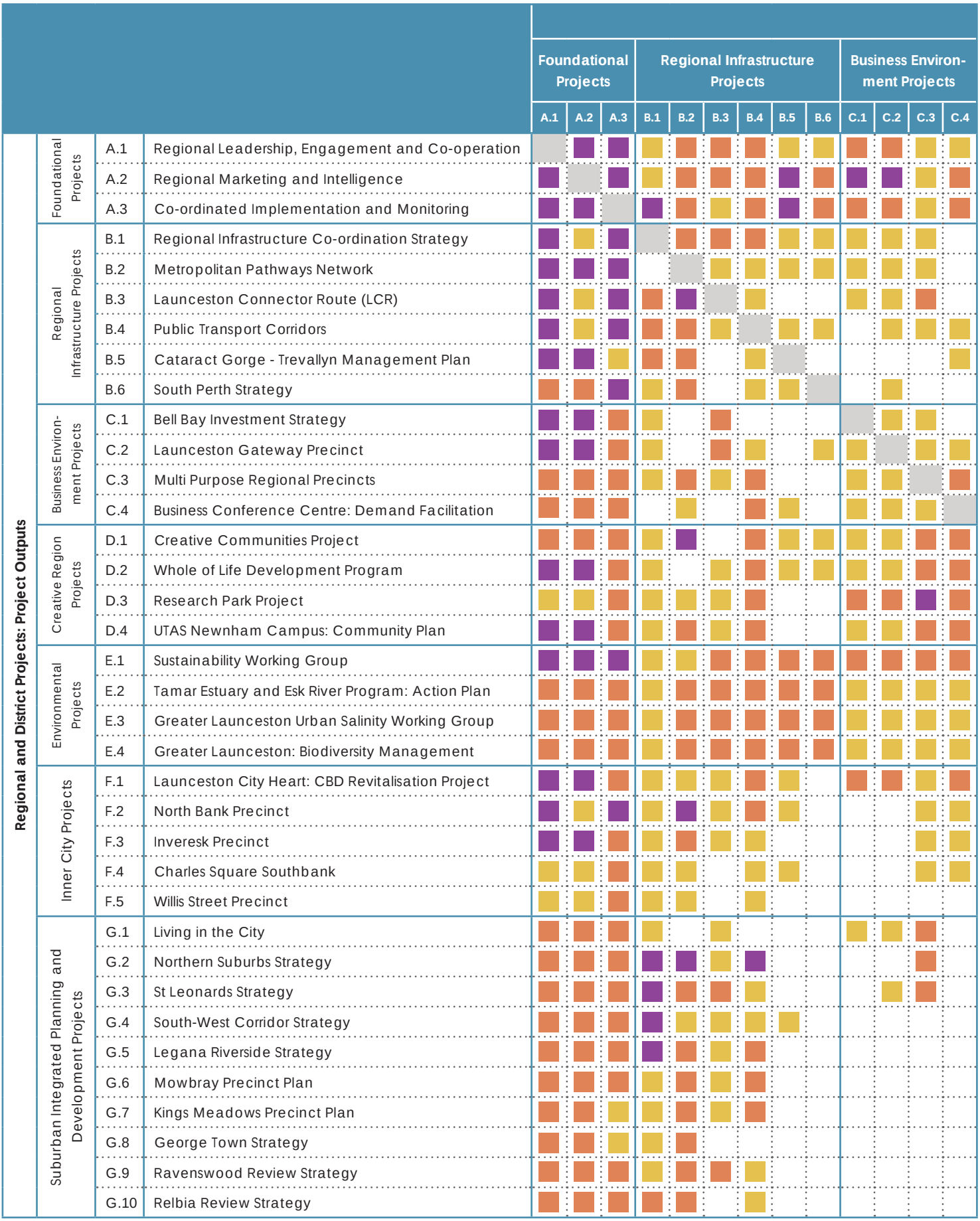
- the projects by row are the primary references;
- thus, Project B.2: Metropolitan Pathways Network as an example shows that its planning and development would in optimal circumstances be informed or dependent on the following projects as follows:
    - it will likely be influenced, informed or dependent on the following projects to a highly significant extent:
        - A.1: Regional Leadership, Engagement and Co-operation;
        - A.2: Regional Marketing and Intelligence;
        - A.3: Co-ordinated Implementation and Monitoring;
        - F.1: Launceston City Heart: CBD Revitalisation Project;
        - F.2: North Bank Precinct;
        - F.3: Inveresk Precinct;
        - F.4: Charles Square Southbank;
        - F.5: Willis Street Precinct.
    - It will likely be influenced, informed or dependent on the following projects to an important extent:
        - D.2: Whole of Life Development Program;
        - E.1: Sustainability Working Group;
        - G.2: Northern Suburbs Strategy;
        - G.3: St Leonards - Waverley Corridor Strategy;
        - G.6: Mowbray Precinct Plan;
        - G.7: Kings Meadows Precinct Plan;
        - G.9: Ravenswood Review Strategy.
    - It will likely be influenced, informed or dependent on the following projects to a contributory level or there may be potential effects depending on the final form of the project:
        - B.4: Public Transport Corridors;
        - B.5: Cataract Gorge - Trevallyn Management Plan;
        - C.3: Multi-purpose Regional Precincts;
        - D.1: Creative Communities Project;
        - D.3: Research Park Project;
        - D.6: UTAS Newnham Campus: Community Plan
        - G.1: Living in the City;
        - G.4: South - West Corridor Strategy;
        - G.5: Legana - Riverside Strategy;
        - G.8: George Town Strategy;
        - G.10: Relbia Review Strategy.

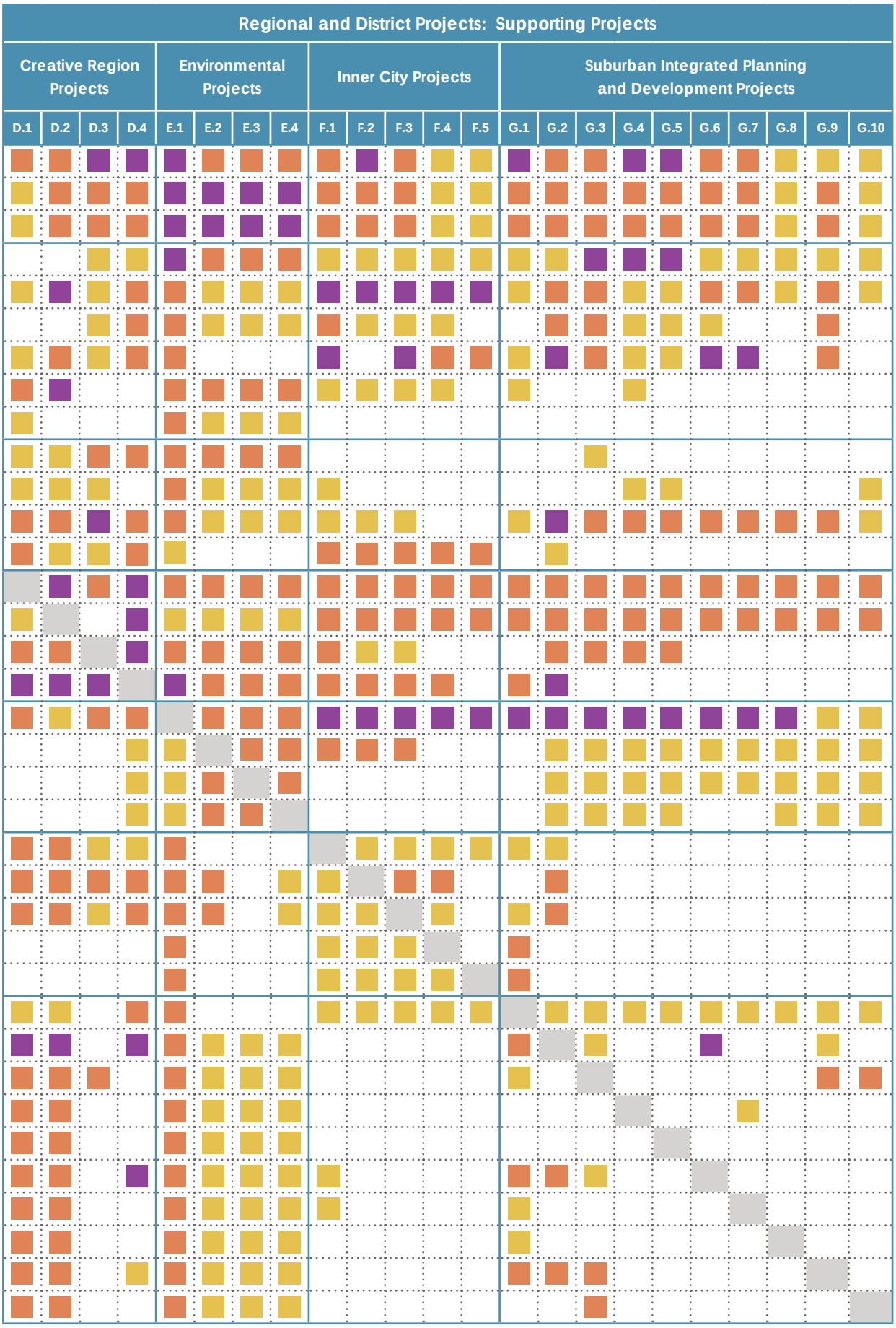
The assessment reveals broad groups of projects where there are consistent inter-dependencies:

- the assessment shows the pervasive influence of the Foundational Projects on the likely outcome of virtually all projects to varying extents;
- it also shows the wide influence and critical role of several key projects including:
    - D.1: Creative Communities Project;
    - D.2: Whole of Life Development Program;
    - E.1: Sustainability Working Group;
- notable contributions to a number of projects are likely to be generated by several projects including:
    - Launceston City Heart: CBD Revitalisation Project;
    - North Bank Precinct;
    - Inveresk Precinct.
- the chart shows the likely inter-dependence of the Regional Infrastructure projects (Group B) to both the Inner City projects (Group F) and the Suburban Integrated Planning projects (Group G);
- it indicates that the Business Environment projects (Group C) would largely be inter-dependent as a group;
- the Creative Region projects (Group D) would likely have broad effects across a broad range of projects;
- the Environmental Projects (Group E) would be strongly inter-related as a group and have strong relationships with the Suburban Integrated Planning and Development projects (Group G);

- the Inner City projects (Group F) are strong inter-related as a group and have important relationships to most of the Regional Infrastructure projects (Group B) and to several Business Environment projects (Group C) and Creative Region projects (Group D);
- the Suburban Integrated Planning and Development projects (Group G) will likely be influenced by most of the Regional Infrastructure projects (Group B) and the Environmental Projects (Group E) together with several of the Creative Region projects (Group D).

Figure 6.2: Summer of Inter Project Linkages for Implementation




Regional and District Projects: Supporting Projects
Creative Region Projects
Environmental Projects
Inner City Projects
Suburban Integrated Planning and Development Projects
D.1
D.2
D.3
D.4
E.1
E.2
E.3
E.4
F.1
F.2
F.3
F.4
F.5
G.1
G.2
G.3
G.4
G.5
G.6
G.7
G.8
G.9
G.10

6.5 District and Regional Effects of Projects

An initial indicative assessment was undertaken of the potential range of benefits that could reasonably be expected to be generated by each of the projects. The projects have been assessed in terms of the range of criteria relevant for triple bottom line assessments:

- **strategic effects:** overall contribution to the strategic positioning and long term development of the Launceston region;
- **economic effects:** contribution to sustainable economic development and prosperity of the Launceston region;
- **social benefits:** contribution to social access, equity, health and wellbeing and community development;
- **environmental benefits:** contribution to environmental sustainability and biodiversity.

The likely range of effects is set out in Figure 6.3. It will be noted that a five-way classification of potential benefits has been developed in terms of indicative order of likely benefit. This grades potential benefits in terms of the following hierarchy:

Major transformational regional effects

These are likely to be the highest order of effects and encompass long term and multiplier benefits;

Notable contributory regional effects

These are considered to be second order effects and may encompass limited multiplier benefits;

Possible longer term effects

These are considered to be lower range regional effects.

Significant district effects

These are likely to encompass major effects in various districts of the GLP area depending on the project. These effects will encompass both longer term and multiplier effects.

Contributory district effects

A number of projects will likely generate effects in various districts of the GLP area that are considered to be contributory and may include limited multiplier benefits.

It will also be noted that potential benefits were assessed in terms of the types of benefits that could be reasonably anticipated as a consequence of the projects. These beneficial effects encompassed the following:

- **Strategic Benefits**

  Includes overall benefit to the positioning and level of development of the region. This encompasses judgments that the project is likely to:

  - build or significantly contribute to the strategic advantage of Launceston and its region;
  - significantly contribute to networking, investment, governance and/or regional development;

- **Economic Benefits**

  Encompasses judgments that the project is likely to generate economic benefits in terms of contributions to:

  - regional economic infrastructure and/or economic productivity;
  - investment diversity;
  - growth and development of a knowledge based economy;
  - economic output and/or export diversity

- **Social Benefits**

  Encompasses judgments that the project is likely to generate social benefits in terms of contributions to:

  - creation of greater diversity of living environments;
  - improved accessibility to employment opportunities;
  - improved liveability and amenity;
  - improved access to education, health or community facilities;

- **Environmental Benefits**

  Encompasses judgments that the project is likely to generate environmental benefits in terms of contributions to:

  - improvements to environmental quality and/or biodiversity;
  - reductions in greenhouse gases;
  - reduced stress on water catchments.

Figure 6.3: District and Regional Effects of Projects

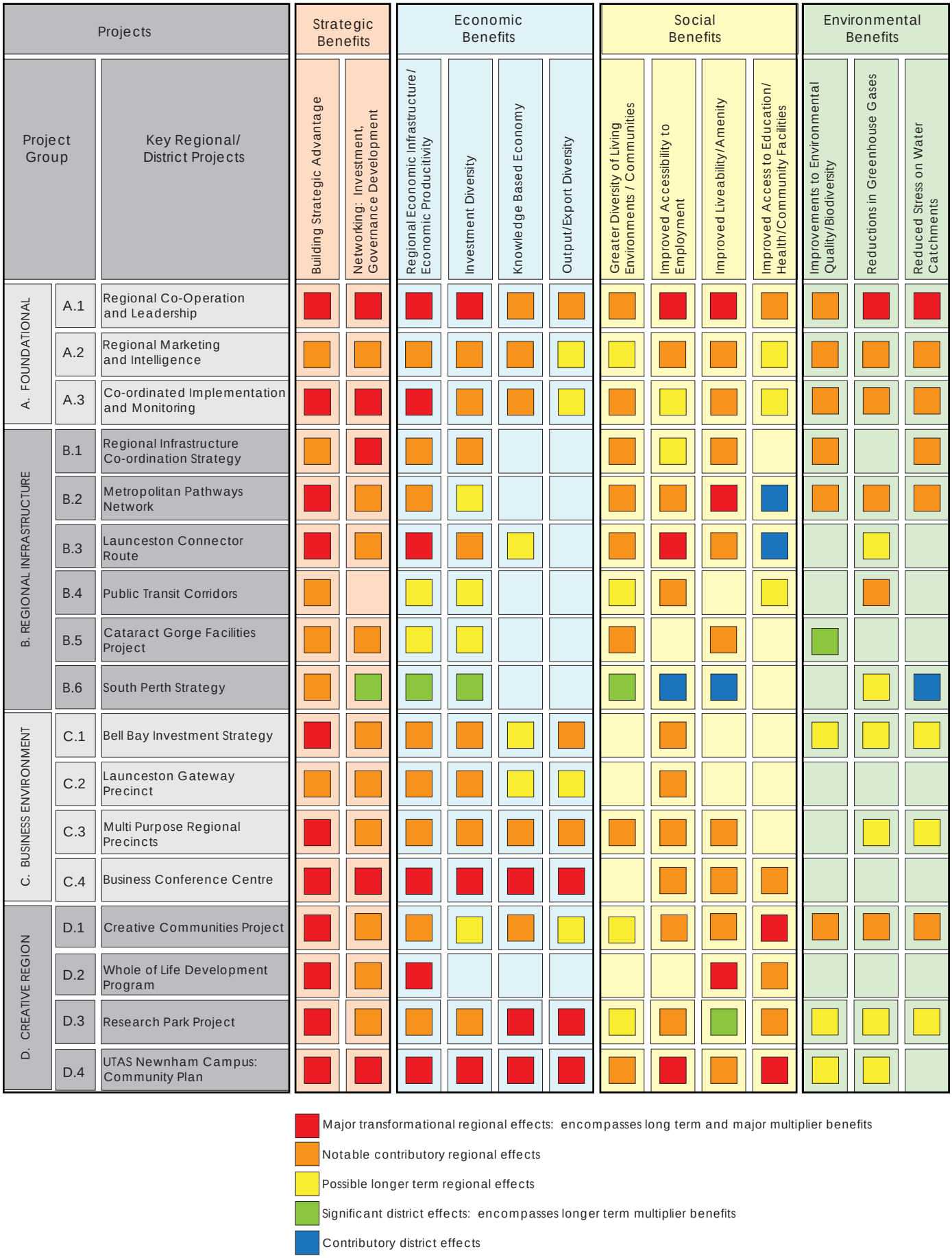
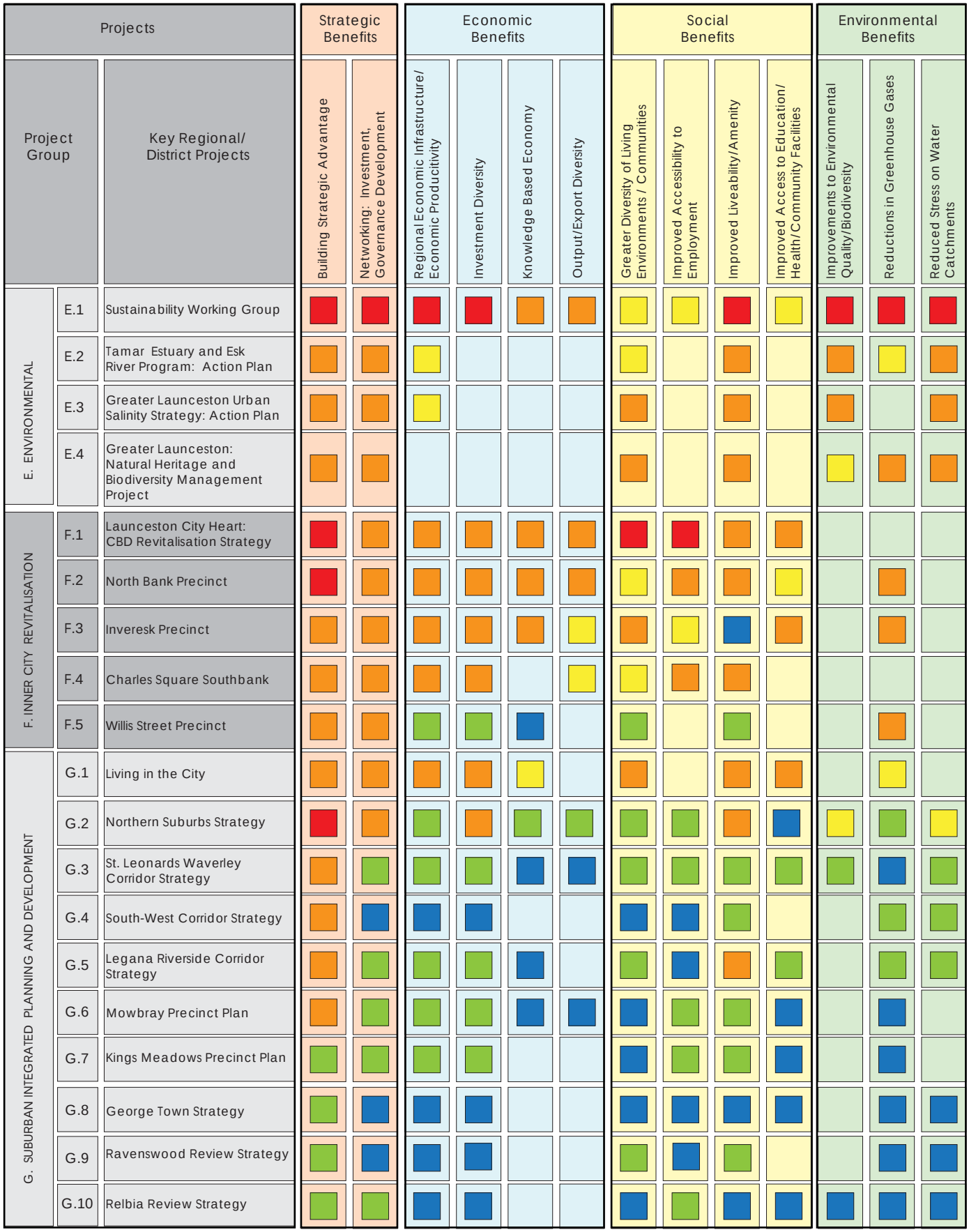


Figure 6.3: Evaluation Matrix (cont.)



In summary, the projects envisaged by the GLP are proposed as Council and/or agency managed initiatives to facilitate implementation of the Plan. The projects are envisaged as the basic building blocks of the GLP. Their purpose is threefold:

- to focus and direct Council and/or agency resources to specific initiatives likely to have optimal economic, community and environmental outcomes;
- to most effectively utilise Council and agency leadership to seed and leverage new investment and build strategic advantage for the region;
- to facilitate consistency and efficiency in the timely examination, initial development and implementation of regional and district initiatives.

Seven groups of projects are envisaged:

- Foundational Projects which are focused on co-operative leadership, marketing and intelligence and co-ordinated implementation and monitoring. The Foundational Projects are fundamental for the co-ordinated and structured implementation of the GLP;
- Regional Infrastructure Projects: focused on infrastructure vital for regional development encompassing the planning of utilities, arterial roads, pedestrian and cycle way networks, public transport and tourism infrastructure;
- Business Environment Projects: focused on improving the business environment and prospects in the region;
- Creative Region Projects: directed to improve community engagement, interest and creativity, regional health, population growth and the knowledge based economy;
- Environmental Projects: focused on improving environmental outcomes for the region;
- Inner City Revitalisation Projects: focused on a range of improvements and new investment in the inner city area;
- Suburban Integrated Planning and Development Projects: encompassing initiatives to be undertaken at the municipal level. The projects address urban consolidation and growth area planning together with planning for the district centres.

It is important the projects are prioritised to assist Councils and state agencies in the implementation process. The GLP provides indicative evaluations of the proposed projects in terms of:

- systemic significance of projects or the extent to which projects assist or underpin other projects (refer Section 6.4);
- the potential benefits of projects in terms of:
    - strategic benefits to greater Launceston region;
    - economic benefits;
    - social benefits;
    - environmental benefits.

On this basis, projects have been prioritised for implementation directed to meet two key objectives:

- to best assist the efficient implementation of the GLP;
- to optimise sustainable development opportunities and net community benefit for the local and regional communities.

6.6 Project Profiles

Project A.1:
Regional Leadership, Engagement and Co-operation

Major Elements

- Regional partnership charter to manage and implement the GLP;
- the charter should provide a framework to assist member Councils to work together setting out:
  - areas of agreement in the GLP;
  - an agreed organisational structure and funding arrangement to manage and implement the GLP, including the defined support role for NTD and / or other forms of agency / technical support;
  - an agreed process of Council and agency representation and oversight for the GLP;
  - funding agreement to implement common elements;
- building and communicating a shared vision;
- extending the partnership to the State and Commonwealth Governments;
- fostering a process of ongoing engagement with the community and key stakeholders.

Regional Significance

- The GLP has the potential to make a significant contribution to future investment and prosperity in the greater Launceston area through a coordinated approach to physical land use planning and development and joint implementation of key city and regional projects;
- **the single most important factor that will ensure the success of the GLP and opportunities to optimise sustainable growth and prosperity is the quality and consistency of regional leadership and co-operation;**
- **Effective leadership of the greater Launceston area will provide a consistent narrative and vision and a unified approach for key regional priorities and initiatives and is likely to maximise opportunities for private sector investment and state and Commonwealth support.**

Recommended Initial Actions

- Joint review of the final draft Greater Launceston Plan by the member Councils and the Tasmanian Government;
- adoption by the Tasmanian Government and the member Councils;
- regional partnership charter to be agreed by the Tasmanian Government and the member Councils.

Project Responsibilities

- Tasmanian Government and the member Councils should undertake to jointly implement agreed steps in the signing off, communication and partnership development process;
- regional partnership charter to specify:
  - process and structure of regional representation to manage, market and implement regional elements of the GLP;
  - process of communication, feedback and review between the member Councils and the co-ordinated management, marketing and implementation of regional elements of the GLP;
  - agreed process for sharing of costs to undertake common tasks and agreed preparatory work;
  - agreement on support mechanisms/resources required to prepare specified common work (following consideration by Councils of options that could include contracting NTD, delegation to Councils or an alternative option).

Project Objectives / Success Factors

- Joint adoption of the Greater Launceston Plan and implementation provisions by the Tasmanian Government and the member Councils;
- agreement and joint adoption of a GLP charter encompassing the Tasmanian Government and the member Councils;
- in principle support by the Commonwealth Government/ responsible Commonwealth agencies for the GLP;
- recognition by the Tasmanian Government and the member Councils of the centrality and significance of the GLP in future policy development and strategic planning.

Benefits and Costs

- The project is fundamental to the success of the GLP;
- major catalytic effects for a wide range of initiatives in the GLP: effective commitment and resolution of the Regional Leadership, Engagement and Co-operation project is likely to strongly influence the timely implementation and likelihood of success for a range of other projects;
- estimated to have a relatively low comparative costs for implementation;
- very high regional benefits likely;
- estimated relatively high benefit-cost ratio.

Project A.2:
Regional Marketing and Intelligence

Major Elements

- Marketing program informed by an up to date and comprehensive high quality information base encompassing regional and industry profiles, investment and development opportunities;
- phased marketing program linked to key projects, interest areas and progressive implementation of the GLP;
- active and regular briefings to key stakeholders/ government and business groups;
- specification of information required (and type and frequency of collection) to inform / facilitate new private sector investment initiatives;
- defined support role of Northern Tasmania Development (NTD) and the member Councils (refer project responsibilities);
- ongoing in depth evidence based support by Northern Tasmania Development (NTD) and the member Councils;
- implementation program for a defined trial period and subject to review and evaluation.

Regional Significance

- A high quality, up to date regional database on land use, economic activity and demand patterns, industry profiles and economic development and investment opportunities is a critical requirement to maximise the attraction of the region for private sector investment;
- an important deficiency of the greater Launceston area is the lack of a consistent high quality database that extends across the municipal jurisdictions;
- effective regional marketing is fundamental to advance regional opportunities and investment prospects;
- effective marketing will best be achieved at a regional level through high level business and political networks, supported and informed by a high quality up to date regional database
- significant potential to attract investment into the region and potential newcomers to the region. The project will support and complement the Regional Migration Program project (refer Project D.3).

Recommended Initial Actions

- Scoping of a model Regional Marketing and Intelligence project setting out the required services and potential benefits of the project;
- scoping of the required support role of NTD and/or other support arrangements as agreed by the member Councils;
- draft marketing and support information requirements framework document;
- trial implementation program;
- selected presentations to Council, government and private sector stakeholders;
- evaluation and review.

Project Responsibilities

- GLP charter should set out agreed common tasks and responsibilities for marketing and intelligence of the greater Launceston region;
- the charter should set out the responsibilities for the member Councils and the NTD and/or any other support arrangements and associated roles or links to state agencies (refer also recommended project responsibilities in the Regional Partnership Charter set out in Project A.1).

Project Objectives / Success Factors

- Agreement and joint adoption of a GLP charter encompassing the Tasmanian Government and the member Councils;
- clear agreement by the member Councils of common tasks and responsibilities for marketing and intelligence for the greater Launceston region, including:
    - defined technical support role for the member Councils and the NTD;
    - defined scope and review process for greater Launceston marketing and intelligence.
- completion and positive feedback of first phases of marketing to key stakeholders/ government and business groups;
- increased investor interest and activity in the greater Launceston region;
- decision to embark on the second phase of the Regional Marketing and Intelligence project for a defined period and subject to cyclical review.

Benefits and Costs

- The project is of high regional significance and follows from Project A.1: Regional Leadership, Engagement and Co-operation;
- high level investment prospects and the promotion of key regional projects will be greatly assisted by up-to-date, attractively presented regional and industry profiles;
- low-moderate level cost;
- relatively high benefits to improve the visibility and development prospects for the region;
- potential to achieve relatively high benefit-cost ratio.

Project A.3:
Co-ordinated Implementation and Monitoring

Major Elements

- Regional partnership charter to set out the scope, requirements and responsibilities for Co-ordinated Implementation and Monitoring;
- project will encompass:
  - agreed scope of planned future urban development and associated infrastructure in the greater Launceston area;
  - schedule of proposed metropolitan rezonings;
  - supporting development requirements to be detailed by the member Councils;
  - implementation schedule for the GLP;
  - defined scope and schedule for ongoing/cyclical monitoring of the progress of the GLP and for major periodic reviews.

Regional Significance

- Effective implementation of key elements and projects of the GLP is fundamental for the success of the plan.

Recommended Initial Actions

- Joint review and adoption by member Councils of the principal elements, key projects and plans of the GLP;
- in principle support by the Tasmanian Government and key state agencies;
- agreed schedule of planned future development in the greater Launceston area;
- preparation of maps and schedule of proposed rezonings;
- preparation of a schedule of supporting development requirements and associated information to be prepared by member Councils;
- adoption and operation of a monitoring program for the GLP.

Project Responsibilities

The member Councils need to agree on:

- overall scope, requirements and responsibilities for Co-ordinated Implementation and Monitoring of the GLP encompassing:-
  - overarching regional level implementation framework (refer Project B.1: Regional Infrastructure Co-ordination Strategy);
  - scope of detailed supporting implementation that will be undertaken at a municipal level (refer Project B.1);
  - organisational structure and a program to monitor major implementation projects

Project Objectives / Success Factors

- Joint adoption by the member Councils of the Co-ordinated Implementation and Monitoring Agreement within the broader context of the regional partnership charter;
- in-principle support by the Tasmanian Government, the Tasmanian Planning Commission and other key state agencies;
- signing off by the member Councils of the agreed scope of:
  - planned future urban and associated development in the greater Launceston area;
  - schedule of supporting rezoning;
  - schedule of supporting development information requirements to be prepared by member Councils;
  - monitoring schedule for the GLP;
  - process of major periodic reviews for the GLP.

Benefits and Costs

- The project is fundamental to the success of the GLP;
- necessary foundational project for future public and private sector investment and development;
- relatively moderate cost level;
- likely high and fundamental benefits to the region;
- potential to deliver a relatively high benefit-cost ratio.

Project B.1:
Regional Infrastructure Co-ordination Strategy

Major Elements

- The Regional Infrastructure Co-ordination Strategy comprises the following elements:
  - assessment of future development land requirements for the growth areas by municipal authority by future planning period (2013-2021 and 2021-2036);
  - Land Release Strategy to meet future land development requirements and minimise excessive land stocks at the present time and for future planning periods;
  - Regional Infrastructure Strategy for the future provision of servicing infrastructure for each of the growth areas with respect to their future development by planning period (2013-2021 and 2021-2036). The infrastructure provisioning requirements should address:-
    - water supply and sewerage requirements;
    - main road and connector road access requirements;
    - electricity supply requirements;
    - other requirements as identified by the member Councils.

Regional Significance

- Major regional facilitation and co-ordination project to involve all of the member Councils of the Greater Launceston Plan;
- the project is focused on the co-ordinated development and land release required for the orderly development of the growth areas to:
  - ensure the timely and cost effective provision of infrastructure requirements to service the growth areas;
  - the planned and co-ordinated release of land to minimise excessive land stocks in approved growth areas.

Recommended Initial Actions

- Establishment of Regional Infrastructure Co-ordination Committee (RICC, refer project responsibilities);
- preparation of Working Paper for/by the RICC to establish scope and terms of reference for the Regional Infrastructure Co-ordination Strategy;
- review by the member Councils and key government agencies;
- inter-Council/ government agency agreement and finalisation of terms of reference for the Regional Infrastructure Co-ordination Strategy (RICS);
- preparation of draft RICS with input by:
  - member Councils;
  - state agencies;
  - the development industry.
- community and stakeholder review process;
- review of community and stakeholder response by the RICC;
- revised draft RICS;
- review by member Councils and state agencies;
- agreement on revised/ final draft strategy by the member Councils and state agencies;
- approval and adoption of the revised/final draft strategy by the member Councils;
- Inter-Council/state government agreement on funding and resourcing requirements for the operation of the Strategy for a defined period;
- commencement of the operation of the Strategy under guidance from the RICC;
- cyclical review of the RICS and report to the RICC;
- recommended adjustments/ modifications to the RICS on the basis of the operation and performance of the existing Strategy.

Project Responsibilities

- Regional Infrastructure Co-ordination Committee to comprise representation from the following:
  - member Councils of the Greater Launceston Plan area;
  - Tasmanian Planning Commission;
  - NTD;
  - TasWater, DIER and other state agencies/ utilities as agreed by the member Councils and the Tasmanian government;
- Organisational structure, operational funding requirements and arrangements for the co-ordination, management and servicing of the Regional Infrastructure Co-ordination Strategy will need to be resolved by the member Councils as part of the governance arrangements for the GLP.

Project Objectives / Success Factors

- Establishment of Regional Infrastructure Co-ordination Committee (RICC);
- completion of Working Paper to establish scope and terms of reference for the Regional Infrastructure Co-ordination Strategy (RICS);
- approval of terms of reference for the RICS by the member Councils and Tasmanian government in liaison with key state agencies;
- completion of draft RICS for community and stakeholder review;
- completion of review process;
- finalisation of revised draft RICS;
- formal adoption of RICS by member Councils;
- inter-Council/state government agreement to implement the RICS for an agreed operational period and subject to review;
- formal implementation of the RICS;
- cyclical review at the completion of an agreed operational period;
- agreed revisions/modifications to the RICS following the cyclical review;
- inter-Council/state government agreement to renew the RICS for a further operational period subject to agreed modifications.

Benefits and Costs

- The RICS is viewed as an important regional project to facilitate the orderly and consistent implementation of the GLP;
- the RICS is likely to provide a number of major benefits for the development of the growth areas of greater Launceston including:
    - optimal use of scarce funding resources for future infrastructure provision in the region;
    - efficient and effective management of future land provision and development in the growth areas;
    - minimisation of excessive land stocks in individual growth areas.
- the organisation and preparation of the RICS is likely to be of a relatively low order of cost;
- the project is likely to generate a significant benefit cost outcome and provide long term strategic benefits for the development of the greater city.

Project B.2:
Metropolitan Pathways Network

Major Elements

- Strategy to provide an integrated regional pedestrian - cycleway network linking metropolitan Launceston;
- the planned pedestrian - cycleway network including shared pathways will link central Launceston to surrounding suburbs and developing localities via key open space and recreation areas wherever practicable;
- key features include:
    - Hierarchy of existing and new pathways to encompass:
        - the proposed Principal Urban Cycle Network (PUCN) that indicates highest priority cycling routes identified by DIER in consultation with the member Councils and cycling groups;
        - identification of off-road components of the PUCN to be developed as shared pathways (jointly used pedestrian pathways and cycleways) and on-road components with defined cycle lanes
        - updated/detailed inventory of green space resources in the greater Launceston area including:
            - public parks classified by quality/amenity and facilities provided;
            - children's play areas classified by facilities provided and level of protection/ surveillance;
            - sports reserves;
            - recreation facilities and associated community facilities (e.g. tennis courts, bowling greens);
            - significant private or restricted access open space (e.g. golf courses);
            - non-conservation green space areas;
            - national parks/ conservation areas.
        - assessment of access requirements to existing and likely future parks for future Launceston communities (refer Community Statement, Geografia, November 2012);
        - protection and enhancement of the Tamar-North and South Esk riverside areas;
        - inter-linking of major parks and reserves, recreation facilities, education facilities, activity centres and employment areas,
        - concepts and program for amenities provisioning.
    - the North Esk river valley is characterised by extensive private ownerships (refer Figure 6.4). A strategy to provide a network of linked green spaces along the western edge of the river valley is recommended to be identified and assessed as part of the Metropolitan Pathways Network project. The planning and development of a priority shared pathway route along the North Esk river valley should be directed to:
        - identify the minimal extent of potential land acquisitions required to achieve a contiguous green network in public ownership along the western side of the North Esk river valley;
        - ensure that the proposed acquisitions take full account of relatively high slope areas and provide sufficient flexibility to develop a shared pathway for pedestrians and cyclists;
        - ensure that existing recreation areas are retained;
        - ensure that the shared pathway to be developed is linked to schools, public transport routes, activity centres and existing and future residential areas;
        - provide a potential acquisition plan framework for the cost-benefit assessment and planning development of potential options for the staged purchase of land for public open space that most cost effectively achieves the above objectives.
    - Implementation plan for the project to include:
        - staged implementation plan for the progressive development of shared pathways and on-road priority cycle networks;
        - feasibility and staged development strategy for the progressive development of parklands along the North Esk river valley generally south from Inveresk to St Leonards to identify the minimum area of sites required to achieve linked edge parks, initially on the western side of the North Esk river (refer Figure 6.4);
        - staged implementation plan for progressive development of other identified parklands and open space linkages;
        - prioritised implementation plan for facilities to be co-located with priority parkland/ green space areas to be linked/accessed by shared pathway network. Potential facilities to include:
            - protected children's play areas;
            - exercise areas;
            - community areas for picnics/outings with shelters/barbeque facilities;
            - signage;
            - seating areas;
            - cycle stands at selected locations;
            - automated access/self cleaning toilet facilities;
            - identification of selected sites for potential cafe franchises.

Regional Significance

- Highly significant project to improve safe pedestrian access and liveability in Launceston;
- the project directly addresses community needs and will build on recognised amenities and strengths of Launceston and suburbs.

Recommended Initial Actions

- Establishment of inter- Council Metropolitan Pathways Committee (ICMPC) to review and promote project;
- agreement on a funding mechanism for the project;
- preparation of Working Paper for the ICMPC to set out the recommended scope for the Metropolitan Pathways Network project;
- review of project scope by the member Councils;
- approval of revised scope by the member Councils;
- preparation of draft Metropolitan Pathways Network project for public discussion;
- review by the member Councils;
- engagement phase with the community and key stakeholders;
- review and refinement of project to be co-ordinated by the committee;
- finalisation of Metropolitan Pathways Network project;
- planning and development approvals as required;
- budget planning for implementation of phase 1 and agreed funding structure;
- commencement of Phase 1 of the implementation of the project encompassing:
    - design development;
    - cost estimates;
    - project tendering;
    - construction.

Project Responsibilities

- To be recognised and agreed as a shared responsibility of the participating Councils;
- organisational structure, operational funding requirements and arrangements for the co-ordination, management and servicing of the project will need to be resolved by the member Councils as part of the governance arrangements for the GLP;
- subject to the resolution of the above, oversight for the project will be co-ordinated by an Inter-Council Metropolitan Pathways Committee (ICMPC) to comprise representation from the following:-
    - member Councils of the GLP area;
    - DIER;
    - NTD;
    - Parks and Wildlife Services Tasmania; and
    - cycling bodies / stakeholders to be nominated;
    - other agencies as required.

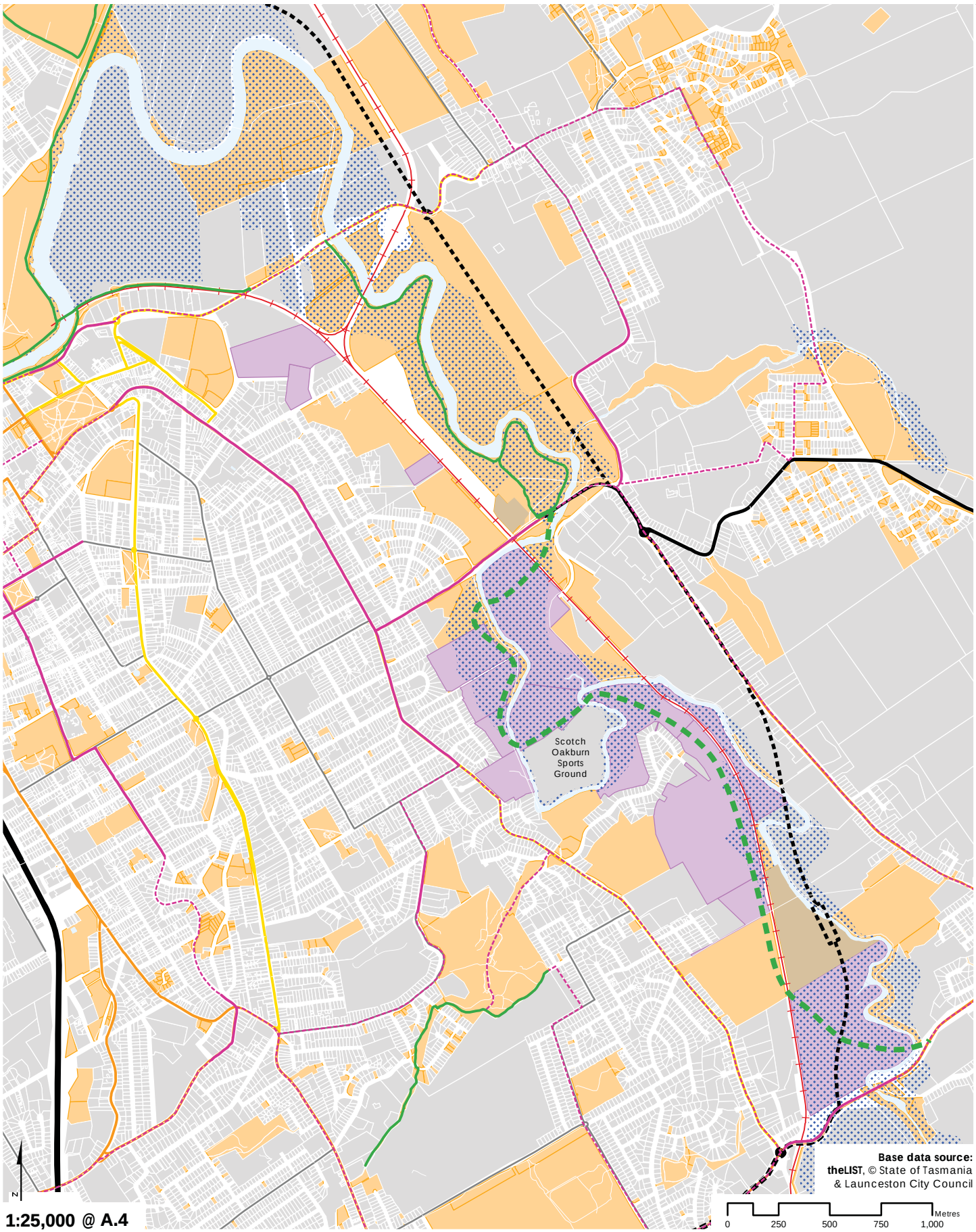
Project Objectives / Success Factors

- Agreement between the participating Councils of the purpose, benefits and significance of a metropolitan pathways plan and strategy;
- agreement on a funding mechanism for the project;
- finalisation of the Metropolitan Pathways Network;
- signing off by the participating Councils for the development of the plan;
- establishment of a budget and source of funding for the project;
- planning and development approvals in place;
- commencement of implementation, Phase 1;
- establishment of a monitoring program to assess patterns of use and community response to Phase 1 of the project.

Benefits and Costs

- The Metropolitan Pathways Network project will provide a number of regional benefits to existing and future communities in the greater Launceston area. Key benefits include:
    - improvements to liveability and amenity;
    - improved access to recreational resources;
    - improved access and safety for cyclists and pedestrians and facilitation of broader effective choice for non-vehicular travel;
    - improved access choice for travel to work, places of education and other destinations;
    - contribution to improved social equity and access;
    - contribution to climate change mitigation by providing areas areas of shading and wind blocks.
- the relative costs (including initial development and maintenance) are anticipated to be of a moderate order with low levels of project risk;
- the project is likely to produce a significant positive benefit-cost outcome.

Figure 6.4: North Esk River Valley: Proposed Investigation Area for Metropolitan Pathways Network



Project B.3:
Launceston Connector Route (LCR)

Major Elements

Alternative arterial access route around the Launceston Central Area (LCA) and inner suburbs connecting the East Tamar, Tasman, Midland and Bass Highways. Key component links encompass (refer Figure 5.3):

- Propose eastern bypass route to run from McKenzie Street at Mowbray Link road south-east through the Heritage Forest area and along the North Esk river valley to Johnston Road at St Leonards;
- upgrading of Johnston, Quarantine and Kings Meadows link roads;
- extension of Kings Meadows link road from the Midland Highway west to the Westbury Road / Bass Highway interchange. The potential future link road (termed Prospect Link in this report) should be planned to minimise impacts on the Kate Reed Nature Recreation Area (refer also Section 5.9)
- proposed longer term regional road network that could be progressively developed to provide an access system and structure for current and future development areas in the southern and south-eastern suburbs of Launceston City;
- city building infrastructure that will provide new regional access and development opportunities. New regional multi-purpose nods are proposed to be co-located with the LCR (refer Regional Framework Plan, Figure 5.2)

Regional Significance

- Multi purpose city building infrastructure will provide a number of important regional and district access benefits for greater Launceston;
- important bypass will serve planned industrial and growth areas;
- LCR will provide arterial inter-urban access to new regional multi-purpose employment nodes;
- improved access for freight and regional traffic movements will generate important contributions to economic productivity and liveability;
- a long term regional road network will provide a structure and direction for the development of current and future residential and employment areas.

Recommended Initial Actions

- Complete feasibility investigations and road network options for the LCR route;
- seek in-principle agreement between Launceston City Council and DIER for the progressive development of the LCR over the next 20 years.

Project Responsibilities

- Joint responsibility of Launceston City Council and DIER.

Project Objectives / Success Factors

- Agreement between the Launceston City Council and DIER on the purpose, benefits and significance of a regional main road network to be progressively developed over the next 20 years;
- agreement on the preferred development options with regard to:
  - network routes and indicative layouts;
  - preliminary feasibility costing and benefit-cost assessments;
  - budgeting and funding for the projects;
  - implementation schedule for the projects;
- approvals process for the road projects;
- tender process for the projects;
- commencement and completion of construction phase;
- progressive development of the regional network system.

Benefits and Costs

- City building infrastructure of regional significance;
- broad range of long term development, investment and liveability benefits for the greater city;
- relatively high development costs are likely over an extended development period;
- high immediate direct benefits with significant multiplier effects for the construction industry;
- key elements of the project likely to show a positive benefit-cost ratio.

Project B.4:
Public Transport Corridors

Major Elements

- Future planning builds on the established corridor concept currently in operation;
- project will be informed by the Greater Launceston Metropolitan Passenger Transport Plan (GLMPTP);
- all routes converge on the CBD and most routes enter and exit the CBD via St John Street;
- routes serve particular sectors of greater Launceston:
  - northern suburbs;
  - eastern corridor;
  - southern suburbs;
  - South - Western corridor;
  - north-western suburbs.
- project focuses on adding value and further improving the established public transport corridors. Key elements include:
  - all weather bus stops and stations;
  - associated urban design, safety and lighting improvements;
  - identified pedestrian and cycleway linkages and safe crossings;
  - facilitation of higher density living opportunities along the corridors particularly in the vicinity of established major facilities and activity centres;
  - potential integration of the Tiger and suburban bus services

Regional Significance

- Significant project to improve effective and safe access to public transport and optimise benefits through selected improvements to the existing system.

Recommended Initial Actions

- Finalisation of Greater Launceston Metropolitan Passenger Transport Plan by DIER in partnership with the participating Councils, Metro and private bus operators;
- finalisation of Public Transport Corridors Plan by the participating Councils;
- development of staging plan by DIER in co-operation with the participating Councils;
- establishment of budget for selected improvements;
- implementation of project Phase 1;
- customer service monitoring and project evaluation.

Project Responsibilities

- Partnership project encompassing DIER and the participating Councils;
- prime responsibility for development and management of the Greater Launceston Metropolitan Passenger Transport Plan is with DIER;
- prime responsibility for land use and development management of the public transport corridors is with the participating Councils in consultation and co-operation with DIER.

Project Objectives / Success Factors

- Agreement with DIER and the participating Councils on the Public Transport Corridors Plan with regard to:
  - intended scope and application of the plan;
  - identified selected areas along the corridors to facilitate higher density development;
  - scope of selected public transport improvements;
  - scope of associated urban design, safety and lighting improvements;
  - indicative development budget and implementation schedule.
- finalisation and approval of development plan for selected public transport improvements;
- budget and program approval for selected public transport improvements;
- commencement of Phase 1 of the plan;
- completion of Phase 1;
- customer service monitoring and project evaluation.

Benefits and Costs

- Project directed to significantly add community value to existing public transport corridors in the greater Launceston area;
- DIER has indicated that the project is subject to a special funding application for transport infrastructure projects and approval at a state level;
- potential to generate opportunities for medium density urban housing at selected locations;
- opportunities to achieve a range of public benefits including improved passenger access, safety and comfort, improvements to the public realm and opportunities for medium density housing/mixed use development;
- potential to achieve positive benefit-cost ratio.

Project B.5:
Cataract Gorge - Trevallyn Management Plan

Major Elements

- A coordinated holistic review of the Cataract Gorge Reserve and the adjoining Trevallyn Nature Recreation Area;
- preparation of a management plan for the medium and longer term coordinated management of the area encompassing:-
  - a vision statement reflecting community and stakeholder values and the regional significance of the area;
  - preparation of a master plan for the sustainable use and management of the area taking account of community, conservation, tourism, recreational and access requirements;
  - identification of required access and facility improvements to be informed by recreation and tourism industry stakeholders.

Regional Significance

- The Cataract Gorge Reserve is one of Tasmania's most significant tourism icons and is closely linked to the history of Launceston;
- the Reserve and the adjoining Trevallyn Nature Recreation Area are critical resources for future communities in the greater Launceston area with important tourism, conservation, recreational and amenity values;
- improvement of the reserve and recreation area through a coordinated management plan will potentially provide important tourism, economic, recreational and amenity benefits to the regional community.

Recommended Initial Actions

- Formation of a Cataract Gorge - Trevallyn Working Group with a broad representation from parks and conservation stakeholders, the tourism industry, recreational groups and local Councils (refer Project Responsibilities);
- preparation of a scope of work and commission of a study to review current and future uses of the reserve and recreation area taking account of:-
  - areas of significant conservation, scenic and amenity value;
  - current and emerging patterns of use;
  - current patterns of access to the area;
  - state of recreational and tourism activities;
  - potential opportunities to add value / new experiences to recreational and tourism activities consistent with the sustainable management and enhancement of environmental, scenic and amenity values;
  - potential improvements for pedestrian and cycle access within the context of sustainable environmental, scenic and amenity values;
  - master plan principles and concept/s for the reserve and recreation area;
- extensive stakeholder and consultation phase during the development of the draft report;
- preparation of a draft report for community and Council review;
- public review phase;
- joint review by Launceston City Council and West Tamar Council in association with relevant state agencies and industry stakeholders;
- resolution and in-principle adoption of final draft Management Plan;
- Preparation of implementation plan and budget for the first phases of the plan.

Project Responsibilities

- Establishment of a Working Group to guide the project, comprising representation from:
  - Northern Tasmania Development;
  - Tourism Northern Tasmania;
  - Parks and Wildlife Service Tasmania;
  - Launceston City Council;
  - West Tamar Council;
  - Members of the tourism and business community;
  - as the scope of the research project is clarified, a consultancy agency for the project will be identified via a tender or expression of interest process;
  - project to be developed by the consultancy with defined assistance from Council, with review by the steering committee;
- organisational structure and arrangements for the coordination and conduct of the Management Plan will need to be resolved by the member Councils as part of the governance arrangements for the GLP.

Project Objectives / Success Factors

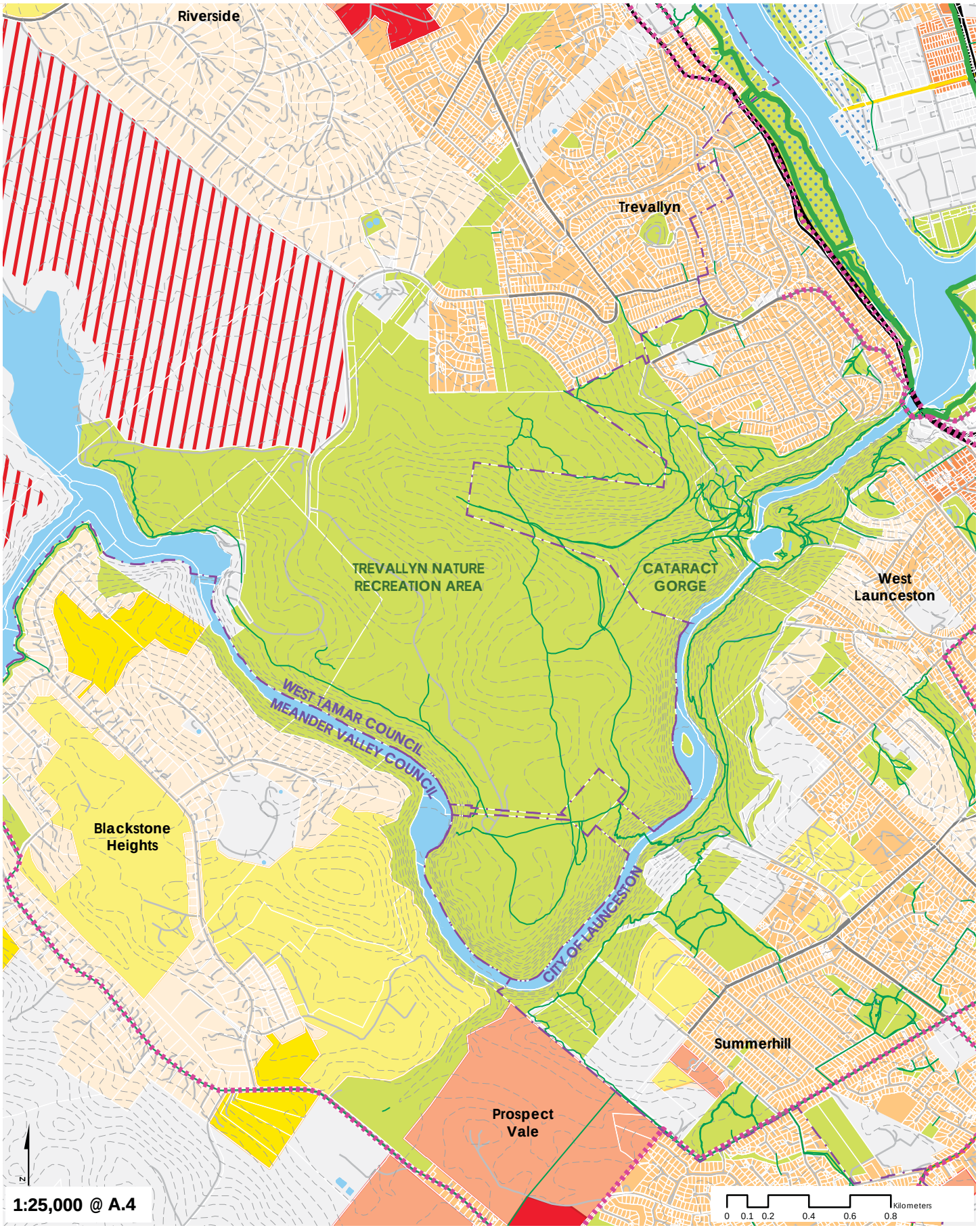
- Comprehensive consultation and survey of community and stakeholder views, aspirations and priorities for Cataract Gorge and the Trevallyn Nature Recreation Area;
- Completion of detailed review of significant environmental, scenic and amenity values of the Gorge and Nature Recreation Area;
- Completion of review of patterns of use of the study area;
- Completion of draft master plan principles and concept/s
- benefit cost assessment of priority facility and amenity improvements;
- formal joint adoption and commitment to joint Council/Tasmanian Government funding and master plan implementation;
- active commencement of implementation phase;
- completion of stage 1 of the development and management program;
- successful program review;
- ongoing implementation of the development and management program.

Project B.5:
Cataract Gorge - Trevallyn Management Plan (cont.)

Benefits and Costs

- The project offers the opportunity for the community and stakeholders to provide a comprehensive vision and direction for Cataract Gorge and the Trevallyn Nature Recreation Reserve;
- It also offers the opportunity for the community and stakeholders to participate in the master planning process and the identification of a program of access, amenity and facility improvements consistent with the sustainable management and enhancement of the study area's significant environmental, scenic and amenity values;
- the project has the potential to generate significant benefits for the Launceston community and the significant numbers of tourism and recreational visitors attracted each year to the Gorge;
- the range of benefit cost outcomes will depend on the details of the projects to be developed.

Figure 6.5: Cataract Gorge and Trevallyn Nature Reserve



Legend

Pedestrian & Cycle Network
- Off-Road Trail
- Proposed Bike Route
- Walking Trails
- Local Government Area

Potential Future Residential Development
- General Residential (2013 - 2021)
- General Residential (2021 - 2036)
- Low Density Residential (2013 - 2021)
- Low Density Residential (2021 - 2036)
- Strategic Reserve (post 2036 development)

- Water Body
- Flood Plains
- Parks and Open Space

Existing Residential Zones
- Inner Residential
- General Residential
- Low Density Residential / Village

- National / State Highway
- Arterial Road
- Feeder
- Access Road

Project B.6:
South Perth Strategy

Major Elements

- New regional road link connecting the Midland Highway west of the Perth Bridge to Illawarra Road west of the main line (refer Figure 5.3);
- the proposed road development bypasses Main Road and Drummond Street and provides a direct connection between Illawarra Road and the Midland Highway and provides alternate access, particularly for heavy vehicles away from the Perth township;
- the envisaged road bypass project is proposed to be co-developed with a broader multi-purpose project. This provides for the comprehensive planning and development of the precinct to be created south of Drummond Street to the bypass road to encompass:
    - a future residential community utilising a significant part of the additional housing demand for the northern townships in the period after 2021;
    - a proposed new town centre to be located on the south side of Drummond Street and Main Road to service the precinct and the wider Perth township (refer Figure 5.1) .

Regional Significance

- Illawarra Road is part of the national/state highway network that enables high level vehicle and freight access from Hobart to Burnie (refer Figure 5.3);
- the Illawarra Road (South Perth) bypass is recognised as an important connection to facilitate an identified improvement to the national/state network;
- the precinct formed by the bypass road has the potential to accommodate a significant component of additional housing demand likely to be needed by the northern townships in the post 2021 period.

Recommended Initial Actions

- Joint review and scoping by DIER and Northern Midlands Council for the South Perth Strategy to encompass:-
    - land use planning for a residential precinct and future town centre fully integrated into the Perth township;
    - the future route, planned reservation and access links to the Illawarra Road Bypass;
- extensive community and stakeholder consultation phase ;
- preparation of draft South Perth Strategy showing principles and options for the study area;
- public exhibition phase;
- joint review and strategy modification and finalisation by Northern Midlands Council in consultation with DIER;
- joint in-principle adoption by DIER and Northern Midlands Council of the recommended South Perth Strategy including the proposed route and related access linkages for the Illawarra Bypass Road;
- rezoning process including securement of reservation for the bypass;
- preliminary design for the bypass;
- planning and development approvals as required;
- adoption of implementation plan for the South Perth Strategy by Council
- design development for the bypass by DIER;
- design review/modifications as required;
- tendering of project;
- finalisation of government development and funding approvals;
- construction phase (bypass);
- post bypass construction evaluation;
- ongoing implementation of the South Perth Strategy by Northern Midlands Council.

Project Responsibilities

- Joint responsibility for the project is with Northern Midlands Council in consultation with DIER, stakeholders and the local community.

Project Objectives / Success Factors

- Agreement by DIER and Northern Midlands Council to jointly review the scope and terms of reference for the Illawarra Road (South Perth) bypass project to ensure that there is sufficient flexibility to allow for the co-development of the South Perth Strategy;
- completion of structure planning for the South Perth Strategy by Council;
- joint in-principle agreement by DIER and Council of recommended route and interchange planning guidelines for the bypass road, and for the staged development of the South Perth precinct;
- completion of design development by DIER;
- completion of approvals process to facilitate the development of the bypass road;
- completion of any modifications that may be required to the proposed route and interchange;
- selection of preferred tenderer for the project;
- final projects approvals by government and commissioning of preferred tenderer;
- successful completion of construction phase';
- completion of post project evaluation by DIER;
- active commencement of the South Perth precinct by Northern Midlands Council.

Benefits and Costs

- Project viewed as part of the national/state highway network;
- will provide amenity benefits for residents of Perth and safety benefits for both residents and road users together with convenience and efficiency benefits;
- limited length of the proposed bypass (less than 2 kilometres) and flat topography likely to ensure moderate cost range;
- the integrated development of a new residential precinct and town centre for the Perth township will provide long term benefits for the local and district community;
- final benefit - cost assessment should take account of the diversity of long term benefits for the region and district.

Project C.1:
Bell Bay Investment Strategy

Major Elements

- Phased economic investment and development strategy to build on existing assessments and long term planning (refer "Economic Contribution of Bell Bay to the Economy of Tasmania", Temco report;
- strategy has three major components:
  - expansion of the port of Bell Bay as a major deep water cargo and container port, with the capacity to handle up to 250,000 containers per annum;
  - consolidation and diversification of the Bell Bay industrial area through:
    - application of supply chain analysis to target potential businesses that best add value and complement existing production;
    - detailed analysis of the developing primary production market in the North Tasmania region, and identification of potential opportunities for product processing at Bell Bay prior to export and shipment;
  - advocacy and marketing to build market and investment support for the strategy.

Regional Significance

- Bell Bay is the largest, most significant industrial area in Tasmania with an onsite workforce of approximately 3,500 people and an indirect impact on a further 15,000 jobs in the wider Tasmanian economy (Bell Bay Industry Group, 2013);
- 60-70 per cent of people working in Bell Bay live in Launceston (Bell Bay Industry Group, op.cit.);
- employment and population modeling undertaken by Geografia for the Resource Analysis (November, 2012) indicated that major closures at Bell Bay would have a dramatic and widespread impact on regional employment and the economy. The current high reliance on two major enterprises for economic output and exports at Bell Bay, is a significant strategic risk identified by Geografia and confirmed by the GLP. The need to diversify economic output and exports at Bell Bay is a critical issue of major regional significance;
- long term need for Bell Bay as a major deep water general cargo and container port for Tasmania to complement Burnie and Devonport;
- constraints at Burnie and Devonport will limit capacity to accommodate container growth at these ports;
- long term port infrastructure strategy has been prepared (Bell Bay Intermodal Expansion Project) to increase the freight capacity of Bell Bay from 150,000 to 400,000 containers (TEUs) per annum (Tasmanian Freight Logistics Council, January 2012). There is a current proposal before Infrastructure Australia for $150 million to fund the first stages of this strategy.

Recommended Initial Actions

- Formation of Bell Bay Investment Strategy Committee (refer Project Responsibilities);
- scoping of required project;
- draft strategy development encompassing:
  - review of current infrastructure planning and updating of port strategy;
  - supply chain analysis study to identify best fit/ highest value potential entrants to consolidate the Bell Bay industrial area;
  - assessment of processing-export opportunities related to current, emerging and likely future primary industry prospects in the North Tasmania region;
  - advocacy and marketing strategy.
- committee/stakeholder/public review of draft strategy;
- modifications as required;
- consultations with the Tasmanian government, state and commonwealth agencies;
- finalisation of strategy;
- in-principle policy support by the member Councils.

Project Responsibilities

- The project is proposed as a partnership initiative to be co-ordinated by Northern Tasmania Development (NTD) with participation by the Bell Bay Industry Group, the member Councils of the GLP, in consultation with the Tasmanian Government.

Project Objectives / Success Factors

- Formation of Bell Bay Investment Strategy Committee;
- completion of scoping for the Strategy;
- securement of funding for the Strategy;
- successful completion of the draft report;
- completion of regional review phase;
- successful completion of consultations with the Tasmanian government, state and commonwealth agencies;
- finalisation of Strategy with in-principle policy support by the member Councils and broad support within the Tasmanian and Australian governments.

Benefits and Costs

- Bell Bay presents a major paradox for greater Launceston and the wider region. It is the most significant industrial area in Tasmania with important contributions to state output and has broad employment impacts. However, at the present time, the precinct has an uncertain future in relation to its port operations and there is longer term uncertainty and potentially significant risk in the future of the industrial area given the high concentration of output with reliance on two major industries in the precinct;
- the Strategy seeks to identify a clear long term role for the port of Bell Bay as a major cargo and container port. It also seeks to identify an effective strategy to diversify the range of industries in the precinct and to lower risks that the precinct currently presents to greater Launceston and the wider region;
- the project is of fundamental significance to Launceston and the North Tasmania region. A successful outcome for the Bell Bay Investment Strategy will deliver very high strategic value for Launceston and the wider region;
- a successful Strategy would likely have a very high benefit-cost outcome.

Project C.2:
Launceston Gateway Precinct

Major Elements

- Planned integrated consolidation of the Launceston airport and the Translink industrial precinct to serve as a major gateway for passengers and freight and the principal logistics precinct for Tasmania;
- integrated master plan for the Launceston airport and the Translink industrial precinct to encompass:
  - long term plan to meet the optimal future requirements of the Launceston airport;
  - co-ordinated plan for the sustainable consolidation of the Translink industrial precinct as Tasmania's pre- eminent logistics precinct;
  - co-ordinated access planning to link air and rail access to the national highway network;
  - rail modal interchange project at the junction of the western and main lines;
  - plan for the phased upgrading of Evandale Road south from the Midland Highway junction to Leighlands Road and the upgrading of Leighlands Road from Evandale Road south to the Midland Highway.

Regional Significance

- With over 1.0 million arrivals, Launceston's airport is of national significance. Forecast growth to 2.2-2.6 million passenger arrivals by 2028/29 (refer Launceston Airport Master Plan, 2009);
- the project seeks to optimise Launceston's strategic position and develop the region's key gateway. This will be progressed through a long term plan for the airport, integrated with a comprehensive regional logistics precinct;
- major integrated logistics node linking air passenger and freight movements to the state's road and rail network and the Burnie - Hobart corridor.

Recommended Initial Actions

- Formation of all party representative committee (refer Project Responsibilities);
- scoping of required extent of Launceston Gateway Precinct Master Plan requirements;
- preparation of draft Master Plan;
- consultation, review and plan finalisation;
- approvals as required;
- phase implementation process;
- monitoring and evaluation;
- ongoing program implementation and cyclical review.

Project Responsibilities

- The project will be co-ordinated by the Launceston Airport Precinct Working Group with representation from the following:-
  - Australian Pacific Airports Corporation (APAC);
  - member Councils of the GLP area;
  - relevant Commonwealth and state agencies
- the Working Group will be required to assess resource requirements for the planning of the project and to recommend a funding model.

Project Objectives / Success Factors

- Agreement by the APAC, member Councils and the relevant Commonwealth and State agencies to develop and support the Launceston Gateway Precinct project;
- agreed budget and business case for the project;
- preparation of the draft Launceston Gateway Precinct Master Plan for consultation and review;
- resolution and joint adoption of the Master Plan by the all party committee. Joint resolution to implement the project;
- statutory approvals as required;
- implementation phases and successful implementation of each stage of the Master Plan;
- significant new investments attracted to the precinct;
- agreed process of cyclical monitoring and review.

Benefits and Costs

- Potential major regional project building on the successful operations and long term growth of Tasmania's second airport and location of the precinct at the junction of the western and main rail lines and proximity to the national/state highway network;
- high visibility precinct with projected significant growth prospects likely to attract future investment subject to effective master planning and development approvals. On this basis, potential to achieve positive benefit cost ratio.

Project C.3:
Multi-Purpose Regional Precincts

Major Elements

- Proposed high visibility multi-purpose regional precincts to support opportunities for new and consolidated activities. The precincts are proposed to facilitate the relocation of space extensive activities from the central area and provide a broader diversity of commercial and trade development opportunities that could be closely related to new higher density residential precincts;
- key elements of the project include:
    - potential precinct areas at high visibility locations encompassing both brownfield and greenfield sites. Possible sites for evaluation include:-
        - high visibility locations including sites at the future junction of the Launceston Connector Route (LCR) and the Bass Highway;
        - other potential high visibility locations along the LCR to be identified;
        - potential locations within / close to the LCA including consolidation of the North Bank Precinct;
        - potential locations along the northern corridor including sites at the East Tamar Highway, Invermay Road;
    - potential to reconstitute/ relocate activities from inner Launceston and other suburban areas (e.g. automobile retailing, agricultural machinery and supplies, boat and caravan sales developed as a new high amenity regional centre);
    - research and development/ specialist tertiary campus facilities;
    - specialist industry display/ exhibition centres, for example, a regional building or housing centre that could include a state-of-the-art residential display village incorporating best practice passive and active solar energy use, water sensitive urban design, advanced use of structural timber etc. This would be an ideal opportunity to showcase the region's building industry (and products) at its best in one high profile location.

Regional Significance

- The multi-purpose regional precincts project seeks to maximise regional trade and investment prospects for greater Launceston through the consolidation and restructuring of existing activities and/or through new trade, training or research precincts.

Recommended Initial Actions

- Formation of a Regional Precincts Project Committee (RPPC) under the auspices of the City of Launceston;
- commissioning of a Working Paper to identify project development opportunities for new regional precincts to encompass:
    - opportunities and market issues to relocate space extensive activities from the central area over the first planning period (2013-2021);
    - potential options to facilitate relocation of selected activities from the central area;
    - stakeholder engagement and review;
    - preparation of draft Regional Precincts Investment Strategy for the RPPC;
    - review by Launceston City Council (LCC) in consultation with other participating Councils;
    - in-principle adoption of draft Regional Precincts Investment Strategy by LCC and other participating Councils as required;
    - budget provisioning for implementation of trial program;
    - approval by LCC and other participating Councils for the trial program;
    - implementation of trial program;
    - cyclical review and assessment of the trial program by the RPPC;
    - overview by LCC in co-ordination with other participating Councils of the outcomes of the trial program and future stages of the Regional Precincts Investment Strategy.

Project Responsibilities

- It is proposed that the project be co-ordinated by the City of Launceston with representation from the member Councils.

Project C.3:
Multi-Purpose Regional Precincts (cont.)

Project Objectives / Success Factors

- Formation of a Regional Precincts Project Committee (RPPC) to be co-ordinated by the City of Launceston (LCC);
- completion of a Working Paper to identify development opportunities for new regional precincts (refer recommended initial actions);
- completion of stakeholder engagement process;
- completion of draft Regional Precincts Investment Strategy;
- review, modification and in-principle adoption of the draft Strategy by LCC in co-ordination with other participating Councils;
- approval and budget provisioning for trial program;
- completion of implementation phase of trial program;
- positive assessment of trial program;
- approval by LCC in consultation with other participating Councils for further stages in the Regional Precincts Investment Strategy.

Benefits and Costs

- In optimal circumstances the project is likely to generate a number of significant benefits for greater Launceston including:
    - maximisation of operational efficiencies and regional trade prospects for participating business stakeholders;
    - optimisation of additional investment opportunities for businesses and servicing industries attracted to the regional precincts;
    - opening up of new property investment opportunities in inner Launceston.
- the planning review and preparation of the Working Paper and draft Regional Precincts Investment Strategy are likely to be of a relatively low order of costs;
- the project is likely to generate a positive benefit cost outcome in the longer term for the development of new regional precincts with significant long term regional trade and multiplier benefits.

Project C.4:
Business Conference Centre: Demand Facilitation

Background

A major study of the potential for a convention centre in Launceston has been recently completed (refer *Market Assessment for a Purpose Built Convention Centre for Launceston*, Tasmania, prepared by GainingEdge for the Launceston Chamber of Commerce and funding partners, September 2013).

The study found that the convention market for events hosting more than 1000 delegates is largely limited to the major cities. It also found that the risks and costs of development rule out a significant purpose built convention centre in Launceston at the present time.

Nonetheless, the study identified that there were significant benefits to be achieved in competing for market demands for smaller conventions of less than 500 delegates.

The approach recommended by the study is for Launceston to focus on improving existing facilities and augment the demand for small and medium conventions (up to 550 delegates).

It is recognised by the GLP that conventions offer the opportunity to better utilise existing hotel facilities in Launceston and suburbs which currently experience significant seasonal variations in tourism accommodation. They also provide the opportunity to broaden the city and regional employment base.

The GLP recognises the significant potential benefits in improving existing facilities and consolidating conventions demand in Launceston and its region. This has underpinned the proposed project.

Major Elements

The project has several key elements:

- **building demand through a Business Events Co-ordinator (BEC)/Destination Marketing Organisation (DMO)** focusing on:
  - improving local and regional participation in Business Events Tasmania;
  - marketing Launceston and its region to attract small and medium conventions;
  - developing a close relationship with potential local hosts for conventions (refer to point below);
- recognising that local organisations and companies (termed "hosts") are the major generators of conventions in Launceston and its region. The GainingEdge (op.cit.) study identified a number of priority sectors to **develop partnerships with local hosts to generate additional convention centre demand**. These are:
  - health care;
  - agriculture;
  - forestry;
  - food and wine;
  - mining and manufacturing;
  - maritime training and industries.
- **product development**: working with existing facilities and suppliers to improve their capacity to cater for convention events;
- **selected infrastructure improvement**: developing a strategy for the cost effective improvement of existing convention and meeting facilities with emphasis on attracting additional private investment into the upgrading of convention facilities and associated improvements to tourism facilities;
- recognising that the convention sector is important to the cultural development of the city and facilitating events, cultural hosts and participation to improve to **build cultural- convention centre joint activities**.

Regional Significance

Building Launceston's conventions demand and improving the stock of convention facilities will generate a broad range of opportunities in the tourism and arts sectors and provide improved business opportunities in a number of key growth sectors. A long term strategy to progressively build the conventions market in Launceston is regarded as a project of major regional significance.

Recommended Initial Actions

- Formation of a Project Facilitation Group (PFG) comprising representation from LCC and key stakeholders (refer Project Responsibilities);
- preparation of Working Paper for/by the PFG setting out the scope for the project based on the GamingEdge report (op.cit. September 2013) and supporting information;
- review by the PFG;
- draft terms of reference for the project;
- consultation with stakeholders in the conventions sector in the Launceston region to develop options and potential approaches to build demand for the conventions market in greater Launceston, upgrade existing facilities and attract new private investment and related objectives (refer Key Elements);
- draft report and review by the PFG;
- report to LCC and project partners;
- joint review by LCC and project partners: in-principle agreement on:
  - intended scope and priorities for the project;
  - implementation staging;
  - indicative budget requirements by project stage;
  - funding sources for the first stages of the project;
  - benefit cost assessment for the recommended priority actions;
- agreement to commence the first stages of the project;
- commencement of project implementation;
- completion of the first stages of the project;
- project evaluation and review;
- ongoing project development subject to the review.

Project C.4:
Business Conference Centre: Demand Facilitation (cont.)

Project Responsibilities

Primary responsibility for the co-ordination of the Business Conference Centre: Demand Facilitation Project is with Launceston City Council (LCC) with support from:

- Regional Development Australia (RDA) Tasmania;
- Business Events Tasmania;
- Tourism Northern Tasmania;
- Department of Economic Development, Tourism and the Arts (DEDTA);
- Launceston Chamber of Commerce.

Project Objectives / Success Factors

- Facilitation of increased interest and participation in the conventions sector in Launceston and its region;
- commitment/agreement for improvements to selected convention and exhibition facilities;
- attraction of additional private sector investment into the conventions and tourism sector in the Launceston region;
- increase in the number of conventions and delegates in the Launceston region.

Benefits and Costs

- The project has the potential to consolidate interest and demand in the conventions sector in Launceston and its region;
- it also has the potential to facilitate selected improvements to the stock of existing convention and exhibition facilities in greater Launceston;
- the initiative is seen as a strategic project of regional significance with a range of potential benefits to the conventions and tourism industry with broader benefits extending to the region's export and growth sectors;
- the planning stages of the project are likely to be of a low cost order;
- the assessment of benefit cost outcomes will depend on the final scope of the project and potential future investments.

Project D.1:
Creative Communities Project

Major Elements

- The Creative Communities initiative is a broadly based project designed to improve community support, understanding and participation in a wide range of creative activities. The project is directed to improve community participation and reduce social isolation. It will also provide significant opportunities to foster and advance creativity across a broad range of interest areas in the community;
- the project is proposed to be developed around four inter-related initiatives:
    - **Creative Schools:**
        - an initiative designed to complement the formal learning curriculum to encourage creative pursuits and activities in schools;
        - joint school/community initiatives to foster creativity in pastimes and social/ recreation activities encompassing a potentially wide range of pursuits including:
            - drama, literature and music;
            - photography, art and sculpture;
            - pottery and crafts;
            - applied science;
            - conservation, wildlife and environmental interests;
            - other areas to be identified by schools/ school children and community groups;
        - opportunity for volunteer groups to assist the creative schools program (possible interaction of creative renewal groups);
        - special event/week to celebrate the creative schools program.
    - **Creative Interest Groups:**
        - an initiative designed to encourage participation in creative pastimes and leisure for working age adults;
        - fostering of creative interest groups in pastimes and social leisure activities as indicated above;
        - this initiative would be closely linked to the Communities of Interest project and utilise networks developed in that project;
        - opportunity for volunteer groups to assist the creative interest groups (possible interaction of creative renewal groups);
        - special event/week to celebrate the creative interest groups program.
    - **Creative Renewal Groups:**
        - an initiative designed to encourage participation in creative pastimes and leisure among the retired and elderly populations;
        - fostering of creative interest groups in pastimes and social leisure activities as indicated above;
        - this initiative would also be closely linked to the Communities of Interest project;
        - fostering/encouragement for volunteer participation to mentor creative renewal groups;
        - opportunity for mature volunteers to share skills and experience and play a mentoring role in the creative schools and creative interest groups initiatives;
        - special event/week to celebrate to the creative renewal groups program.

Regional Significance

- The Creative Communities project is viewed as an initiative of regional significance to foster community engagement and participation in a range of arts, recreational and science initiatives. Optimally, the project will make a major contribution to the wellbeing and quality of life of the region's communities.

Recommended Initial Actions

- Establishment of Creative Communities Steering Committee (CCSC, refer project responsibilities);
- preparation of Working Paper for the CCSC setting out proposed scope and potential range of budget requirements for the Creative Communities project;
- review by the member Councils in consultation with the participating state agencies;
- agreement by the member Councils in consultation with the participating state agencies for the proposed scope of the Creative Communities project;
- preparation of project: community and stakeholder engagement process;
- development of draft report for the CCSC;
- review of draft report by the CCSC and member Councils with participation from relevant state agencies;
- agreement on revisions to report by the member Councils in consultation with the participating state agencies;
- community and stakeholder review;
- review of community and stakeholder submissions/ responses by the CCSC;
- final review and in-principle adoption by the member Councils;
- budget provisioning for stage 1 implementation including potential supporting state funding;
- implementation of stage 1 for a defined period;
- cyclical review of the outcomes of stage 1;
- inter-Council review in liaison with participating state agencies on the effectiveness of the project;
- agreement by member Councils on the future implementation of the Creative Communities project.

Project Responsibilities

- It is recommended that a Creative Communities Steering Committee (CCSC) be established to guide the project with representation from:
    - member Councils of greater Launceston;
    - Department of Economic Development, Tourism and the Arts (DEDTA);
    - Department of Education, Tasmania;
    - Department of Health and Human Services (DHHS).

Project Objectives / Success Factors

- Agreement by the member Councils to investigate the Creative Communities initiative;
- establishment of Creative Communities Steering Committee (CCSC);
- completion of a Working Paper by the CCSC for the proposed scope of the Creative Communities project;
- agreement by the member Councils in consultation with participating state agencies of the scope for the Creative Communities project;
- development of draft project for community and stakeholder review;
- finalisation of project and agreement by Councils to implement a defined stage 1 for the project subject to participatory state funding support;
- successful implementation of stage 1 of the project;
- completion of review of the outcomes of stage 1 and agreement by Councils on the future implementation of the project.

Benefits and Costs

- In optimal circumstances the project is likely to generate a wide range of benefits for the regional community including:
    - broadening community participation, interaction and support for a range of social, leisure, learning and creative activities;
    - reducing social isolation;
    - improving personal well-being through community participation;
    - contributing to improvements in creativity and skills development;
    - the potential of the project to improve the quality of life and provide opportunities for active involvement by mature and ageing members of the community;
    - contributing to community resilience and identity through shared community activities and events.
- the costs to prepare the project are likely to be of a relatively low order;
- the costs to implement the project cannot be estimated at this time; this will depend on the extent of programs to be implemented;
- no estimate can be made at this time on the potential scale of benefit cost outcomes. Nonetheless, the project offers the potential to deliver significant social benefits for the regional community.

Project D.2:
Whole of Life Development Program

Major Elements

- Integrated regional-Commonwealth-State and local government - UTAS initiative for balanced active living and preventative health care;
- key elements include:
  - active living and recreation program;
  - Healthy Places and Spaces Initiative (Australian Government, Department of Health and Ageing)
  - incorporation of UTAS proposal (refer "Improving Health and Well Being in Northern Tasmania", February 2013);
  - co-ordinated information base for home care program;
  - aged care services: standards, monitoring and oversight;
  - active links to mental health support;
  - active links to referral services for social and family support.

Regional Significance

- Rising levels of obesity in both adults and children is a major issue of national significance (Australian Government Preventative Health Taskforce, 2008). The need to address this issue is a fundamental liveability and quality of life issue;
- health literacy in Tasmania is among the lowest in Australia (Health Literacy, ABS, 2006);
- the Whole of Life Development Program is envisaged as a model project bringing together quality support, monitoring and co-ordination of national initiatives and implementation of design guidelines to ensure active living and balanced lifestyles.

Recommended Initial Actions

- Appointment of regional Whole of Life Program Committee with representation from relevant Commonwealth and State agencies and the member Councils and UTAS;
- scoping of the project to identify cost effective support to best add value and optimise resources for ageing and health programs and to implement the Healthy Places and Spaces Initiative;
- trial program development and operation;
- monitoring and evaluation;
- ongoing program implementation and cyclical review.

Project Responsibilities

- The project is proposed to be co-ordinated by a regional Whole of Life Program Committee with representation from:-
  - City of Launceston and member Councils of the GLP area;
  - LGH;
  - UTAS;
  - health providers and stakeholders in the GLP area;
  - relevant Commonwealth and state agencies;
- resources required and a funding strategy for the project will be determined by the Committee with technical support from the member Councils and the relevant Commonwealth and State agencies.

Project Objectives / Success Factors

- Agreement by the member Councils, UTAS and the relevant Commonwealth and State agencies to develop and support the Whole of Life Development Program for a defined time period;
- agreed budget and business case for the program;
- approval by the relevant Commonwealth and State agencies to implement the project;
- program development and operation;
- full inventory of outcomes identified through monitoring and evaluation. Identification of successful outcomes, together with outcomes that have not met expectations;
- guidelines to improve future program outcomes, through development and operational modifications.

Benefits and Costs

- Project envisaged as a trial program to be undertaken for a specified time period and budget. This approach should enable the establishment and testing of the Whole of Life Program within acceptable cost parameters to Commonwealth and state agencies;
- potential to deliver increased awareness and knowledge of health issues and make important contributions to preventative health for adults and children;
- the project should offer the potential to deliver a significant positive benefit - cost outcome.

Project D.3:
Research Park Project

Major Elements

- Planned research park to be located on the regional road network;
- master planned development. Key components include:
  - university research precinct/co-operative research centres (CRCs) focused on regionally relevant industry and technology development;
  - co-location with technical university/campus;
  - neighbourhood centre incorporating specialised social and business facilities for supporting marketing, legal and commercial services;
  - high amenity industry park;
  - conference and marketing/ exhibition centre;
  - closely located residential/ accommodation facilities;
  - public transport access and services.

Regional Significance

- Envisaged as a leading regional precinct of national and international significance to play a formative role for new technology and industry development in the region.
- it will link university applied research to commercial and industrial sectors and mark a new era in the close relationship of technical research and commercial development.

Recommended Initial Actions

- Formation of all party representative committee (refer Project Responsibilities);
- scoping of required extent of Research Park project;
- preparation of draft Master Plan;
- consultation, review and plan finalisation;
- approvals as required;
- phased implementation process;
- monitoring and evaluation of initial phases;
- ongoing program implementation and cyclical review.

Project Responsibilities

The project will be co-ordinated by a committee to be comprised of representation encompassing:

- Launceston City Council and other participating Councils;
- UTAS/university representation;
- research/co-operative research centre representation for defined fields of development;
- supporting industrial/ product development partners;
- commercial partners providing support marketing, legal, financial and other services.

Project Objectives / Success Factors

- Agreement by the co-ordinating committee member Councils and the relevant Commonwealth and State agencies to develop and support the Research Park project;
- agreed budget and business case for the project;
- preparation of the draft Master Plan and Strategy for the Research Park Project;
- selected consultation and review as required;
- agreement on resolved Master Plan and Strategy. Agreement by the project partners to implement the project;
- design development and planning report;
- statutory approvals as required;
- agreement to commence implementation;
- development tenders;
- phased implementation;
- significant new investments attracted to the precinct;
- occupancy and operational phase;
- major new research and product development underway;
- subsequent industry investment and product development;
- cyclical monitoring and review to progressively improve the Research Park.

Benefits and Costs

- Likely to be a relatively high cost project;
- major regional benefits likely to be generated encompass:
  - high value research and skills focussed on product and process development to consolidate regional advantage for selected growth industries (e.g. horticulture, viticulture, aquaculture);
  - linking of commercialisation opportunities directly to research development: foundations for longer term ongoing benefits for regional industry development;
  - longer term investment opportunities (business park and commercial development);
- successful project should be structured to deliver positive benefit-cost outcomes with a range of direct and multiplier benefits.

Project D.4:
UTAS Newnham Campus: Community Plan

Major Elements

- Medium and long term strategic plan for the Newnham campus and surrounds (refer Figure 6.6). The strategy will embrace UTAS the community and LCC to provide a holistic plan to foster and build ongoing interactive and supportive relationships with the general community, industry and commerce;
- plan to optimise wider social and economic role and contribution of the Newnham campus through joint initiatives with LCC, state agencies, the community and the private sector. Joint initiatives may encompass:
    - active role for UTAS Newnham in a comprehensive strategy for preventative health and wellbeing (refer Project D.2: Whole of Life Development Program);
    - opportunities to develop applied research facilities and services with industry and commerce:-
        - investigation of opportunities within the campus as part of a campus master plan;
        - investigation for opportunities within the immediate surrounds of the university (refer Figure 6.6);
    - pivotal role for UTAS in a broader social, land use and economic strategy focused on the revitalisation of the northern suburbs (refer Project G.2: Northern Suburbs Strategy, Project B.4: Public Transport Corridors);
    - potential role of the university campus as a key destination in the existing pedestrian and cycleway network and future planning (refer Project B.2: Metropolitan Pathways Network).

Regional Significance

- Project of regional significance to develop ongoing partnerships with the general and business community that optimise the university's role and maximise regional, social and economic benefit;
- unique opportunity for the Newnham campus to strengthen it's regional identity and appeal;
- potential major contributions to regional:-
    - health and wellbeing;
    - quality of life;
    - research, innovation and economic development;
    - access and community development.

Recommended Initial Actions

- Formation of a Community Liaison Group (CLG) by UTAS (refer Project Responsibilities);
- scoping of required extent of the Community Plan, including identification of potential / desirable linkages with key relevant projects proposed in the GLP (refer major elements);
- draft brief for Community Plan;
- initial engagement, consultation and research phase;
- draft Community Plan principles for discussion;
- consultation review;
- Community Plan development;
- feasibility assessments to develop preferred implementation plan;
- Implementation and Staging Plan;
- Commitment for stage 1 implementation;
- Review of stage 1 and ongoing development.

Project Responsibilities

The project will be co-ordinated by UTAS through a Community Liaison Group (CLG) to comprise representation from the following:

- UTAS;
- northern suburbs and regional communities;
- commerce and industry;
- LCC;
- relevant state agencies;

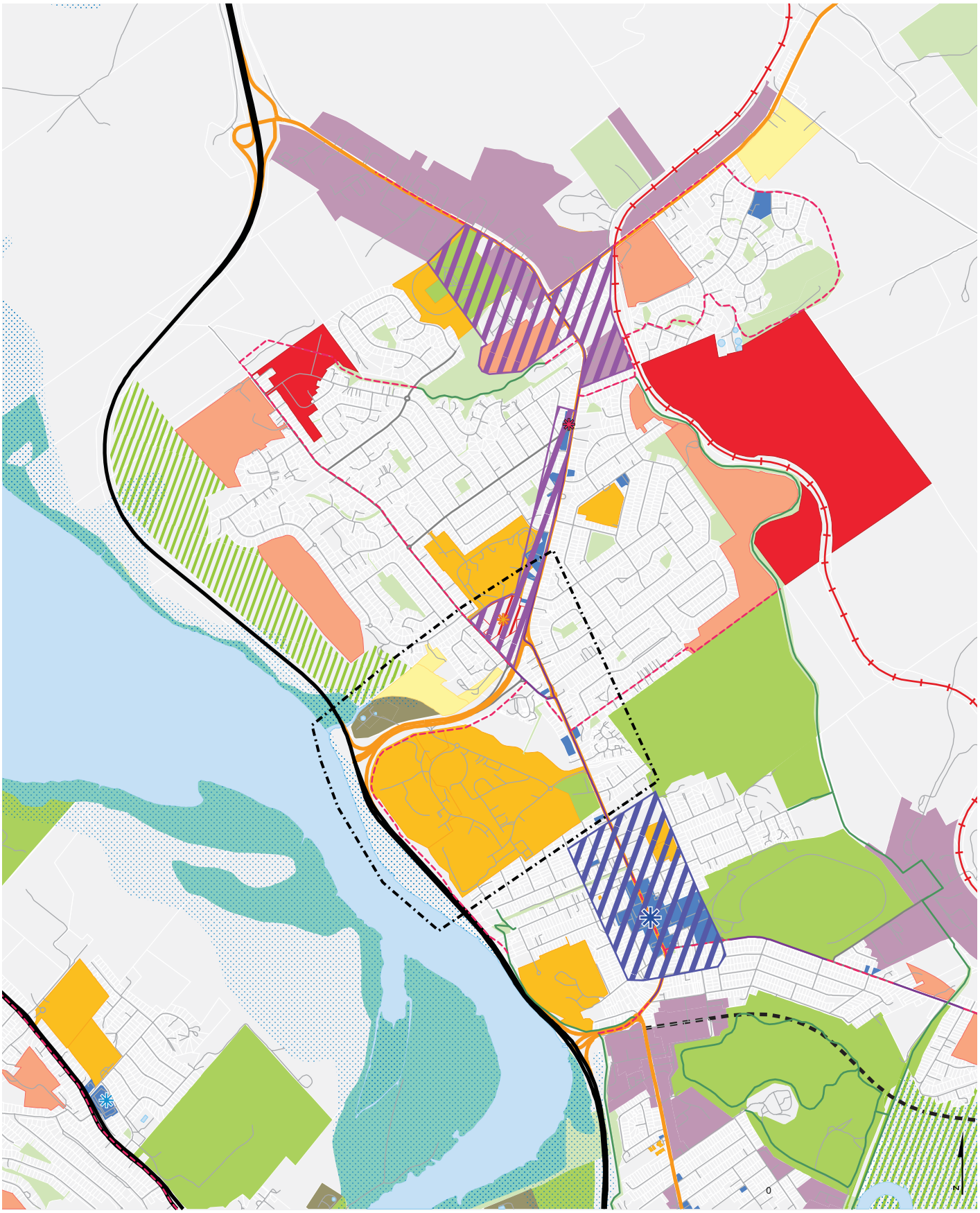
Project Objectives / Success Factors

- In- principle agreement by the City of Launceston, UTAS and the Tasmanian government to support a broadly based Newnham Campus Community Plan to build partnerships with the general and business community to optimise social and economic benefit for the region.
- successful project evaluation and business case to support the project;
- agreement by the City of Launceston, UTAS and the Tasmanian government to support the progressive development of a broadly based Newnham Campus Community Plan.

Benefits and Costs

- Innovative project with the potential to deliver a major social and economic contribution to Launceston and its region;
- envisaged relatively low-moderate cost range for the project development in its assessment and planning stages;
- potential significant social and economic benefits for the district and wider region;
- potential major contributions to community health, quality of life, and business and industry productivity.

Figure 6.6: Northern Suburbs Context Map



Legend

- Newnham Campus: Community Plan Study Area
- Urban District Centre Revitalisation
- Urban Village / Mixed Use

Pedestrian and Cycle Network

- Off-Road Trail
- On Road Bike Lanes
- Proposed Bike Route

- Education, Health and Community
- Business, Commercial and Tourism
- Industrial / Utilities
- Sewerage Treatment Plant

Potential Future Development

- General Residential (2013 - 2021)
- General Residential (2021 - 2036)
- Low Density Residential (2021 - 2036)

- Cadastre
- Forest and Conservation
- Parks and Open Space
- Proposed Open Space
- Water Body
- Wetlands
- Flood Plains

0.25 0.5 0.75 1km

1:25,000 @ A.4

RENAISSANCE planning

understand | envision | plan | sustain

Base data source:
theLIST, © State of Tasmania
Launceston City Council, Meander Valley Council,Northern Midlands Council, West Tamar Council & George Town Council

Project E.1:
Sustainability Working Group

Major Elements

- The Sustainability Working Group project is directed to significantly advance investment and development in environmental technology through direct action by the greater Launceston Councils.
- key component elements include:
  - joint assessment by the Councils of common operational requirements;
  - assessment of requirements where the application of new technology may reduce operational costs and improve sustainability (e.g. LED street lighting);
  - consideration of opportunities for joint funding applications for new operational infrastructure/ technology to reduce operational costs and improve sustainability;
  - consideration of joint energy contracts/co-investment decisions to achieve long term efficiency and cost savings and promote new local investment and sustainable technology (e.g. joint energy purchasing agreement to promote new solar or wind energy applications that could be developed locally).

Regional Significance

- The Sustainability Working Group project is a joint initiative of the greater Launceston Councils designed to advance investment and development in environmental technology through joint policy and co-investment.
- the project has the potential to support local industry investment and development, promote local employment and improve operational efficiencies and cost savings for local communities.

Recommended Initial Actions

- Establishment of the Sustainability Working Group (SWG);
- preparation by the SWG for a joint workshop/ conference by the member Councils to consider terms of reference for the operations of the SWG;
- joint workshop/ conference by the member Councils to consider the range of potential opportunities and terms of reference for the SWG;
- preparation of draft terms of reference by the SWG for a draft Sustainability Investment Strategy for greater Launceston;
- review, modification and agreement by the member Councils of the terms of reference;
- commencement of Sustainability Investment Strategy: preparation of Working Paper for the SWG setting out:
  - a strategy framework;
  - key opportunities for joint actions by Councils;
  - range of potential benefits that various opportunities could generate;
  - challenges that would need to be addressed;
- review and draft approval by the SWG;
- review and modification by the member Councils;
- community and stakeholder engagement and review of the Working Paper;
- SWG review of the community and stakeholder engagement process;
- Preparation of draft Sustainability and Investment Strategy for/by the SWG;
- Review/modification by the member Councils;
- in-principle approval by the member Councils of the draft Sustainability and Investment Strategy ;
- identification of priority actions by the SWG;
- approval by member Councils;
- commencement of investment program by the SWG;
- cyclical review of outcomes of the investment program;
- evaluation by the SWG of the investment program;
- review by the member Councils to continue/ progress the project.

Project Responsibilities

- Establishment of the Sustainability Working Group (SWG) comprising representation from:
  - each of the member Councils in the greater Launceston area;
  - Department of Economic Development, Tourism and the Arts (DEDTA);
  - other selected state agencies/utilities (to be determined by the member Councils);
  - other Councils in the Northern Tasmania region (to be determined by the member Councils);
  - the SWG would be responsible for:
    - developing a draft Sustainability Investment Strategy for greater Launceston;
    - Identifying an investigation program within the strategy;
    - Identifying and evaluating priority options;
    - Selecting high potential benefit options;
    - Recommending a preferred course of action subject to agreement/ ratification by each of the member Councils.

Project Objectives / Success Factors

- In-principle agreement by the member Councils to establish a Sustainability Working Group (SWG);
- successful workshop/conference by the member Councils with an agreed terms of reference for:
  - preparation of the draft Sustainability Investment Strategy for greater Launceston;
  - operations of the SWG.
- completion of a Working Paper for the SWG (refer recommended initial actions);
- in-principle agreement by the member Councils of the Working Paper;
- completion of community and stakeholder engagement process of the Working Paper;
- completion of draft Sustainability Investment Strategy by the SWG;
- in-principle approval by the member Councils of the draft Sustainability Investment Strategy;
- completion of a schedule of proposed priority actions by the SWG;
- in-principle approval by the member Councils;
- commencement of defined investment program by the SWG;
- successful completion of defined program by the SWG;
- completion of evaluation of the investment program by the SWG;
- completion of review by the member Councils of the outcomes of the investment program;
- in-principle decision by the member Councils to continue/further advance the investment program.

Benefits and Costs

- The project has the potential to generate significant benefits for the Councils and communities of greater Launceston including:
  - potential to support local industry and investment and product development;
  - innovation in environmental sustainability products and processes;
  - cost savings and efficiencies for Councils in delivery of services;
  - savings and improved environmental outcomes for local communities.
- the costs to prepare the Sustainability and Investment Strategy are likely to be of a relatively low order;
- in optimal circumstances the costs to operate the program are not likely to incur any additional costs that Councils currently bear on the basis that the program will be reallocating current budget outlays for alternative purchases with improved outcomes;
- the project is likely to deliver a high benefit cost outcome.

Project E.2:
Tamar Estuary and Esk Rivers Program: Action Plan

Major Elements

- Consolidation of organisational capacity to provide integrated governance, planning and management through- facilitating consistent and informed decision making across responsible organisations and improving linkages; seeking and leverage funding for agreed priorities and joint projects.
- Protect, restore and enhance waterway health with a focus on improving water quality through- monitoring, reporting and evaluating waterway health; working in collaboration with agencies to reduce pollution entering waterways; improving the health and integrity of native plants and animals in the river zones.
- Build community knowledge and awareness of the Tamar Estuary and Esk River Systems through- developing a suite of communication strategies in collaboration with partners to influence community attitudes and behaviour for high priority issues.
- Improve the amenity of the Tamar Estuary and Esk River Systems through- provision of advice and information to assist with; siltation management, development initiatives, tourism and recreation, blue green algae management, e-coli and heavy metals in waterways.

Regional Significance

The Tamar estuary and the Esk Rivers systems comprise approximately 15% of Tasmania and are the focal point of Launceston and its surrounds. The health of the river systems is integral to the social, economic and environmental prosperity of the greater Launceston area.

Future land use changes envisaged over the next 20 years including population growth, climate change, irrigation expansion and agricultural intensification and changing water regimes will place pressure on the Tamar estuary and Esk Rivers and result in declining water quality and river health. It is of critical importance to buffer the effect of this change by acting now to plan for and implement actions which will reverse the trajectory of declining water quality and river health.

The Tamar Estuary and Esk Rivers program (TEER) was established in 2008 and is a regional partnership between the statutory authorities responsible for management of the Tamar estuary and its waterways.

The objectives of the TEER program are to:

- Provide a coordinated management approach and guide investment to protect, restore and enhance the Tamar estuary and its river's from catchment to coast; and
- To ensure science and evidence is used to inform decision making by working with partners to investigate issues of concern, target investment in on-ground solutions and facilitate joint communication and public education.

The TEER Program fosters collaborative partnerships and works closely with a range of partners including industry, government, research and development institutions, business, natural resource management organisations and the community to monitor and report on waterway health as well as coordinating activities to reduce pollutants entering waterways.

Immediate priorities for TEER over the next 5-10 years will be to focus on:

1. Water quality improvement
2. Stormwater management
3. Community education and awareness

Recommended Initial Actions

Water Quality

TEER initiated the development of a Water Quality Improvement Plan in 2013 for the Tamar Estuary and Esk Rivers, due to be completed in 2014. The Plan provides direction for future land use and water quality management decisions by setting pollutant load reduction targets for catchments and recommendations to achieve targets taking into account feasibility and cost to achieve actions over the next 50 years.

Initial actions required to commence implementation of the Plan include:

- Review and adopt the TEER WQIP.
- Establish a working group to oversee adoption and implementation of the TEER Water Quality Improvement Plan (WQIP)- Local Government Action Plan.
- Develop overlay maps, and land use management codes or provisions to ensure all new developments or re-developments minimise impacts on waterways for water quality and riparian condition (Output links to E1).
- Develop an overlay map for specific designated hazard areas (eg. acid sulphate soils, high land slip areas) and provide best practice guidelines or management codes to guide use, development and management of these areas (Output links to E1).
- Use the TEER WQIP Decision Support Tool to test a range of scenarios that will enable local government to meet their load reduction targets for sediments and nutrients as identified in the WQIP.
- Collaborate with NRM North to establish a joint communications and education working group comprising of member councils of Greater Launceston, TasWater and NRM North.
- Develop a suite of communication strategies to influence community attitudes and behaviours for priority issues (eg. Siltation, stormwater, sewage).

Stormwater

Stormwater is primarily the responsibility of councils and is a significant source of pollutants to the Tamar estuary and Esk Rivers. Stormwater transports pollutants such as litter, nutrients, sediment, heavy metals, pesticides and biological pollutants.

In 2011 TEER established the Northern Tasmanian Stormwater Program (NTSP) which includes membership from the Greater Launceston councils and TasWater. The objective of this program is to coordinate best practice stormwater initiatives in the region and to provide technical advice and support to council partners. In 2014 the NTSP released the Northern Tasmanian Stormwater Quality Management Strategy (SQMS) together with council specific plans. These documents incorporate the management frameworks, tools and actions necessary to help councils incorporate contemporary best practice water quality management practices into traditional stormwater management process. Initial recommended actions to implement the SQMS and move towards stormwater quality improvements becoming 'business-as-usual' for the GLP councils include;

- Incorporate water quality management practices into existing council processes (e.g. Asset Management Planning, development assessments).
- Develop stormwater infrastructure plans for water quality improvements in priority catchments for GLP councils using SQMS Decision Support Tool.
- Adopt 'Soil and Water Management Plan (SWMP)' standard template developed through SQMS (Output links to E1).
- Develop consistent WSUD planning conditions that can be applied to permits (e.g. maintaining pre-development flow regime, contribution towards council pollutant reduction targets) (Output links to E1).
- Investigate appointment of a regional officer to audit sediment and erosion control on construction sites.
- Build technical capacity and knowledge of council staff regarding stormwater management objectives, best practice guidelines, water sensitive urban design (WSUD), and requirements for soil and erosion control on construction sites.
- Develop an education and awareness campaign to improve community and industry understanding of stormwater quality management objectives, best practice soil and water management, and WSUD principles.

Recommended Intermediate Actions (5 - 10 years)

- Seek and leverage funding to implement recommendations in the TEER Water Quality Improvement Plan and council Stormwater Quality Management Plans.
- Monitor, evaluate and report on the quality of stormwater.
- Evaluate success of WSUD application and adoption
- Review, evaluate and adapt as required council strategies listed in the WQIP and SQMP's.

Recommended Long Term Actions (10 - 20 years)

- Evaluate and report on success and implementation of Plans and strategies developed;
- Update and adapt strategies as required.
- Work with NRM North and other agencies to monitor, evaluate and report on waterway health.

Project Responsibilities

- Work with NRM North and other key stakeholders including industry and the community to develop and implement the TEER Strategic Framework, Communications Plan and associated annual implementation schedules.
- Continue to participate in and support the Northern Tasmanian Stormwater Working Group
- Provide financial support
- Cooperate to secure any additional resources that may be required to implement the annual implementation schedule's, associated work plans and priority projects.
- Commit to reviewing the TEER implementation schedules annually each year to renew agreement and/or make appropriate amendments where necessary.
- Adopt recommended strategies and plans developed in collaboration with councils

Project E.2:
Tamar Estuary and Esk Rivers Program: Action Plan (cont.)

Project Objectives / Success Factors

- Water quality is maintained at a level which meets the Tamar estuary and Esk Rivers Water Quality Objectives (eg. maintains water quality values for amenity, recreation, domestic and industrial use).
- Quality of stormwater in urban areas does not decline past 2013/14 benchmark levels.
- Adoption of the TEER Water Quality Improvement Plan by all Greater Launceston councils.
- Number of actions achieved in the WQIP by council partners.
- Adoption of Stormwater Management Plans by Councils and number of actions achieved.
- Number of collaborative Greater Launceston council projects initiated.
- Levels of funding leveraged or allocated by councils to achieve improved water quality outcomes.
- Community has informed expectation regarding the management of river and estuary health
- Community has improved understanding of the issues affecting waterway health and what is being done to manage them.

Benefits and Costs

- Research and feasibility project with the potential to deliver a transformational contribution to Launceston and its region;
- Relatively low-moderate cost range for the investigative projects through multi stakeholder participation;
- Shared responsibility with other jurisdictional managers of the Greater Tamar Catchment including a greater awareness of roles and responsibilities within the catchment and greater coordination between agencies in planning and management.
- Ability to attract and leverage resources into the region.
- Major benefits that could be potentially generated by the project include:
    - Major social and tourism benefits to Launceston and the wider region through maintaining and protecting natural assets;
    - Considerable contributions to export earnings through maintaining clean green image;
    - Considerable impacts on tourism visitation through social amenity improvements related to water assets;
    - Potential to offset impacts from climate change impacts in relation to natural values and public amenity;
    - Significant benefits to the construction industry in the development and implementation phase of potential infrastructure upgrades and installations;
    - Major cost saving through continued participation in collaborative research and planning;
    - Major improvements in the level of community understanding of the estuary and river function and management of community expectations.

Project E.3:
Greater Launceston Urban Salinity Strategy: Action Plan

Major Elements

- A science-based hazard assessment linked to relevant management options, determined at local landscape unit scales.
- Formulation of management responses (policy, infrastructure/on-ground management, planning provisions) to address identified urban salinity issues
- Building local government capacity to recognise and address urban salinity risks.

Regional Significance

- Impacts of salinity on houses and urban infrastructure were noticed in Greater Launceston some years ago, prompting preliminary investigations that recommended the development of a Salinity Management Plan for the area.
- Systems that drive salinity risk operate at local and regional scales.
- Methodology has proven potential to be utilized more broadly for both urban and rural salinity management in Tasmania.
- The Launceston Salinity Action Group is an ongoing joint initiative of Greater Launceston Councils for the purposes of salinity management.
- Overarching objectives for the group include advising affected Councils on coordinated response options to salinity risk; providing coordination for urban salinity projects; and, as a central source of information on local urban salinity matters.
- Outcomes from research have included greater understanding and mapping of urban salinity issues and sources within the Greater Launceston Area.

Recommended Initial Actions

- Collaboratively explore options within the Greater Launceston Area for implementation of the recently completed Urban Salinity Strategy.
- Review recommendations of existing and current investigations and identify opportunities to incorporate salinity considerations in the planning system
    - Formulate appropriate strategies for salinity landscapes.
    - Develop templates for planning guidelines and codes to address salinity hazards (eg. Construction design guidelines, stormwater management, sub-division planning) (Link to project E1)
    - Incorporate salinity management principles into strategic planning processes.
- Audit of infrastructure at risk and develop asset management plans for improved lifecycle management.
- Build capacity of council staff to identify salinity hazards through training.
- Review of building codes and advocate for improved recognition of salinity hazards.
- Continuing coordination through the Launceston Salinity Action Group.

LONG TERM

- Build community and industry understanding and awareness of urban salinity risks and options for management.
- Managing community assets including parks, gardens and playing fields to minimise any salinity implications.
- Salinity hazard is being managed proactively, collaboratively and consistently for community benefit.
- Continuing validation and refinement of salinity modelling based on local experience and research.

Project Responsibilities

- Continue to participate in the Launceston Salinity Action Group
- Cooperate to secure any support and additional resources required to implement the project.
- Subsequently, embed urban salinity risk data and management tools into the procedures and operations of member organisations in a consistent manner.

Project Objectives / Success Factors

- Adoption of consistent planning codes and provisions to manage salinity hazards.
- Strategies for at-risk infrastructure developed and implemented.
- Lifecycle improvement for infrastructure.
- Improved awareness and capacity of council staff to identify and manage salinity hazards.
- Success measured by risk aversion, cost savings through considering risk in asset management, community outcomes from managed salinity expression.

Benefits and Costs

- Confidence that discrete landscape hazard assessments have been evidence based, using biophysical data and modelling, allowing for the identification of practical management tools.
- Effective planning and infrastructure management in response to categorised salinity hazard.
- Participation in a collaborative research project with the potential to support transformational project contributions to Launceston and its region.
- Major benefits that could be potentially generated by the project include:
    - Considerable risk mitigation and maintenance reduction of build infrastructure
    - Potential risk mitigation and maintenance reduction for residential and commercial property owners.
    - Risk mitigation for community assets including natural and recreational areas.
    - Significant cost savings through participation in collaborative research and planning.

Project E.4:
Greater Launceston: Natural Heritage and Biodiversity Management Project

Major Elements

- Development of a connected landscapes plan that builds on the Natural Heritage values to increase habitat values and liveability
- Increased resilience of natural heritage and biodiversity to enable adaption to future landuse pressures.
- Integration with other planning frameworks to share risks and increase success factors
- (Regional Landuse Plan, State Biodiversity Management Programs, Regional NRM Planning Processes).
- Consolidation of organisational capacity to work together to provide integrated governance, planning and management through- facilitating consistent and informed decision making across responsible organisations and improving linkages; seeking and leverage funding for agreed priorities and joint projects.
- Implementation of key initiatives to increase natural heritage and biodiversity resilience through the development and enhancement of landscape linkages.

Regional Significance

- The Natural heritage and biodiversity of the Greater Launceston area are comprised of unique legacy values that underpin the identity, livability and appeal of the city.
- If natural heritage and biodiversity values odf the area are to be retained for the future, planning and active management is required to maximise resilience and adaptive capacity to respond to landuse and climatic changes
- Effective conservation of natural heritage and biodiversity operates at the landscape scale across public and private land tenures.
- Landscape approaches can strategically and effectively integrate conservation and management efforts, while considering issues relating to cultural heritage, local economies, infrastructure, agriculture, ecotourism, and the health and social benefits of the environment.
- Management requires appropriate scale considerations that extend beyond the boundaries of the GLP area that can be best achieved through partnerships that can coordinate planning and implementation responsibilities

Recommended Initial Actions

Development of planning provisions and onground management programs that will provide for and enhance the natural character of the Greater Launceston Area. Outputs from this actions will directly link to E.1

Recommended Immediate Actions (1 - 2 years):

- Establish a Collaborative working group including relevant state and regional agencies and community champions
- Conduct a needs analysis for information requirements for planning requirements
- Consolidation of natural heritage and biodiversity knowledge and information in a format that can be utilised to inform decision making processes.
- Build capacity of key planning and management personnel to utilise existing knowledge sources to support planning and management decisions (ie. Natural Values Atlas, Conservation Information System, National Databases) (Outputs is an enabling actions for E.1)

Recommended Intermediate Actions (2 - 5 years):

- Development of a 20 year natural heritage and biodiversity landscape plan for the Greater Launceston area which identifies priority areas for rehabilitation management and protection that can be used to inform planning processes (Output links to E.1)
- Establishment of vegetation retention zones to maintain exiting high value areas.
- Develop an overlay map for specific designated risk areas (eg. Fire sensitive, threatened species, retention, invasive weeds and pests) and provide best practice guidelines or management codes to guide use, development and management of these areas
- Identify key fragmentation priority areas to target revegetation and management to increase connectivity
- Development of annual action plans that can be implemented by partnering agencies and community projects
- Development of planning provisions and templates (ie. Codes of practice, offset guidelines) that may be applied to permits and conditions (Output links to E1).
- Development of communication tools and resources to build community awareness, understanding and appreciation of the Natural Values of the Greater Launceston area

Recommended Long Term Actions (5-20 years):

- Implementation of regeneration/revegetation management projects on Council Land to increase linkages between core habitat areas and high value biodiversity sites to increase connectivity
- Implementation of review and improvement processes to evaluate successes and refine management strategies.

Project Responsibilities

- Develop opportunities to develop alignments between biodiversity/conservation planning mechanisms.
- Build organisation capacity to utilise existing knowledge sources that can be incorporated into development and approval processes
- Identify and map areas of priority importance.
- Embed biodiversity data and management tools into the procedures and operations of member organisations in a consistent manner
- Create increased opportunities for community and volunteer participation.

Project Objectives / Success Factors

- Planning and management decisions are supported by best available environmental information
- Integration with broader landscape planning through participation in regional state conservation planning processes
- Greater Launceston landuse planning includes provisions for conserving and enhancing Natural Heritage and Biodiversity values and has clear linkages with relevant state and regional planning documents.
- Economic, social and ecological values are incorporated into Natural heritage management provisions
- Increased community and volunteer participation, support and ownership.
- Planning and implementation of key activities for the protection and management of core asset areas
- Protection and enhancement of landscape linkages to increase resilience to landuse and climatic change
- Incorporation of multiuse areas including recreational and economic opportunities to increase liveability and identity characteristics of the Greater Launceston Area

Benefits and Costs

- Significant ability to support transformational contribution to Launceston and its region including:
  - Enhance resilience capacity of the Natural Environment to adapt to climate change and maintain natural heritage and public amenity values;
  - Major social and tourism benefits to Launceston and the wider region;
  - Maintain and preserve the clean green image of the region as a significant contributor to livability identity appeal and export earnings
  - Considerable impacts on tourism visitation;
  - Increased opportunities for active and passive recreational activities.
- Provision of positive influences on human physical, psychological and emotional well being.
- Protection of ecosystem services including watershed protection, stormwater management, ground water management, pollination, erosion.
- Significant ability to leverage investment through alignment with other conservation planning initiatives and mechanisms;
- Minimal reductions in development opportunities which may be further reduced through appropriate use of offsets and planning provisions.

Project F.1:
Launceston City Heart: Launceston City Heart: CBD Revitalisation Project

Major Elements

- A multi-facetted project to revitalise the Launceston CBD. A planning report which sets out a spatial framework and a precinct based approach for the planning and management of the CBD and wider LCA was prepared as part of the support documentation for the GLP (refer Draft Launceston Central Area Development Strategy, David Lock & Associates, September 2013).
- The report will be reviewed by Council in consultation with stakeholders and the community. Final development of the Strategy should take account of five key themes:-
  - **Renew**
    - focused on attracting and accommodating a broader mix of activities;
    - initiative targeted to vacant and underused buildings;
    - the CBD is one of the few areas in the country connected by the NBN (fibre to the premises);
    - strategy to develop a knowledge precinct in the CBD through a joint building owner/ Council/ UTAS initiative;
    - investigation of feasibility to create serviced/ low cost shared workshops and workspaces with a focus on applied design development and software applications;
    - investigation of building improvements program with potential application as a shared Council/building owner initiative with a focus on heritage buildings.
  - **People Spaces**
    - resolution of a diversity of people spaces for the CBD identified by the LCA Development Strategy for the GLP (November 2013) and Launceston Public Spaces and Public Life (2011);
    - resolution of public realm thematic urban and landscape design for the public spaces;
    - staging and development plan for priority spaces.
  - **Connect**
    - strategy to significantly improve safety and amenity for pedestrians and cyclists to and within the CBD;
    - integration of LCA Development Strategy and other Council initiatives;
    - connection to key precincts and new/ impending developments (including Southbank, Charles Square, Elizabeth Street precinct, new Woolworths development, Willis Street, Inveresk).
  - **Invest**
    - strategy to focus on realising development and activity potentials of vacant/underused sites in and adjoining the CBD;
    - resolution of market assessment/facilities brief by Council for potential activities at the sites (to be regularly reviewed and updated);
    - strategy to identify Council's role in the consolidation and clearing of sites;
    - Council to examine options for public/private partnership approaches.
  - **Optimise**
    - co-operative business development and facilitation strategy to be developed by Council and the Chamber of Commerce in liaison with business stakeholders and the community. The strategy should seek to optimise trade opportunities through co-ordinated extended trading hours on designated nights (Fridays / AFL games / special events).

Regional Significance

- The Launceston CBD is the most significant employment and commercial precinct in Tasmania outside of central Hobart;
- the CBD and wider LCA is the central place for the North Tasmania region and the focus for a broad range of activities and services;
- Launceston's CBD is a heritage precinct of national significance with one of the largest intact Victorian era precincts in the country;
- the CBD, LCA and inner suburbs have an iconic river and park setting. There is a significant opportunity to connect the central city to the suburbs and outer localities via a shared pathway system linking existing and future parks. This one of the key initiatives of the GLP (Project B.2: Metropolitan Pathways Network).

Recommended Initial Actions

- Establishment of broad based Consultative Working Group to encompass representation from:-
  - Council;
  - Chamber of Commerce;
  - Cityprom;
  - key property and retail stakeholders;
  - tourism industry stakeholders;
  - major cultural interests and groups;
  - UTAS;
  - LGH;
  - DIER;
  - community and resident groups;
  - other state agencies as required;
  - other stakeholders;
- community engagement and response to the LCA Development Strategy;
- technical and general review by Council;
- preparation of first draft Launceston City Heart project by Council on the basis of:
  - LCA Development Strategy;
  - other initiatives undertaken by Council in co-operation with state agencies;
  - responses from the public engagement process;
  - stakeholder input.
- community and stakeholder engagement process;
- technical and Council review on the basis of the engagement process;
- joint review with state agencies;
- modifications to the draft project by Council;
- final review and in-principle adoption by Council;
- plan development and budget for staged implementation;
- adoption by Council;
- commencement of implementation process;
- ongoing and cyclical reviews of the project.

Project Responsibilities

- Responsibility for project co-ordination and facilitation is with Launceston City Council (LCC);
- it is envisaged that Council's decision making will be informed by extensive community and stakeholder liaison and in consultation with key state agencies.

Project Objectives / Success Factors

- In-principle adoption by Council of resolved terms of reference for the Launceston City Heart project;
- preparation and release of the first draft Launceston City Heart project for public and stakeholder consultation;
- finalisation of the review of the public and stakeholder engagement outcomes;
- finalisation of the draft Launceston City Heart project in consultation with the community, stakeholders and state agencies;
- in-principle adoption of the draft Launceston City Heart project;
- budget and implementation plan development;
- commencement of implementation process;
- project completion of key project elements;
- ongoing and periodic review by Council.

Stakeholder and Community Input

- In the detailing of the project, ensure that the project develops clear linkages where relevant to planning initiatives underway for James Boags Brewery and the adjoining precinct.

Benefits and Costs

- The project offers the potential to make a significant contribution to the range of activities, level of employment, investment, amenity, access and investor perceptions of the Launceston CBD;
- the adoption of a multi- faceted approach will mean that a range of projects of varying costs and risks can be identified with a strategy developed to optimise benefits and contain costs.

Project F.2:
North Bank Precinct

Major Elements

- An important initiative to revitalise the Tamar/North Esk riverfront area at Invermay;
- key elements include:
  - new shared pathway and boardwalk extending from Inveresk west to the Charles Street Bridge to Town Point and north to Lindsay Street;
  - creation of new riverfront parklands between Victoria Bridge and the Charles Street Bridge and at Town Point and areas north to Lindsay Street;
  - potential new tourist market and urban plaza linked to the rowing precinct;
  - forecourt area, events stage and sound shell;
  - redevelopment of the silos and proposed new hotel;
  - new bulky goods precinct to be integrated with the Bunnings development currently under construction.
  - Queen Victoria Museum and Art Gallery;
  - Aurora Stadium;
  - Launceston Tramway Museum;
  - Launceston Planetarium;
  - UTAS School of Architecture and Design;
  - UTAS School of Visual and Performing Arts;
  - other recreation grounds and facilities;
  - extensive on-site parking for visitors and commuters.
- Inveresk retains significant further potential for complementary facilities and activities as envisaged in the original Master Plan. Future/potential elements may include:
  - student housing and ancillary facilities (approved);
  - residential hotel;
  - conference centre;
  - tourism precinct public space and boardwalk;
  - opportunities for tourist retailing/cafes and other services;
  - cinema centre/leisure centre.

Regional Significance

- A new major initiative to revitalise inner Launceston of district and regional significance;
- the project will provide a major new tourist and recreational precinct with new pedestrian links to Inveresk and to the Seaport precinct.

Recommended Initial Actions

- LCC co-ordinated community and stakeholder review of the preliminary North Bank Master Plan and associated concepts;
- Revised draft Master Plan for the North Bank Precinct;
- community and stakeholder review of the revised draft Master Plan;
- LCC overview and finalisation of revised Master Plan;
- in-principle adoption;
- adoption of implementation plan and budget provisioning/ financial strategy;
- ongoing approval and staged implementation of component projects identified in the revised draft Master Plan.

Project Responsibilities

- Principal responsibility for project development and co-ordination is with Launceston City Council (LCC) in co-operation with:
  - Launceston Flood Authority;
  - local residents and interested community members;
  - cultural, tourism and recreational stakeholders;
  - development groups with an interest in the projects in the North Bank precinct.

Project Objectives / Success Factors

- Community and Council endorsed Master Plan for the North Bank Precinct;
- in-principle adoption of Master Plan by LCC;
- adoption of implementation plan and budget provisioning/financial strategy;
- approval and progressive development of new projects consistent with the approved Master Plan.

Benefits and Costs

- The project has the potential to establish a new recreational, tourism and business precinct in the inner city area;
- The project strongly complements the Inveresk and Seaport precincts and will consolidate the network of parks, shared pathways and boardwalks in the inner city area;
- The development of North Bank is estimated as a mid-range cost project (less than $10 million public capital cost) and likely to generate significant regional tourism, recreational and business benefits;
- Further project development will be required to detail and quantify potential benefits and to develop benefit cost ratios.

Project F.3:
Inveresk Precinct

Major Elements

- Inveresk, the site of the former railway yards and workshop has been rehabilitated and revitalised to form a major cultural, education and recreation precinct;
- planning and development has been established by the Inveresk Master Plan (2005);
- current elements encompass:
  - Queen Victoria Museum and Art Gallery;
  - Aurora Stadium;
  - Launceston Tramway Museum;
  - Launceston Planetarium;
  - UTAS School of Architecture and Design;
  - UTAS School of Visual and Performing Arts;
  - other recreation grounds and facilities;
  - extensive on-site parking for visitors and commuters.
- Inveresk retains significant further potential for complementary facilities and activities as envisaged in the original Master Plan. Future/potential elements may include:
  - student housing and ancillary facilities (approved);
  - opportunities for significant improvements to pedestrian space and amenity including a new pedestrian plaza;
  - residential hotel;
  - conference centre;
  - tourism precinct public space and boardwalk;
  - opportunities for tourist retailing/cafes and other services;
  - cinema centre/leisure centre.

Regional Significance

- Inveresk is one of the most significant historic and cultural precincts in Tasmania;
- it is a major cultural, educational and recreational precinct for Launceston and the wider region;
- the Inveresk precinct is currently used as a commuter parking area, and serviced by the Tiger Bus which provides a short haul link to the CBD;
- major opportunity to more effectively link Inveresk to the CBD and North Bank areas through improved pedestrian and shared pathways/boardwalk developments.

Recommended Initial Actions

- LCC co-ordinated community and stakeholder review of the Inveresk Master Plan (2005) to identify an updated strategy for the sustainable planning and development of the precinct;
- preparation of revised draft Master Plan for Inveresk;
- community and stakeholder review of the revised draft Master Plan;
- LCC overview and finalisation of revised Master Plan;
- in-principle adoption;
- adoption of implementation plan and budget provisioning;
- ongoing approval and staged implementation of component projects identified in the revised draft Master Plan.

Project Responsibilities

- Principal responsibility for project development and co-ordination is with Launceston City Council (LCC) in co-operation with:
  - York Park and Inveresk Precinct Authority;
  - UTAS;
  - Launceston Flood Authority;
  - Student organisation representatives;
  - Cultural, tourism and recreational stakeholders;
  - Local residents and interested community members.

Project Objectives / Success Factors

- Agreed principles and scope of development outcomes arising from the LCC, community and stakeholder review of the Inveresk Master Plan;
- revised draft Master Plan for public review;
- finalisation of revised Master Plan by LCC;
- in-principle adoption of Master Plan;
- adoption of implementation plan and budget provisioning;
- approval and progressive development of new projects consistent with the revised Master Plan.

Stakeholder and Community Input

- In the detailing of the project, ensure that the project develops clear linkages where relevant to planning initiatives underway for James Boags Brewery and the adjoining precinct.

Benefits and Costs

- The project offers the opportunity to realise the full potential of Inveresk as one of Tasmania's leading cultural, education, recreational and tourism precincts;
- The process proposed for the project is designed to ensure a planned and sustainable outcome that best reflects views and aspirations of LCC, stakeholders and the community;
- Development costs cannot be identified at this stage prior to the resolution of a revised Master Plan and implementation strategy;
- Development costs and risks can be distributed over an extended development period in separate development projects;
- Potential to improve pedestrian and shared pathway links to North Bank and to the CBD.

Project F.4:
Charles Square Southbank

Major Elements

- Initiative from the Launceston Central Area (LCA) Development Strategy, a component study of the GLP;
- long term revitalisation of the precinct north of William Street and west of St John Street;
- mixed use redevelopment concept with opportunities for:
  - new residential hotel;
  - pedestrian plaza integrated with pedestrian linkages to the North Esk riverfront area;
  - potential craft and farmers markets;
  - potential pedestrian bridge across Charles Street to Seaport.

Regional Significance

- Historic opportunity to extend tourism, leisure and mixed use activities along the south bank of the North Esk riverfront area;
- the consolidation of the Seaport precinct will bolster its long term development as a major tourist destination for Launceston of regional and state significance.

Recommended Initial Actions

- Community and peer review of the Charles Square Southbank Master Plan and the wider LCA Development Strategy;
- briefing to Council on the potential of the Master Plan;
- joint review of the potential project (Council and landowners);
- in-principle support for the project by Council subject to further detailed assessments;
- concept development and feasibility assessments;
- identified role of Council and the Tasmanian Government to facilitate the project;
- development proposal by the proponent;
- statutory review and approvals.

Project Responsibilities

- Project co-ordination and facilitation role of Launceston City Council (LCC);
- project proponent and development role of key landowners;
- establishment of a joint project committee to oversee and expedite the project comprising representation from:
  - Launceston City Council;
  - Tasmanian Government/ relevant state agencies;
  - key landowners.

Project Objectives / Success Factors

- In-principle adoption by Council of the Charles Square Southbank Master Plan and the LCA Development Strategy;
- completion of concept development and feasibility assessments by the project proponent with identified business case and feasible development strategy for the project;
- agreement by Council and the Tasmanian Government for selected and conditional assistance to facilitate the project;
- formal application by the development proponent for the project;
- planning and development approvals by Council;
- completion of relocation of existing precinct uses;
- selection of successful tenderer for the project;
- completion of construction phase;
- inauguration of operational phase for the project.

Stakeholder and Community Input

- In the detailing of the project, ensure that the project develops clear linkages where relevant to planning initiatives underway for James Boags Brewery and the adjoining precinct.

Benefits and Costs

- The project offers the potential to provide a new major attraction for the central area and further consolidate activities adjoining the Seaport precinct along the North Esk riverfront;
- Potential as a regionally significant tourism project;
- Relocation of the existing motor vehicle showrooms and yards is a significant cost to the project. There is the opportunity for LCC to co-ordinate the staged relocation of motor vehicle traders in the LCA to a new high visibility regional location. In this context the development of Charles Square and other sites forms part of the broader transformation of the LCA;
- The project is at a preliminary/ideas stage and needs considerable development to clearly identify public and private costs, benefits and risks. This is the focus of the concept development phase.

Project F.5:
Willis Street Precinct

Major Elements

- Proposed new residential precinct focused on the Willis Street area (Lawrence Street west to Willis Street, north of Cimitiere Street);
- master planned redevelopment of existing Council car park, open space and adjoining properties;
- key elements include:
  - integrated town housing designed to consolidate inner city living opportunities in a high amenity environment;
  - small central park provides a social community space for the development;
  - town house concept provides medium density housing within a consistent low rise built form, suitable for the Launceston market;
  - opportunities for apartments;
  - precinct concept plan for the development of the area west of Willis Street.

Regional Significance

- The Willis Street Precinct Project is envisaged as an important cornerstone for the progressive development of inner city living opportunities in Launceston;
- the project forms part of a broader strategy to diversify activities in the Launceston Central Area (LCA) within a high amenity pedestrian focused framework;
- the diversification of activities in the LCA, inner city living and planned significant improvements to pedestrian access and amenity are planned to be transformational in scope of regional significance.

Recommended Initial Actions

- Review by Council and the community of opportunities and concepts for the Willis Street Precinct Project;
- resolution of an indicative master plan concept for the project, and required design and development guidelines;
- statutory approvals as required;
- Council to develop necessary infrastructure to facilitate the development;
- auction/tendering of sub-divided sites for housing development subject to design and development guidelines.

Project Responsibilities

- Launceston City Council is the sole authority responsible for the organisation of the project to development stage;
- the project is envisaged as a facilitated development that can be undertaken by several builders and developers;
- the project is proposed to be structured to ensure timely consistent low scale development outcomes, within an agreed planning and design framework;
- at the commencement of the development stage responsibility for development implementation rests with selected builders and developers.

Project Objectives / Success Factors

- Agreed position adopted by Council for a preferred indicative master plan concept and required design and development guidelines for the timely consistent development of the precinct for residential purposes;
- statutory approvals as required for the development of the project;
- completion of development of local streets/courts/ open space as required by the project;
- successful sale of sub divided sites for residential development;
- completion of town house developments and apartments for sale and occupancy.

Benefits and Costs

- The redevelopment of the Willis Street car park as part of the broader precinct development is a limited scale development focused on a site less than one hectare in area;
- the redevelopment project offers the opportunity as a high visibility model project for inner city living and revitalisation involving the private sector with co-ordination by LCC;
- the project can be packaged as several town house projects and staged to minimise development risk;
- public sector development costs are likely to be of a relatively low order.

Project G.1:
Living in the City Project

Major Elements

- The project is directed to the effective utilisation of the stock of undeveloped residential sites in the City of Launceston and other established areas;
- co-ordinated planning and marketing project to foster new residential development in the established suburbs of Launceston;
- package of targeted marketing and planning development assistance to facilitate accelerated infill housing in the City of Launceston;
- key elements include:
  - collaborative review by Launceston City Council (LCC) and residential developers to identify preferred range of housing types in different areas;
  - concept plan guidelines for key infill sites in the City of Launceston to be prepared by Council;
  - marketing package for the new developments to be prepared by Council.

Regional Significance

- Important project to overcome limitations of infill housing sites in comparison to the major broad hectare development areas (marketing, variations in housing preferences across the urban area);
- major opportunity to promote:
  - diversity of housing types and price packages and widen opportunities for choice in the established suburbs;
  - energy conservation and utilisation in house design
  - use of new materials and Tasmanian materials in housing design;
  - garden design in small spaces.

Recommended Initial Actions

- LCC updated inventory and review of potential housing sites in the City above 0.4 hectares;
- discussions and workshops with residential developers, builders and other professionals in the real estate sector to assess the range of housing needs and opportunities for innovation to improve the competitiveness of infill sites with green field locations;
- LCC to compile specification/facilities brief of housing optional requirements from the workshops and the Residential Housing Study currently underway;
- survey of land owners/developers to identify key development infill sites for promotion;
- development of planning guidelines for selected infill sites (in excess of 0.4 hectares);
- residential concepts and applications by builders, developers and land owners;
- processing of applications by Council;
- private development of projects;
- co-ordinated marketing package by Council.

Project Responsibilities

- Launceston City Council would be the sole authority responsible to co-ordinate the planning and marketing project;
- it is envisaged that Council would seek to build a coalition of support with interested residential developers, builders and land owners;
- the prime role of Council in the project encompasses the following:
  - to focus an awareness of the range of potential demands and opportunities in infill sites in the established suburbs of Launceston;
  - to facilitate demand opportunities through a co-ordinated marketing campaign;
  - to promote new opportunities for sustainable residential design;
  - to make a significant contribution to liveability and lifestyle options in the City of Launceston.

Project Objectives / Success Factors

- Establishment of a significant level of interest by builders, developers and land owners for a co-ordinated infill housing project in suburban Launceston;
- identification of current and emerging opportunities for different types of housing needs and lifestyle options;
- housing applications by developers, builders and land owners generated by the project;
- approvals by Council;
- successful marketing program co-ordinated by Council;
- completion of new housing developments generated by the project;
- post-development monitoring and evaluation by Council of the first tranche of developments with an assessment of success factors and guidance to modify product, planning approach, marketing and other emerging factors.

Benefits and Costs

- The project has the potential to accelerate the rate of residential development in a range of established suburbs in Launceston;
- The initiative is seen as a strategic project designed to overcome the disadvantages of small sites in comparison to the growth areas where there are economies of scale in marketing and project development;
- The project is likely to be of a low cost order for the City of Launceston and would likely result in a positive benefit cost outcome;
- The project has the potential to promote competition in sustainable housing and garden design and the potential range of accommodation types available on the market.

Project G.2:
Northern Suburbs Strategy

Major Elements

- Comprehensive broadly based strategy encompassing social and physical planning with economic and housing initiatives, activity centre and public transport planning;
- key elements include:
  - Metropolitan Pathways Network project based on the PUCN and Arterial Bike Route Network with key pathways linking the new development at Mayfield, south to Mowbray and Inveresk (Refer Figure 5.5);
  - holistic public transport corridor planning to encompass:-
    - redevelopment initiatives including mixed use and medium density housing on former industrial sites;
    - comprehensive urban design initiatives directed to improve amenity, pedestrian and cycle access and safety;
    - integrated employment precincts and activity centre planning;
  - social planning and development to support more diverse housing and demographic outcomes;
  - mixed use development-urban village concept for selected potential redevelopment areas in the Invermay-George Town road corridor (Refer Figure 5.5);
  - trial development of public-private enterprise partnership model for mixed use-social housing provision;
  - framework for social enterprise investment opportunities (including urban gardens and service precincts);
  - integrated development of the Mowbray Precinct (Refer Mowbray Precinct Plan, Project G.6);
  - urban design and activities improvements linked to adding value to the established high frequency bus networks along the Invermay - George Town road corridor. The Northern Suburbs Strategy is proposed as a holistic model project incorporating public - private initiatives along the public transport corridor (refer Project B.4: Public Transport Corridors);
  - optimisation of the UTAS role and presence at Newnham and Inveresk through:-
    - integration of public transport corridor planning and precinct design;
    - linking of UTAS campuses in the planned regional pedestrian and cycleway networks;
    - identification of research park opportunities linked to long term campus planning requirements;
    - planning for mixed use and medium density housing precincts to be closely linked with long term campus planning opportunities.

Regional Significance

- A major regional urban revitalisation project designed to provide a strong proactive vision and future for the northern suburbs;
- the strategy envisages a **broad framework encompassing several projects working in unison** to achieve a dynamic of significant new investment in the northern suburbs;
- the strategy comprises core elements (refer above) and encompasses elements of key regional and district projects, including:
  - Metropolitan Pathways Network (Refer Project B.2 and Section 5.5);
  - Living in the City Project (Refer Project G.1);
  - Mowbray Precinct Plan (Refer Project G.6);
  - Whole of Life Development Project (Refer Project D.2).

Recommended Initial Actions

- Formation of Northern Suburbs Reference Group to include representation from:
  - Council;
  - local residents/action groups;
  - Housing Tasmania;
  - Department of Health an Human Services (DHHS)
  - DIER
  - UTAS;
  - Mowbray District Centre;
  - other local businesses as determined by Council;
- scoping of project objectives and required outcomes;
- liaison with interested / potential development groups;
- clear delineation of two major components of the strategy:
  - overall strategy framework;
  - focus for short/ medium term action planning;
- preparation of strategy framework;
- identification of preferred short/ medium term action plan;
- in-principle adoption of the strategy by Council;
- adoption of implementation plan;
- trial of model project as the first stage of implementation plan.

Project Responsibilities

- Launceston City Council would be responsible for the organisation and conduct of the Northern Suburbs Strategy;
- the Northern Suburbs Reference Group would have an important role in guiding the direction and priorities for the strategy;
- as the strategy is developed Council should seek support and potential partners for implementation of key elements (e.g. UTAS, Housing Tasmania, selected developers etc).

Project Objectives / Success Factors

- Decision by Council to establish the Northern Suburbs Strategy and study budget;
- establishment of Northern Suburbs Reference Group;
- establishment of scoping framework for the study;
- successful completion of draft strategy;
- successful community engagement and review;
- in principle adoption of strategy by Council;
- adoption of implementation plan;
- adoption of model/trial project;
- successful completion of model project;
- review and evaluation by Council.

Benefits and Costs

- The project offers the potential to transform and revitalise Launceston's northern suburbs. There is the potential for major positive effects on the amenity of the area and levels of development in the medium term (5-7 year period) with longer term benefits for the perception of the area, community development, and investment prospects;
- the project is broadly based and brings together social investment and management, urban renewal and revitalisation, local area precinct planning, public transport services and access, pedestrian and cycleway planning;
- a major regional project with significant medium and long term benefits. Quantification of costs and benefits dependent on detailed scoping and development of project.

Project G.3:
St Leonards - Waverley Corridor Strategy

Background

The City of Launceston has initiated structure planning in the Waverley area. The GLP proposes a significant extension to future residential growth area planning with the St Leonards - Waverley Corridor envisaged as the primary greenfields development area in the City of Launceston.

The primary purpose of the St Leonards - Waverley Corridor Strategy is to encourage the provision of an overarching corridor framework within which the various physical plans that have been prepared and that will be required in the future can be reconciled and integrated in a sub-regional context.

The St Leonards - Waverley Corridor is one of three major growth areas for greenfields development identified in the GLP. Corridor strategies are being requested for each of the three major growth areas to facilitate effective regional infrastructure co-ordination and provision (refer Project B.1: Regional Infrastructure Co-ordination Strategy). Corridor planning will provide an overarching framework for a range of provision planning and requirements including:-

- water, drainage and sewerage planning;
- energy infrastructure planning;
- main road planning;
- regional and district open space, pedestrian and cycleway planning;
- activity centre planning
- public transport planning;
- education facilities planning;
- health facilities planning.

Major Elements

- Integrated physical development strategy for the longer term urban development of a new major growth area in the City of Launceston;
- area extends south from Waverley to St Leonards and west to South Norwood (Refer Figure 5.6);
- subject area includes:
    - priority areas currently under development or approved;
    - future residential areas identified by the Launceston Residential Strategy (2009);
    - priority investigation area recommended by the GLP to be considered for long term planning of a consolidated growth area (Refer Figure 5.2);
- general elements required for the St Leonards Strategy include:
    - settlement strategy for the St Leonards growth area as defined above for the 2013-2021 and 2021-2036 planning periods;
    - structure plans for the growth area showing:
        - main roads and secondary roads;
        - public transport network;
        - recreational areas and open space network;
        - education facilities;
        - pedestrian and cycle way linkages based on the PUCN and ABRN;
        - activity centres;
        - industrial and employment areas;
        - landscape concept;
        - housing mix/diversity policy;
        - implementation plan showing indicative land development staging for each of the two main planning periods and infrastructure planning requirements;
        - land release plan for the two planning periods;
        - schedule of statutory approval requirements by development area.
- specific elements include:
    - overarching integrated development strategy for the St Leonards growth area with subordinate precinct plans;
    - physical plans for each of the precinct areas incorporating approved plans of subdivision and approved master plans within the Waverley - St Leonards corridor (Refer Figure 5.2);
    - proposed north-south and east-west district connector road to link the future development precincts to the St Leonards township and town centre. Indicative alignment of proposed district connector route will require detailed strategic and site analysis to confirm proposed possible route;
    - revitalised/new town centre and central area development in the St Leonards township to consolidate and revitalise the existing local centre;
    - incorporation of regional shared pathway network with expanded parks and open space network (Refer Metropolitan Parks and Pathways Project);
    - significantly consolidated regional open space network along the North Esk river valley consistent with Council flood risk and scenic area management policy

Regional Significance

- The St Leonards Strategy is proposed by the GLP as a major future growth area of regional significance;
- it is intended as a high amenity long term urban growth area that can be progressively developed over the life of the GLP and beyond;
- it provides a policy and physical framework to maximise community benefit and amenity with future housing development;
- the St Leonards growth area together with the other major growth areas will make a significant contribution to the consolidation of greater Launceston.

Recommended Initial Actions

- Initial scoping of strategy requirements by Council
- community and stakeholder workshop/s to ascertain views and input to develop the St Leonards Strategy;
- final scoping of strategy requirements by Council;
- preparation of draft St Leonards Strategy;
- consultation with key referral authorities as required;
- community and stakeholder review;
- Council review;
- Council finalisation and adoption of St Leonards Strategy;
- Council finalisation and adoption of St Leonards Strategy;
- Rezoning process;
- adoption of the implementation plan and approvals process;
- budget provisioning as required to facilitate implementation within the first planning period.

Project Responsibilities

- Primary responsibility for the St Leonards Strategy lies with Launceston City Council;
- in undertaking the St Leonards Strategy Council will need to consult with referral authorities. These may include:
    - TasWater;
    - DIER;
    - Aurora Energy (electricity provision);
    - Department of Education, Tasmania (schools);
    - Tasmanian Catholic Education Office (catholic schools).

Project Objectives / Success Factors

- Completion of initial scoping of strategy requirements by Council;
- completion of initial community consultations for project scoping of the St Leonards Strategy;
- completion of consultations with referral authorities;
- establishment of agreed terms of reference and project scope for the St Leonards Strategy;
- completion of draft St Leonards Strategy;
- completion of community and stakeholder consultation review;
- completion of Council review and resolution of the St Leonards Strategy;
- formal Council adoption;
- completion of statutory rezonings for the St Leonards Strategy;
- adoption of implementation plan and commencement of approvals process;
- commencement of budget provisioning to facilitate progressive implementation during the 2013-2021 period.

Benefits and Costs

- The project offers the potential to serve as the City of Launceston's major residential growth area for the life of the Greater Launceston Plan and beyond;
- significantly, it offers the potential for planned comprehensive and balanced development to maximise community service and facility outcomes associated with a major growth area;
- benefits include a major new town centre at St Leonards that will be integrated with the existing town centre together with a range of supporting social and community amenities;
- the planned development of St Leonards with the Metropolitan Parks and Pathways Project is a major feature;
- the project is likely to generate positive benefit cost outcomes on a number of measures.

Project G.4:
South - West Corridor Strategy

Background

The municipality of Meander Valley has undertaken a significant body of policy and physical planning for urban settlement in the south - west corridor and significant structure planning is currently underway.

The primary purpose of the South - West Corridor Strategy is to encourage the provision of an overarching corridor framework within which the various physical plans that have been prepared or are being prepared can be reconciled and integrated in a sub-regional context.

The South - West Corridor is one of three major growth areas for greenfields development identified in the GLP. Corridor strategies are being requested for each of the three major growth areas to facilitate effective regional infrastructure co-ordination and provision (refer Project B.1: Regional Infrastructure Co-ordination Strategy). Corridor planning will provide an overarching framework for a range of provision planning and requirements, including:-

- water, drainage and sewerage planning;
- energy infrastructure planning;
- main road planning;
- regional and district open space, pedestrian and cycleway planning;
- activity centre planning
- public transport planning;
- education facilities planning;
- health facilities planning.

Major Elements

- Integrated physical planning strategy for the medium and longer term development of the South - West Corridor encompassing the suburbs of Prospect Vale and Blackstone Heights and the peri-urban settlements of Travellers Rest and Hadspen in the Meander Valley municipality (Refer Figure 5.2, 5.8);
- general elements required for the South - West Corridor Strategy encompass the following:
    - settlement strategy for the South - West corridor for the 2013-2021 and 2021-2036 planning periods;
    - structure plans for the development areas showing:
        - main roads and secondary roads;
        - public transport network;
        - recreational areas and open space network;
        - education facilities;
        - pedestrian and cycle way linkages based on the PUCN and ABRN;
        - activity centres;
        - industrial and employment areas;
        - landscape concept;
        - housing mix/diversity policy;
        - implementation plan showing:
            - indicative land development staging for each of the two main planning periods and infrastructure planning requirements;
            - land release plan for the two planning periods;
            - schedule of statutory approval requirements by development area.
- strategy planning and an outline development plan undertaken and/or commissioned by Council have provided:
    - indicative land use maps for Prospect Vale and Blackstone Heights;
    - an outline development plan for Hadspen showing future urban areas, patterns of open space and pedestrian and vehicular access.
- specific elements include:
    - comprehensive low density planning for the Blackstone Heights area;
    - Prospect Vale planned for standard residential density (termed medium density by Council);
    - opportunities for further residential consolidation in the intervening area north of Prospect Vale;
    - green belt west of Prospect Vale separating the peri-urban settlements of Travellers Rest (low density) and Hadspen (planned as a mix of standard and low density);
    - Hadspen is planned as a neighbourhood/village centre focused settlement with an integrated shared pathway and open space network;
    - Prospect Vale market place at Westbury Road is the leading neighbourhood shopping centre;
    - planned development of a second neighbourhood centre at Casino Drive/ Westbury Road.

Regional Significance

- The Greater Launceston Plan recommends the South - West Corridor area as the designated growth area for Meander Valley municipality and one of the leading growth areas in greater Launceston;
- strategy and structure planning by Council has identified future potential residential areas and associated requirements in the South - West corridor;
- the planning to date provides indicative prioritisation for future residential development areas.

Recommended Initial Actions

- Review by Council of existing strategy and development planning in the South - West Corridor to date;
- compilation of the South - West Corridor Strategy bringing together earlier strategy and development planning work and indicating preferred development staging for the two planning periods: 2013-2021 and 2021-2036;
- stakeholder and community consultations as required;
- review by Council as required;
- adoption of the South - West Corridor Strategy;
- adoption of the implementation plan;
- budget provisioning as required to facilitate implementation within the first planning period;
- statutory implementation to facilitate required rezonings and land development approvals to meet land requirements for the second planning period: 2021-2036.

Project Responsibilities

- Primary responsibility for the South - West Corridor Strategy lies with Meander Valley Council;
- other key authorities required for referral/ consultation include:
    - DIER (main roads, public transport);
    - TasWater;
    - Aurora Energy (electricity provision);
    - Department of Education, Tasmania (schools);
    - Tasmanian Catholic Education Office (catholic schools).

Project Objectives / Success Factors

- Completion of review by Council of existing strategy and development planning in the South - West Corridor to date;
- completion of the South - West Corridor Strategy building on earlier strategy and development planning work undertaken by Council;
- completion of community and stakeholder consultation as required;
- completion of review by Council;
- in principle agreements concluded by Council with key authorities for referral/consultation;
- formal adoption of the South - West Corridor Strategy by Council;
- adoption of the implementation plan for the South - West Corridor Strategy;
- commencement of budget provisioning to facilitate progressive implementation during the 2013-2021 period;
- successful completion of statutory implementation process to facilitate implementation of the South - West Corridor Strategy in the second planning period: 2021-2036.

Benefits and Costs

- The South - West Corridor Strategy is the most significant project proposed for the Meander Valley Council and is one of the major growth areas in greater Launceston;
- the project facilitates the progressive development of the Blackstone Heights, Prospect Vale and Hadspen areas with planned town and local centres;
- the project will continue to provide a significant component of low density housing and maintain a distinctive market segment in greater Launceston;
- likely to generate positive benefit cost outcomes on a range of measures.

Project G.5:
Legana - Riverside Corridor Strategy

Background

The municipality of West Tamar has undertaken a significant body of policy and physical planning for urban settlement in the Legana district and corridor extending south to Riverside. Significant structure planning is ongoing.

The primary purpose of the Legana - Riverside Corridor Strategy is to encourage the provision of an overarching corridor framework within which the various physical plans that have been prepared or are being prepared can be reconciled and integrated in a sub-regional context.

The Legana - Riverside Corridor is one of three major growth areas for greenfields development identified in the GLP. Corridor strategies are being requested for each of the three major growth areas to facilitate effective regional infrastructure co-ordination and provision (refer Project B.1: Regional Infrastructure Co-ordination Strategy). Corridor planning will provide an overarching framework for a range of provision planning and requirements, including:-

- water, drainage and sewerage planning;
- energy infrastructure planning;
- main road planning;
- regional and district open space, pedestrian and cycleway planning;
- activity centre planning
- public transport planning;
- education facilities planning;
- health facilities planning.

Major Elements

- integrated physical planning strategy for the medium and longer term development of the Legana - Riverside corridor;
- general elements required for the Legana - Riverside Strategy include:
    - settlement strategy for the Legana - Riverside corridor for the 2013-2021 and 2021-2036 planning periods;
    - structure plans for the development areas showing:
        - main roads and secondary roads;
        - public transport network;
        - recreational areas and open space network;
        - education facilities;
        - pedestrian and cycle way linkages based on the PUCN and ABRN;
        - activity centres;
        - industrial and employment areas;
        - landscape concept;
        - housing mix/diversity policy;
        - implementation plan showing indicative land development staging for each of the two main planning periods and infrastructure planning requirements;
        - land release plan for the two planning periods;
        - schedule of statutory approval requirements by development area.
- the Legana Structure Plan (2013) is generally consistent with the above requirements;
- the planning framework should be extended to encompass major zoned infill sites in the Riverside area;
- specific elements include:
    - overall integrated physical development strategy for the Legana district over the periods 2013-2021 and 2021-2036;
    - approved plans of subdivision to consolidate existing urban areas at Legana;
    - residential zoning for the Bulmans Brook development north of Bindaree Road;
    - future residential developments at Bulmans Brook, Western Precinct and Southern Precinct are focused on neighbourhood/village centres and inter-connected by shared pathways;
    - longer term plan to consolidate the Legana shopping centre as a town centre precinct.

Regional Significance

- the Greater Launceston Plan recommends the Legana - Riverside area as the principal growth area for West Tamar municipality and one of the leading growth areas in greater Launceston;
- strategy and structure planning by Council has provided a strong basis for the consolidated development of the Legana - Riverside area as a balanced sustainable community with a diversity of housing and living opportunities

Recommended Initial Actions

- review by Council of the Legana Structure Plan (2013) and other related planning strategies in the light of the policies and recommendations of the Greater Launceston Plan;
- preparation of Legana - Riverside Strategy incorporating and building on existing work;
- consultations with key
- state agencies and other authorities (Refer project responsibilities);
- stakeholder and community consultations;
- review by Council;
- in principle adoption of the Legana - Riverside Strategy by Council;
- adoption of the implementation plan for the Legana - Riverside Strategy;
- budget provisioning to facilitate implementation within the first planning period: 2013-2021;
- statutory implementation required to facilitate rezonings and land development approvals to meet land requirements for the second planning period: 2021-2036.

Project Responsibilities

- primary responsibility for the Legana - Riverside Strategy lies with West Tamar Council;
- other key authorities required for referral/ consultation include:
    - DIER (main roads, public transport);
    - TasWater;
    - Aurora Energy (electricity provision);
    - Department of Education, Tasmania (schools);
    - Tasmanian Catholic Education Office (catholic schools).

Project Objectives / Success Factors

- completion of community and stakeholder consultations for the current Legana Structure Plan (2013);
- review and in-principle Council approval of the Legana Structure Plan;
- in principle agreements concluded by Council with key authorities for referral/consultation;
- finalisation of Legana - Riverside Strategy incorporating and building on existing work;
- formal adoption of Legana Structure Plan and Legana - Riverside Strategy by Council;
- adoption of the implementation plan for the Legana - Riverside Strategy;
- commencement of budget provisioning to facilitate progressive implementation during the 2013-2021 period;
- successful completion of statutory implementation process to facilitate implementation of the structure plan in the second planning period: 2021-2036.

Benefits and Costs

- Legana is the preferred major growth area for West Tamar and one of the major growth areas in greater Launceston;
- The project will facilitate a major consolidation of the Legana district with the planned development of several new suburbs complete with village centres, community facilities and appropriate education and other facilities, together with the significant development of the Legana town centre;
- The integrated nature of the project is likely to provide a broad range of investment, amenity, access and local employment benefits for the district. The initiative will likely provide notable positive benefit cost outcomes.

Project G.6:
Mowbray Precinct Plan

Major Elements

- Integrated Precinct Plan that provides a framework for future investment and public realm improvements. A planning report which sets out a spatial framework and strategy for the planning of the Mowbray District Centre was prepared as part of support documentation for the GLP (refer Mowbray District Centre Precinct Plan, David Lock & Associates, September 2013);
- general elements: the Mowbray District Centre Precinct Plan (DLA, 2013) is focused to achieve:
  - an effective access framework to manage traffic and parking in the precinct;
  - improvements to the main street environment and to the quality, amenity and safety of the pedestrian environment;
  - guidelines for consistent built form development;
  - improvements to public transport access and amenity;
  - a framework for future activity investment to provide opportunities for a broader based activity centre;
  - significant improvements to the public realm;
- key issues addressed by the plan:
  - effective integration of
  - new discount department store currently under development;
  - planning of pedestrian space environment to effectively link the new development through to Invermay Road;
  - precinct links to the PUCN and the Launceston Arterial Bike Route Network as part of the Metropolitan Pathways Network project;
  - traffic safety and management measures;
  - parking access for the precinct;
  - framework for improvements to Invermay Road as the principal shopping street;
  - opportunities for new public spaces;
  - principles for public realm design, landscape and built form;
  - opportunities afforded by the proximity of the UTAS Newnham campus to the Mowbray district centre.

Regional Significance

- Mowbray is one of two existing district centres in the Greater Launceston Plan. These centres have a sub-regional role second only in importance to the Launceston Central Area;
- •new major retail investments have been undertaken in the Mowbray district centre which will reinforce its sub-regional role;
- the Precinct Plan seeks to add community value and new investment opportunities to the new developments which have occurred by providing a framework for new investment and improvements to the public realm.

Recommended Initial Actions

- community and Council review of the Mowbray Precinct Plan prepared as part of the GLP process;
- revised precinct planning and guidelines to meet community and Council requirements;
- in principle adoption by Council of the revised Mowbray Precinct Plan;
- facilitation by Council of the envisaged new major retail development in the district centre;
- initial scoping by Council in consultation with the community of detailed urban design improvements required;
- Detailed Urban Design Improvements Plan: draft prepared by Council for consultation;
- community and stakeholder review;
- finalisation of Detailed Urban Design Improvements Plan;
- consideration/review and approval by Council;
- adoption of Implementation Plan;
- budget provisioning as required to facilitate implementation of urban design improvements;
- post design monitoring and review by Council.

Project Responsibilities

- primary responsibility for the Mowbray Precinct Plan lies with Launceston City Council;
- in undertaking the Mowbray Precinct Plan Council may need to may need to consult with referral authorities. These may include:
  - DIER;
  - TasWater;
  - Aurora Energy (electricity provision).

Project Objectives / Success Factors

- completion of community and Council review of the Mowbray Precinct Plan;
- completion of revised precinct planning and guidelines to meet community and Council requirements;
- in principle adoption by Council of the revised Mowbray Precinct Plan;
- successful facilitation by Council of the envisaged new major retail development in the district centre;
- successful completion by Council of scoping for Detailed Urban Design Improvements Plan;
- successful completion by Council of scoping for Detailed Urban Design Improvements Plan;
- successful completion of Detailed Urban Design Improvements Plan and approval by Council;
- formal adoption of implementation plan;
- adoption of budget provisioning as required to facilitate implementation of urban design improvements;
- implementation of new urban design works in the district centre;
- attraction of new investments into the district centre;
- successful post precinct plan evaluation by Council.

Benefits and Costs

- Mowbray is a designated district centre with major retail and business development likely;
- the project is proposed to be undertaken in conjunction with the Northern Suburbs Strategy which is focused on the northern catchment areas for the Mowbray District Centre;
- the combined development of the Mowbray District Centre and the Northern Suburbs Strategy will have transformational regional outcomes for social amenity, access, employment, urban design, residential accommodation and medium and longer term investment prospects;
- The Mowbray project offers the potential to build on the centre's existing regional role and likely future development with planned major improvements to urban design, pedestrian safety and amenity and to the range of stores, facilities, businesses and services.
- The interdependence of the Northern Suburbs Strategy and the Mowbray District Centre Project will require the scoping and initial development of the Northern Suburbs Strategy to quantify the range of benefit cost outcomes.

Project G.7:
Kings Meadows Precinct Plan

Major Elements

- Integrated Precinct Plan that provides a framework for future investment and public realm improvements. A planning report which sets out a spatial framework and strategy for the planning of the Kings Meadows District Centre was prepared as part of support documentation for the GLP (refer Kings Meadows District Centre Precinct Plan, David Lock & Associates, September 2013). The plan is focused to achieve:-
  - an effective access framework to manage traffic and parking in the precinct;
  - improvements to the main street environment and to the quality, amenity and safety of the pedestrian environment;
  - guidelines for consistent built form development;
  - improvements to public transport access and amenity;
  - a framework for future activity investment to provide opportunities for a broader based activity centre;
  - significant improvements to the public realm;
- key issues addressed by the plan:
  - effective integration of proposed new discount department store in the district centre;
  - planning of pedestrian space environment to effectively link development on the eastern and western sides of Hobart Road;
  - precinct links to the PUCN and the Launceston Arterial Bike Route Network as part of the Metropolitan Pathways Network project;
  - traffic safety and management measures;
  - parking access for the precinct;
  - framework for improvements to Hobart Road as the principal shopping street;
  - opportunities for new public spaces;
  - principles for public realm design, landscape and built form.

Regional Significance

- Kings Meadows is one of two existing district centres in the Greater Launceston Plan. These centres have a sub-regional role second only in importance to the Launceston Central Area;
- new major retail investment is currently being planned in the Kings Meadows District Centre which will reinforce its sub-regional role;
- the Precinct Plan seeks to add community value to the envisaged new development by providing a framework for new investment and improvements to the public realm.

Recommended Initial Actions

- community and Council review of the Kings Meadows Precinct Plan prepared as part of the GLP process;
- revised precinct planning and guidelines to meet community and Council requirements;
- in-principle adoption by Council of the revised Kings Meadows Precinct Plan;
- facilitation by Council of the envisaged new major retail development in the district centre;
- initial scoping by Council in consultation with the community of detailed urban design improvements required;
- detailed Urban Design Improvements Plan: draft prepared by Council for consultation;
- community and stakeholder review;
- finalisation of Detailed Urban Design Improvements Plan;
- consideration/review and approval by Council;
- adoption of Implementation Plan;
- budget provisioning as required to facilitate implementation of urban design improvements;
- post design monitoring and review by Council.

Project Responsibilities

- primary responsibility for the Kings Meadows Precinct Plan lies with Launceston City Council;
- in undertaking the Kings Meadows Precinct Plan Council may need to may need to consult with referral authorities. These may include:
  - DIER;
  - TasWater;
  - Aurora Energy (electricity provision

Project Objectives / Success Factors

- completion of community and Council review of the Kings Meadows Precinct Plan;
- completion of revised precinct planning and guidelines to meet community and Council requirements;
- in principle adoption by Council of the revised Kings Meadows Precinct Plan;
- successful facilitation by Council of the envisaged new major retail development in the district centre;
- successful completion by Council of scoping for Detailed Urban Design Improvements Plan;
- successful completion of Detailed Urban Design Improvements Plan and approval by Council;
- formal adoption of implementation plan;
- adoption of budget provisioning as required to facilitate implementation of urban design improvements;
- implementation of new urban design works in the district centre;
- attraction of new investments into the district centre;
- successful post precinct plan evaluation by Council.

Benefits and Costs

- Kings Meadows is a designated district centre with major retail and business development likely;
- The project offers the potential to build on the centre's existing regional role and likely future development with planned major improvements to urban design, pedestrian safety and amenity and to the range of stores, facilities, businesses and services;
- The project is likely to have a significant positive benefit cost outcome.

Project G.8:
George Town Strategy

Major Elements

- Co-ordinating physical development strategy for the long term consolidation of the George Town township;
- urban consolidation strategy for George Town for the 2013-2021 and 2021-2036 planning periods. Key elements include:
  - planned residential development areas: 2013-2021 and 2021-2036;
  - shared pathway network linking the George Town centre to residential areas in the township and a route through to Low Head;
  - shared pathway network to link to schools, recreation facilities, the town centre and residential areas (Refer Figure 5.4).

Regional Significance

- The George Town Strategy brings together earlier planning by Council and will provide a clear framework for the long term sustainable development of the township;
- the plan seeks to maximise residential amenity, pedestrian and cycle access and provide a framework that best accommodates future residential demand through the consolidation of the existing township

Recommended Initial Actions

- Review by Council of existing planning and policy development in the George Town township;
- community and stakeholder workshop/s to ascertain views and input to develop the George Town Strategy;
- preparation of draft George Town Strategy;
- consultation with key authorities required for referral/ consultation (Refer project responsibilities);
- community and stakeholder review;
- Council review;
- Council finalisation and adoption of George Town Strategy;
- adoption of the implementation plan;
- budget provisioning as required to facilitate implementation within the first planning period

Project Responsibilities

- Primary responsibility for the George Town Strategy lies with George Town Council;
- other key authorities required for referral/ consultation include:
  - DIER (main roads, public transport);
  - TasWater;
  - Aurora Energy (electricity provision);
  - Department of Education, Tasmania (schools);
  - Tasmanian Catholic Education Office (catholic schools).

Project Objectives / Success Factors

- Completion of review by Council of existing planning and policy in the George Town township;
- completion of community consultation for the George Town Strategy;
- completion of the draft George Town Strategy;
- completion of consultation with referral authorities;
- completion of community and stakeholder review of the draft Strategy;
- completion of Council review and resolution of the George Town Strategy;
- formal Council adoption;
- adoption of implementation plan;
- commencement of budget provisioning to facilitate progressive implementation during the 2013-2021 period;
- statutory development approvals as required.

Benefits and Costs

- The project continues the ongoing planned consolidation of the George Town township;
- consolidation of the township with high levels of access to the existing town centre, schools, community facilities and recreation areas will ensure ongoing benefits through improved utilisation of existing facilities;
- project likely to provide positive benefit public cost outcomes.

Project G.9:
Ravenswood Review Strategy

Major Elements

- The Ravenswood Review Strategy is focused on a major review of potential residential development land in the local area. This is directed to achieve greater participation of the market in housing development and a broader diversity of housing opportunities and demographic outcomes.
- key elements of the Strategy include:
    - clear understanding of the aspirations, needs and priorities of Ravenswood residents;
    - identification of social/ organisational/residential/ employment/access concepts and strategies to address aspirations and priority requirements;
    - consideration of local, district and regional social networks and potential resources to forge a strategy;
    - plan for medium and long term public transport route connections and service improvements within the GLMPTP framework;
    - suburban and district links to the PUCN and the Launceston Arterial Bike Route Network as part of the Metropolitan Pathways Network project;
    - within this context, assessment of the accommodation and housing policies set by the Housing Commission and implications for local areas such as Ravenswood;
    - role of the market and social facilitation to achieve optimal community benefit outcomes.

Regional Significance

- The Ravenswood Review Strategy is viewed as an important project of significance for Launceston's eastern corridor. It is directed to identify sustainable development opportunities and improved participation by the market to achieve:
    - a broader diversity of housing and accommodation types;
    - opportunities for increased local employment and social enterprise development;
    - opportunities for a broader balance of social demographic groups in the local area;
    - innovative housing and urban planning concepts that provide a broader range of lifestyle and urban design opportunities;
    - effective integration of new areas with the established town centre and residential areas.

Recommended Initial Actions

- Establishment of Project Steering Committee (refer project responsibilities below);
- initial scoping of draft terms of reference for the project;
- exploratory discussion groups, online engagement and workshops to inform issues for project scoping;
- finalisation of project scope;
- engagement and consultation process;
- draft concepts and options;
- review by Project Steering Committee (refer project responsibilities below);
- preferred draft and supporting concepts for discussion;
- engagement and review process;
- finalisation of preferred draft strategy;
- review and modifications by LCC as required;
- adoption by LCC;
- in principle agreement with Tasmanian government/ key agencies for specified input/support;
- adoption of project budget and implementation program;
- implementation of first phase of project;
- review and assessment.

Project Responsibilities

- Principal responsibility for the management of the project is with Launceston City Council (LCC). Formation of a Project Steering Committee (PSC) to include representation from:
    - LCC:
    - representatives of local resident groups and residents;
    - Tasmanian Housing Commission;
    - Department of Health and Human Services (DHHS);
    - DIER;
    - Department of Education, Tasmania;
    - Tasmanian Catholic Education Office;
    - recognised social assistance and counselling groups active in the area;
    - other interested stakeholders.

Project G.9:
Ravenswood Review Strategy (cont.)

Project Objectives / Success Factors

- Establishment of Project Steering Committee (PSC);
- finalisation of terms of reference for the project;
- successful completion of community and stakeholder engagement and consultation process;
- completion of draft strategy and supporting concepts for community and stakeholder review;
- successful completion of the community and stakeholder review process;
- completion of revised draft strategy by the PSC;
- completion of review and adoption by LCC.
- in principle agreement by Council and the Tasmanian government/key agencies for defined support and assistance;
- commencement of implementation process for phase 1;
- successful completion of phase 1 and review by LCC.

Benefits and Costs

- The project is directed to deliver a range of important benefits to the existing and future community of Ravenswood, including:
    - identification of a broadly based strategy for a sustainable, diverse and robust community;
    - a broader diversity of housing and urban design opportunities that are supported by the market;
    - facilitation of a broader socio demographic population balance;
    - encouragement of opportunities for greater participation by the market and locally generated initiatives.
- the costs of the review are likely to be of a relatively low order. The project offers significant opportunities for major strategic and community benefits, and the potential for a high benefit cost ratio outcome.

Project G.10:
Relbia Review Strategy

Major Elements

- Potential project to facilitate restructuring of part of the existing rural residential area of Relbia as a high amenity diversified density residential area and village;
- project area adjoins the St Leonards growth area linked by the proposed St Leonards district collector road;
- key elements may include:
  - road hierarchy network, including a proposed district collector road to link the Relbia area to St Leonards (Refer Figure 5.3);
  - residential precincts providing a diversity of densities and accommodation types;
  - open space and shared pathway network linked to the extensive regional park proposed for the North Esk river valley (Refer Metropolitan Pathways Network project, refer also St Leonards - Waverley Corridor Strategy Project);
  - location principles for a neighbourhood/village centre to serve the local area;
  - landscape and urban design concept;
- implementation plan showing:
  - Indicative land development staging within the 2021-2036 period and beyond as required;
  - land release plan;
  - schedule of statutory approvals as required by development area.

Regional Significance

- The Relbia Review Strategy seeks to canvass community views on the overall benefits and costs of restructuring part of the Relbia rural residential area to provide:
  - a broader diversity of lifestyle living opportunities;
  - a village environment and living opportunities;
  - range of accessible amenities and facilities for current and future residents.

Recommended Initial Actions

- Initial scoping of structure plan requirements by Council;
- community and stakeholder workshop/s to ascertain views and input to develop the Relbia Review Strategy;
- final scoping of structure plan requirements by Council;
- preparation of draft Relbia Review Strategy;
- consultation with key referral authorities as required;
- community and stakeholder review;
- Council review;
- Council finalisation and adoption of Relbia Review Strategy;
- Rezoning process;
- adoption of the implementation plan and approvals process.
- budget provisioning as required to facilitate implementation within the first planning period.

Project Responsibilities

- Primary responsibility for the Relbia Review Strategy lies with Launceston City Council;
- in undertaking the Relbia Review Strategy Council may need to may need to consult with referral authorities. These may include:
  - Northern Midlands Council;
  - TasWater (Tasmanian Water and Sewerage Corporation (water supply, drainage and sewerage);
  - DIER (access to main roads);
  - Aurora Energy (electricity provision);
  - Department of Education, Tasmania (schools);
  - Tasmanian Catholic Education Office (catholic schools).

Project Objectives / Success Factors

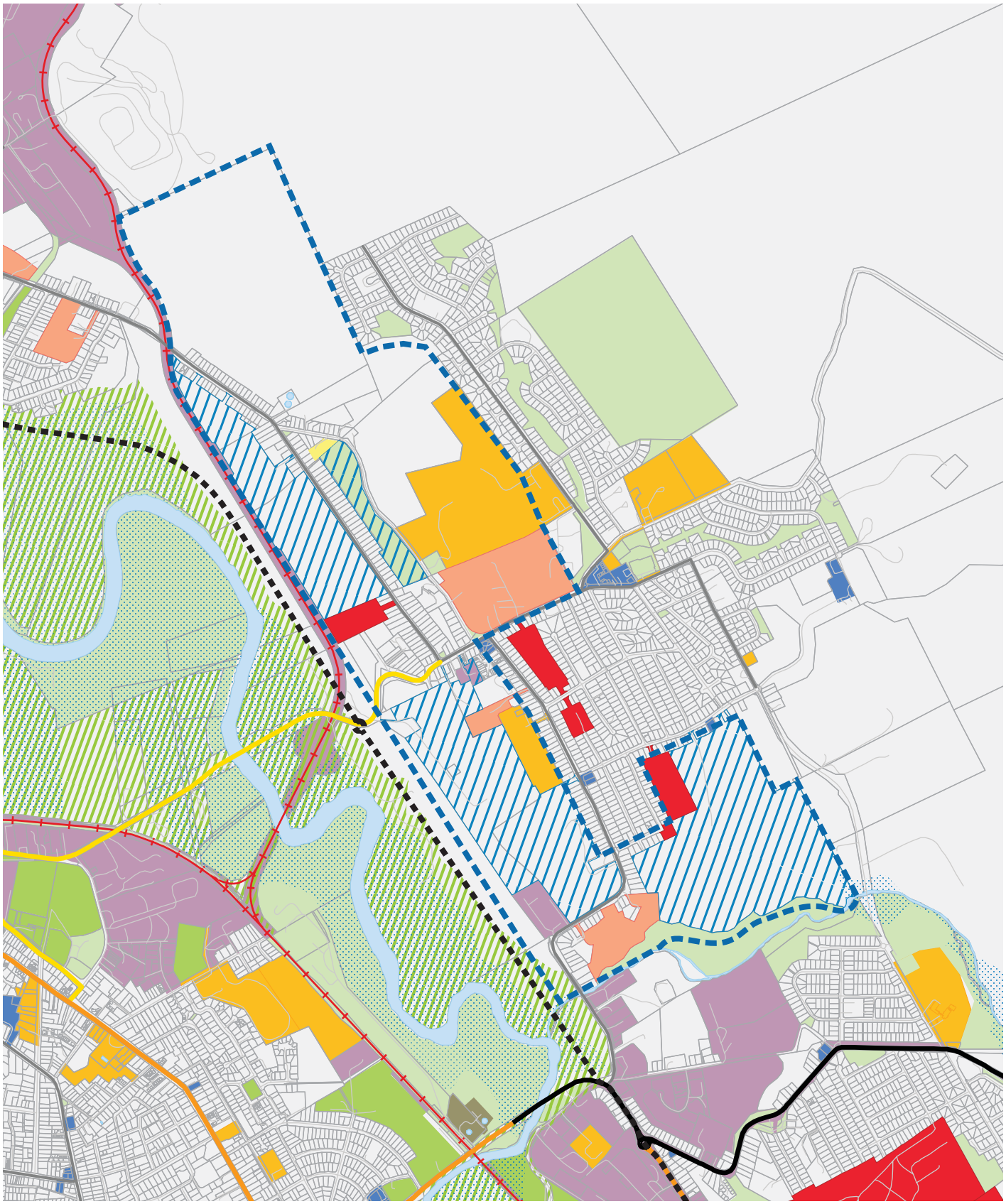
- Completion of initial scoping structure plan requirements by Council;
- completion of initial community consultations for project scoping of the Relbia Review Strategy;
- establishment of agreed terms of reference and project scope for the Relbia Review Strategy;
- completion of draft Relbia Review Strategy;
- completion of community and stakeholder consultation review;
- completion of Council review and resolution of the Relbia Review Strategy;
- formal Council adoption;
- completion of statutory rezonings for the Relbia Review Strategy;
- adoption of implementation plan and commencement of approvals process;
- commencement of budget provisioning to facilitate progressive implementation during the 2013-2021 period.

Project G.10:
Relbia Review Strategy (cont.)

Benefits and Costs

- the project offers the opportunity to provide housing diversity and a broader range of lifestyle opportunities through the restructure of part of the Relbia rural residential zone;
- potential benefits include a village centre integrated with opportunities for a mix of residential types and styles. The planned close relationship of the Relbia and St Leonards projects is viewed as a significant positive aspect of both projects;
- the nature of the project as a restructure initiative may add some complexity beyond a traditional greenfields project. The project will require detailed scoping and initial development to quantify benefits and costs.

Figure 6.7: Relbia Review Strategy: Potential Review Area



Legend

Potential Future Development

- General Residential (2013 - 2021)
- General Residential (2021 - 2036)
- Review Area
- Potential Ravenswood Review Area
- Education, Health and Community
- Business, Commercial and Tourism
- Industrial / Utilities
- Sewerage Treatment Plant
- Other
- Forest and Conservation
- Parks and Open Space
- Proposed Open Space
- Water Body
- Wetlands
- Flood Plains

0 2.5 5 7.5 10km

1:275,000 @ A.4

RENAISSANCE planning
understand | envision | plan | sustain

Base data source:
theLIST, © State of Tasmania
Launceston City Council, Meander Valley Council,Northern Midlands Council, West Tamar Council & George Town Council

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7

Implementation Framework

7.1 Implementation Objectives

The implementation framework for the Greater Launceston Plan seeks to meet the following objectives:

- Ensure that the purpose and application of the GLP is consistent with established processes and procedures;
    - the Land Use *Planning and Approvals Act* (1993), sets out objectives and procedural requirements for strategic and statutory planning in Tasmania;
    - the fundamental purpose of Town Planning Schemes is to serve as development control documents. They are not intended as instruments of strategic planning;
    - Town Planning Schemes are required to be informed by the preparation of regional land use strategies. These are the designated instruments of strategic planning as set out under the Act (refer *Land Use Planning and Approvals Act*, op.cit., Division 1A, Sections 30A and 30C);
    - the Act requires the establishment of regional areas for purposes of regional land use planning, the undertaking of such planning and the declaration and incorporation of regional land use plans (op.cit., Division 1A, Section 30C);
    - it further requires that "the Minister must keep all regional land use strategies under regular and periodic review." (op. cit., Division 1A, Section 30C (4));
    - the Act also requires consistency and co-operation between Councils within regions where regional land use strategies are under preparation. This is further detailed in the Memorandum of Understanding which sets out the terms of agreement that underpin regional land use planning in the Northern Tasmania region (refer *Project Documentation: Regional Approach to Contemporary Planning Schemes: North/North East Region, A Project between the State of Tasmania, North/North East Councils and Northern Tasmania Development, Memorandum of Understanding, effective September 2008). The Memorandum clearly sets out the responsibilities for the State government, the Councils of the region and Northern Tasmania Development.*
- Demonstrate the effectiveness of undertaking strategic land use planning on a regional basis by:
    - planning for the efficient and effective use of land;
    - identifying the economic, social and environmental benefits from taking a regional strategic approach to land use planning;
    - indicating how the plan will provide a more effective basis for infrastructure provision in the region;
    - providing for sustainable development in the region.

Ensure that strategic planning is evidence-based and is "derived from an examination of economic, environmental, resource management and conservation, and social factors at play within the region;" (refer Project Documentation op.cit., Appendix 3: North/North East Regional Land Use Strategy – Outline);

Provide a regional strategy and desired outcomes to guide land use development within the region (refer Project Documentation, Appendix 3, op. cit.).

7.2 Principles for Project Implementation

A set of principles have been prepared to guide the implementation of regional and district projects. These encompass:

- **strategic basis for projects:**
    - each proposed project should be underpinned by a clear statement of the strategic case and rationale for the project and be capable of addressing the following questions:
        - what is the broad case for the project in terms of potential economic/social/ environmental contributions of the project?
        - what is the envisaged fundamental purpose of the project? (What is it being developed to achieve?)
        - how is the project likely to benefit the local district and greater city and wider region?
        - what are the potential risks for the project?
        - what are the risks for the community if the project is not undertaken?
        - what is the strategic significance of the project to greater Launceston: how does it contribute to building strategic advantage for the region?
        - In what way is the project fundamental to other projects: how does it support/ enable other projects to be established?
- **investment potential:**
    - each project should be assessed in terms of the potential that it offers to attract/ generate direct and subsequent private sector investment. Key questions include:
        - what is the potential role for the private sector to participate/manage the project?
        - what is the potential for private sector investment to fund the project in whole or part?
        - what is the potential for the project to generate further private sector investment? (employment and investment multiplier effects).
- **project champions and political support:**
    - no project should proceed unless it has identifiable project champions and a coalition of political support. Key questions include:
        - are there clear project champions for the proposed initiative? (that is, key people in the responsible Council or state agency who will lead the case for the project)
        - what is the extent and depth of political support for the project?
        - is the project well understood in terms of its essential elements and purpose by Aldermen/ Councillors of the proponent/member Council or by executive members of relevant state agencies responsible for the project?
- **managerial support:**
    - all potential projects should be understood at a fundamental level and supported by officers in the relevant Councils or agencies charged with its implementation. Key questions include:
        - what is the understanding of the essential elements of the project?
        - what is the extent of support among senior officers for the project?
- **clear definition and effects assessment:**
    - the proposed project should be clearly defined in terms of its objectives, intended scope, program of development and implementation and in terms of the types of outcomes that are being sought;
    - the project should reflect community values, aspirations and priorities and the community and relevant stakeholders should be engaged in defining the scope of the project (refer to community and stakeholder engagement);
    - the understanding and assessment of likely benefits, costs and risks of the project should be detailed, and key elements of the case for the project should be understood by the implementing Council/s and/or relevant state agency and widely communicated to the community and key stakeholders.

- **community and stakeholder engagement:**
    - ensure that the community and relevant stakeholders are engaged in the scoping and definition of the project and that their values, needs and priorities are reflected in the project so far as reasonably possible;
    - demonstrate in the engagement process that community and stakeholder engagement have shaped the scope and direction of the project.
- **resourced implementation program:**
    - there should be a clear statement of the actions required by the responsible Council/s and/ or participating agencies to implement the project;
    - the time, budget and personnel resources required by the responsible Council/s and/or participating agencies to implement the project should be clearly defined;
    - there should be a clear statement of budget requirements for defined implementation stages/outcomes.
- **clear basis for control and review:**
    - where the project is being undertaken by more than one Council, or with the participation of a state agency, there should be an agreed structure and process for the management of the implementation of the project;
    - where the project is being undertaken in conjunction with the private sector there should be clearly defined responsibilities for the participating parties;
    - planning for the implementation of the project should detail the proposed project stages and key points/phases of review and evaluation.

7.3 Implementation Framework

In this section, a framework is provided for the review, adoption and progressive implementation of the Greater Launceston Plan. For purposes of implementation, the Plan is comprised of several distinct components:

- Greater Launceston Plan (GLP) document;
- the foundational projects that principally pertain to co-ordinated governance, implementation, marketing and investment for the plan;
- the regional projects (project groups B-E, refer Section 6);
- proposed planning and development strategies for the inner city (Group F) and suburban areas (Group G). A number of the Group G projects will require structure planning or design development and several will require rezonings; all will require further planning and development approvals.

Overall Review of the GLP

The implementation framework sets out the recommended actions and indicative timetable for the review of the GLP and amendments to the RLUS. It will be noted that (refer Figure 7.2):

- the scheduling for the implementation of the GLP allows a period through to the end of April 2014 for the completion of the current GLP documentation (including a community engagement process and modifications to the GLP arising from the community consultations);
- the program recommends a period of review by the member Councils for further assessments of the GLP documents to reach a position of joint agreement and resolution in relation to:
    - the vision, policies, principles and key recommendations of the GLP;
    - the GLP final draft report and supporting reports;
    - required amendments to the RLUS to facilitate incorporation of the GLP.
- the proposed schedule for the review and resolution of a joint position of the GLP and required amendments to the RLUS, allows for this to be undertaken during May-December 2014 and 2015. It is proposed that in-principle agreements by the member Councils for the required amendments to the RLUS be in place by February 2016 (refer Figure 7.1);
- Figure 7.1 provides a chart of the likely tasks and indicative timing for the review of the GLP documentation and amendments to the RLUS. It also shows the envisaged major joint review conferences by the member Councils in 2014, 2015 and 2016;
- the program provides an estimate of timing for the completion of ministerial review following preparation of draft amendments to the RLUS. It is envisaged that approval or conditional approval by the Minister for Planning will be completed by July 2016 (refer Figure 7.1).

Project Review and Development

It is proposed that the detailed scoping and progressive development of a number of projects that form part of the GLP be commenced in May 2014 and run concurrently through May 2014 – June 2016 as the wider review of the GLP is being undertaken together with amendments to the RLUS.

Figure 7.2 sets out the proposed indicative timing for the scoping and progressive development of the projects recommended in the GLP. It is recognised that the number of projects encompassed by the GLP is significant and that prioritisation of projects for purposes of implementation is essential given the likelihood of limited time and budget resources. On this basis, the following projects have been recommended for priority development. These are:

- the three Foundational Projects which are deemed to be fundamental for the development of the GLP;
- a number of recommended development projects as follows:
    - Regional Infrastructure Projects:
        - B.1: Regional Infrastructure Co-ordination Strategy;
        - B.2: Metropolitan Pathways Network;
        - B.3: Launceston Connector Route (LCR);
    - Business Environment Projects:
        - C.1: Bell Bay Investment Strategy;
        - C.2: Launceston Gateway Precinct;
    - Creative Region Projects:
        - D.1: Creative Communities Project;
    - Environmental Projects:
        - E.1: Sustainability Working Group;
    - Inner City Projects:
        - F.1: Launceston City Heart: CBD Revitalisation Project;
        - F.2: North Bank Precinct;

- Suburban Integrated Planning and Development Projects:
  - G.1: Living in the City;
  - G.2: Northern Suburbs Strategy;
  - G.3: St Leonards - Waverley Corridor Strategy;
  - G.4: South - West Corridor Strategy;
  - G.5: Legana - Riverside Corridor Strategy.

- The recommended scheduling of the scoping and progressive development of key projects concurrently with the general resolution of the GLP and preparation of amendments to the RLUS will enable a number of the high priority projects to be in active implementation phases by the time ministerial gazettal is envisaged (July 2016);
- It will also allow high priority suburban integrated planning and development projects to be completed for statutory approval following ministerial gazettal (in the period following July 2016, refer Figure 7.2);
- It will be noted that the envisaged phasing of projects allows for a second group of projects to be ready for statutory approval in early 2017 (refer Figure 7.2).

Project Implementation Stages

A detailed description of the proposed project implementation stages is set out in Table 7.1. It will be noted that the implementation stages as defined in Table 7.1 have been utilised in the proposed stages and scheduling of regional and district projects set out in Figure 7.2.

Level of Planning and Development Approval

The current planning status of planning and development approval in the major development areas is set out in Figure 7.1.

Urban Consolidation and Growth Areas

A summary of recommended major priority actions for the development of the key urban consolidation and growth areas is set out in Table 7.2.

The current status of investigation and growth areas for strategic planning and statutory approvals is set out in Figure 7.2.

Table 7.1 Project Implementation Stages

Project Stage	Implementation Stage		
	Key Task	Requirements to be addressed	Key Outcomes

1. Scoping / Terms of Reference	Scoping of the project and preparation of terms of reference.	• Envisaged type of project;
		• broad objectives for project;
		• basis for the project in terms of state, regional or Council policy;
		• location/s for the project if known/ preferred locational requirements if applicable;
		• initial scoping of the project:
		  ○ project role/s;
		  ○ likely significance/rationale for the project/potential contribution to the greater Launceston economy;
		  ○ responsible Council/s /agencies/and other participating stakeholders for the project;
		  ○ establishment of Steering Committee and persons responsible for administering the project;
		  ○ potential role of private sector;
		  ○ clear delineation of major tasks/stages of work that need to be undertaken to determine project
		  ○ potential viability and status for implementation;
		  ○ initial identification of key stakeholders;
		  ○ intended scope of engagement/consultation process;
		  ○ indicative budget for project development to completion of Stage 2.
			Preliminary terms of reference for the project for application in Stage 2.

2. Initial Review Phase	Review and resolution of terms of reference for the project.	• Preparation of Working Paper to develop the preliminary terms of reference for the Steering Committee. The Paper is to provide a background in relation to issues, objectives and likely resource requirements and potential approaches/broad options to develop the project; • evaluation of the Working Paper by the Steering Committee. Development of propositions for a joint workshop/forum; • opportunity for joint workshop/forum by the participating Councils/agencies/other key stakeholders to jointly overview the Working Paper • initial consideration of potential costs, risks and benefits of the project in terms of potential approaches/likely broad options to develop the project; • opportunity for review of the preliminary terms of reference by the participating Councils/agencies/other key stakeholders as designated on the basis of the preliminary terms of reference and further developments; • recommended modifications to the preliminary terms of reference; • resolution of terms of reference by the Steering Committee following input from the participating Councils/agencies/ other key stakeholders; • establishment of budget for Stages 3 – 6 of the project development; • agreement by the participating Councils/agencies/other key stakeholders for the resolved terms of reference for the development of the project.	Resolved terms of reference for the project.

Project Stage	Implementation Stage		
	Key Task	Requirements to be addressed	Key Outcomes
3. Outline / Preliminary Project Development	To provide a preliminary development of the project to clarify potential costs, risks and benefits likely to be generated by the project and associated public risks and net costs. To identify a project development structure that optimises opportunities for private sector co-investment and participation.	• Stakeholder input/discussion groups to guide initial concept development requirements; • initial concept development of the project for the Steering Committee; • demand/user scenarios as appropriate; • preliminary project costings, financial feasibilities and outline/draft triple bottom line and net community benefit assessments; • draft assessment of cost sharing responsibilities by the participating Councils/agencies/other stakeholders; • review and recommendations by the Steering Committee; • overview by the participating Councils/agencies/other stakeholders; • joint resolution and agreement/conditional agreement by the participating Councils/agencies/other stakeholders of the future project beyond Stage 3 (that is, detailed development on the basis of the current project structure, development on the basis of a modified project or termination of the project at Stage 3); • provisional budget for project development to the completion of Stage 6; • initial assessment of cost sharing responsibilities by the participating Councils/agencies/other stakeholders.	• Clear statement of project objectives, significance and likely contribution of the project to the economic and social development of greater Launceston. • Preliminary concepts, costings, financial feasibilities and outline/triple bottom line and net community benefit assessments; • Draft assessment of cost sharing responsibilities by the participating Councils/agencies/other stakeholders; • Joint position statement by the participating Councils/agencies/other stakeholders on the future development of the project to Stage 6.
4. Statutory Implementation	To provide a framework and schedule to facilitate required statutory planning approvals for: • Projects identified in the GLP to implement the policy framework where the land use implications were not finalised or could not be developed at the time of development of the GLP (e.g. Projects C.4, D.5, D.6, D.7); • Projects identified in the GLP to implement the policy framework and its strategic directions and where the general extent of land use change was envisaged at the time of the development of the GLP (e.g. Projects G.2 – G.9, G.11).	• Strategic planning framework to implement the project consistent with the vision, policy framework and strategic principles for the GLP; • preparation of amendment to the Planning Scheme on the basis of the strategic planning framework by the responsible Council to facilitate the development project; • notification and exhibition process (?) • assessment/hearing (as required) by the Tasmanian Planning Commission (?) • amendment approval.	• Strategic planning framework for the project consistent with the vision, policy framework and strategic principles for the GLP; • Preparation of amendment to the Planning Scheme required to implement the project; • Exhibition documents for the amendment; • Public notifications; • Notice of amendment of approval.

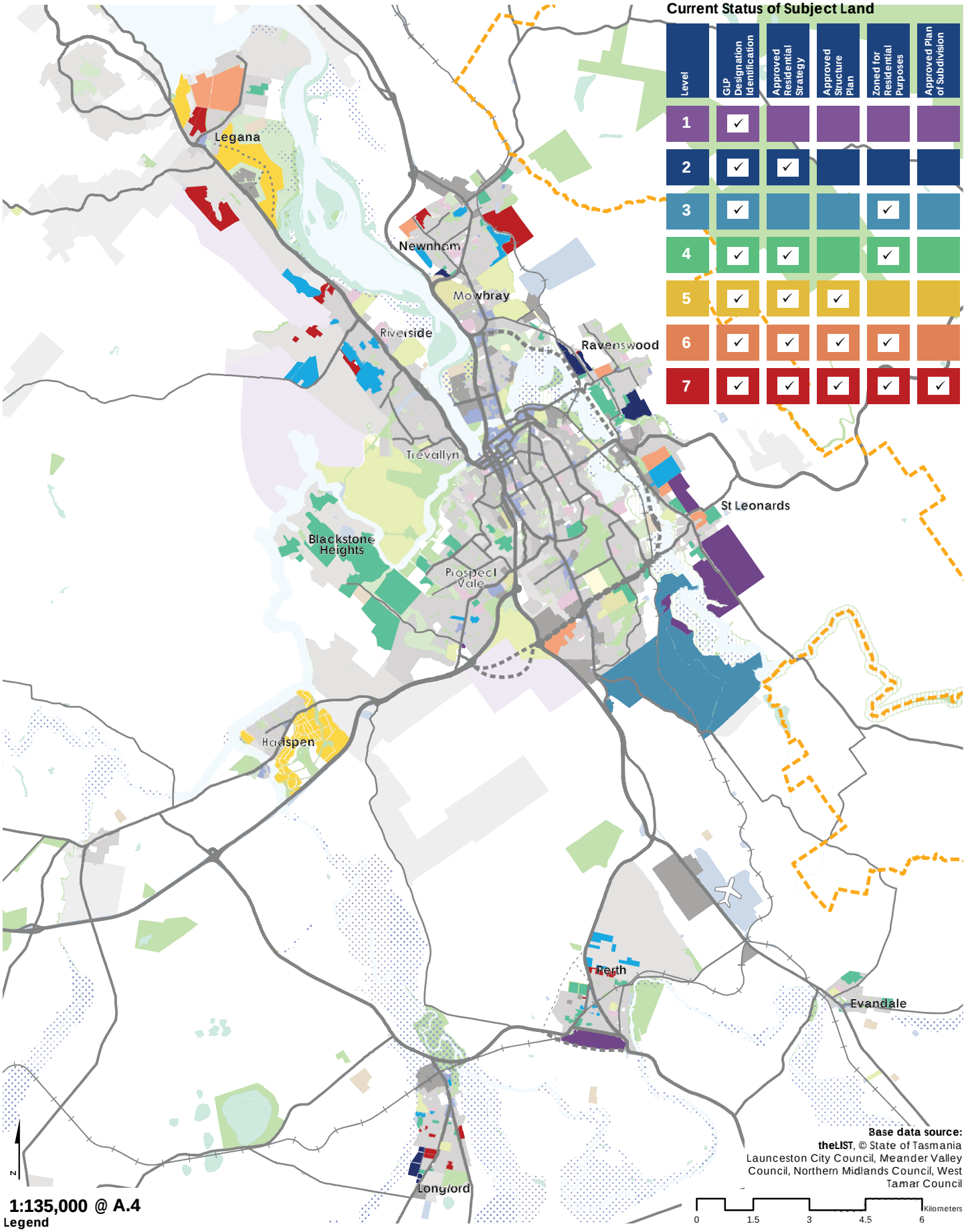
Project Stage	Implementation Stage		
	Key Task	Requirements to be addressed	Key Outcomes
5. Project Development	To provide a full development of the project for implementation purposes.	• Discussion Paper to be developed from Stage 3 for community and stakeholder engagement; • community and stakeholder engagement phase; • supporting research and analysis; • draft development of the project including concepts and options; • financial feasibility/triple bottom line and net community benefit assessments; • revised draft assessment of cost sharing responsibilities by the participating Councils/agencies/other stakeholders; • review of draft project outcomes by the Steering Committee; recommendations to the participating Councils/agencies/ other stakeholders; • overview by the participating Councils/agencies/other stakeholders; • joint position by the participating Councils/agencies/other stakeholders on the draft Development Project to take the project forward to a detailed review and project resolution (Stages 5 and 6).	• Project Development draft report addressing the requirements above; • summary report for community and stakeholder engagement.
6. Project Resolution	To ensure that the principles, intent, benefits and costs and strategic significance of the draft Development Project are clearly communicated to all stakeholders and the community. To undertake a comprehensive stakeholder and community review of the draft Development Project. To specify required modifications and improvements identified in the stakeholder and community review and in the subsequent review by participating Councils/ agencies/participating stakeholders. To resolve the final Development Project for implementation.	• Clear communication of the draft Development Project to all stakeholders in the community; • comprehensive stakeholder and community engagement and review of the draft Development Project; • review of the stakeholder and community response by the Steering Committee; • Steering Committee report to encompass finalised statement of forecast/estimated costs, risks and benefits of the project, financial feasibilities, triple bottom line and net community benefit assessments together with recommended cost sharing responsibilities by the participating Councils/agencies/other stakeholders; • Steering Committee report to the participating Councils/agencies/other stakeholders; • review by the participating Councils/agencies/other stakeholders; • resolution of an agreed joint position by the participating Councils/agencies/other stakeholders (including conditional agreements or any final modifications required); • in-principle approval by the participating Councils and participating agencies/other stakeholders as required; • budget provisioning by the participating Councils and participating agencies/other stakeholders for an agreed implementation period; • budget approvals by future financial year consistent with funding requirements for each of the participating Councils and participating agencies/other stakeholders as required.	• Summary statement and supporting detail of the approved project; • clear statement of the project concept, objectives, role and triple bottom line contribution to greater Launceston; • role of private sector and projected investment; • summary of overall projected investment and projected direct and indirect employment effects; • major development and operational stages of project; • assessment of net development costs with supporting information setting out the agreed sharing of public sector costs by the participating Councils and agencies/other stakeholders as required.

Project Stage	Implementation Stage		
	Key Task	Requirements to be addressed	Key Outcomes
7. Project Implementation	To provide for the efficient, cost effective and timely implementation of the approved project.	• Development implementation staging/management plan to be prepared by the responsible Council/agency/participating stakeholder as agreed; • tendering of project for implementation as required/applicable; • approval of tender as applicable; • commencement of development process; • monitoring of project during development phase; • marketing plan/program for the project for release during the development process; • certification of project completion and suitability for operations/occupancy as relevant by the responsible Council/agency.	• Develop implementation/staging plan; • Tender documents as required; • Approval of tender; • Successful completion of development/active implementation process.

8. Project Evaluation	To monitor and assess the performance of the project during the operational phase.	• Systematic post-project review by the responsible Council/participating agencies/other stakeholders;
		• monitoring of the following as relevant to the project. Monitoring measures should be consistent with indicator measures set out in the GLP. These encompass:
		  ○ community response and participation in the project;
		  ○ business operations of the project;
		  ○ traffic and other site effects;
		  ○ employment effects;
		  ○ environmental and social effects.
		• evaluation report for the Steering Committee and responsible Council/participating agencies/other stakeholders;
		• review by the participating Councils/agencies and other stakeholders;
		• agreement by the participating Councils/agencies and other stakeholders for further development phases/continued operations as relevant on the basis of the evaluation report.
			• Application of monitoring measures to assess the project during the operational phase. The monitoring measures should be consistent with the indicator measures set out in the GLP;
			• Evaluation Report on the project;
			• review by the responsible Council/agencies and other relevant stakeholders;
			• overview and agreement by participating Councils for future project stages/ongoing operations as may be relevant.

9. Ongoing Implementation	Modify project operations to optimise future performance on the basis of the Project Evaluation (stage 8).	• Detailed review of project/program operations in consultation with operational management and affected stakeholders; • Identification of components of the implementation program that need to be modified on the basis of the Project Evaluation stage; • Development of modifications to address performance issues; • Review and evaluation by the Steering Committee; • Approval of modifications for implementation; • Application of modifications for an agreed operational period; • New operational period, post review, subject to scheduled future cyclical review.	• Identified components of project implementation/program operations where modifications or improvements are required; • Agreed process of engagement and consultation with operational management and affected stakeholders in relation to identified deficiencies/required improvements; • Identified and agreed strategy to be put in place to address required modifications or improvements; • Modified operations that address required changes for an agreed operational period.

7.1: Level of Planning and Development Approval



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Legend

Transport Network
- National / State Highway
- Major Arterial Road
- Arterial Road
- Feeder
- Access Road
- Railway

Proposed Transport Network
- Proposed Arterial Road Upgrade
- Proposed New Arterial Road
- Proposed New District Collector Road
- Potential Longer Term Road Link

Parkland and Open Space
- Forest and Conservation
- Parks and Open Space
- Recreation
- Utilities and Special Use
- Proposed Open Space

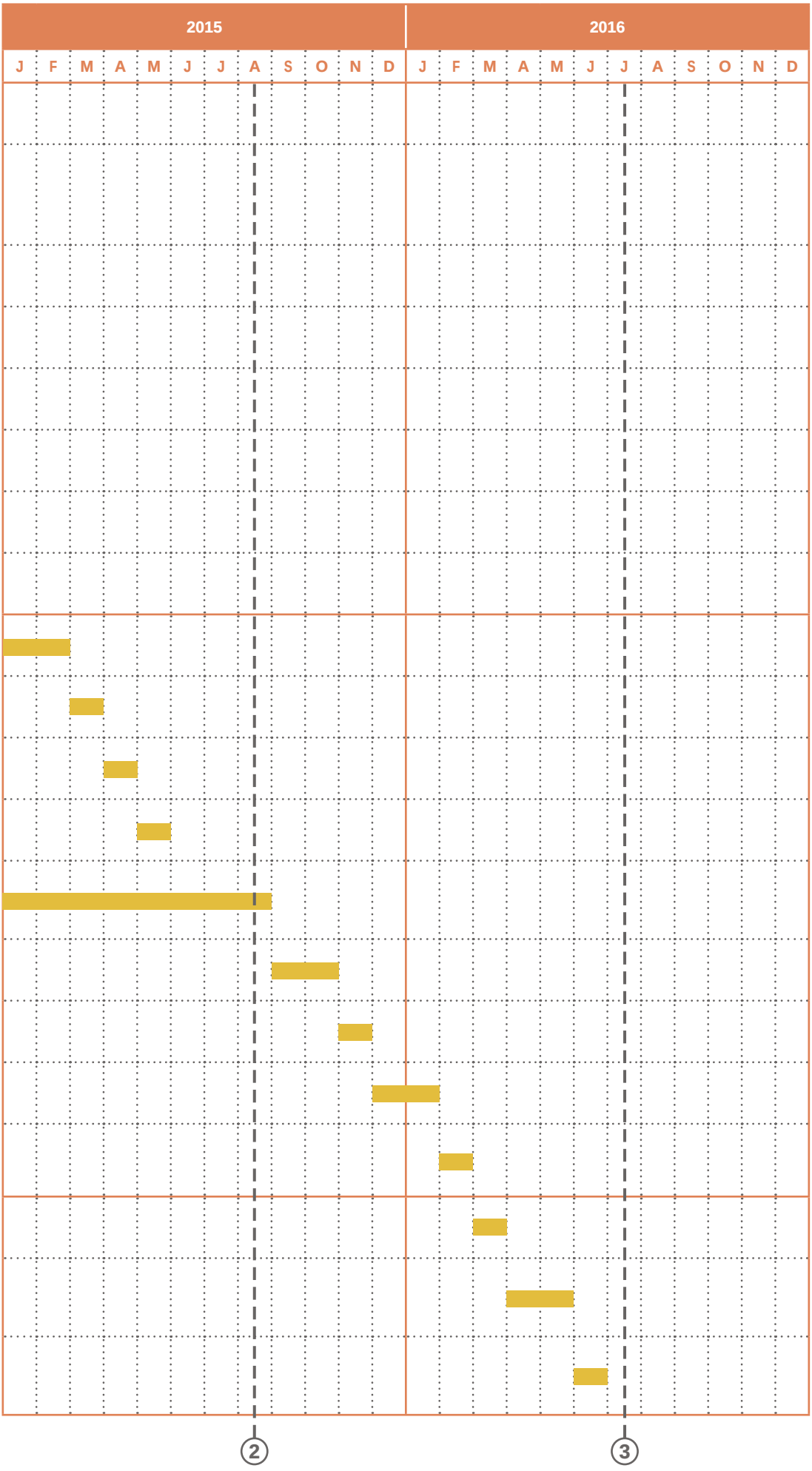
Water
- Water Body
- Wetlands
- Flood Plains

Land Uses
- Commercial Use
- Education and Health
- Particular Purpose
- Industrial Use
- Utilities
- Sewerage Treatment Plant
- Inner Residential
- General Residential
- Village / Low Density Residential
- Rural Living

Greater Launceston Area Boundary

Figure 7.2: Priority Initial Actions: Summary Implementation Schedule

Group	Ref. No	Project	2014 J	F	M	A	M	J	J	A	S	O	N	D
1. GLP Document Review: Preparation of Review and Implementation Guide	1.01	**Finalisation of initial reviews** of the GLP by each of the member Councils.												
	1.02	Preparation for inter-Council/Tasmanian Government conference to **establish a joint position on the resolution of the GLP** and its incorporation into the Regional Land Use Strategy (RLUS) for the North Tasmania region.												
	1.03	**Inter-Council/Tasmanian Government conference** to facilitate the joint review and implementation of the GLP.												
	1.04	**Agreement on principles** for the review and implementation of the GLP.												
	1.05	**Appointment of Working Group** to prepare/commission a draft Review and Implementation Guide for the GLP.												
	1.06	Preparation of **draft Review and Implementation Guide** for the GLP.												
	1.07	**Review** by the member Councils.												
	1.08	**Agreed/resolved Review and Implementation Guide** by the member Councils.												
2. GLP Documents: Application of Review and Implementation Guide	2.01	Draft of **recommended amendments to the GLP** for/by the Working Group.												
	2.02	**Final reviews** by the member Councils in co-ordination with the Tasmanian Government.												
	2.03	**Resolved amendments** to the GLP documents.												
	2.04	Preparation of **edited GLP** to reflect agreed amendments.												
	2.05	**Review and amendment of RLUS**: Northern Tasmania to enable the incorporation of the GLP: Preparation of draft amendments for/by the Working Group.												
	2.06	**Review by the member Councils** in co-ordination with the Tasmanian Government.												
	2.07	**Agreed position by the member Councils** on the required amendments to the RLUS.												
	2.08	**Finalisation of the proposed amendments** to the RLUS.												
	2.09	**In-principle approval** by each of the member Councils on the proposed amendments to the RLUS to incorporate the GLP.												
3. Ministerial Review and Approval of Amendments to the RLUS	3.01	**Receipt by the Minister for Planning** of the recommended amendments to the RLUS to incorporate the GLP.												
	3.02	**Review by the Minister** in consultation with the Tasmanian Planning Commission and other agencies as deemed appropriate.												
	3.03	**Approval/conditional approval by the Minister for Planning** of the recommended amendments to the RLUS incorporating the GLP.												

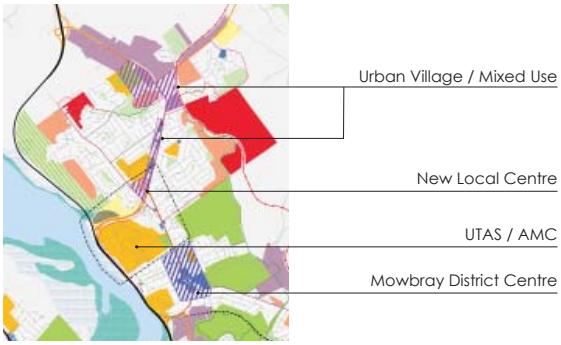
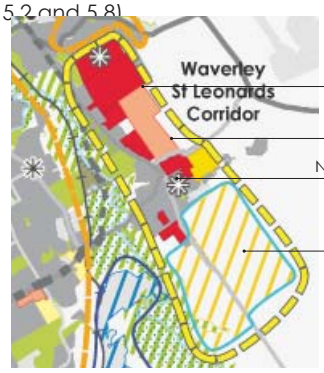


Key

Indicative timing for principal tasks

Major joint review conferences by the member Councils

Table 7.2 Urban Growth Areas: Summary of Implementation Requirements

Growth Area	MAJOR PRIORITY ACTIONS	
	Planning	Planning Scheme Amendments
Launceston City Council: **Northern Suburbs Strategy** (refer Figures 5.2 and 5.8)  	• Northern Suburbs Strategy Framework (model project, refer Project G.2) • Implementation Plan • Land Release Strategy	**High Priority** • PSA to rezone land identified as Urban Village / Mixed Use in Figure 6.6 to Mixed Use Zone.
Launceston City Council: **St Leonards - Waverley Corridor Strategy** (refer Figure 5.2 and 5.8)  	• St Leonards - Waverley Corridor Strategy (refer Project G.3) • Community Review • Implementation Plan • Land Release Strategy	**High Priority** • PSA to rezone land to General Residential at: ○ St Leonards North ○ St Leonards strategic reserve
Meander Valley Council: **South - West Corridor Strategy** (refer Figure 5.2 and 5.8) 	• MVC review of current structure planning • South West Corridor Strategy (refer Project G.4) • Community and Stakeholder Review • Implementation Plan • Land Release Strategy	**High Priority** • PSA to rezone land identified in the Hadspen Outline Development Plan to general residential and low density residential.

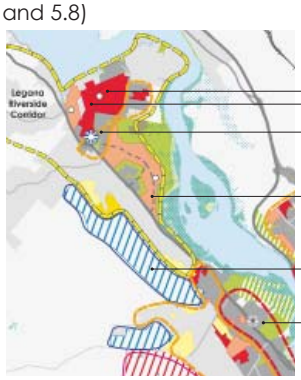
Growth Area	MAJOR PRIORITY ACTIONS	
	Planning	Planning Scheme Amendments
West Tamar Council: **Legana - Riverside Corridor Strategy** (refer Figure 5.2 and 5.8)  	• WTC review of current structure planning • Legana - Riverside Corridor Strategy (refer Project G.5) • Implementation Plan • Land Release Strategy	**High Priority** • Completion of rezoning to general residential for Bulmans Brook. • Plannning Scheme Amendment (PSA) to rezone western precinct to General Residential and General Business zone for village centre. **Moderate Priority** • PSA to rezone southern precinct to general residential.
Northern Midlands Council: **South Perth Strategy** (refer Figure 5.2 and 5.8) 	• Joint NMC and DIER review of South Perth Strategy (refer Project B.6) • Community and Stakeholder Review • Implementation Plan • Land Release Strategy	**Moderate Priority** • PSA to rezone land south of the Illawarra Main Road / Drummond Street and north of the proposed bypass road to general residential.

Figure 7.3: Regional and District Projects: Summary Implementation Schedule

Group	Ref. No	Project	2014 J	F	M	A	M	J	J	A	S	O	N	D
A. Foundational Projects	A.1	Regional Leadership, Engagement and Co-operation												
	A.2	Regional Marketing and Intelligence												
	A.3	Co-ordinated Implementation and Monitoring												
B. Regional Infrastructure Projects	B.1	Regional Infrastructure Co-ordination Strategy												
	B.2	Metropolitan Pathways Network												
	B.3	Launceston Connector Route (LCR)												
	B.4	Public Transport Corridors												
	B.5	Cataract Gorge - Trevallyn Management Plan												
	B.6	South Perth Strategy												
C. Business Environment Projects	C.1	Bell Bay Investment Strategy												
	C.2	Launceston Gateway Precinct												
	C.3	Multi Purpose Regional Precincts												
	C.4	Business Conference Centre: Demand Facilitation												
D. Creative Region Projects	D.1	Creative Communities Project												
	D.2	Whole of Life Development Program												
	D.3	Research Park Project												
	D.4	UTAS Newnham Campus: Community Plan												
E. Environmental Projects	E.1	Sustainability Working Group												
	E.3	Tamar Estuary and Esk River Program: Action Plan												
	E.4	Greater Launceston Urban Salinity Strategy: Action Plan												
	E.5	Greater Launceston: Natual Heritage and Biodiversity Management Project												
F. Inner City Projects	F.1	Launceston City Heart: CBD Revitalisation Project												
	F.2	North Bank Precinct												
	F.3	Inveresk Precinct												
	F.4	Charles Square Southbank												
	F.5	Willis Street Precinct												
G. Suburban Integrated Planning and De-velopment Projects	G.1	Living in the City												
	G.2	Northern Suburbs Strategy												
	G.3	St Leonards - Waverley Corridor Strategy												
	G.4	South - West Corridor Strategy												
	G.5	Legana - Riverside Corridor Strategy												
	G.6	Mowbray Precinct Plan												
	G.7	Kings Meadows Precinct Plan												
	G.8	George Town Strategy												
	G.9	Ravenswood Review Strategy												
	G.10	Relbia Review Strategy												

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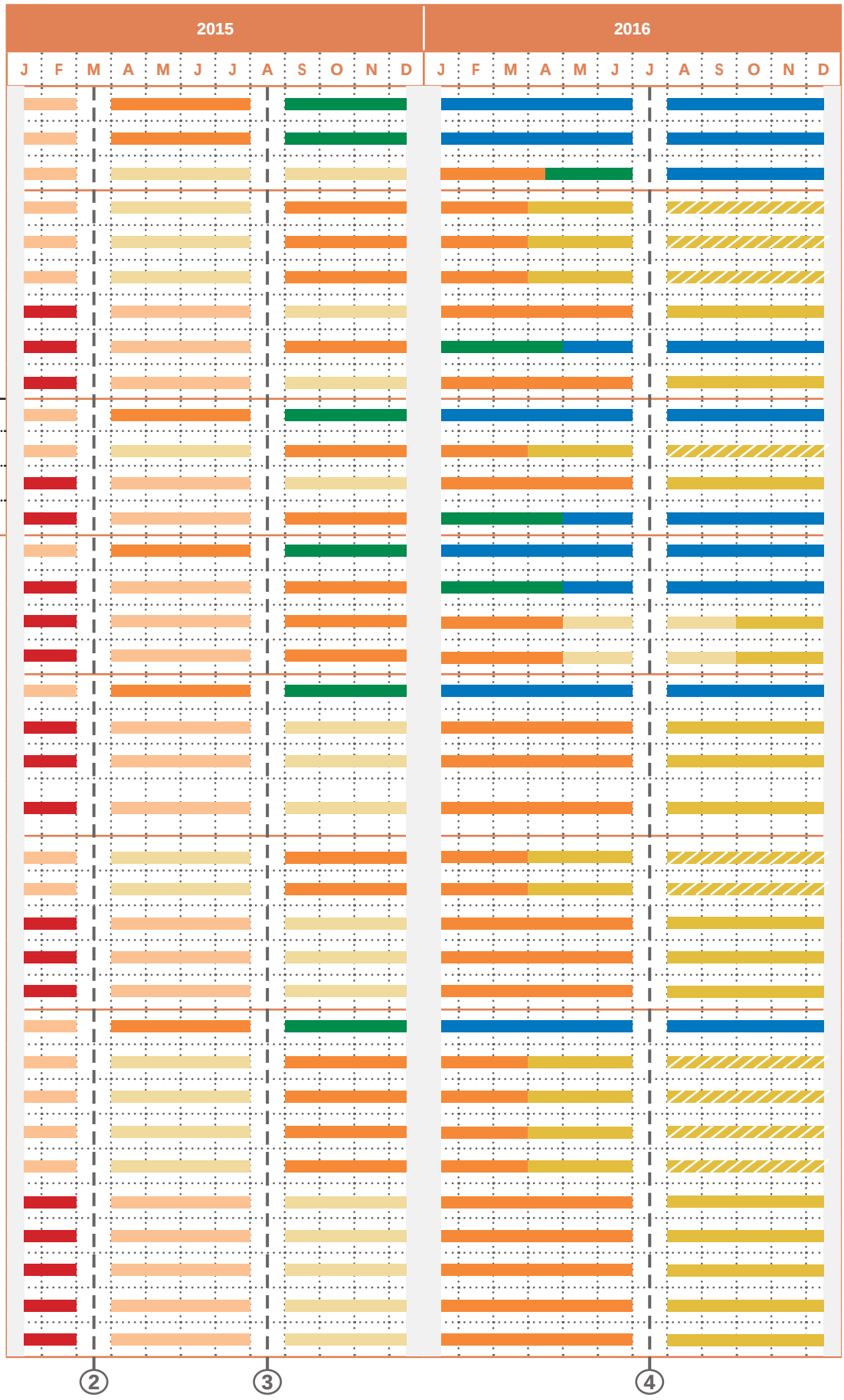
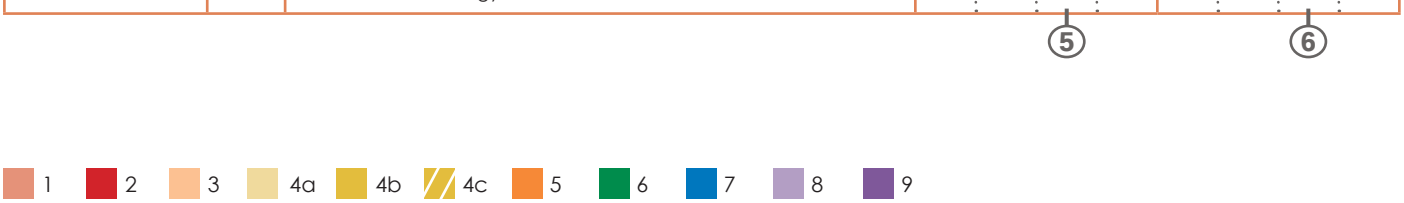


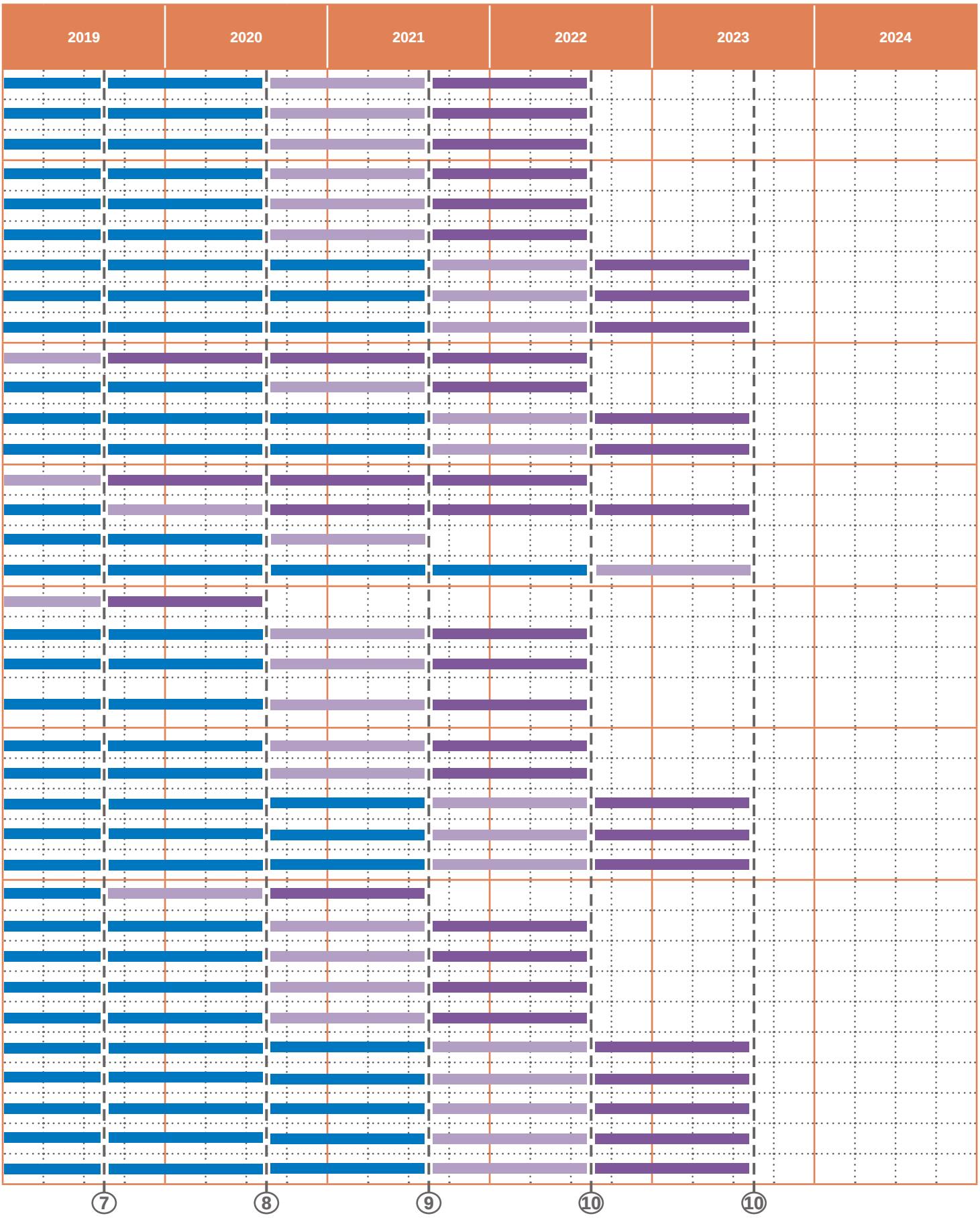
Key (refer Table 7.1)

- **1** Scoping / Terms of Reference
- **2** Initial Review Phase
- **3** Outline / Preliminary Project Development
- **4a** Outline Strategic Planning
- **4b** Statutory Preparation
- **4c** Statutory Approvals
- **5** Project Development
- **6** Project Resolution
- **7** Active Project Implementation
- **8** Project Evaluation
- **9** Ongoing Implementation: Post Review

Figure 7.3: Regional and District Projects: Summary Implementation Schedule (cont.)

Group	Ref. No	Project	2017	2018
A. Foundational Projects	A.1	Regional Leadership, Engagement and Co-operation		
	A.2	Regional Marketing and Intelligence		
	A.3	Co-ordinated Implementation and Monitoring		
B. Regional Infrastructure Projects	B.1	Regional Infrastructure Co-ordination Strategy		
	B.2	Metropolitan Parks and Pathways		
	B.3	Launceston Connector Route (LCR)		
	B.4	Public Transport Corridors		
	B.5	Cataract Gorge - Trevallyn Management Plan		
	B.6	Illawarra Road (South Perth) Bypass		
C. Business Environment Projects	C.1	Bell Bay Investment Strategy		
	C.2	Launceston Gateway Precinct		
	C.3	Multi Purpose Regional Precincts		
	C.4	Business Conference Centre: Demand Facilitation		
D. Creative Region Projects	D.1	Creative Communities Project		
	D.2	Whole of Life Development Program		
	D.3	Research Park Project		
	D.4	UTAS Newnham Campus: Community Plan		
E. Environmental Projects	E.1	Sustainability Working Group		
	E.3	Tamar Estuary and Esk River Program: Action Plan		
	E.4	Greater Launceston Urban Salinity Strategy: Action Plan		
	E.5	Greater Launceston: Natural Heritage and Biodiversity Management Project		
F. Inner City Projects	F.1	Launceston City Heart: CBD Revitalisation Project		
	F.2	North Bank Precinct		
	F.3	Inveresk Precinct		
	F.4	Charles Square Southbank		
	F.5	Willis Street Precinct		
G. Suburban Integrated Planning and Development Projects	G.1	Living in the City		
	G.2	Northern Suburbs Strategy		
	G.3	St Leonards - Waverley Strategy		
	G.4	South - West Corridor Strategy		
	G.5	Legana - Riverside Strategy		
	G.6	Mowbray Precinct Plan		
	G.7	Kings Meadows Precinct Plan		
	G.8	George Town Strategy		
	G.9	Ravenswood Review Strategy		
	G.10	Relbia Review Strategy		




2019
2020
2021
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In summary, the Implementation Framework provides a structure and guide for the organised and effective implementation of the GLP. The recommended Framework is consistent with the Land Use Planning and Approvals Act (1993) and Memorandum of Understanding (2008) between the State of Tasmania and North/North East Councils and Northern Tasmania Development which underpins the preparation of the RLUS for Northern Tasmania. The GLP and Implementation Framework:

- demonstrates the effectiveness of undertaking strategic land use planning on a regional basis by:
  - planning for the efficient and effective use of land;
  - identifying the economic, social and environmental benefits from taking a regional strategic approach to land use planning;
  - indicating how the plan will provide a more effective basis for infrastructure provision in the region;
  - providing for sustainable development in the region.
- ensures that strategic planning is evidence based;
- provides a regional strategy and desired outcomes to guide land use development.

The Implementation Framework sets out:

- objectives for the implementation of the GLP;
- principles for the implementation of projects;
- initial priority actions likely to be required for the member Councils to jointly resolve an agreed position in relation to the GLP and required amendments to the RLUS (2011) together with an indicative schedule to achieve these outcomes;
- a guide and recommended tasks for implementation stages to enable a consistent approach for the scheduling of projects;
- the proposed scheduling for the implementation of projects to reflect prioritised projects and provide a framework for major joint reviews by the member Councils;
- a summary of implementation requirements for the urban growth areas;
- an overview of the current state of planning and development approvals in the growth areas and major infill areas.

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B Workshops

In April 2013 a series of workshops was conducted at Launceston City Council to provide a detailed peer review of several key policy areas. The study team acknowledges the assistance and contribution of workshop participants.

Environmental Issues

Position Paper Author: James McKee in association with Andrew Baldwin and Amanada Locatello

Workshop Facilitator: Sally Darke

Workshop Attendees

- *BirdLife Tasmania* Representative
- Sam Duncan - Superintendent Environment & Analytical, *Bell Bay Aluminium*
- Andrew Truscott, *Ben Lomond Water*
- Peter Voller - Manager, Land Conservation, *DPIPWE*
- Jai Larkman - Sustainability Assessment Officer, *Furntech-AFRDI*
- Aidan Flanagan - Northern Regulation Section, *DPIPWE* Anna Povey, *INTAS Group*
- Louise Foster - Manager Corporate Strategy, *Launceston City Council*
- Melissa Burn - Acting Environmental Health Officer, *Launceston City Council*
- Andrew Fullard - General Manager, *Launceston Flood Authority*
- Jo Oliver, *Meander Valley Council*
- Greg Preece, *Meander Valley Council*
- Andrew Baldwin - Knowledge Co-ordinator, *NRM North*
- Rebecca Kelly, *NRM North*
- Kevin Turner, *Regional Development Australia*
- Jeff Wolinski - Director, *Renaissance Planning*
- *Tamar NRM* Representative
- *Tamar Yacht Club* Representative
- Ted Lefroy - Director, Centre for Environment, *UTAS*
- Peter Kearney - Councillor, *West Tamar Council*

Economic Issues

Position Paper Author: Dr Jeffrey Wolinski

Workshop Facilitator: Sally Darke

Workshop Attendees

- Howard Nichol - Executive Officer, *Dorset Economic Development Group*
- Janine Healey - President, *Launceston Chamber of Commerce*
- Bruce Williams - Economic Development Officer, *Launceston City Council*
- Louise Foster - Manager Corporate Strategy, *Launceston City Council*
- Richard Jamieson - Manager Planning Services, *Launceston City Council*
- Rick Dunn, *Meander Valley Council*
- Jo Oliver, *Meander Valley Council*
- Greg Preece - General Manager, *Meander Valley Council*
- Lorraine Green, *Northern Midlands Council*
- Ben Atkins - Project Officer, *Northern Tasmania Development*
- Ian Abernethy - Planning Manager, North, *Pitt & Sherry*
- Kevin Turner, *Regional Development Australia*
- Jeff Wolinski - Director, *Renaissance Planning*
- Chris Griffith - CEO, *Tourism Northern Tasmania*
- Ian Pearce - General Manager, *West Tamar Council*
- Peter Kearney - Councillor, *West Tamar Council*

Social, Health and Wellbeing Issues

Position Paper Author: Professor David Adams

Workshop Facilitator: Sally Darke

Workshop Attendees

- Ruth Chalk - Northern Area Manager, *Anglicare Tasmania*
- Ray Green - Client Services Manager, *City Mission*
- Maribeth Harris - THO - North, Primary Health Area Coordinator - South Esk, *Department of Health & Human Services*
- Ella Dixon - Regional Manager, Programs and Services, Community Development, *Department of Premier and Cabinet*
- Cate Sinclair - CEO, *Headspace*
- Rick Fulton - Area Manager, *Housing Tasmania*
- Michelle Strickland - Vice President, *Launceston Chamber of Commerce*
- Louise Foster - Manager Corporate Strategy, *Launceston City Council*
- John Kirwan - CEO, *Launceston General Hospital*
- Greg Preece - General Manager, *Meander Valley Council*
- Lorraine Green, *Northern Midlands Council*
- Ben Atkins - Project Officer, *Northern Tasmania Development*
- Andrew Baldwin, *NRM North*
- Ian Abernethy - Planning Manager, North, *Pitt & Sherry*
- Kevin Turner, *Regional Development Australia*
- Jeff Wolinski - Director, *Renaissance Planning*
- Kevin Lumb - Commanding Officer, *Salvation Army*
- Danielle Blewett, *St Giles*
- James Harrison - Manager Clinical Services, *St Lukes Health*
- Professor Denise Fassett - Faculty of Health Services, *University of Tasmania*

Development Industry

Position Paper Author: Dr Jeffrey Wolinski

Workshop Facilitator: Sally Darke

Workshop Attendees

- Sam Tucker - Managing Principal, *ARTAS*
- Alex Brownlie - Principal Planner, *GHD*
- Errol Stewart - Managing Director, *JMC Group*
- John Dent - Director, *PDA Surveyors*
- Louise Foster - Manager Corporate Strategy, *Launceston City Council*
- Richard Jamieson - Manager Planning Services, *Launceston City Council*
- Michael Stretton - Director Development Services, *Launceston City Council*
- Rick Dunn, *Meander Valley Council*
- Martin Gill, *Meander Valley Council*
- Jo Oliver, *Meander Valley Council*
- Greg Preece - General Manager, *Meander Valley Council*
- Ian Abernethy - Planning Manager, North, *Pitt & Sherry*
- Kevin Turner, *Regional Development Australia*
- Jeff Wolinski - Director, *Renaissance Planning*
- Stewart Johnson, *Tasmanian Planning Commission*
- Ian Pearce - General Manager, *West Tamar Council*

Education and the Arts

Position Paper Author: Professor David Adams

Workshop Facilitator: Sally Darke

Workshop Attendees

- Louise Foster - Manager Corporate Strategy, *Launceston City Council*
- Anne Blythman, *Department of Education*
- Steve Kyne - Deputy Director, Arts Tasmania, *Department of Economic Development, Tourism and the Arts*
- Richard Mulvaney - Director QVMAG, *Launceston City Council*
- Craig Tyeson - School Support Manager, *Learning Services North*
- Ted Ross, *Meander Valley Council*
- Greg Preece - General Manager, *Meander Valley Council*
- Ben Atkins - Project Officer, *Northern Tasmania Development*
- Kevin Turner, *Regional Development Australia*
- Jeff Wolinski - Director, *Renaissance Planning*
- Peter Kearney - Councillor, *West Tamar Council*
- Professor Janelle Allison, *University of Tasmania*
- Sonja Peters
- Daniel Bucsken

Infrastructure

Position Paper Author: Ian Abernethy

Workshop Facilitator: Sally Darke

Workshop Attendees

- Darren Alexander - Director, *Autech*
- Andrew Beswick - Acting CEO, *Ben Lomond Water*
- Fiona McLeod, *Department of Infrastructure, Energy and Resources*
- Danielle Hofman, *Department of Infrastructure, Energy and Resources*
- Louise Foster - Manager Corporate Strategy, *Launceston City Council*
- Shane Eberhardt - Manager Infrastructure Assets, *Launceston City Council*
- Martin Gill, *Meander Valley Council*
- Ted Ross, *Meander Valley Council*
- Greg Preece - General Manager, *Meander Valley Council*
- Andrew Baldwin, *NRM North*
- John Pitt - Director, *Pitt & Sherry*
- Kevin Turner, *Regional Development Australia*
- Jeff Wolinski - Director, *Renaissance Planning*
- Bob Gozzi - Chairman, *Tasmanian Exporters Group*
- Ian Pearce - General Manager, *West Tamar Council*

C Residential Land Analysis

Dwelling Unit Requirements (2013 - 2021 - 2036): Summary

Table 1: Dwelling Unit Requirements

Source: Analysis by Renaissance Planning Pty Ltd (December 2012, updated August 2013)

Scenario	Forcast Dwelling Unit Requirements: Greater Launceston Area		
	2013 - 2021	2021 - 2036	Total: 2013 - 2036
Low Growth	2,870	6,090	8,960
Return to Trend	3,380	7,370	10,750
Return to Growth	3,900	8,920	12,820

Residential Land Forecasts (2013 - 2021 - 2036): Summary

Table 2: Summary of Residential Allotment Requirements*

Source: Analysis by Renaissance Planning Pty Ltd (December 2012, updated August 2013)

Scenario	Forcast Residential Allotment Requirements: Greater Launceston Area		
	2013 - 2021	2021 - 2036	Total: 2013 - 2036
Low Growth	4,370	4,720	9,090
Return to Trend	5,190	5,980	11,170
Return to Growth	5,950	7,530	13,480

* Includes a 7 year rolling reserve

Residential Land Forecasts (2013 - 2021 - 2036): Summary

Table 3: Residential Land Forecasts (2013 - 2036) - Low Growth*

Source: Analysis by Renaissance Planning Pty Ltd (December 2012, updated August 2013)

Greater Launceston Area	Forecast Residential Allotments: Greater Launceston Area		
	2013 - 2021	2021 - 2036	Total: 2013 - 2036
George Town (M) - Part A	210	240	450
Launceston (C) - Inner & Part B	1,800	2,110	3,910
Meander Valley (M) - Part A	360	420	780
Northern Midlands (M) - Part A	710	530	1,240
West Tamar (M) - Part A	1,290	1,420	2,710
Greater Launceston Area: Total	**4,370**	**4,720**	**9,090**

* Includes a 7 year rolling reserve

Residential Land Forecasts (2013 - 2021 - 2036): Summary

Table 4: Residential Land Forecasts (2013 - 2036) - Return to Trend*

Source: Analysis by Renaissance Planning Pty Ltd (December 2012, updated August 2013)

Greater Launceston Area	Forecast Residential Allotments: Greater Launceston Area		
	2013 - 2021	2021 - 2036	Total: 2013 - 2036
George Town (M) - Part A	260	330	590
Launceston (C) - Inner & Part B	2,140	2,550	4,690
Meander Valley (M) - Part A	460	740	1,200
Northern Midlands (M) - Part A	810	720	1,530
West Tamar (M) - Part A	1,520	1,640	3,160
Greater Launceston Area: Total	**5,190**	**5,980**	**11,170**

* Includes a 7 year rolling reserve

Residential Land Forecasts (2013 - 2021 - 2036): Summary

Table 4: Residential Land Forecasts (2013 - 2036) - Return to Growth*

Source: Analysis by Renaissance Planning Pty Ltd (December 2012, updated August 2013)

Greater Launceston Area	Forecast Residential Allotments: Greater Launceston Area		
	2013 - 2021	2021 - 2036	Total: 2013 - 2036
George Town (M) - Part A	300	530	830
Launceston (C) - Inner & Part B	2,460	2,900	5,360
Meander Valley (M) - Part A	500	990	1,490
Northern Midlands (M) - Part A	940	970	1,910
West Tamar (M) - Part A	1,750	2,140	3,890
Greater Launceston Area: Total	**5,950**	**7,530**	**13,480**

* Includes a 7 year rolling reserve

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